

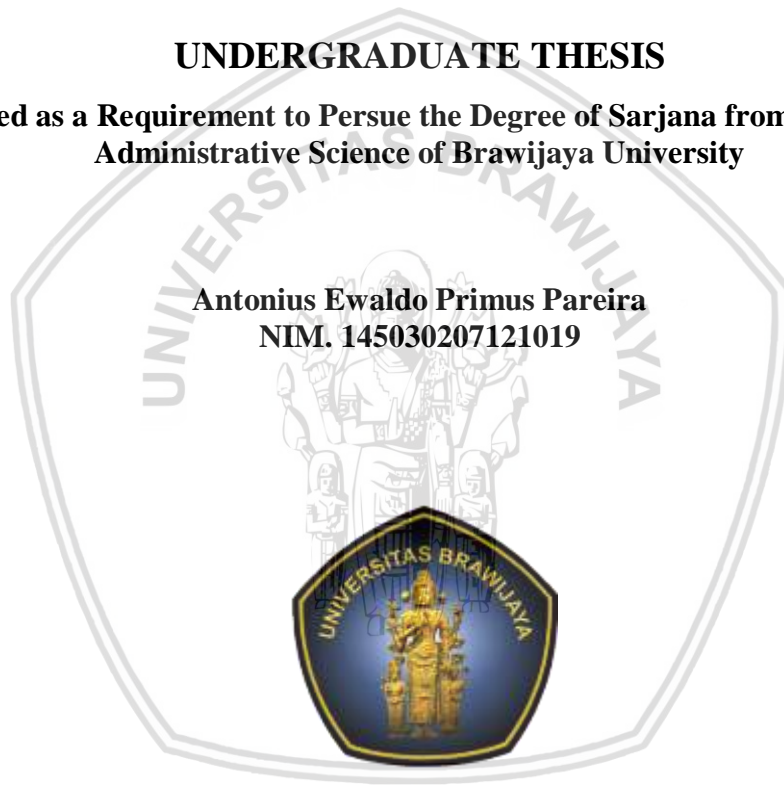
**THE EFFECT OF FAMILY-SUPPORTIVE  
SUPERVISORY BEHAVIOR (FSSB) ON  
EMPLOYEE ENGAGEMENT THROUGH  
WORK INTERFERENCE WITH FAMILY (WIF)  
AND FAMILY INTERFERENCE WITH WORK  
(FIW)**

(Study on Nurse of RS Tentara Tk. IV Wirasakti Kupang City)

**UNDERGRADUATE THESIS**

Proposed as a Requirement to Pursue the Degree of Sarjana from Faculty of  
Administrative Science of Brawijaya University

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**Title : The Effect of Family-Supportive Supervisory Behavior (FSSB) on Employee Engagement Through Work Interference with Family (WIF) and Family Interference with Work (FIW) (Study on Nurse of RS Tentara Tk. IV Wirasakti Kupang City)**

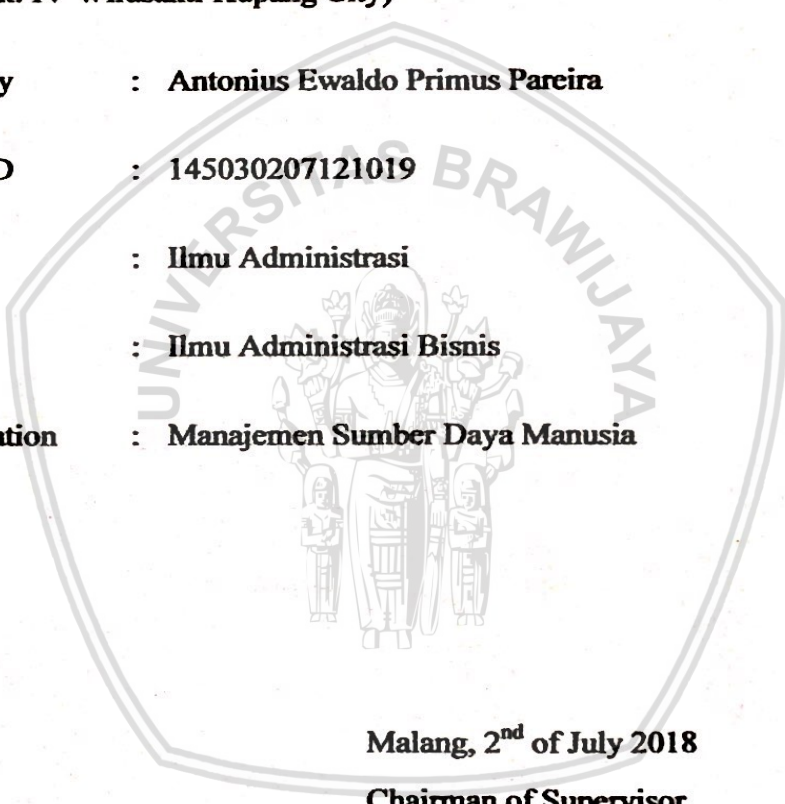
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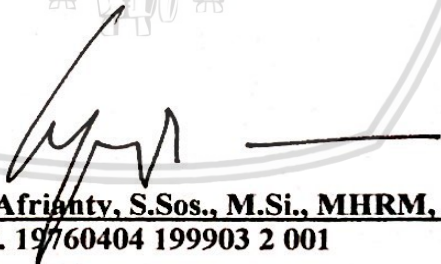
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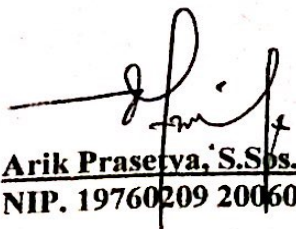
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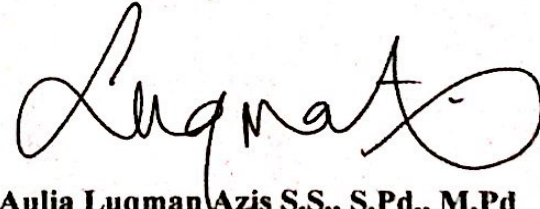
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## ORIGINALITY STATEMENT

I declare with truth and all my knowledge, there is no scientific papers that have been asked by others to get the work or opinion which has ever written or published by others, except for the written quotes in this undergraduate thesis, it is referred and mentioned in the source references.

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## PREFACE

Praise and thanksgiving author to Jesus for blessing and participation of His, the author can carry out the undergraduate thesis entitled "**Effect of Family-Supportive Supervisory Behavior (FSSB) on Employee Engagement Through Work Interference with Family and Family Interference with Work (FIW) (Study on Nurse of RS Tentara Tk. IV Wirasakti Kupang City)**".

This undergraduate thesis is a requirement in obtaining bachelor degree of Business Administration Science at Faculty of Administration Science, Brawijaya University Malang. In making this undergraduate thesis, the author realizes that cannot separated from the help, support, and motivation from various parties. Therefore, on this occasion the author expresses his sincere thanks to:

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The author realizes that there are still many deficiencies and errors in the writing of this undergraduate thesis. For the sake of perfection of this undergraduate thesis, the



authors expect criticism and suggestions for this thesis can be improved for the better. Hopefully this undergraduate thesis can be useful and make a meaningful contribution for all parties in need.

June, 2018

Author





## SUMMARY

Antonius Ewaldo Primus Pareira, 2018, **Effect of Family-Supportive Supervisory Behavior (FSSB) on Employee Engagement Through Work Interference with Family (WIF) and Family Interference with Work (FIW)** (Study on Nurse of RS Tentara Tk. IV Wirasakti Kupang City), Tri Wulida Afrianty, S.SOS., MSi., MHRM, Ph.D, 198 pages + xv.

This research was conducted in view of the importance role of family-supportive supervisory behavior (FSSB) to effect work interference with family (WIF) and family interference with work (FIW) problem that will affect to employee engagement. It's became one of concerns for the modern company especially human resource management. The study was conducted in RS Tentara Tk. IV Wirasakti Kupang City, which used as the samples of research through cluster sampling method. There is 71 nurses which used as the samples of this research, the number of samples was determined using a slovin formula with a total population of 86.

Type of this research is explanatory research with quantitative approach used path analysis method which processed by SPSS 23. The result of this research shows that there was an effect of family-supportive supervisory behavior (FSSB) on employee engagement, work interference with family (WIF), and family interference with work (FIW). The result shows that (1) family-supportive supervisory behavior (FSSB) has significant effect on work interference with family (WIF) (2) family-supportive supervisory behavior (FSSB) has significant effect on family interference with work (FIW) (3) family-supportive supervisory behavior (FSSB) has significant effect on employee engagement (4) family-supportive supervisory behavior (FSSB) has not significant effect on employee engagement through work interference with family (WIF) (5) family-supportive supervisory behavior (FSSB) has significant effect on employee engagement through family interference with work (FIW).

Keywords: Family-Supportive Supervisory Behavior (FSSB), Work Interference with Family (WIF), Family Interference with Work (FIW), Employee Engagement.

## RINGKASAN

Antonius Ewaldo Primus Pareira, 2018, **Pengaruh *Family-Supportive Supervisory Behavior (FSSB)* terhadap *Employee Engagement* Melalui *Work Interference with Family (WIF)* dan *Family Interference with Work (FIW)*** (Studi pada Perawat RS Tentara Tk. IV Wirasakti Kota Kupang), Tri Wulida Afrianty, S.SOS., MSi., MHRM, Ph.D, 198 pages + xv.

Penelitian ini dilakukan untuk melihat peran penting dari *family-supportive supervisory behavior (FSSB)* dalam mempengaruhi masalah dari *work interference with family (WIF)* dan *family interference with work (FIW)* yang dapat berpengaruh terhadap *employee engagement*, ini menjadi salah satu fokus dari perusahaan modern khususnya manajemen sumber daya manusia. Penelitian ini dilakukan di RS Tentara Tk. IV Wirasakti Kota Kupang, pemilihan sampel penelitian ini dengan menggunakan metode *cluster sampling*. Ada 71 perawat yang menjadi sampel penelitian ini, jumlah sampel perawat ini ditentukan menggunakan *slovin formula* dengan total populasi sebesar 86.

Tipe penelitian ini adalah *explanatory research* dengan pendekatan kuantitatif menggunakan analisis jalur diproses dengan aplikasi SPSS 23. Hasil penelitian menunjukkan (1) *family-supportive supervisory behavior (FSSB)* berpengaruh signifikan terhadap *work interference with family (WIF)* (2) *family-supportive supervisory behavior (FSSB)* berpengaruh signifikan terhadap *family interference with work (FIW)* (3) *family-supportive supervisory behavior (FSSB)* berpengaruh signifikan terhadap *employee engagement* (4) *family-supportive supervisory behavior (FSSB)* tidak berpengaruh signifikan terhadap *employee engagement* melalui *work interference with family (WIF)* (5) *family-supportive supervisory behavior (FSSB)* berpengaruh signifikan terhadap *employee engagement* melalui *family interference with work (FIW)*.

**Keywords:** *Family-Supportive Supervisory Behavior (FSSB)*, *Work Interference with Family (WIF)*, *Family Interference with Work (FIW)*, *Employee Engagement*.

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## CHAPTER I

### INTRODUCTION

#### A. Background

Hospital is an organization engaged in the field of service health and support for referrals from basic health services, such as Community Health Centers or in Indonesian context called *Pusat Kesehatan Masyarakat (puskesmas)*. Hospitals, both state-owned and private, must maintain the quality of service to the community. One of the effort to maintain the quality of service is to pay attention to the employee engagement of nurses. Nurses are professionals who have the important role on hospital's services. The nurse has a role which involves direct contact with the patient as a consumer of hospital.

Nurse is a profession that should have commitment and high responsibility character because it concerns with people's health. Nurses' working hours making them work day and night through the sharing of shifts are often thought to have triggered a work-family conflict. According to Darmayana (2017) doctor and nurse are ones of profession who keep working while on holiday. The nurse's responsibilities are considered to be a heavy burden. According to Wilson et al (2007) work-family balance may become more difficult with work-shift system than not with work-shift system. This shows nurses with responsibility and large workloads with family responsibilities to make work-family conflicts which the nurse face is high.

According to Maslow's Hierarchy of Needs (in Dessler 2016: 315) one of the basic human needs is love and belonging need. The need is the need for trust and acceptance, receiving and giving affection and love. One of them is spending time with family, humans tend to spend time with family as their closest person. With the rapid economic development and competition in the world of work the higher the workload will be higher also for employees.

Due to the increasingly heavy workload, nurse are increasingly occupying jobs and roles in families where they must be able to align performance in family roles and productivity in his job. Conflict role here occurs because the employee or nurse has imbalance between the role of work and the family may increase because a person is required to meet family demand and job demand. Conflict such as dual roles are often referred to as work family conflict. Greenhaus and Beutell in Ru Hsu (2011) defined work-family conflict as a form of inter-role conflict in which the role of pressures from work and family domains is mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role.

Ohta et al (2011) explain inter-role conflict is experienced when pressures arising in one role are incompatible with pressures arising in another role. Work-Family Conflict increases when the time demanded by family competes with work activities and when a person is unable to adjust behavior to comply with the expectations of different roles. According to Linggard et al (2007) work-family conflict has been consistently linked to negative outcomes for individuals, families

and employing organizations. For example, work interference with family has been associated with job dissatisfaction, life dissatisfaction, intention to turnover, general well-being, psychological strain, psychiatric disorders, employee productivity and substance abuse. Ohta et al (2011) added work-family conflict increases when the time demanded by the family competes with work activities and when the person is unable to adjust the behavior to comply with the expectations of different roles. Work family conflict has negative effects on workers' health and productivity.

Greenhaus and Beutell in Ohta et al (2011) make the distinction between family work conflicts (work family conflict) and family work conflict. Some studies tested the work of family conflict in two dimensions. According to Ohta *et al* (2011) , first called the work interference with family (WIF), this conflict can grow from that job then disturb the family affairs. For example, individuals try to finish the task from work at home and expense of family time. The second dimension is family interference with work (FIW), a conflict that occurs when the family affairs mixed with work. For example, an employee who cannot do his work according to the dateline because depressed with family problems. Of course, that these two dimensions are two different things, these two dimensions have their respective influences related to work-family conflict. But there is only a few research have examined the influence of work-family conflict on employee engagement seen from these two dimensions. Looking at this gap, this research will be done by dissecting work-family conflict into two dimensions.



Employee engagement is one of the consequences of work-family conflict that has been tested by several researchers such as Saks (2006), Rothmann (2014), where found the result of a negative and significant relationship between work family conflict and employee engagement. This shows that work-family conflict may result in an employee engagement as the company declines and of course can affect the level of productivity of the company. According to Saks (2006) In recent years, there has been a lot of interest in employee engagement and has become a hot topic in recent years among popular consulting firms and business press.

Employee engagement has been claimed to predict the work of individual employees and the success rate of the company. Therefore, employee engagement is an important issue in human resource management in improving company performance. AON's analysis according to hrinasia.com found the employee engagement of many countries in Asia that have increased from the previous year. The highest change occurred in Indonesia, improved by a whopping 15 points. This shows employee engagement is one important thing that is noticed by companies globally, especially Indonesia. But, as the explanation before work-family conflict can reduce employee engagement that important for company. So, work-family conflict is a problem and threat to the company.



**Figure 1.1 Employee Engagement in Asia**

Source: [www.hrinasia.com](http://www.hrinasia.com), 2018

In an effort to reduce the problem of work-family conflict that has negative influence to employee engagement, companies can implement family-supportive supervisory behavior (FSSB). According to Thomas and Ganster on Heras et al (2015) Family-supportive supervision, is managers empathize with their subordinates' desire to seek balance between work and family responsibilities. Added by Heras (2015), family-supportive supervisory behavior is a form of manager or supervisor's attention to his or her subordinates to his family affairs that affect work. family-supportive supervisory behavior is a form of one of the company's efforts to overcome work-family conflict, so can make positive effect on employee engagement.

Heras et al (2015) found that family-supportive supervisory behavior significant negative effect on work-family conflict. This proves family-supportive supervisory behavior (FSSB) can be a solution for companies to overcome the problem of work-family conflict. Heras et al (2015) states family-supportive supervisory behavior (FSSB) so useful for employee cause it asks to reduce work -

family conflict, unfortunately, the research about this study just found on America Latin. So, it would be the gap for further research to get any literature which tell about this, therefore, there would be expansion the population. Looking at this gap, it is necessary to conduct research related to the family-supportive supervisory behavior (FSSB) considering its influence both in overcoming the problems often faced by human resource management in this modern era that is work-family conflict and its effect on existing human resources. With this research is expected to strengthen the existing literature so as to improve the function of human resource management.

RS Tentara Tk. IV Wirasakti Kupang City located on Jalan Moh. Hatta 9-11 Fontein Kupang 85112 Nusa Tenggara Timur is a company engaged in health and government property. This hospital is one of the hospital owned by the government with a good standard and one of the oldest hospital in Kupang City. In [rswirasaktikupang.com](http://rswirasaktikupang.com) explain RS Tentara Tk. IV Wirasakti Kupang City has a mission to provide excellent health services, have professional ability, have a fast response time, safe on acting. With this mission, the hospital highly prioritizes service for the general public with professional work.

Quoting from Sumantri (2014) as the regional Health Controller of the NTT region, said NTT is still short of health personnel and among them are nurses. With the lack of number of nurses in NTT, of course the workload and pressure of each nurse will be heavier. This can improve work-family conflicts for nurses and

reduce employee engagement of nurse that very important especially nurses in on RS Tentara Tk. IV Wirasakti Kupang City.

Considering this issue, the researcher believe that it is necessary to conduct a research RS Tentara Tk. IV Wirasakti Kupang City. Thus, the tittle of this research is "**The Effect of Family-Supportive Supervisory Behavior (FSSB) on Employee Engagement Through Work Interference with Family (FIW) and Family Interference with Work (WIF) (Study on Nurse of RS Tentara Tk. IV Wirasakti Kupang City)**".

## **B. Research Problem**

Based on the research background, the formulation of the problem of this research are as follows:

1. Does family-supportive supervisory behavior (FSSB) have significant effect on work interference with family (WIF)?
2. Does family-supportive supervisory behavior (FSSB) have significant effect on family interference with work (FIW)?
3. Does family-supportive supervisory behavior (FSSB) have significant effect on employee engagement?
4. Does family-supportive supervisory behavior (FSSB) have a significant effect on employee engagement through work interference with family (WIF)?

5. Does family-supportive supervisory behavior (FSSB) have a significant effect on employee engagement through family interference with work (FIW)?

### **C. Research Objective**

Based on the formulation of the research problem above, the purpose of this research to be conducted are:

1. To analyze the significant effect of family-supportive supervisory behavior (FSSB) on work interference with family (WIF).
2. To analyze the significant effect of family-supportive supervisory behavior (FSSB) on Employee engagement.
3. To analyze the significant effect of family-supportive supervisory behavior (FSSB) on employee engagement.
4. To analyze the significant effect of family-supportive supervisory behavior (FSSB) on employee engagement through work interference with family (WIF).
5. To analyze the significant effect of family-supportive supervisory behavior (FSSB) on employee engagement through family interference with work (FIW).



#### **D. Research Contribution**

##### **1. Academic Contribution**

- a. Researchers as contributing ideas to increase the depth of knowledge and literature for family-supportive supervisory behavior (FSSB), which is expected to be useful in the further.
- b. As a further reference and literature to enhance research about family-supportive supervisory behavior (FSSB) especially in Indonesian context.

##### **2. Practical Contribution**

- a. For researchers as a means to deepen the discourse and knowledge about the solution to reduce work-family conflict in health industry especially nurses.
- b. For consideration and additional information for the company in health industry to making the policy that can reduce the work-family conflict of nurses.

## **E. Organization of the Undergraduate Thesis**

Systematic Discussion used in this study, are as follows:

### **CHAPTER I : INTRODUCTION**

This chapter describes the principal issues to be addressed in this research, which covers the background of the problem, formulation of the problem, research objectives, the contribution of research, and systematic discussion.

### **CHAPTER II : LITERATURE REVIEW**

This chapter sets out the results of previous research related to the title of the study, the theory related to the title of the study of scientific books, journals, articles, magazines, and research related thesis.

### **CHAPTER III : RESEARCH METHODOLOGY**

This chapter describes the types of research, the focus of the study, the research sites, data sources, data collection techniques, research instruments, and data analysis.

**CHAPTER IV : RESULT and DISCUSSION**

This chapter contains the results of this research include an overview of the location of the research and an overview of the respondents. This chapter also presents processed data using descriptive statistics analysis, path analysis, and a discussion of research results. In this chapter, explain clearly about the hypothesis test results of each variable in the research.

**CHAPTER V : CLOSING**

This chapter contains of conclusion based on research result and alternative suggestion which are expected to be useful as practical.

## CHAPTER II

### LITERATURE REVIEW

#### A. Previous Research

1. Heras, *et al.* (2015)

The purpose of this study was to examine how national context moderates the impact of family-supportive supervisory behavior (FSSB) on employee's job performance and turn over intentions. To test the model, the authors use data from three Latin American countries—Brazil, Chile and Ecuador. This is a cross-sectional study based on a survey of almost 988 individuals, use seemingly unrelated regressions and account for control variables and country-level effects.

The results confirm that national context affects the relationships between FSSB and outcomes. As unemployment rises, the effect of FSSB on turnover intentions is stronger and the effect of FSSB on performance, via bi-directional work–family positive spillover, is stronger. When social expenditures increase, the relationship between FSSB and performance via work–family positive spill over becomes weaker. In addition, the authors find some unexpected results.

2. Rana *et al* (2014)

The purpose of this paper is to propose a theoretical model that links the major antecedents, outcomes, and moderators of employee engagement.

This paper uses the first part of Dubin's two-part, eight-step theory-building methodology, and builds on existing research and empirical studies on engagement. In particular, the following five steps of the Dubin's methodology are addressed in this study: units (or concepts) of the theory, laws of interaction among the units, boundaries of the theory, system states of the theory, and propositions of the theory.

The proposed theoretical model of employee engagement identifies job design and characteristics, supervisor and co-worker relationships, workplace environment, and HRD practices as the major antecedents to employee engagement. The paper also proposes that job demands and individual characteristics act as moderators to the relationships between job design and characteristics, supervisor and co-worker relationships, workplace environment, and employee engagement. Finally, it is proposed that employee engagement is related to three major organizational outcomes: job performance, turnover intention (inverse relationship), and organizational citizenship behavior.

### 3. Rothmann and Baumann (2014)

The result, positive work-home interaction and negative home-work interaction had direct positive and negative effects on psychological meaningfulness and psychological availability respectively. Psychological meaningfulness, psychological availability, positive work-home interaction and positive home-work interaction had direct effects on employee



engagement. An analysis of the indirect effects showed that positive work-home interaction affected employee engagement via experiences of psychological meaningfulness and psychological availability. Negative home-work interaction affected employee engagement negatively via low psychological meaningfulness and low psychological availability.

#### 4. Saks (2006)

Employee engagement has become a hot topic in recent years among consulting firms and in the popular business press. However, employee engagement has rarely been studied in the academic literature and relatively little is known about its antecedents and consequences. The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory. A survey was completed by 102 employees working in a variety of jobs and organizations. The average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience.

The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement. Results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization

engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.

5. Wilson, *et al.* (2007)

This research aims to investigate the efficacy of family involvement in shift work training targeting both physiological and social coping strategies. The study utilized repeated surveys of work-family conflict (WFC) and family-work conflict (FWC) in a naturally occurring field experiment. Three small process manufacturing sites introduced training for shift workers, with or without family involvement, and with or without training on managing relational aspects of shift-work. The inclusion of social coping strategies combined with family involvement significantly reduced work-family conflict. Open response categories on the survey suggest that these reductions were due to the facilitation of a joint problem solving approach by family members. In contrast, employee focused training on physiological coping alone appears to increase family conflicts.

6. Ohta, *et al.* (2011)

This study aimed to determine the association between WFC and prolonged fatigue among Japanese married male physicians. Physicians who graduated from a Japanese medical school answered a mailed anonymous self-report questionnaire. For assessment of WFC and prolonged fatigue, the Japanese versions of the WFC scale and the Checklist of Individual Strength

questionnaire (CIS) were used. Prolonged fatigue was defined as the upper quartile of total CIS scores. The WFC scale comprises six dimensions. Total scores were divided into tertiles: low, intermediate, and high levels of WFC.

A multiple logistic regression analysis was performed to examine the association between WFC and prolonged fatigue. A total of 540 male physicians answered the questionnaire, and the data of 444 married male physicians were analyzed. The data were then adjusted for age and work condition factors. Prolonged fatigue was significantly associated with high strain-based work interference with family (WIF; corrected odds ratio, 5.56; 95% confidence interval, 2.55–12.1), intermediate strain-based WIF (2.53, 1.25–5.10), high time-based family interference with work (FIW; 1.92, 1.08–3.40), and there was a weak association with high strain-based FIW (1.93, 0.98–3.83).

7. Lingart, *et al.* (2011)

This research aims to explore the relationship between work time demands, work time control and supervisor support in the Australian construction industry and undertaken with waged and salaried construction workers in two construction organizations ( $n=261$ ). Finding the work time demands were positively correlated with time- and strain-based work interference with family life (WIF) but inversely correlated with time- and strain-based family interference with work (FIW). Respondents with high work time demands and low work time

control (or low supervisor support) reported the highest levels of time and strain-based WIF. The lowest levels of WIF were reported by respondents in low work time demands and high work time control (or high supervisor support) jobs classifications. However, jobs high in both work time demands and work time control reported the highest levels of work to family enrichment.

8. Karatepe, *et al.* (2016)

This paper contributes to current knowledge by investigating the interrelationships of person–job fit, two directions of conflict, work engagement and life satisfaction. Using person–job fit, congruence and conservation of resources theories as the theoretical underpinnings, the purpose of this study is to propose and test a research model that investigates work–family conflict and family–work conflict as mediators of the impact of person–job fit on work engagement. The model also examines the mediating role of work engagement in the relationship between conflicts in the work–family interface and life satisfaction.

**Table 2.1 Mapping of Previous Research**

NO.	TITLE	VARIABLE	METHODS	RESULT
1.	<p>How National Context Moderates the Impact of Family-Supportive Supervisory Behavior on Job Performance and Turnover Intentions.</p> <p>Source: Heras, et al. (2015)</p>	<p>a. Independent (X): Family-Supportive Supervisory Behavior (FSSB)</p> <p>b. Dependent (Y): Job Performance and Turnover Intention</p> <p>c. Mediation (Z) National Context</p>	<p>This is a cross-sectional study based on a survey of almost 988 individuals from three America Latin Country (Brazil, Chili, and Ecuador).</p> <p>The authors first test the direct and indirect effects (via bi-directional positive spill over) of FSBB on performance and turnover intentions without considering the moderating effects. Then, the authors test the effect of national context in our base line model by conducting a moderation analysis of direct and indirect effects.</p>	<p>The results confirm that national context affects the relationships between FSSB and outcomes. As unemployment rises, the effect to FSSB on turnover intentions is stronger and the effect of FSSB on performance, via bi-directional work-family positive spillover, is stronger. When social expenditures increase, the relationship between FSSB and performance via work-family positive spillover becomes weaker.</p>
2.	<p>A Theoretical Model of The Antecedents and Outcomes of Employee Engagement</p> <p>Source: Rana, et al. (2014)</p>	<p>Model of The Antecedents and Outcomes of Employee Engagement</p>	<p>This paper uses the first part of Dubin’s two-part, eight-step theory-building methodology, and builds on existing research and empirical studies on engagement. In particular, the following five steps of the Dubin’s methodology are addressed in this study: units (or concepts) of the theory, laws of</p>	<p>The proposed theoretical model of employee engagement identifies job design and characteristics, supervisor and co-worker relationships, workplace environment, and HRD practices as the major antecedents to employee engagement. The paper also proposes that job demands and individual characteristics act as moderators to the relationships</p>

**Table 2.1 Mapping of Previews Research (Continued)**

NO.	TITLE	VARIABLE	METHODS	RESULT
			interaction among the units, boundaries of the theory, system states of the theory, and propositions of the theory.	between job design and characteristics, supervisor and co-worker relationships, workplace environment, and employee engagement. Finally, it is proposed that employee engagement is related to three major organizational outcomes: job performance, turnover intention (inverse relationship), and organizational citizenship behavior
3.	Employee Engagement: The Effect of Work-home/Home-work Interaction and Psychological Condition  Source: Rothmann and Baumann (2014)	a. Independent (X): Work-home/Home-work Interaction Psychological Condition  b. Dependent (Y): Employee Engagement	a. A cross-sectional survey design was utilized in this study. b. The participants were 292 employees of a uranium mine in Namibia residing in towns distant from their workplace. c. The participants were employees of a uranium mine who are residents of Swakopmund, Walvis Bay and Arandis. d. The total population of the study at the end of April 2010 comprised 1468 employees.	a. Positive work-home interaction and negative home-work interaction had direct positive and negative effects on psychological meaningfulness and psychological availability respectively b. Psychological meaningfulness, psychological availability, positive work-home interaction and positive home-work interaction had direct effects on employee engagement c. An analysis of the indirect effects showed that positive work-home interaction affected employee



**Table 2.1 Mapping of Previews Research (Continued)**

NO.	TITLE	VARIABLE	METHODS	RESULT
			<p>e. The sample was stratified based on rank and gender. A stratified random sample was taken (N = 300). All females in some ranks were targeted to ensure sufficient sizes of sub-samples.</p>	<p>engagement via experiences of psychological meaningfulness and psychological availability Negative home-work interaction affected employee engagement negatively via low psychological meaningfulness and low psychological availability</p>
4.	<p>Antecedents and Consequences of Employee Engagement  Source: Saks (2006)</p>	<p>a. Independent (X): Employee Engagement  b. Dependent (Y): Antecedents and consequences of job and organization engagement</p>	<p>A survey was completed by 102 employees working in a variety of jobs and organizations. The average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience. The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement.</p>	<p>Results indicate that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.</p>

**Table 2.1 Mapping of Previews Research (Continued)**

NO.	TITLE	VARIABLE	METHODS	RESULT
5.	<p>Shift Work Interventions for Reduced Work-Family Conflict</p> <p>Source: Wilson, et al. (2007)</p>	<p>a. Independent (X): Shift Work</p> <p>b. Dependent (Y): Work-Family Conflict</p>	<p>The study utilized repeated surveys of work-family conflict (WFC) and family-work conflict (FWC) in a naturally occurring field experiment. Three small process manufacturing sites introduced training for shift workers, with or without family involvement, and with or without training on managing relational aspects of shift-work.</p>	<p>The inclusion of social coping strategies combined with family involvement significantly reduced work-family conflict. Open response categories on the survey suggest that these reductions were due to the facilitation of a joint problem-solving approach by family members. In contrast, employee focused training on physiological coping alone appears to increase family conflicts.</p>
6.	<p>Work-Family Conflict and Prolonged Fatigue among Japanese Married Male Physicians</p> <p>Source: Ohta, et al. (2011)</p>	<p>Work-Family Conflict and Prolonged Fatigue</p>	<p>Physicians who graduated from a Japanese medical school answered a mailed anonymous self-report questionnaire. For assessment of WFC and prolonged fatigue, the Japanese versions of the WFC scale and the Checklist of Individual Strength questionnaire (CIS) were used and multiple logistic regression to perform the relationship. The WFC scale comprises six dimensions. A total of 540 male physicians</p>	<p>The results of this study indicate that measures to reduce WFC may mitigate not only WFC but prolonged fatigue among married male physicians in Japan. Hospital administrators also need to provide opportunities for physicians to learn how to cope with WFC, although physicians tend to think WFC is a personal issue to be settled by themselves. To mitigate WFC, employers need take measures to improve working conditions and the work culture in hospitals, and</p>

**Table 2.1 Mapping of Previews Research (Continued)**

NO.	TITLE	VARIABLE	METHODS	RESULT
			<p>answered the questionnaire, and the data of 444 married male physicians were analyzed.</p>	<p>provide physicians with opportunities on how to cope with WFC. This step can reduce WFC as well as prolonged fatigue</p>
7.	<p>Work Time Demands, Work Time Control and Supervisor Support in the Australian Construction Industry: An Analysis of Work-Family Interaction</p> <p>Lingart, et al. (2011)</p>	<p>a. Independent (X): Person Job Fit</p> <p>b. Dependent (Y): Work Engagement, Life Satisfaction</p> <p>c. Moderating (Z): Work Interference with Family (WIF), Family Interference with Work (FIW)</p>	<p>A survey was undertaken with waged and salaried construction workers in two construction organizations (n=261).</p>	<p>Work time demands were positively correlated with time- and strain-based work interference with family life (WIF) but inversely correlated with time- and strain-based family interference with work (FIW). Respondents with high work time demands and low work time control (or low supervisor support) reported the highest levels of time and strain-based WIF. The lowest levels of WIF were reported by respondents in low work time demands and high work time control (or high supervisor support) jobs classifications. However, jobs high in both work time demands and work time control reported the highest levels of work to family enrichment.</p>

**Table 2.1 Mapping of Previous Research (Continued)**

NO.	TITLE	VARIABLE	METHODS	RESULT
8.	Service Employees' fit, Work-Family Conflict, and Work Engagement  Karatape, et al. (2016)	a. Independent (X): Person Job Fit  b. Dependent (Y): Work Engagement, Life Satisfaction  Moderating (Z): Work-Family Conflict (WFC), Family-Work (FWC)	Data gathered from frontline hotel employees two weeks apart in three waves in Romania were utilized to assess the abovementioned relationships via structural equation modeling.	Two directions of conflict act as partial mediators between person–job fit and work engagement. Work engagement fully mediates the relationship between work–family conflict and life satisfaction, while it functions as a partial mediator of the effect of family–work conflict on life satisfaction.

Source: Previous Research, 2018

## **B. Theoretical Overview**

### **1. Family-Supportive Supervisory Behavior (FSSB)**

#### **a. Definition of Family-Supportive Supervisory Behavior (FSSB)**

According to Heras *et al* (2015), family-supportive supervisory behavior is a form of manager or supervisor's attention to his or her subordinates towards his family affairs that affect work. family-supportive supervisory behavior is a form of one of the company's efforts to overcome work-family conflict. In Heras *et al* (2015) research proved that family-supportive supervisory behavior significant negative effect on work-family conflict. With this assumption the company can reduce this work-family conflict and can improve the company's performance. Furthermore, in Heras *et al* (2015) research proved that family-supportive supervisory behavior can affect turnover intention and job performance. In Saks (2006) research proved that perceived supervisory support is one of antecedent of employee engagement.

The most frequent case of work-family conflict is the time conflict between work time and family time. When an employee must go home to gather with family, but constrained dateline tasks that are still there so must do overtime work at the office. In the application of family-supportive supervisory behavior in this case example, a supervisor can listen to or discuss with his subordinates about the work-family conflict before, so the supervisor can arrange the division of work schedules or workloads to adjust to family time. But in this case the supervisor still pay attention to the needs of the company in

line with Heras *et al* (2015) said one dimension of FSSB is creative Work-family Management, mean the supervisor organizes the subordinate work with work-family problem in order to provide benefits to the company. So, supervisors not only pay attention to the needs of the underlying but in line with the needs of the company.

#### **b. Dimension of Family-Supportive Supervisory Behavior (FSSB)**

According to Hammer (2009), family-supportive supervisory behavior has four dimensions as follows:

##### **1. Emotional Support**

Emotional support generally is focused on perceptions that one is being cared for, that one's feelings are being considered, and that individuals feel comfortable communicating with the source of support when needed. Emotional supervisor support includes talking to workers and being aware of their family and personal life commitments. Supervisor emotional support involves the extent to which supervisors make employees feel comfortable discussing family-related issues, express concern for the way that work responsibilities affect family, and demonstrate respect, understanding, sympathy, and sensitivity in regard to family responsibilities. For example supervisor makes employee feel comfortable talking to him or her about my conflicts between work and non-work.



## 2. Instrumental Support

Instrumental support is reactive and pertains to supervisor support as he or she responds to an individual employee's work and family needs in the form of day-to-day management transactions. These may include reacting to scheduling requests for flexibility, needs to interpret policies and practices, and managing routine work schedules to ensure that employees' job tasks get done. It is the extent to which supervisors provide day-to-day resources or services to assist employees in their efforts to successfully manage their dual responsibilities in work and family roles. This support is generally supervisors' routine reactions to manage day-to-day employee scheduling conflicts. For example employee can rely their supervisor to make sure their work responsibilities are handled when the employee have unanticipated non-work demands.

## 3. Role Modeling

Role modeling behaviors refers to supervisors demonstrating how to integrate work and family through modeling behaviors on the job. In the context of family supportive supervision, role modeling can be defined as the extent to which supervisors provide examples of strategies and behaviors that employees believe will lead to desirable work-life outcomes. The mentoring literature is also useful in illustrating how family supportive role modeling can benefit

employees. For example, mentoring employees by sharing ideas or advice about strategies that have helped them or others they know successfully manage their work and family demands can be very beneficial.

#### 4. Creative Work-family Management

Unlike instrumental support, which is more individually oriented, reactive, and typically initiated in response to an employee's request, creative work-family management is proactive, more strategic, and innovative. It is defined as managerial-initiated actions to restructure work to facilitate employee effectiveness on and off the job. These behaviors can involve major changes in the time, place, and way that work is done that simultaneously balances sensitivity to employees' work-family responsibilities with company, customer, and coworker needs. For example supervisor thinks about how the work in the department can be organized to jointly benefit employees and the company.

These dimensions will be utilized in this research to measure or be operational research measurement as a foundation of research methodology.

## 2. Employee Engagement

### a. Definition of Employee Engagement

Rana *et al* (2014) states Employee engagement is a relatively new but extremely popular concept in the field of Human Resource Development. Definition of employee engagement by Kahn (1990) as an association of organization members with the organization itself not only physically, cognitively but even emotionally in terms of its performance. Employee engagement itself is related to employee performance and is simply the productivity of employees in the work. Rothmann (2013) added engagement may contribute to the psychological wellbeing of individuals at work. According to Lewis (2011), employee engagement is a state that resides within the person rather than the job. This shows that employee engagement is strongly influenced by employee psychological conditions. In Saks (2006) research proved that perceived supervisory support is one of employee engagement antecedent. Furthermore, in Ohta *et al* (2011) research proved that work-family conflict can affect employee engagement with negative relationship, and this research done with divided work-family conflict in 2 dimensions.

So, it can be concluded that the performance of HR is employee engagement or work (output) including job cognitive, affective, and emotional. This is related to the productivity of the employees themselves, with this employee engagement can improve employee productivity that is

useful for the company. The problem of this psychological condition is strongly influenced by the personal affairs of the employees, so it can be concluded that the personal affairs of employees will greatly affect employee engagement.

### **b. Dimension of Employee engagement**

According to Schaufeli *et al* (2002) there are 3 dimensions of employee engagement can explain as a follow:

#### 1. Vigor

This dimension is characterized by high energy levels and mental resilience in work. In addition, vigor is also characterized by a willingness to contribute to the maximum job and never give up despite facing a difficulty

#### 2. Dedication

This dimension is characterized by enthusiasm in doing a job, feeling proud and challenged by what is done, and assuming that it is needed in the work.

#### 3. Absorption

This dimension is characterized by concentration and attention to work, feeling that time passes when working, and finding it difficult to get away from work.

These dimensions will be utilized in this research to measure or be operational research measurement as a foundation of research methodology.

### **c. Type of Employee Engagement based on Engaged Level**

Gallup (2004) explain the type of employee engagement base on engaged levels follows:

#### **1. Engaged**

The engaged employee is a builder, they will always show maximum performance in completing the task and work. Employees of this type will be willing to give their full strength and talent to develop the organization.

#### **2. Not Engaged**

Employees of this type only focus on tasks rather than achieving the goals of the job. They lack the initiative to work, meaning just waiting for orders from superiors and only going to do as instructed to them. These employees tend to have a low contribution to work.

#### **3. Actively Disengaged**

Employees of this type are unattached employees, they consistently and openly demonstrate their opposition and dissatisfaction with the work they are given. They tend to have a negative effect on engaged employees.

### 3. Work-family Conflict

#### a. Definition of Work-family Conflict

Ohta *et al* (2011) explain, inter-role conflict is experienced when pressures arising in one role are incompatible with pressures arising in another role. Work-Family Conflict increases when the time demanded by family competes with work activities and when a person is unable to adjust behavior to comply with the expectations of different roles. Work-Family Conflict has negative effects on workers' health and productivity. Wilson *et al* (2007) said work-family conflict on the work-shift system will be more difficult than the non-shift system, and will increase the employee's work stress or work stress. Furthermore, in Ohta *et al* (2011) research proved that work-family conflict can affect employee engagement with negative relationship, and this research done with divided work-family conflict in 2 dimensions. This research in line and support by Karatape *et al* (2016) research.

The example of a case with family-work conflict is the time with a family that is reduced by having to complete the task dateline or having to work outside the city. Conversely, another example is an employee who does not complete the task according to the dateline because family responsibility or finish the family affairs first. Conflict is often encountered specially for employees who have family, because they have to take care of his husband or wife should also take care of his son.



## **b. Form of Work-family Conflict**

Greenhaus and Beutell in Retnaningrum (2016: 17-19) identifies three types of work family conflict:

### **1. Time-based Conflict**

The time it takes to run one of the demands on the job can reduce the time to run other activity. This form of conflict relates to intensity of working hours, overtime, attendance level in work, unclear shifts or work schedules result in clashing work and family time, and work schedule control.

### **2. Strain -based Conflict**

The pressure from one role affects the other. Indication of the stress include tension experienced, worry, anxiety that disturbs, fatigue, character of work role, and availability of social support from family members.

### **3. Behavior-based Conflict**

The final form of work-family conflict is a behavior-based conflict, in which patterns of patterns in behavior that do not match expectations about behavior in other roles. Just like a solution to solve the work problem same as solution to solve the family problem. This research refers to the theories used by Greenhaus and Beutell as key indicators in work-family conflict measurements.

### c. Dimension of Work-Family Conflict

According to Ohta *et al* (2011) work-family conflict can divided in 2 dimensions as follows:

#### 1. Work Interference with Family (WIF)

##### a. Definition of Work Interference with Family (WIF)

According to Ohta *et al* (2011) work interference with family (WIF) is a conflict that occurs when work activities interfere with individual responsibilities in the family environment. For example, individuals try to finish the task from work at home and expense of family time. Another example, employees cannot concentrate in home responsibilities because of stress with work problems faced. Due to the enormous pressure of work problems, employees can become depressed in accomplishing their home task.

##### b. Dimensions of Work Interference with Family (WIF)

Work Interference with Family (WIF) Indicators according to Carlson *et al* (2000):

#### 1) Time-Based Work Interference with Family

Time-based work interference with family, time needed to run job demands can reduce time to run family demands

#### 2) Strain-Based Work Interference with Family

Strain-based work interference with family, happens pressure from job roles affects the role performance in the family.

### 3) Behavior-Based Work Interference with Family

Behavior-based work interference with family, certain patterns in behavioral roles when working are not in line with expectations about behavior in roles within the family

These dimensions will be utilized in this research to measure or be operational research measurement as a foundation of research methodology.

## 2. Family Interference with Work (FIW)

### a. Definition of Family Interference with Work (FIW)

Family interference with work (FIW), this role conflict can occur due to unfinished work or pressure in the work disrupt by family needs. According to Ohta *et al* (2011) family interference with work (FIW) is a conflict that occurs when roles and responsibilities in the family interfere with work activities. For example, individuals who cancel meetings are important because their children are sick or had an incident. Another example is when a mother must choose between completing deadline work to overtime in the office or go home to care for children at home and be good parent. The woman must be able to complete the deadline of work so as to interfere with the family time.

b. Dimensions of Family Interference with Work (FIW)

Family Interference with Work (FIW) indicators according to Carlson *et al* (2000) as follows:

1) Time-Based Family Interference with Work

Time-based family interference with work, time needed to run family demands can be reduced the time to run the job demands.

2) Strain-Based Family Interference with Work

Strain-based family interference with work, happening pressure from the role of the family affects the performance of roles at work.

3) Behavior-Based Family Interference with Work

Behavior-based family interference with work, certain patterns in behavioral roles at home that do not match expectations about behavior in a role in work.

These dimensions will be utilized in this research to measure or be operational research measurement as a foundation of research methodology.

**d. Work-family Conflict Management**

Individuals who experience continuous role conflict will find ways to reduce perceived conflict and pressure. Allen, et al (2001) in Retnaningrum (2016: 20) suggests how to overcome work-family conflict is as follows:

1. Adjustment of time so that conflicts can be reduced. For example, a person stops a worker to devote more time to the family to reduce tension in family.
2. Change a person's attitude towards conflict, decide to feel less guilty for lack of time spent on family.
3. Seek organizational support to address and reduce role conflict, for example organizations provide family allowances such as family leave.

### **C. The Relationship Among Variables**

#### **1. The relationship between Family-Supportive Supervisory Behavior (FSSB) and Work Interference with Family (WIF)**

In Heras *et al* (2015) found that family-supportive supervisory behavior (FSSB) has a significant negative effect on work to family positive spillover. Work to family positive spillover has the same effect and role as work interference with family (WIF). Work interference with family (WIF) is the dimension of work-family conflict which is used as one of intervening variable in this research. Other than that, in Lingard *et al* (2012) research shows that family-supportive supervisory behavior and work interference with family (WIF) has a negative correlation with significant effect. Therefore, the researcher wanted to examine that family-supportive supervisory behavior

(FSSB) has a significant influence on work interference with family (WIF). So, the hypothesis can be drawn as follows:

$H_1$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Work Interference with Family (WIF)

## **2. The relationship between Family-Supportive Supervisory Behavior (FSSB) and Family Interference with Work (FIW)**

In Heras *et al* (2015) research also found that family-supportive supervisory behavior (FSSB) has a significant negative effect on family to work positive spillover. Family to work positive spillover has the same effect an role as family Interference with work (FIW). Family interference with work (FIW) is the dimension of work-family conflict which is used as one of intervening variable in this research. Other than that, Lingard *et al* (2012) research shows that family-supportive supervisory behavior and family interference with work (FIW) has a negative correlation with significant effect. Therefore, the researcher wanted to examine that family-supportive supervisory behavior (FSSB) has a significant influence on family interference with work (FIW). So, the hypothesis can be drawn as follows:

$H_2$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Family Interference with Work (FIW)



### 3. The relationship between Family-Supportive Supervisory Behavior (FSSB) and Employee Engagement

Employee engagement is one of the consequences of work-family conflict that has been tested by several researchers such as Saks (2006) and Rothmann (2014) where they found the result of a negative and significant relationship between work family conflict and employee engagement. So, it can be explained that work-family conflict can reduce engaged of employee in company. This can be a pretty serious problem for the company, in line with Rana *et al* (2014) explaining that employee engagement can support employee to work optimally and has been claimed to predict both individual employee outcomes and organizational level success.

Saks (2006) perceived supervisory support is one of employee engagement antecedent. So, it can be proved that family supportive supervisory behavior (FSSB) has a positive influence on employee engagement. It can also be collected family supportive supervisory behavior (FSSB) has a direct influence on employee engagement. So, the hypothesis can be drawn as follows:

$H_3$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement.

#### **4. The relationship between Family-Supportive Supervisory Behavior (FSSB), Employee Engagement and Work Interference with Family (WIF)**

Employee engagement is one of the consequences of work-family conflict that has been tested by several researchers such as Saks (2006) and Rothmann (2014) where they found the result of a negative and significant relationship between work family conflict and employee engagement. So, it can be explained that work-family conflict can reduce engaged of employee in company. This can be a pretty serious problem for the company, in line with Rana *et al* (2014) explaining that employee engagement can support employee to work optimally and has been claimed to predict both individual employee outcomes and organizational level success.

According to Saks (2006) perceived supervisory support is one of employee engagement antecedent. So, it can be proved that family supportive supervisory behavior (FSSB) has a positive influence on employee engagement. It can also be collected family supportive supervisory behavior (FSSB) has a direct influence on employee engagement. In addition to high employment pressure, employees also have personal problems such as family problems. This of course can make employee performance to decline and supervisor have role here. A supervisor must be able to find solutions to problems faced by subordinates so as not to adversely affect the company especially affect employee engaged.

According to Heras *et al* (2015), family-supportive supervisory behavior (FSSB) is a form of manager or supervisor's attention to his or her subordinates towards his family affairs that affect work. family-supportive supervisory behavior (FSSB) is a form of one of the company's efforts to overcome work-family conflict. In research of Heras *et al* (2015) found that family-supportive supervisory behavior (FSSB) has a significant negative effect on work-family conflict. So, it can be explained that family-supportive supervisory behavior (FSSB) can reduce effect of work-family conflict in company.

Based on the explanation before, can be concluded that directly family-supportive supervisory behavior (FSSB) an effect on employee engagement, other than that family-supportive supervisory behavior (FSSB) can indirectly affect employee engagement with solve work-family conflict. Ohta *et al* (2011) distinguish work-family conflict in two dimensions: work interference with family (WIF) and family interference with work (FIW). Of course, that these two dimensions are two different things, these two dimensions have their respective influences related to work-family conflict. Based on this explanation, this research will be done by dissecting the work-family conflict into two dimensions.

The researcher wanted to examine that family-supportive supervisory behavior (FSSB) has a significant influence on employee engagement through work-family conflict dimensions. According to Ohta *et al* (2011) work interference with family (WIF) is one of the dimensions from work-family

conflict. So, the research will examine that family-supportive supervisory behavior (FSSB) has a significant influence on employee engagement through work interference with family (WIF). This assumption support by Karatape *et al* (2016) previous research show that work interference with family (WIF) can be an intervening variable on employee engagement. So, the hypothesis can be drawn as follows:

$H_4$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Work Interference with Family (WIF).

**5. The relationship between Family-Supportive Supervisory Behavior (FSSB), Employee Engagement, and Family Interference with Work (FIW)**

Employee Employee engagement is one of the consequences of work-family conflict that has been tested by several researchers such as Saks (2006) and Rothmann (2014) where they found the result of a negative and significant relationship between work family conflict and employee engagement. So, it can be explained that work-family conflict can reduce engaged of employee in company. This can be a pretty serious problem for the company, in line with Rana *et al* (2014) explaining that employee engagement can support employee to work optimally and has been claimed to predict both individual employee outcomes and organizational level success.

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According to Heras *et al* (2015), family-supportive supervisory behavior (FSSB) is a form of manager or supervisor's attention to his or her subordinates towards his family affairs that affect work. family-supportive supervisory behavior (FSSB) is a form of one of the company's efforts to overcome work-family conflict. In research of Heras *et al* (2015) found that family-supportive supervisory behavior (FSSB) has a significant negative effect on work-family conflict. So, it can be explained that family-supportive supervisory behavior (FSSB) can reduce effect of work-family conflict in company.

Based on the explanation before, can be concluded that directly family-supportive supervisory behavior (FSSB) an effect on employee engagement, other than that family-supportive supervisory behavior (FSSB) can indirectly affect employee engagement with solve work-family conflict. Ohta *et al* (2011)

distinguish work-family conflict in two dimensions: work interference with family (WIF) and family interference with work (FIW). Of course, that these two dimensions are two different things, these two dimensions have their respective influences related to work-family conflict. Based on this explanation, this research will be done by dissecting the work-family conflict into two dimensions.

The researcher wanted to examine that family-supportive supervisory behavior (FSSB) has a significant influence on employee engagement through work-family conflict dimensions. According to Ohta *et al* (2011) family interference with work (FIW) is one of the dimensions from work-family conflict. So, the research will examine that family-supportive supervisory behavior (FSSB) has a significant influence on employee engagement through family interference with work (FIW). This assumption support by Karatape *et al* (2016) previous research show that family interference with work (FIW) can be an intervening variable on employee engagement. So, the hypothesis can be drawn as follows:

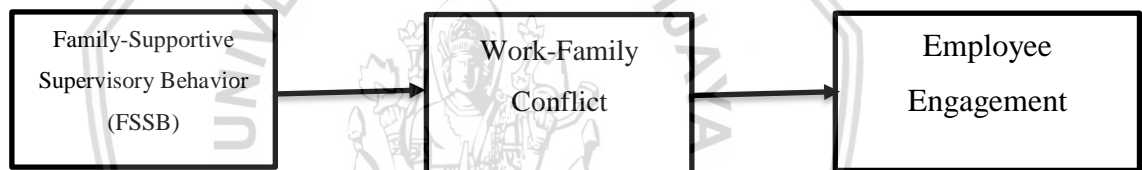
$H_5$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Family Interference with Work (FIW).



## D. Conceptual Model and Hypothesis Model

### 1. Conceptual Model

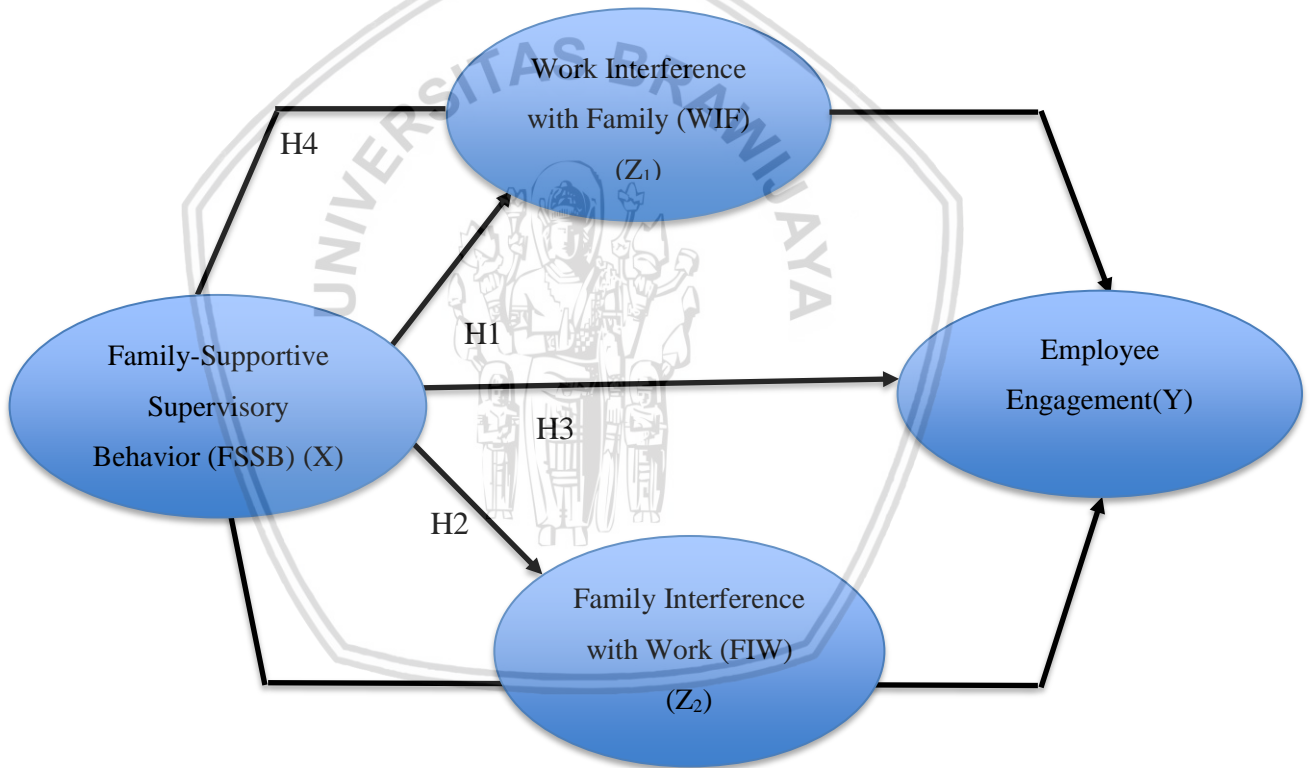
Explanation of the main problem in this research is so important that the issues raised become clear. Based on the description of the theoretical overview of the effect of family-supportive supervisory behavior (FSSB) on employee engagement through work-family conflict, it can be formulated conceptual model as follows:



**Figure 3.1: Conceptual Model**  
Source: Process by Researcher, 2018

## 2. Hypothesis Models

Martono (2015:106) explain that hypothesis can be defined as a temporary answer whose truth has to be tested to summarize the theoretical conclusions obtained from the literature review. The hypothesis is also a proposition to be tested for its validity or is a temporary answer to a predetermined research question. Hypothesis model in this research is as follows:



**Figure 2.2: Model Hypothesis**  
 Source: Process by Researcher, 2018

Based on the hypothesis model which is development of the conceptual model, the research hypothesis is as follows:

$H_1$  : Family-Supportive Supervisory Behavior (FSSB) has significant effect on Work Interference with Family (WIF).

$H_2$  : Family-Supportive Supervisory Behavior (FSSB) has significant effect on Family Interference with Work (FIW).

$H_3$  : Family-Supportive Supervisory Behavior (FSSB) has significant effect on Employee Engagement.

$H_4$  : Family-Supportive Supervisory Behavior (FSSB) has significant effect on Employee Engagement through Work Interference with Family (WIF).

$H_5$  : Family-Supportive Supervisory Behavior (FSSB) has significant effect on Employee Engagement through Family Interference with Work (FIW)

## CHAPTER III

### METHODOLOGY

#### A. Research Type

Research type used in this research is explanatory research with a quantitative approach. Martono (2015:201) states that, explanatory research is research that attempts to explain why a phenomenon or social phenomenon occurs by connecting one phenomenon with another phenomenon. Explanatory research tries to identify any causal links between the variables on a research. This research use explanatory research because researcher want to identify any causal links between the variables.

Quantitative approach is used because it allows the researcher to explain the influence between variables defined in the hypothesis based on calculations that objective and measurable. A quantitative approach was also used to test and strengthen an existing theory. The measurement process is based on empirical observations are a major part of this quantitative approach. Sugiyono (2007:47) explain that in conducting quantitative research the issues below should be clear from the beginning, once identified and limited the research, then the problem is formulated as a guide for the researcher to find the answers.

## B. Research Location

This research is conducted on RS Tentara Tk. IV Wirasakti Kupang City located on Jalan Moh. Hatta 9-11 Fontein Kupang 85112 Nusa Tenggara Timur is a company engaged in health and government property. The reason for choosing the location of this research because this hospital is one of the hospital owned by the government with a good standard and one of the oldest hospital in Kupang City. Quoting from kupang.tribunnews.com, Sumantri (2014) as the regional Health Controller of the NTT region in Lokakarya Penguatan Modal Sistem Kesehatan Daerah dalam konteks UU Nomor 23 tahun 2014 dan pelaksanaan Jaminan Kesejahteraan Nasional (JKN), said NTT is still short of health personnel and among them are nurses. With the lack of number of nurses in NTT, of course the workload and pressure of each nurse will be heavier. This can increase work-family conflicts for nurses especially nurses in on RS Tentara Tk. IV Wirasakti Kupang. Besides that, RS Tentara Tk. IV Wirasakti Kupang apply sift work in system work and according to Wilson et al (2007) work-family balance may become more difficult with work-shift than not with work-lift. Seeing this problem, researcher decided to choose RS Tentara Tk. IV Wirasakti Kupang City as the location of this study because it was considered in accordance with the related research.

## C. Variables, Operational Definition, and Measurement Scale

### 1. Research Variables

Research variables are everything that determined by the researcher to studied, and find more detail information from related things and drawn conclusions (Sugiyono, 2007:58). In this research, there are three kind of variables are as follows:

#### a. Independent Variable

Independent variable is variable that effects on other variable or produce effects on other variable, generally in the order of time that occurs first than other variables (Martono, 2015:360). While, according Sugiyono (2007:59) independent variable is the variable that causes of dependent variable. Independent variables in this study is a family-supportive supervisory behavior variable (X).

#### b. Intervening Variable

Intervening variable is the intermediate variable between independent and dependent variables, so the independent variable does not directly affect the change or the incidence of the dependent variable (Sugiyono, 2007:61). Intervening variable in this study is the work interference with family (WIF) variable ( $Z_1$ ) and family interference with work (FIW) variable ( $Z_2$ ).



### c. Dependent Variable

Dependent variable is a variable that are affected or become the result or effect of independent variable (Sugiyono, 2007:59). Dependent variable in this study is employee engagement variable (Y).

## 2. Operational Definitions

According to Martono (2015:67) the operational definition is simply a guide that explains to researchers how to measure a variable concretely. Through operational definition, researchers will more easily determine the method to measure a variable and determine the more concrete indicators so that it is easier to be measured and tested empirically. the operational definition of the variables used in this study are as follows:

**a. Family-Supportive Supervisory Behavior (FSSB) (X)** is the supervisor's attitude empathizes with subordinate desire to seek balance between work and family responsibility. The dimension of this variable will be utilized in this research to be an indicator of operational definition. The indicator as follows:

### 1. Emotional Support

Emotional support generally is focused on perceptions that one is being cared for, that one's feelings are being considered, and that individuals feel comfortable communicating with the source of support when needed. Supervisor emotional support involves the extent to which supervisors make employees feel comfortable

discussing family-related issues, express concern for the way that work responsibilities affect family, and demonstrate respect, understanding, sympathy, and sensitivity in regard to family responsibilities.

## 2. Instrumental Support

Instrumental support is reactive and pertains to supervisor support as he or she responds to an individual employee's work and family needs in the form of day-to-day management transactions. These may include reacting to scheduling requests for flexibility, needs to interpret policies and practices, and managing routine work schedules to ensure that employees' job tasks get done. This support is generally supervisors' routine reactions to manage day-to-day employee scheduling conflicts.

## 3. Role Modeling

Role modeling behaviors refers to supervisors demonstrating how to integrate work and family through modeling behaviors on the job. In the context of family supportive supervision, role modeling can be defined as the extent to which supervisors provide examples of strategies and behaviors that employees believe will lead to desirable work-life outcomes.

#### 4. Creative Work-family Management

Unlike instrumental support, which is more individually oriented, reactive, and typically initiated in response to an employee's request, creative work-family management is proactive, more strategic, and innovative. It is defined as managerial-initiated actions to restructure work to facilitate employee effectiveness on and off the job. These behaviors can involve major changes in the time, place, and way that work is done that simultaneously balances sensitivity to employees' work-family responsibilities with company, customer, and coworker needs.

The 14 items of these indicators will be utilized to be an item of operational definition. These items developed by Hummer (2009).

**b. Work Interference with Family (WIF) (Z1)** is a conflict when roles and responsibilities in work disrupt the individual activity of family.

The dimension of this variable will be utilized in this research to be an indicator of operational definition. The indicator as follows:

##### 1. Time-Based Work Interference with Family

The time required to run job demands can reduce the time to run the family demands.

##### 2. Strain-Based Work Interference with Family

Occurs pressure from job role affects role performance in family.

##### 3. Behavior-Based Work Interference with Family

Certain patterns in behavioral roles when working is not in line with expectations about behavior in roles in the family

The 9 items of these indicators will be utilized to be an item of operational definition. These items developed by Stephens and Sommer (1996).

**c. Family Interference with Work (Z2)** is a conflict when roles and responsibilities in the family disrupt the activity of work. The dimension of this variable will be utilized in this research to be an indicator of operational definition. The indicator as follows:

1. Time-Based Family Interference with Work

The time required to run family demands can reduce the time to run the job demands.

2. Strain-Based Family Interference with Work

Happening pressure from the role of the family affects the performance of roles at work.

3. Behavior-Based Family Interference with Work

Certain patterns in behavioral roles at home that do not match expectations about behavior in a role in work.

The 9 items of these indicators will be utilized to be an item of operational definition. These items developed by Stephens and Sommer (1996).

**d. Employee engagement (Y)** is an association of organization members with the organization itself not only physically, cognitively but even emotionally in terms of its performance. The dimension of this variable

will be utilized in this research to be an indicator of operational definition. The indicator as follows:

1. Vigor

This dimension is characterized by high energy levels and mental resilience in work. In addition, vigor is also characterized by a willingness to contribute to the maximum job and never give up despite facing a difficulty.

2. Dedication

This dimension is characterized by enthusiasm in doing a job, feeling proud and challenged by what is done, and assuming that it is needed in the work.

3. Absorption

This dimension is characterized by concentration and attention to work, feeling that time passes when working, and finding it difficult to get away from work.

The 17 items of these indicators will be utilized to be an item of operational definition. These items developed by Schaufeli *et al* (2002).

**Table 3.1 Concepts, Variables, Indicators, and Items**

Variables	Indicator	Item	Source
Family-Supportive Supervisory Behavior (FSSB) (X)	Emotional Support	1. My supervisor is willing to listen to my problems in juggling work and non-work life 2. My supervisor takes the time to learn about my personal needs 3. My supervisor makes me feel comfortable talking to him or her about my conflicts between work and non-work 4. My supervisor and I can talk effectively to solve conflicts between work and non-work issues	Hammer (2009)
	Instrumental Support	5. I can depend on my supervisor to help me with scheduling conflicts if I need it 6. I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated non-work demands 7. My supervisor works effectively with workers to creatively solve conflicts between work and non-work	
	Role Modeling	8. My supervisor is a good role model for work and non-work balance 9. My supervisor demonstrates effective behaviors in how to juggle work and non-work balance 10. My supervisor demonstrates how a person can jointly be successful on and off the job	
	Creative Work-family Management	11. My supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company 12. My supervisor asks for suggestions to make it easier for employees to balance work and no-work demands 13. My supervisor is creative in reallocating job duties to help my department work better as a team 14. My supervisor is able to manage the department as a whole team to enable everyone's needs to be met	



**Table 3.1 Concepts, Variables, Indicators, and Items (Continued)**

<b>Variables</b>	<b>Indicator</b>	<b>Item</b>	<b>Source</b>
Work Interference with Family (WIF) (Z1)	Time-based Work Interference with Family	1. My work keeps me from my family activities more than I would like 2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities 3. I have to miss family activities due to the amount of time I must spend on work responsibilities	Stephens and Sommer (1996)
	Strain-based Work Interference with Family	4. When I get home from work I am often too frazzled to participate in family activities/ responsibilities 5. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family 6. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy	
	Behavior-based Work Interference with Family	7. The problem-solving behaviors I use in my job are not effective in resolving problems at home 8. Behavior that is effective and necessary for me at work would be counterproductive at home 9. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse	
Family Interference with Work (FIW) (Z2)	Time-based Family Interference with Work	1. The time I spend on family responsibilities often interfere with my work responsibilities 2. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career 3. I have to miss work activities due to the amount of time I must spend on family responsibilities.	Stephens and Sommer (1996)
	Strain-based Family Interference with Work	4. Due to stress at home, I am often preoccupied with family matters at work	

**Table 3.1 Concepts, Variables, Indicators, and Items (Continued)**

Variables	Indicator	Item	Source
		5. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work 6. Tension and anxiety from my family life often weakens my ability to do my job	
	Strain-based Family Interference with Work	7. The behaviors that work for me at home do not seem to be effective at work 8. Behavior that is effective and necessary for me at home would be counterproductive at work 9. The problem-solving behavior that work for me at home does not seem to be as useful at work.	
Employee engagement (Y)	Vigor	1. Have a passion when going to work 2. Feeling full of energy when working 3. Feeling persistent in working despite problems 4. Able to continue my work in a relatively long time 5. Have a mental toughness in work 6. Feeling serious in work	Schaufeli et al. (2002)
	Dedication	7. Feeling challenged with work 8. Feel inspired by his work 9. Feel enthusiastic about the job 10. Feel proud of what is done 11. Feel the job is meaningful and purposeful	
	Absorption	12. Forget everything around while working 13. I feel time flies by while working 14. I feel lost in work 15. Find it hard to get away from work 16. Have good concentration in work 17. Feel happy when working hard	

Source: Process by Researcher, 2018

### 3. Scale Measurement

the scale of measurement used in this study is the Likert scale. Likert Scale used to measure attitudes, opinions, and perceptions of a person or group of people on social phenomena (Sugiyono, 2007:132). Answer each item instrument has a graduation from strongly agree to strongly disagree with the five-grade scale of measurement. The research instrument with a Likert scale in this study was made in the form of a checklist in order to facilitate the respondents, with a check mark in the selection of answers provided. Answer choices that can be selected respondents along with scores given to each answer in this study can be seen in Table 3.1.

**Table 3.2: Likert Scale**

Respondents answer	Score
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono (2007:94)

From Table scoring Likert Scale, can be determined class size (length of interval) with the following formula (Supranto, 2000:64):

$$c = \frac{X_n - X_1}{K}$$

Source: Supranto (2000:64)

Description:

c = Estimated class size

K = Number of class

$X_n$  = the largest observation

$X_1$  = the smallest observation

$$c = \frac{5 - 1}{5} = 0.8$$

Based on the calculation formula, it can be obtained on the value of the class interval of Likert scale that can be seen in Table 3.2

**Table 3.3. Interval Likert Scale Class**

No.	Notation	Score	Interval Grade
1.	Strongly agree / very good / very appropriate / very large / very satisfied	5>	4.2 to 5
2.	Agree / good / appropriate / large / satisfied	4>	3.4 to 4.2
3.	Self-agree / fairly good / fairly fit / big enough / fairly satisfied	3>	2.6 to 3.4



**Table 3.3. Interval Likert Scale Class (Continued)**

No.	Notation	Score	Interval Grade
4.	Disagree / bad / do not conform / low / small / not satisfied	2>	1.8 to 2.6
5.	Very disagree / very poor / very appropriate / very low / very small / very dissatisfied	1	1 to 1.8

Source: Process by Researcher, 2018

## D. Population and Sample

### 1. Population

Population is the whole object or subject that is in a region and qualify or meet certain conditions relating to research problems. The population can also be defined as the whole unit or individual within the scope to be studied (Martono, 2015:250). The population in this study were all nurses at RS Tentara Tk. IV Wirasakti Kupang located on Jalan Moh. Hatta 9-11 Fontein Kupang 85112 Nusa Tenggara Timur. Not all nurses on RS Tentara Tk. IV Wirasakti Kupang are permanent nurses, some are contract workers. The population in this study can be seen in Table 3.4

**Table 3.4: Data of all nurse on RS Tentara Tk. IV Wirasakti Kupang**

No.	Section	Total
1.	IGD	13
2.	Melati	19
3.	Kartika	17
4.	Bougenvile	12
5.	Wijaya Kusuma	25
<b>Total</b>		<b>86</b>

Source: RS Tentara Tk. IV Wirasakti Kupang City in 2018

## 2. Sample

According Martono (2015:269) sample is a part of the population that has a characteristic or specific circumstance under the research. Alternatively, the sample can be defined as a member of the selected population using a specific procedure so that it is expected to be representative of the population. To determine the number of samples, researchers used the Slovin Formula because the population in this study has been known the exact number.



Slovin Formula:

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

Source: (Martono:2015)

Description:

n = number of sample

N = population size

e = error level (inaccuracy looseness due to sampling error that can be tolerated) Note: the researcher can determine his own level of error. generally used Issac and Michael error level 1%= 0,01 atau 5%= 0,05 atau 10%= 0,1 (Martono,2015:271)

The population in this study amounted to 86 people and a significance level of 0.05 so that the level of this research is:

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

$$n = \frac{86}{1 + 86(0,05)^2}$$

$$n = \frac{86}{1+0,215} = 70,781 \text{ rounded up to 71 people}$$

Based on the calculation the number of samples of respondents from nurses of RS Tentara Tk. IV Wirasakti Kupang, sampling technique in this research using probability sampling technique with cluster sampling method for each cluster division. type which is sampling technique from member of

population in every section or division in RS Tentara Tk. IV Wirasakti Kupang. Fraction per cluster sampling method is used as follows:

$$ni = \frac{Ni}{N} \cdot n$$

Source: Martono (2015:219)

Description:

- ni = Many members are included in the sub-samples
- Ni = Number of person in the cluster
- N = Total number of population (86)
- n = Total number of samples (71)

**Table 3.5. Data of cluster sampling on RS Tentara Tk. IV Wirasakti Kupang**

No.	Section	Formula	Total
1.	IGD	13/86*71	11
2.	Melati	19/86*71	16
3.	Kartika	17/86*71	14
4.	Bougenvile	12/86*71	10
5.	Wijaya Kusuma	25/86*71	20
<b>Total</b>			<b>71</b>

Source: RS Tentara Tk. IV Wirasakti Kupang City in 2018



## **E. Data Collection Technique**

### **1. Data Sources**

Sources of data used in this study are primary data and secondary data described as follows:

#### **a. Primary Data**

Primary data in the research process is defined as a collection of information obtained by researchers directly from the location of research through the first source (respondents or informants, through interviews) or through the results of observations made by the researchers themselves (Martono, 2015:65). The primary data used in this study is the filled-in questionnaire by the respondents. According to Sugiyono (2015:142) questionnaires is a technique of data collection by providing questions or written questions to respondents to be answered.

#### **b. Secondary Data**

Secondary data interpreted as data not obtained from the first source. In this case, the researcher is in a position not the first person to collect data, Researcher uses the data that has been collected by others (Martono, 2015:66). In this study the secondary data used is the documentary archives owned by the organization concerned in the form of company profile, organizational structure and the number of nurses. In addition, various sources from previous research, articles, journals academic publications, internet and books related to research variables.

## 2. Research Instruments

The research instrument is a tool used to measure natural and social phenomena that are observed specifically, all these phenomena are called research variables (Sugiyono, 2015:102). The research instrument or measuring tool used in this research is questionnaire. Questionnaires made by researchers consists of 3 parts:

- a. Section one, is a review of the questionnaire containing the identity of the researcher, brief briefing of the study, and request for assistance to fill out the questionnaire to the nurses of RS Tentara Tk. IV Wirasakti Kupang.
- b. Section two, is a guide to fill out a questionnaire containing the instructions for charging and respondents at RS Tentara Tk. IV Wirasakti Kupang City.
- c. Section three, is a questionnaire of researchers consisting of questions related to research variables: Family-Supportive Supervisory Behavior (FSSB), Work Interference with Family (WIF), Family Interference with Work (FIW), and Employee engagement.

The questions in this research instrument are sourced from previous research which is related to the research topic. The Family-Supportive Supervisory Behavior variable question derived from Hammer (2009) study of 14 questions. The question of the Work Interference with Family (WIF) variable comes from the research of Stephen and Sommer (1996) in Carlson

et al (2000), consist of 9 questions. Family Interference with Work (FIW) variable question comes from research of Stephen and Sommer (1996) in Carlson et al (2000), consist of 9 questions. Question Variable Employee engagement sourced from Scaufeli et al. (2002), consist of 12 questions. So, the total question in this questionnaire or research instrument is 24 questions. Questionnaire filling done by respondent then measured using Likert scale. Likert scale in this research is used to measure the influence of independent variable that is Family-Supportive Supervisory Behavior (FSSB) to dependent variable that is employee engagement mediated by Work Interference with Family (WIF) and Family Interference with Work (FIW).

## **F. Test of Instrument**

### **1. Validation Test**

The meaning of validity in content analysis is not the relationship between variables and theories, but rather this validity is between the classification of schemes or variables that come from an interpretation of the text or symbols that relate the contents to the causes (Martono, 2015:348). Valid means a specified instrument can be used to measure what should be measured (Sugiyono, 2015:121). Data processing in this research using software SPSS for windows. The measurement scale used in this study is Likert scale so the data are scaled intervals or ratios. According (Martono, 2015:144) person

correlation or product moment correlation is a statistical test tool used to test the relationship of two variables when the data is scale interval or ratio. So, the method that researcher used is person correlation known as product moment correlation formula. According to Arikunto (2009) product moment correlation formula:

Description:

$$r_{xy} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{\{n \sum x^2 - (\sum x)^2\} \{n \sum y^2 - (\sum y)^2\}}}$$

Source :(Arikunto:2009)

$r_{xy}$  = Coefficient of correlation

n = Number of respondents (sample)

x = Score each item

y = Total questionnaire value of each respondent (total score item)

After the value of  $r_{xy}$  is obtained then subsequently compares the probability r with the specified alpha (0.05) If the probability of the correlation result is less than 0.05 (5%) it is declared valid and vice versa is not valid. Validity test item each variable in this study using SPSS for windows.

## 2. Reliability Test

The level of reliability of the variables used in this research using an internal consistent model with Crobach's alpha technique, Arikunto (2009:180) Crobach's alpha formula as follows:

$$r = \left[ \frac{k}{k-1} \right] \left[ 1 - \frac{\sum \sigma b^2}{\sigma t^2} \right]$$

Source: Arikunto (2009:108)

r = Reliability Instrument

k = Number of Question

$\sigma b^2$  = Number of Variant

$\sigma t^2$  = Total Variants

Reliability test results expressed in the form of coefficient alpha cronbach, with a range of coefficients between 0 to 1. An instrument is considered reliable if it has an alpha value more than 0.6. Reliability test in this research use SPSS for Windows program.

### G. Data Analysis

Data analysis is processing, presentation, interpretation, and analysis of data obtained from the field goal for data presented has the meaning, so readers know the results of our study (Martono, 2015:10). With this data analysis, can get answers to the formulation of the problem and testing the hypothesis specified. In this research used SPSS program for windows to facilitate researchers in analyzing the data. Data analysis methods used in this study there are three, namely:



## 1. Analysis Descriptive

According Sugiyono (2007: 206) descriptive analysis is the statistics used to analyze data by describing the data that has been collected. Through descriptive analysis occurs simplification of data by classifying in groups. This descriptive analysis can explain the data more simply so that it is more easily understood by the reader.

## 2. Path Analysis

The hypothesis test in this research is proved by using path analysis. Path analysis is a statistical analysis technique used to analyze the causal relationships that occur in multiple regression. This relationship is analyzed if the independent variables affect the dependent variable not only directly but also indirectly. This technique is developed from multiple linear regression (Martono, 2015:26). Some important assumptions of using path analysis are as follows:

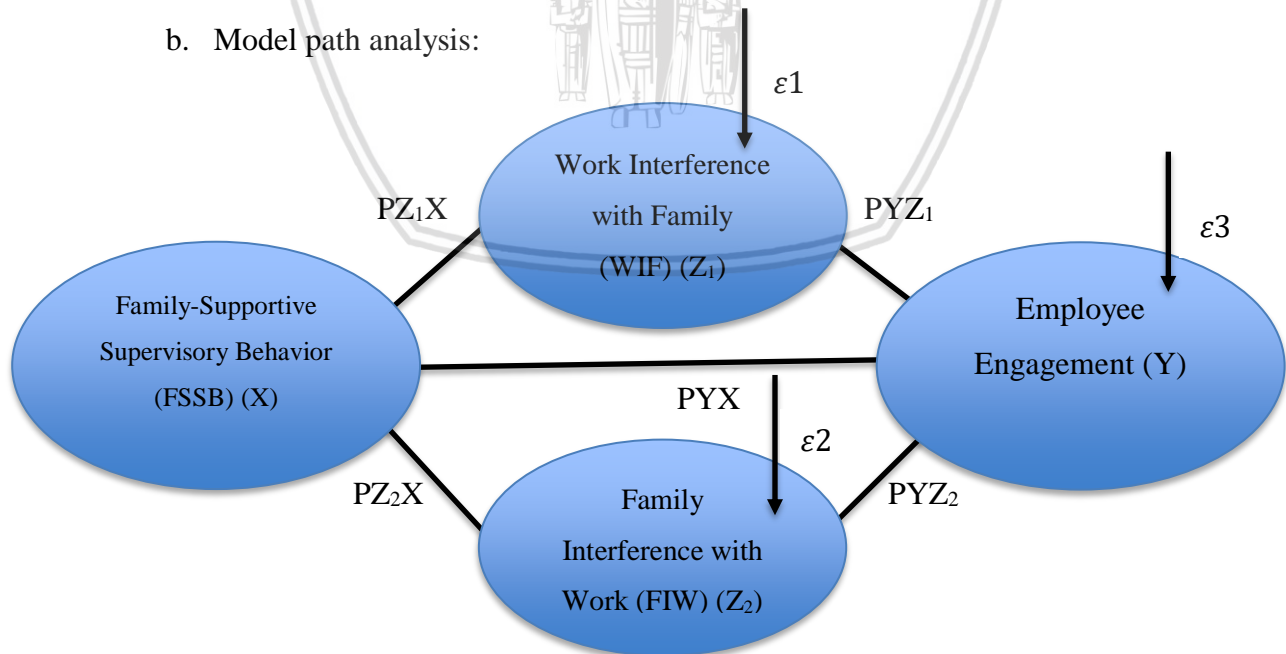
1. The path analysis model assumes that the relationship between the variable is linear.
2. All errors (residual variables) are assumed to be uncorrelated between each other.
3. Only recursive models which considered, one-way relationships within a system; in this case the reciprocal relationship between variables is ignored.

4. The path analysis model assumes that the endogenous variable has at least a level of interval measurement.
5. The observed variables were measured using a gauge that had no error (valid and reliable).
6. The relationship model developed by the researcher is a model that is theoretically assumed to be true, meaning that all variables are considered to have an influence on endogenous variables

Source: Supranto (2012:101-102)

In path analysis the things are to do as a follows:

- a. Standardize research data from each variable in research. As follows:  
Variable X, Z<sub>1</sub>, and Z<sub>2</sub> as exogenous variables with Y as endogenous variables.
- b. Model path analysis:



**Figure 3.1 Path Analysis Model**

Source: Process by Researcher, 2018

- c. Finding effect directly. To find direct effect between exogeneous and endogenous variable, so must be made equation of structure advance in accordance with plot in path diagram.

$$Z_1 = PZ_1X + \varepsilon_1$$

$$Z_2 = PZ_2X + \varepsilon_2$$

$$Y = PYX + PYZ + PYZ_2 + \varepsilon_3$$

Description:

X = Family-Supportive Supervisory Behavior

Z<sub>1</sub> = Work Interference with Family (WIF)

Z<sub>2</sub> = Family Interference with Work (FIW)

Y = Employee engagement

ε<sub>1</sub> = variable residues or variables that affect Z<sub>1</sub> but not discussed in this research

ε<sub>2</sub> = variable residues or variables that affect Z<sub>2</sub> but not discussed in this research

ε<sub>3</sub> = variable residues or variables that affect Y but not discussed in this research

- d. Finding influence indirectly. To find indirectly effect, is done by multiplying the direct effect result of corresponding variable.

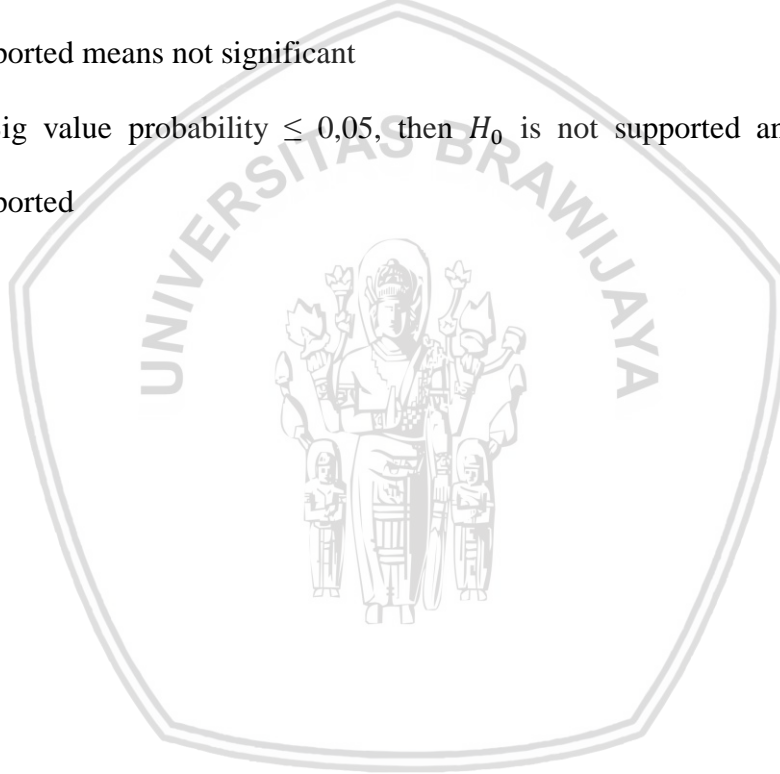
$$X \text{ to } Y \text{ through } Z_1 = (PZ_1X) \times (PYZ_1)$$

$$X \text{ to } Y \text{ through } Z_2 = (PZ_2X) \times (PYZ_2)$$

Description:

Statistic se px1 obtained from computational results in SPSS for regression analysis after ordinal data is transformed to interval. Then to know the significance of path analysis compare between probability value 0,05 with Sig probability value with decision base as follows:

1. If Sig value probability  $\geq 0,05$ , then  $H_0$  is supported and  $H_a$  is not supported means not significant
2. If Sig value probability  $\leq 0,05$ , then  $H_0$  is not supported and  $H_a$  is supported



## CHAPTER IV

### RESULT and DISCUSSION

#### A. Overview of Research Location

##### 1. Overview of RS Tentara Tingkat IV Kupang City

Rumkit Tk.IV 09.07.01 Kupang was established in 1938 in the land of Denkesyah 09.04.01 Kupang and located on a land area of 18,152 m<sup>2</sup> with a building area of 900 m<sup>2</sup> and the address on Jl. Moch.Hatta No. 9-11, Kupang City, East Nusa Tenggara. Eastern boundary area of RSUD Prof.WZ Johanes, west border of Korem 161 / Wirasakti mess, north border of Denbekang Kupang and south border of Kodim 1604 Kupang. RS Tentara wirasakti is the first Accredited Hospital In Kupang City With certificate number: KARS-SERT / 129 / VI / 2016.

##### 2. Vision, Mission

###### a. Vision

"The Hospital of Tk IV IV 09.07.01 Wirasakti Kupang is the pride of the TNI, the Army, the civil servants, together with their family members and the general public in the field of health services in Indonesia, especially the NTT region."

###### b. Mission

RS Tentara Tingkat IV Wirasakti Kupang have 3 mission as a follows :

1. Providing Excellent Health Services.
2. Have Professional Ability and Ability.
3. Have a "Response Time" that is fast, precise, safe in action

### 3. Company Structure



Karumkit	: dr.I.E.S.Purba, Sp. THT-KL
Wakarumkit	: I Nyoman Diesel, Amd. Fram
Bendahara	: Masrurun, SH.
Kabina	: H. Anwar
Yanmed	: Kandidus Oni, Amd. Rad.
Ketua Komite Medik	: dr Olivia D.V.A.N, M.Ked (An), Sp.An
Kainstalwatnaplan	: Sabino Matmof, Amd. Kep
Ketua Komite Keperawatan	: Yetsi M. Timuneno, Amd. Kep.
Kabid Keperawatan	: Agustina Mooy
Ketua Komisariat PPNI	:Asna Djo Tude, Amd. Kep.
Ketua Teknis Medis Lainnya	: Pontjo Wijono, Amd. Ak
Ketua Komite PPI	: dr. Stephani H. Hartoyo

## B. Description of Research Result

### 1. Description of Respondent

Description of respondents is very important to know the characteristics of respondents. Respondents in this study are nurse of RS Tentara Tingkat IV Wirasakti Kupang City as many as 71 people. Description of the respondent is divided into six kinds covering age, gender, last education level, married status, duration of work, and current unit. Analysis of respondent description is done to give description about respondent identity. Data collection was done by distributing questionnaires to nurses of RS Tentara Tingkat IV Wirasakti Kupang City.

#### a. Based on Age

The division of total can be determined with the following formula (Supranto, 2000:61):

$$K = 1 + 3.3 \log n$$

Description :

K = Total class

N = Total sample

Log = Logaritma

The calculation as follows :

$$K = 1 + 3.3 \log_{71}$$

$$K = 7.1 \text{ rounded up to } 7$$



Calculation of class size (length of interval) using (Supranto, 2000: 64)

as follows :

$$c = \frac{X_n - X_1}{K}$$

Description:

$c$  = Estimated class size

$K$  = Number of class

$X_n$  = the largest observation

$X_1$  = the smallest observation

$$c = \frac{52 - 21}{7} = 4.4 \text{ rounded down to } 4$$

Description of respondent according to age is listed to find out the average of respondent age who become the sample research.

Distribution of respondent frequency based on age can be seen in table

4.1.

**Table 4.1 Data of Respondent Based on Age**

Age	Total	Frequency (%)
$\geq 21 - \leq 24$ years	23	32.4%
$\geq 25 - \leq 28$ years	34	47.9%
$\geq 29 - \leq 32$ years	10	14.1%
$\geq 33 - \leq 36$ years	2	2.8%

**Table 4.1 Data of Respondent Based on Age (continued)**

$\geq 37 - \leq 40$ years	0	0%
$\geq 41 - \leq 44$ years	0	0%
$\geq 45$ years	2	2.8%

Source : Primary Data Processed, 2018

Based on table 4.1, it can be seen that the age of the respondents is divided into seven age class. First, the age group is  $\geq 21 - \leq 24$  years that is 23 respondents or 32.4%. Second, age group  $\geq 25 - \leq 28$  years that is 34 respondents or 47.9%. Third, age group  $\geq 29 - \leq 32$  years that is 10 respondents or 14.1%. Fourth, the age group  $\geq 33 - \leq 36$  years is 2 respondent or 2.8%. Next, the age group  $\geq 37 - \leq 40$  years is 0 respondent or 0%. Next, the age group  $\geq 41 - \leq 44$  years is 0 respondent or 0%. Last, the age group  $\geq 45$  years is 2 respondent or 2.8%. It can be concluded that the age range of  $\geq 21 - \leq 28$  years is more dominant with 80.3% frequency that means in this research there are more young employees.

#### b. Based on Gender

Distribution of respondent frequency based on gender can be seen in table 4.2.

**Table 4.2 Data of Respondent Based on Gender**

<b>Gender</b>	<b>Total</b>	<b>Frequency (%)</b>
Male	20	28.2%
Female	51	71.8%

Source: Primary Data Processed, 2018

Based on table 4.2 respondent with male gender as many as 20 people (28.2%). Respondent with female gender as many as 51 people (71.8%). So, the majority of respondent in RS Tentara Tingkat IV Wirasakti in Kupang city are female as many as 51 people (71.8%).

### c. Based on Last Education Level

Distribution of respondent frequency based on last. education level can be seen in table 4.3.

**Table 4.3 Data of Respondent Based on Last Education Level**

Last Education Level	Total	Frequency (%)
SHS/ of the same level	5	7.1%
Diploma	52	73.2%
Bachelor	14	19.7%

Source: Primary Data Processed, 2018

Based on table 4.3 can be known the last education level of respondents divided into three groups. First, education with SHS level of the same level 5 respondents (7.1%). Secondly, the last education with Diploma level is 52 respondents (73.2%). Third, the last level of education with Bachelor degree as many as 14 respondents (19.7%). So, the majority of respondents in RS Sentara IV Wirasakti in Kupang city are graduated as many as 52 people (73.2%).

#### d. Based on Married Status

Distribution of respondent frequency based on married status can be seen in table 4.4.

**Table 4.4 Data of Respondent Based on Married Status**

Married Status	Total	Frequency (%)
Married	25	35.2%
Single	46	64.8%

Source: Primary Data Processed, 2018

Based on table 4.4, can be known the married status of respondents divided into two groups. First, respondent with married status is married as many as 25 people (35.2%). Respondent with married status is single as many as 46 people (64.8%). So, the majority of respondent are single as many as 46 people (64.8%).

#### e. Based on Duration of Work

The division of total can be determined with the following formula (Supranto, 2000:61):

$$K = 1 + 3.3 \log_n$$

Description :

K = Total class

N = Total sample

Log = Logaritma

The calculation as follows :

$$K = 1 + 3,3\log_7 n$$

$$K = 7.1 \text{ rounded up to } 7$$

Calculation of class size (length of interval) using (Supranto, 2000: 64)

as follows :

$$c = \frac{X_n - X_1}{K}$$

Description:

c = Estimated class size

K = Number of class

$X_n$  = the largest observation

$X_1$  = the smallest observation

$$c = \frac{23 - 1}{7} = 3.2 \text{ rounded down } 3$$

Distribution of respondent frequency based on duration of work

can be seen in table 4.5.

**Table 4.5 Data of Respondent Based on Duration of Work**

Duration of Work	Total	Frequency (%)
≤ 1 year	22	30.9%
≥ 2 – ≤ 4 years	36	50.7%
≥ 5 – ≤ 7 years	9	12.6%
≥ 8 – ≤ 10 years	3	4.2%
≥ 11 – ≤ 13 years	0	0%
≥ 14 – ≤ 16 years	0	0%
≥ 17 years	1	1.6%

Source : Primary Data Processed, 2018



Based on table 4.5, it can be seen that the duration of work by each respondents is divided into seven class. First, the duration of work is  $\geq 1$  years that is 22 respondents or 30.9%. Second, the duration of work is  $\geq 2-\leq 4$  years that is 36 respondents or 50.7%. Third, age group  $\geq 5-\leq 7$  years that is 9 respondents or 12.6%. Fourth, the duration of work  $\geq 8-\leq 10$  years is 3 respondent or 4.2%. Next, the duration of work  $\geq 11-\leq 13$  years is 0 respondent or 0%. Next, the age group  $\geq 14-\leq 16$  years is 0 respondent or 0%. Last, the age group  $\geq 17$  years is 1 respondent or 1.6%.

**f. Based on Current Unit**

Distribution of respondent frequency based on current unit can be seen in table 4.6.

**Table 4.6 Data of Respondent Based on Current Unit**

Duration of Work	Total	Frequency (%)
IGD	11	15.5%
Melati	16	22.5%
Kartika	14	19.7%
Bougenvile	10	14.1%
Wijaya Kusuma	20	28.2%

Source: Primary Data Processed, 2018

Based on table 4.6 we can classify the respondent in 5 unit. First, respondent who work in IGD unit as many as 11 people (15.5%). Second, respondent who work in Melati unit as many as 16 people (22.5%). Third, respondent who work in Kartika unit as many as 14

people (19.7%). Next, respondent who work in Bougenvile unit as many as 10 people (14.1%). Last, respondent who work in Wijaya Kusuma unit as many as 20 people (28.2%). So, the unit with majority of respondent in RS Tentara Tingkat IV Wirasakti in Kupang city is Wijaya Kusuma unit as many as 20 people (28.2%).

**2. Result of Validity Test and Reliability Test**

**a. Result of Validity Test**

The validity of test results for each of the item variable in this research shown in table 4.7, as follows:

**Table 4.7 Validity Test**

Item	r Hitung	Sig.	r Tabel	Note
<b>Family-Supportive Supervisory Behavior (FSSB) (X)</b>				
X <sub>1.1</sub>	0.473	0.000	0.361	Valid
X <sub>1.2</sub>	0.400	0.001	0.361	Valid
X <sub>1.3</sub>	0.544	0.000	0.361	Valid
X <sub>1.4</sub>	0.438	0.000	0.361	Valid
X <sub>1.5</sub>	0.421	0.000	0.361	Valid
X <sub>1.6</sub>	0.537	0.000	0.361	Valid
X <sub>1.7</sub>	0.493	0.000	0.361	Valid
X <sub>1.8</sub>	0.515	0.000	0.361	Valid
X <sub>1.9</sub>	0.431	0.000	0.361	Valid
X <sub>1.10</sub>	0.483	0.000	0.361	Valid
X <sub>1.11</sub>	0.537	0.000	0.361	Valid
X <sub>1.12</sub>	0.457	0.000	0.361	Valid
X <sub>1.13</sub>	0.403	0.000	0.361	Valid
X <sub>1.14</sub>	0.377	0.001	0.361	Valid
<b>Work Interference with Family (WIF) (Z<sub>1</sub>)</b>				
Z <sub>1.1</sub>	0.509	0.000	0.361	Valid





**Table 4.7 Validity Test (Continued)**

Item	r Hitung	Sig.	r Tabel	Note
Z <sub>1.2</sub>	0.627	0.000	0.361	Valid
Z <sub>1.3</sub>	0.569	0.000	0.361	Valid
Z <sub>1.4</sub>	0.553	0.000	0.361	Valid
Z <sub>1.5</sub>	0.629	0.000	0.361	Valid
Z <sub>1.6</sub>	0.544	0.000	0.361	Valid
Z <sub>1.7</sub>	0.526	0.000	0.361	Valid
Z <sub>1.8</sub>	0.562	0.000	0.361	Valid
Z <sub>1.9</sub>	0,552	0.000	0.361	Valid
<b>Family Interference with Work (FIW) (Z<sub>2</sub>)</b>				
Z <sub>2.1</sub>	0.616	0.000	0.361	Valid
Z <sub>2.2</sub>	0.635	0.000	0.361	Valid
Z <sub>2.3</sub>	0.529	0.000	0.361	Valid
Z <sub>2.4</sub>	0.561	0.000	0.361	Valid
Z <sub>2.5</sub>	0.479	0.000	0.361	Valid
Z <sub>2.6</sub>	0.454	0.000	0.361	Valid
Z <sub>2.7</sub>	0.661	0.000	0.361	Valid
Z <sub>2.8</sub>	0.698	0.000	0.361	Valid
Z <sub>2.9</sub>	0.590	0.000	0.361	Valid
<b>Employee Engagement (Y)</b>				
Y <sub>1.1</sub>	0.452	0.000	0.361	Valid
Y <sub>1.2</sub>	0.477	0.000	0.361	Valid
Y <sub>1.3</sub>	0.575	0.000	0.361	Valid
Y <sub>1.4</sub>	0.376	0.000	0.361	Valid
Y <sub>1.5</sub>	0.464	0.000	0.361	Valid
Y <sub>1.6</sub>	0.385	0.000	0.361	Valid
Y <sub>1.7</sub>	0.517	0.000	0.361	Valid
Y <sub>1.8</sub>	0.531	0.000	0.361	Valid
Y <sub>1.9</sub>	0.623	0.000	0.361	Valid
Y <sub>1.10</sub>	0.548	0.000	0.361	Valid
Y <sub>1.11</sub>	0.467	0.000	0.361	Valid
Y <sub>1.12</sub>	0.494	0.000	0.361	Valid
Y <sub>1.13</sub>	0.593	0.000	0.361	Valid
Y <sub>1.14</sub>	0.467	0.000	0.361	Valid

**Table 4.7 Validity Test (Continued)**

Item	r Hitung	Sig.	r Tabel	Note
Y <sub>1.15</sub>	0.548	0.000	0.361	Valid
Y <sub>1.16</sub>	0.570	0.000	0.361	Valid
Y <sub>1.17</sub>	0.448	0.000	0.361	Valid

Source : APPENDIX 4 – 7

**b. Result of Reliability Test**

The results of reliability testing on variable family-supportive supervisory behavior (FSSB), work interference with family (WIF), family interference with work, and employee engagement shown in table 4.8 as follows:

**Table 4.8 Reliability Test**

Variable	<i>Cronbach's Alpha</i>	Note
FSSB	0.945	Reliable
WIF	0.728	Reliable
FIW	0.753	Reliable
Employee Engagement	0.809	Reliable

Source : APPENDIX 4 – 7

Based on table 4.8 it can be seen that all variables that are family-supportive supervisory behavior (FSSB), work interference with family (WIF), family interference with work, and employee engagement has the value of Cronbach's Alpha coefficient more than 0.6 therefore, it can be conclude that the research instrument used for the four variables is reliable and can be used for this research.

### 3. Description of Research Variable

Descriptive analysis is used to determine the description of data characteristics, composing and presenting research data in the form of frequency distribution table obtained from the spread of questionnaires. Through the distribution table known frequency and percentage of respondents score for each indicator obtained from the statement items in the questionnaire. Score answers of respondents who are in the numbers 1 to 5 have the following explanation :

1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

Based on the explanation before then used the class interval in this study which can be seen in table 4.9 as follows :

**Table 4.9 Category of Mean Value**

Category	Value
Strongly Agree	4.2 to 5
Agree	3.4 to 4.2
Neutral	2.6 to 4.4
Disagree	1.8 to 2.6
Strongly Disagree	1 to 1.8

Source: METHODOLOGY

**a. Family Supportive Supervisory Behavior (FSSB) (X)**

In the family-supportive supervisory behavior (FSSB) variable (X) there are fourteen items of questions given to the respondent to be answered. Respondents answer can be seen in table 4.10 as follows :

**Table 4.10 Frequency Distribution of Family-Supportive Supervisory Behavior (FSSB) Variable (X)**

Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
X <sub>1.1</sub>	0	0.0	2	2.8	1	1.4	51	71.8	17	23.9	4.17
X <sub>1.2</sub>	0	0.0	0	0.0	2	2.8	38	53.3	31	43.7	4.41
X <sub>1.3</sub>	0	0.0	1	1.4	9	12.7	40	56.3	21	29.6	4.14
X <sub>1.4</sub>	0	0.0	1	1.4	6	8.5	44	62.0	20	28.2	4.17
X <sub>1.5</sub>	0	0.0	0	0.0	4	5.6	42	59.2	25	35.2	4.30



**Table 4.10 Frequency Distribution of Family-Supportive Supervisory Behavior (FSSB) Variable (X) (continued)**

Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
X <sub>1.6</sub>	0	0.0	1	1.4	3	4.2	38	53.5	29	40.8	4.34
X <sub>1.7</sub>	0	0.0	0	0.0	2	2.8	38	53.5	31	43.7	4.41
X <sub>1.8</sub>	0	0.0	0	0.0	5	7.0	35	49.3	31	43.7	4.37
X <sub>1.9</sub>	0	0.0	0	0.0	3	4.2	39	54.9	29	40.8	4.37
X <sub>1.10</sub>	0	0.0	2	2.8	6	8.5	40	56.3	23	32.4	4.18
X <sub>1.11</sub>	0	0.0	0	0.0	2	2.8	34	47.9	35	49.3	4.46
X <sub>1.12</sub>	0	0.00	1	1.4	3	4.2	36	50.7	31	43.7	4.37
X <sub>1.13</sub>	0	0.0	1	1.4	2	2.8	33	46.5	35	49.3	4.44
X <sub>1.14</sub>	0	0.0	0	0.0	1	1.4	37	52.1	33	46.5	4.45
Family-Supportive Supervisory Behavior (FSSB) (X)											4.32

Source: APPENDIX 4

**Description :**

- X<sub>1.1</sub> : My supervisor is willing to listen to my problems in juggling work and non-work life
- X<sub>1.2</sub> : My supervisor takes the time to learn about my personal needs
- X<sub>1.3</sub> : My supervisor makes me feel comfortable talking to him or her about my conflicts between work and non-work
- X<sub>1.4</sub> : My supervisor and I can talk effectively to solve conflicts between work and non-work issues
- X<sub>1.5</sub> : I can depend on my supervisor to help me with scheduling conflicts if I need it
- X<sub>1.6</sub> : I can rely on my supervisor to make sure my work responsibilities are handled when I have unanticipated non-work demands
- X<sub>1.7</sub> : My supervisor works effectively with workers to creatively solve conflicts between work and non-work
- X<sub>1.8</sub> : My supervisor is a good role model for work and non-work balance
- X<sub>1.9</sub> : My supervisor demonstrates effective behaviors in how to juggle work and non-work balance
- X<sub>1.10</sub> : My supervisor demonstrates how a person can jointly be successful on and off the job
- X<sub>1.11</sub> : My supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company



- X<sub>1:12</sub>** : My supervisor asks for suggestions to make it easier for employees to balance work and non-work demands
- X<sub>1:13</sub>** : My supervisor is creative in reallocating job duties to help my department work better as a team
- X<sub>1:14</sub>** : My supervisor is able to manage the department as a whole team to enable everyone's needs to be met

The first item related to supervisor is willing to listen to nurse problems in juggling work and non-work life known 17 respondents (23.9%) stated strongly agree, as many as 51 respondents (71.8%) stated agreed, and as many as 1 respondent (1.4%) stated neutral, 2 respondents (2.8%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4,17 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City willing to listen to nurse problems in juggling work and non-work life.

The second item related to supervisor take time to learn about nurse personal needs known 31 respondents (43.7%) stated strongly agree, as many as 38 respondents (53.3%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.41 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City very often take the time to learn about nurse personal needs.

The third item related to supervisor makes nurse feel comfortable talking to him or her about their conflicts between work and non-work known 21 respondents (29.6%) stated strongly agree, as many as 40 respondents (56.3%) stated agreed, and as many as 9 respondents (12.7%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.14 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City makes nurse feel comfortable talking to him or her about their conflicts between work and non-work.

The fourth item related to supervisor and nurse can talk effectively to solve conflicts between work and non-work issues known 20 respondents (28.2%) stated strongly agree, as many as 44 respondents (62.0%) stated agreed, and as many as 6 respondents (8.5%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4,17 which means supervisor and nurse in RS Tentara Tingkat IV Wirasakti Kupang City can talk effectively to solve conflicts between work and non-work issues.

The fifth item related to nurse can depend on their supervisor to help with scheduling conflicts if they need it known 25 respondents (35.2%) stated strongly agree, as many as 42 respondents (59.2%) stated agreed, and as many as 4 respondents (5.6%) stated neutral, 0



respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.30 which means nurse in RS Tentara Tingkat IV Wirasakti Kupang City can very depend on their supervisor to help with scheduling conflicts if they need it.

The sixth item related to nurse can rely on supervisor to make sure their work responsibilities are handled when they have unanticipated non-work demands known 29 respondents (40.8%) stated strongly agree, as many as 38 respondents (53.5%) stated agreed, and as many as 3 respondents (4.2%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.34 which means nurse in RS Tentara Tingkat IV Wirasakti Kupang City can very rely on supervisor to make sure their work responsibilities are handled when they have unanticipated non-work demands.

The seventh item related to supervisor works effectively with workers (nurse) to creatively solve conflicts between work and non-work known 31 respondents (43.7%) stated strongly agree, as many as 38 respondents (53.5%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.41 which means supervisor in RS Tentara

Tingkat IV Wirasakti Kupang City works very effectively with workers (nurse) to creatively solve conflicts between work and non-work.

The eighth item related to supervisor is a good role model for work and non-work balance known 31 respondents (43.7%) stated strongly agree, as many as 35 respondents (49.3%) stated agreed, and as many as 5 respondents (7.0%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.37 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City is a very good role model for work and non-work balance.

The ninth item related to supervisor demonstrates effective behaviors in how to juggle work and non-work balance known 29 respondents (40.8%) stated strongly agree, as many as 39 respondents (54.9%) stated agreed, and as many as 3 respondents (4.2%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.37 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City supervisor demonstrates very effective behaviors in how to juggle work and non-work balance.

The tenth item related to supervisor demonstrates how a person can jointly be successful on and off the job known 23 respondents (32.4%) stated strongly agree, as many as 40 respondents (56.3%) stated agreed,

and as many as 6 respondents (8.5%) stated neutral, 2 respondents (2.8%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.18 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City demonstrates how a person can jointly be successful on and off the job.

The eleventh item related to supervisor thinks about how the work in their own department can be organized to jointly benefit employees and the company known 35 respondents (49.3%) stated strongly agree, as many as 34 respondents (47.9%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.46 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City thinks about how the work in their own department can be organized to very jointly benefit employees (nurse) and the company (RS Tentara Tingkat IV Wirasakti Kupang City).

The twelfth item related to supervisor asks for suggestions to make it easier for employees (nurse) to balance work and no-work demands known 31 respondents (43.7%) stated strongly agree, as many as 36 respondents (50.7%) stated agreed, and as many as 3 respondents (4.2%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0

respondent (0,00%) stated strongly disagree. Based on the answers obtained an average of 4.37 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City often to asks for suggestions to make it easier for employees (nurse) to balance work and no-work demands.

The thirteenth item related to supervisor is creative in reallocating job duties to help their own department work better as a team known 35 respondents (49.3%) stated strongly agree, as many as 33 respondents (46.5%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 1 respondents (0.0%) stated disagree and as many as 0 respondents (0,00%) stated strongly disagree. Based on the answers obtained an average of 4.44 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City is very creative in reallocating job duties to help their own department work better as a team.

The fourteenth item related to supervisor is able to manage the department as a whole team to enable everyone's needs to be met known 33 respondents (46.5%) stated strongly agree, as many as 37 respondents (52.1%) stated agreed, and as many as 1 respondent (1.4%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.45 which means supervisor in RS Tentara Tingkat IV Wirasakti Kupang City is very able to manage the department as a whole team to enable everyone's needs to be met.

Based on the results of respondents' answers, the total average of family-supportive supervisory behavior (FSSB) (X) variable is 4.32. This shows that the respondent very supports the family-supportive supervisory behavior (FSSB) (X) variable. So, the family-supportive supervisory behavior (FSSB) in RS Tentara Tingkat IV Wirasakti Kupang City is very good.

**b. Work Interference with Family (WIF) (Z<sub>1</sub>)**

In the work interference with family (WIF) variable (Z<sub>1</sub>) there are nine items of questions given to the respondent to be answered. Respondents answer can be seen in table 4.11 as follows :

**Table 4.11 Frequency Distribution of Work Interference with Family (WIF) Variable (Z<sub>1</sub>)**

Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
Z <sub>1.1</sub>	37	52.1	25	35.2	8	11.3	1	1.4	0	0.0	1.62
Z <sub>1.2</sub>	34	47.9	30	42.3	7	9.9	0	0.0	0	0.0	1.62
Z <sub>1.3</sub>	35	49.3	30	42.3	6	8.5	0	0.0	0	0.0	1.59
Z <sub>1.4</sub>	27	38.0	36	50.7	8	11.3	0	0.0	0	0.0	1.73
Z <sub>1.5</sub>	26	36.6	36	50.7	9	12.7	0	0.0	0	0.0	1.76
Z <sub>1.6</sub>	30	42.3	33	46.5	7	9.9	1	1.4	0	0.0	1.70
Z <sub>1.7</sub>	33	46.5	26	36.6	12	16.9	0	0.0	0	0.0	1.70
Z <sub>1.8</sub>	29	40.8	35	49.3	7	9.9	0	0.0	0	0.0	1.69
Z <sub>1.9</sub>	30	42.3	31	43.7	10	14.1	0	0.0	0	0.0	1.72
Work Interference with Family (WIF) (Z <sub>1</sub> )											1.68

Source: APPENDIX 5



### Description :

**Z<sub>1.1</sub>** : My work keeps me from my family activities more than I would like

**Z<sub>1.2</sub>** : The time I must devote to my job keeps me from participating equally in household responsibilities and activities

**Z<sub>1.3</sub>** : I have to miss family activities due to the amount of time I must spend on work responsibilities

**Z<sub>1.4</sub>** : When I get home from work I am often too frazzled to participate in family activities/responsibilities

**Z<sub>1.5</sub>** : I am often so emotionally drained when I get home from work that it prevents me from contributing to my family

**Z<sub>1.6</sub>** : Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy

**Z<sub>1.7</sub>** : The problem-solving behaviors I use in my job are not effective in resolving problems at home

**Z<sub>1.8</sub>** : Behavior that is effective and necessary for me at work would be counterproductive at home

**Z<sub>1.9</sub>** : The behaviors I perform that make me effective at work do not help me to be a better parent and spouse

The first item related to employee (nurse) work that keep the employee (nurse) from their own family activity more then they would like known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 8 respondents (11.3%) stated neutral, 25 respondents (35.2%) stated disagree and as many as 37 respondent (52.1%) stated strongly disagree. Based on the answers obtained an average of 1.62 which means employee (nurse) in RS Tentara Tk. IV Wirasakti Kupang strongly disagree their work keep the employee (nurse) from their own family activity more then they would like.

The second item related to time that employee (nurse) must devote to job and keeps from participating equally in household responsibilities and activities have to miss family activities due to the amount known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents



(0.0%) stated agreed, and as many as 7 respondents (9.9%) stated neutral, 30 respondents (42.3%) stated disagree and as many as 34 respondents (47.9%) stated strongly disagree. Based on the answers obtained an average of 1.62 which means employee(nurse) in RS Tentara Tk. IV Wirasakti Kupang city strongly disagree time that employee (nurse) must devote to job and keeps from participating equally in household responsibilities and activities have to miss family activities due to the amount.

The third item related to have to nurse miss family activities due to the amount of time they must spend on work responsibilities known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 6 respondents (8.5%) stated neutral, 30 respondents (42.3%) stated disagree and as many as 35 respondents (49.3%) stated strongly disagree. Based on the answers obtained an average of 1.59 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree for this statement, missed family activities due to the amount of time they must spend on work responsibilities.

The fourth item related to when nurse get home from work they often too frazzled to participate in family activities/ responsibilities known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 8 respondents (11.3%)



stated neutral, 36 respondents (50.7%) stated disagree and as many as 27 respondents (38.0%) stated strongly disagree. Based on the answers obtained an average of 1.73 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree when they get home from work they often too frazzled to participate in family activities/responsibilities.

The fifth item related to nurse often so emotionally drained when they get home from work that it prevents from contributing to their family known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 9 respondents (12.7%) stated neutral, 36 respondents (50.7%) stated disagree and as many as 26 respondents (36.6%) stated strongly disagree. Based on the answers obtained an average of 1.76 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree so emotionally drained when they get home from work that it prevents from contributing to their family.

The sixth item related to due to all the pressures at work, sometimes when nurse come home they too stressed to do the things they enjoy known 0 respondents (0.0%) stated strongly agree, as many as 1 respondents (1.4%) stated agreed, and as many as 7 respondents (9.9%) stated neutral, 33 respondents (46.5%) stated disagree and as many as 30 respondents (42.3%) stated strongly disagree. Based on the answers

obtained an average of 1.70 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree feel due to all the pressures at work, sometimes when nurse come home they too stressed to do the things they enjoy.

The seventh item related to the problem-solving behaviors that nurse use in their job are not effective in resolving problems at home known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 12 respondents (16.9%) stated neutral, 26 respondents (36.6%) stated disagree and as many as 33 respondents (46.5%) stated strongly disagree. Based on the answers obtained an average of 1.70 which means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree with statement problem-solving behaviors that nurse use in their job are effective in resolving problems at home.

The eighth item related to behavior that is effective and necessary for nurse at work would be counterproductive at home known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 10 respondents (14.1%) stated neutral, 31 respondents (43.7%) stated disagree and as many as 30 respondents (42.3%) stated strongly disagree. Based on the answers obtained an average of 1.69 which means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree with statement nurse behavior

that is effective and necessary for nurse at work would be productive at home.

The ninth item related to the behaviors perform by nurse that make they effective at work do not help they to be a better parent and spouse known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 10 respondents (14.1%) stated neutral, 31 respondents (43.7%) stated disagree and as many as 30 respondents (42.3%) stated strongly disagree. Based on the answers obtained an average of 1.72 which means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree the behaviors perform by nurse that make they effective at work can help they to be a better parent and spouse.

Based on the results of respondents' answers, the total average of work interference with family (WIF) (Z1) variable is 1.68. This shows that the respondent strongly disagree with the work interference with family (WIF) (Z1) variable. So, the work interference with family (WIF) in RS Tentara Tingkat IV Wirasakti Kupang City very low

### c. Family Interference with Work (WIF) ( $Z_2$ )

In the family interference with work (FIW) variable ( $Z_2$ ) there are nine items of questions given to the respondent to be answered. Respondents answer can be seen in table 4.12 as follows :

**Table 4.12 Frequency Distribution of Family Interference with Work (FIW) Variable ( $Z_2$ )**

Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
$Z_{2.1}$	29	40.8	30	42.3	12	16.9	0	0.0	0	0.0	1.76
$Z_{2.2}$	32	45.1	34	47.9	5	7.0	0	0.0	0	0.0	1.62
$Z_{2.3}$	33	46.5	31	43.7	6	8.5	1	1.4	0	0.0	1.65
$Z_{2.4}$	40	56.3	27	38.0	4	5.6	0	0.0	0	0.0	1.54
$Z_{2.5}$	33	46.5	35	49.3	3	4.2	0	0.0	0	0.0	1.49
$Z_{2.6}$	39	54.9	26	36.6	6	8.5	1	1.4	0	0.0	1.58
$Z_{2.7}$	42	59.2	24	33.8	4	5.6	1	1.4	0	0,00	1.54
$Z_{2.8}$	37	52.1	32	45.1	1	1.4	1	1.4	0	0.0	1.49
$Z_{2.9}$	39	54.9	27	38.0	4	5.6	1	1.4	0	0,00	1.54
Family Interference with Work (FIW) ( $Z_2$ )											1.57

Source: APPENDIX 6

#### Description :

$Z_{2.1}$  : The time I spend on family responsibilities often interfere with my work responsibilities

$Z_{2.2}$  : The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career

$Z_{2.3}$  : I have to miss work activities due to the amount of time I must spend on family responsibilities

$Z_{2.4}$  : Due to stress at home, I am often preoccupied with family matters at work

$Z_{2.5}$  : Because I am often stressed from family responsibilities, I have a hard time concentrating on my work

- Z<sub>2.6</sub>** : Tension and anxiety from my family life often weakens my ability to do my job  
**Z<sub>2.7</sub>** : The behaviors that work for me at home do not seem to be effective at work  
**Z<sub>2.8</sub>** : Behavior that is effective and necessary for me at home would be counterproductive at work  
**Z<sub>2.9</sub>** : The problem-solving behavior that work for me at home does not seem to be as useful at work

The first item related to the time that nurse spend on family responsibilities often interfere with their work responsibilities known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 12 respondents (16.9%) stated neutral, 30 respondents (42.3%) stated disagree and as many as 29 respondents (40.8%) stated strongly disagree. Based on the answers obtained an average of 1.76 which means in RS Tentara Tk. IV Wirasakti Kupang strongly disagree the time that nurse spend on family responsibilities are not interfere with their work responsibilities.

The second item related to the time that nurse spend with family often causes they don't spend time in activities at work that could be helpful to their career known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 5 respondents (7.0%) stated neutral, 34 respondents (47.9%) stated disagree and as many as 32 respondents (45.1%) stated strongly disagree. Based on the answers obtained an average of 1.62 which means in RS Tentara Tk. IV Wirasakti Kupang city strongly disagree the time that nurse spend with family not causes they don't spend time in activities at work that could be helpful to their career.

The third item related to nurse have to miss work activities due to the amount of time they must spend on family responsibilities known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 6 respondents (8.5%) stated neutral, 31 respondents (43.7%) stated disagree and as many as 33 respondents (46.5%) stated strongly disagree. Based on the answers obtained an average of 1.65 which means in RS Tentara Tk. IV Wirasakti Kupang City nurse strongly disagree with statement, have to miss work activities due to the amount of time they must spend on family responsibilities.

The fourth item related to due to stress at home, nurse often preoccupied with family matters at work known 0 respondents (0.0%) stated strongly agree, as many as 0 respondents (0.0%) stated agreed, and as many as 4 respondents (5.6%) stated neutral, 27 respondents (38.0%) stated disagree and as many as 40 respondents (56.3%) stated strongly disagree. Based on the answers obtained an average of 1.54 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree due to stress at home, they don't preoccupied with family matters at work.

The fifth item related to cause nurse are often stressed from family responsibilities, they have a hard time concentrating on their work known 0 respondents (0.0%) stated strongly agree, as many as 0

respondents (0.0%) stated agreed, and as many as 3 respondents (4.2%) stated neutral, 35 respondents (49.3%) stated disagree and as many as 33 respondents (46.5%) stated strongly disagree. Based on the answers obtained an average of 1.49 which means in RS Tentara Tk. IV Wirasakti Kupang City cause nurse are not often very stressed from family responsibilities, they haven't a hard time concentrating on their work.

The sixth item related to tension and anxiety from nurse's family life often weakens their ability to do their job known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 6 respondents (8.5%) stated neutral, 26 respondents (36.6%) stated disagree and as many as 39 respondent (54.9%) stated strongly disagree. Based on the answers obtained an average of 1.58 which means in RS Tentara Tk. IV Wirasakti Kupang City tension and anxiety from nurse's family life don't weakens their ability to do their job.

The seventh item related to the behaviors that work for nurse at home do not seem to be effective at work known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 4 respondents (5.6%) stated neutral, 24 respondents (33.8%) stated disagree and as many as 42 respondents (59.2%) stated strongly disagree. Based on the answers obtained an average of 1.54 which



means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree the behaviors that work for nurse at home do seem to be effective at work.

The eighth item related to behavior that is effective and necessary for nurse at home would be counterproductive at work known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 1 respondent (1.4%) stated neutral, 32 respondents (45.1%) stated disagree and as many as 37 respondents (52.1%) stated strongly disagree. Based on the answers obtained an average of 1.54 which means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree behavior that is effective and necessary for nurse at home would be productive at work.

The ninth item related to the problem-solving behavior that work for nurse at home do not seem to be as useful at work known 0 respondents (0.0%) stated strongly agree, as many as 1 respondent (1.4%) stated agreed, and as many as 4 respondents (5.6%) stated neutral, 27 respondents (38.0%) stated disagree and as many as 39 respondents (54.9%) stated strongly disagree. Based on the answers obtained an average of 1.54 which means in RS Tentara Tk. IV Wirasakti Kupang City strongly disagree with the problem-solving behavior that work for nurse at home do seem to be as useful at work.

Based on the results of respondents' answers, the total average of family interference with work (FIW) (Z2) variable is 1.57. This shows that the respondent strongly disagree with the work interference with family (WIF) (Z1) variable. So, the family interference with work (FIW) in RS Tentara Tingkat IV Wirasakti Kupang City is very low.

**d. Employee Engagement (Y)**

In the employee engagement variable (Y) there are seventeen items of questions given to the respondent to be answered.

Respondents answer can be seen in table 4.13 as follows :

**Table 4.13 Frequency Distribution of Employee Engagement Variable (Y)**

Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
Y1.1	1	1.4	0	0.0	4	5.6	34	47.9	32	45.1	4.35
Y1.2	0	0.0	1	1.4	5	7.0	26	36.6	39	54.9	4.45
Y1.3	0	0.0	0	0.0	8	11.3	35	49.3	28	39.4	4.28
Y1.4	0	0.0	0	0.0	8	11.3	29	40.8	34	47.9	4.37
Y1.5	1	1.4	1	1.4	5	7.0	24	33.8	40	56.3	4.42
Y1.6	0	0.0	0	0.0	7	9.9	24	33.8	40	56.3	4.46
Y1.7	0	0.0	1	1.4	3	4.2	43	60.6	24	33.8	4.27
Y1.8	0	0.0	0	0.0	2	2.8	44	62.0	25	35.2	4.32
Y1.9	0	0.0	0	0.0	1	1.4	36	50.7	34	47.9	4.46
Y1.10	0	0.0	0	0.0	2	2.8	31	43.7	38	53.5	4.51
Y1.11	0	0.0	0	0.0	1	1.4	24	33.8	46	64.8	4.63



Item	Scale of Questionnaires										Mean
	1		2		3		4		5		
	f	%	f	%	f	%	f	%	f	%	
Y <sub>1.12</sub>	0	0.0	0	0.0	6	8.5	35	49.3	30	42.3	4.34
Y <sub>1.13</sub>	0	0.0	0	0.0	6	8.5	44	62.0	21	29.6	4.21
Y <sub>1.14</sub>	0	0.0	3	4.2	9	12.7	32	45.1	27	38.0	4.17
Y <sub>1.15</sub>	0	0.0	1	1.4	9	12.7	32	45.1	29	40.8	4.25
Y <sub>1.16</sub>	0	0.0	0	0.0	5	7.0	45	63.4	21	29.6	4.23
Y <sub>1.17</sub>	0	0.0	0	0.0	1	1.4	42	59.2	28	39.4	4.38
Employee Engagement (Y)											4.35

Source: APPENDIX 7

Description :

- Y<sub>1.1</sub> : Have a passion when going to work
- Y<sub>1.2</sub> : Feeling full of energy when working
- Y<sub>1.3</sub> : Feeling persistent in working despite problems
- Y<sub>1.4</sub> : Able to continue my work in a relatively long time
- Y<sub>1.5</sub> : Have a mental toughness in work
- Y<sub>1.6</sub> : Feeling serious in work
- Y<sub>1.7</sub> : Feeling challenged with work
- Y<sub>1.8</sub> : Feel inspired by his work
- Y<sub>1.9</sub> : Feel enthusiastic about the job
- Y<sub>1.10</sub> : Feel proud of what is done
- Y<sub>1.11</sub> : Feel the job is meaningful and purposeful
- Y<sub>1.12</sub> : Forget everything around while working
- Y<sub>1.13</sub> : I feel time flies by while working
- Y<sub>1.14</sub> : I feel lost in work
- Y<sub>1.15</sub> : Find it hard to get away from work
- Y<sub>1.16</sub> : Have good concentration in work
- Y<sub>1.17</sub> : Feel happy when working hard



The The first item related to nurse have a passion when going to work known 32 respondents (45.1%) stated strongly agree, as many as 34 respondents (47.9%) stated agreed, and as many as 4 respondents (5.6%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 1 respondents (1.4%) stated strongly disagree. Based on the answers obtained an average of 4.35 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City have a passion when going to work.

The second item related to nurse feeling full of energy when working known 39 respondents (54.9%) stated strongly agree, as many as 26 respondents (36.6%) stated agreed, and as many as 5 respondents (7.0%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.1%) stated strongly disagree. Based on the answers obtained an average of 4.45 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feeling full of energy when working.

The third item related to nurse feeling persistent in working despite problems known 28 respondents (39.4%) stated strongly agree, as many as 35 respondents (49.3%) stated agreed, and as many as 8 respondents (11.3%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.28 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feeling persistent in working despite problems.

The fourth item related to nurse able continue their work in a relatively long time known 34 respondents (47.9%) stated strongly agree, as many as 29 respondents (40.8%) stated agreed, and as many as 8 respondents (11.3%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.37 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City able continue their work in a relatively long time.

The fifth item related to nurse have a mental toughness in work known 40 respondents (56.3%) stated strongly agree, as many as 24 respondents (33.8%) stated agreed, and as many as 5 respondents (7.0%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 1 respondent (1.4%) stated strongly disagree. Based on the answers obtained an average of 4.42 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City have a mental toughness in work.

The sixth item related to nurse feeling serious in work known 40 respondents (56.3%) stated strongly agree, as many as 24 respondents (33.8%) stated agreed, and as many as 7 respondents (9.9%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.46 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feeling very serious in work.

The seventh item related to nurse feeling challenged with work known 24 respondents (33.8%) stated strongly agree, as many as 43 respondents (60.6%) stated agreed, and as many as 3 respondents (4.2%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.27 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feeling challenged with work.

The eighth item related to nurse feel inspired by their work known 25 respondents (35.2%) stated strongly agree, as many as 44 respondents (62.0%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.32 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel inspired by their work.

The ninth item related to nurse feel enthusiastic about the job known 34 respondents (47.9%) stated strongly agree, as many as 36 respondents (50.7%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.46 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel enthusiastic about the job.

The tenth item related to nurse feel proud of what is done known 38 respondents (53.5%) stated strongly agree, as many as 31 respondents (43.7%) stated agreed, and as many as 2 respondents (2.8%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.51 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel very proud of what is done.

The eleventh item related to nurse feel the job is meaningful and purposeful known 46 respondents (64.8%) stated strongly agree, as many as 24 respondents (33.8%) stated agreed, and as many as 1 respondent (1.4%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.63 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel the job is very meaningful and very purposeful.

The twelfth item related to nurse forget everything around while working known 30 respondents (42.3%) stated strongly agree, as many as 35 respondents (49.3%) stated agreed, and as many as 6 respondents (8.5%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondent (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.34 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City forget everything around while working.



The thirteenth item related to nurse feel time flies by while working known 21 respondents (29.6%) stated strongly agree, as many as 44 respondents (62.0%) stated agreed, and as many as 3 respondents (8.5%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.21 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel time flies by while working.

The fourteenth item related to nurse feel lost in work known 27 respondents (38.0%) stated strongly agree, as many as 32 respondents (45.1%) stated agreed, and as many as 9 respondents (12.7%) stated neutral, 3 respondents (4.2%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.17 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City enough to feel lost in work.

The fifteenth item related to nurse find it hard to get away from work known 29 respondents (40.8%) stated strongly agree, as many as 32 respondents (45.1%) stated agreed, and as many as 9 respondents (12.7%) stated neutral, 1 respondent (1.4%) stated disagree and as many as 0 respondent (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.25 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel enough to find it hard to get away from work.

The sixteenth item related to nurse have good concentration in work known 21 respondents (29.6%) stated strongly agree, as many as 45 respondents (63.4%) stated agreed, and as many as 5 respondents (7.0%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.23 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City have good concentration in work.

The seventeenth item related to nurse feel happy when working hard known 28 respondents (39.4%) stated strongly agree, as many as 42 respondents (59.2%) stated agreed, and as many as 1 respondent (1.4%) stated neutral, 0 respondents (0.0%) stated disagree and as many as 0 respondents (0.0%) stated strongly disagree. Based on the answers obtained an average of 4.38 which means nurse in RS Tentara Tk. IV Wirasakti Kupang City feel very happy when working hard.

Based on the results of respondents' answers, the total average of employee engagement (Y) variable is 4.35. This shows that the respondent very supports the employee engagement (Y) variable. So, the family-supportive supervisory behavior (FSSB) in RS Tentara Tingkat IV Wirasakti Kupang City is very good.

**C. Data Analysis**

**1. Result of Path Analysis**

Path Analysis in this research is divided into three analysis based on path structure equation in this research, that is:

$$Z_1 = PZ_1X + \xi_1$$

$$Z_2 = PZ_2X + \xi_2$$

$$Y = PYX + PYZ_1 + PYZ_2 + \xi_3$$

The first analysis examines the effect of family-supportive supervisory behavior (FSSB) (X) on work interference with family (WIF) (Z<sub>1</sub>). The second analysis examines the effect of family-supportive supervisory behavior (FSSB) (X) on family interference with work (FIW) (Z<sub>2</sub>). The third analysis examines the effect of family-supportive supervisory behavior (X), work interference with family (WIF) (Z<sub>1</sub>), and family interference with work (FIW) (Z<sub>2</sub>) on employee engagement (Y).

**a. Path Analysis of X to Z<sub>1</sub>**

The test results of family-supportive supervisory behavior (FSSB) (X) effect on work interference with family (WIF) (Z<sub>1</sub>) can be seen in Table 4.14.

**Table 4.14 Result of Path Analysis (X to Z<sub>1</sub>)**

<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>Coefficient (Beta)</b>	<b>t-statistic</b>	<b>P-value</b>	<b>Note</b>
FSSB (X)	WIF (Z <sub>1</sub> )	- 0.316	- 2.769	0.007	Significant
<b>R Square (R<sup>2</sup>) = 0,100</b>					

**Source : APPENDIX 8**



Based on the results of path analysis in table 4.14, it can be seen that the first analysis to shows family-supportive supervisory behavior (FSSB) (X) has significant effect on work interference with family (WIF) (Z1) negative correlation. This statement is evidenced from the value of t-statistic X of - 2.769 smaller than the value of t-table 5.248 (- 2.769 < 5.248) and significant value of 0.007 is smaller than  $\alpha = 0.05$  (0.007 < 0.05). The negative effect of family-supportive supervisory behavior (X) on work interference with family (Z1) is seen from the coefficient value of the path that is equal to - 0.316.

**b. Path Analysis of X to Z<sub>2</sub>**

The test results of family-supportive supervisory behavior (FSSB) (X) effect on family interference with work (WIF) (Z<sub>2</sub>) can be seen in Table 4.15.

**Table 4.15 Result of Path Analysis (X to Z<sub>2</sub>)**

Independent Variable	Dependent Variable	Coefficient (Beta)	t- <i>statistic</i>	P-value	Note
FSSB (X)	FIW (Z <sub>2</sub> )	- 0.249	- 2.135	0.036	Significant
<b>R Square (R<sup>2</sup>) = 0,062</b>					

Source : APPENDIX 8

Based on the results of path analysis in table 4.15, it can be seen that the first analysis to shows family-supportive supervisory behavior (FSSB) (X) has significant effect on family interference with work (FIW) (Z<sub>2</sub>)



with negative correlation. This statement is evidenced from the value of t-statistic X of - 2.135 smaller than the value of t-table 4.461 ( $- 2.135 < 4.461$ ) and significant value of 0.036 is smaller than  $\alpha = 0.05$  ( $0.036 < 0.05$ ). The negative effect of family-supportive supervisory behavior (X) on family interference with work (Z2) is seen from the coefficient value of the path that is equal to - 0.249.

**c. Path Analysis of X, Z<sub>1</sub>, and Z<sub>2</sub> to Y**

The test results of family-supportive supervisory behavior (FSSB) (X), work interference with family (WIF) (Z<sub>1</sub>), and family interference with work (FIW) (Z<sub>2</sub>) effect on employee engagement (Y) can be seen in Table 4.16.

**Table 4.16 Result of Path Analysis (X, Z<sub>1</sub>, and Z<sub>2</sub> to Y)**

Independent Variable	Dependent Variable	Coefficient (Beta)	t- statistic	P-value	Note
FSSB (X)	Employee Engagement (Y)	0.385	2.353	0.022	Significant
WIF (Z <sub>1</sub> )		- 0.042	- 0.360	0.720	Not Significant
FIW (Z <sub>2</sub> )		- 0.237	- 2.049	0.044	Significant
<b>R Square (R<sup>2</sup>) = 0,181</b>					

Source : APPENDIX 8

Based on the results of path analysis in table 4.16, it can be seen that the first analysis to shows family-supportive supervisory behavior (FSSB) (X) has significant effect on employee engagement (Y) with positive



correlation. This statement is evidenced from the value of t-statistic X of -2.353 smaller than the value of t-table 4.902 ( $2.353 < 4.902$ ) and significant value of 0.022 is smaller than  $\alpha = 0.05$  ( $0.022 < 0.05$ ). The positive effect of family-supportive supervisory behavior (X) on employee engagement (Y) is seen from the coefficient value of the path that is equal to 0.385. The second analysis result is work interference with family (FIW) (Z1) has not significant effect on employee engagement (Y) with negative correlation. This statement is evidenced from the value of t-statistic Z1 of -0.360 smaller than the value of t-table 4.902 ( $-0.360 < 4.902$ ) and significant value of 0.720 is bigger than  $\alpha = 0.05$  ( $0.720 > 0.05$ ). The negative effect of work interference with family (WIF) (Z1) on employee engagement (Y) is seen from the coefficient value of the path of -0.040. The third analysis result is family interference with work (WIF) (Z2) has significant effect on employee engagement (Y) with negative correlation. This statement is evidenced from the value of t-statistic Z2 of -2.049 smaller than the value of t-table 4.902 ( $-2.049 < 4.902$ ) and significant value of 0.044 is smaller than  $\alpha = 0.05$  ( $0.044 < 0.05$ ). The negative effect of family interference with work (FIW) (Z2) on employee engagement (Y) is seen from the coefficient value of the path of -0.237.

**d. Direct Effect and Indirect Effect**

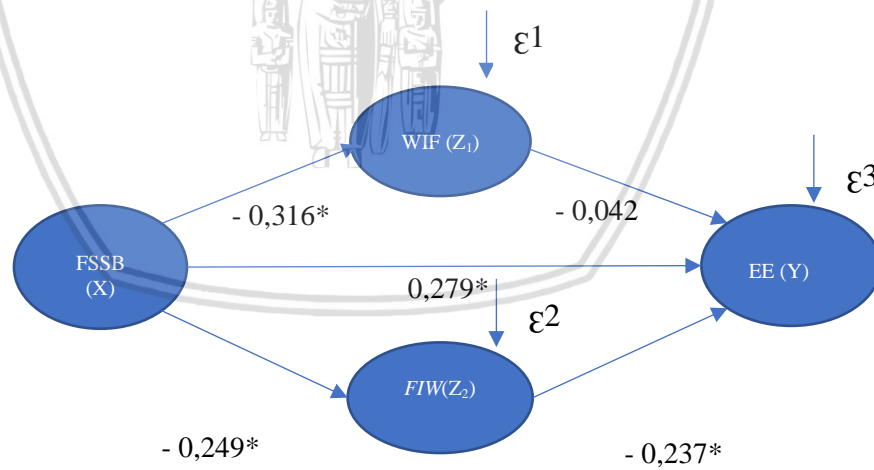
Path analysis can explain the direct and indirect effects of variables. The direct effect is based on the result of three path analysis, the equation coefficient is as follows:

$$Z_1 = PZ_1X + \xi_1$$

$$Z_2 = PZ_2X + \xi_2$$

$$Y = PYX + PYZ_1 + PYZ_2 + \xi_3$$

The coefficient value on the results of three path analysis illustrates the magnitude of direct effect between variables. The following results of the overall path analysis are presented through the path analysis diagram:



Note : \*Has significant effect

**Figure 4.1 Path Analysis Diagram**

Source : APPENDIX 8





In this research there are also indirect effect. The indirect effect is the effect that exists because there is a third variable mediating the relationship of two variables. There are the results of indirect effect (IE):

- 1.) Indirect effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) ( $Z_1$ )

To determine the indirect effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) ( $Z_1$ ), done by multiplying the results of direct effect on the variables passed, the result is as follows:

$$\begin{aligned} \text{Indirect Effect (IE)} &= PZ_1X \times PYZ_1 \\ &= -0.316 \times -0.042 \\ &= 0.013 \end{aligned}$$

The results show that the indirect effect is 0.008. This result shows that the role of work interference with family (WIF) ( $Z_1$ ) as an intermediary between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) is 0.013.

- 2.) Indirect effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family interference with work (FIW) ( $Z_2$ )

To determine the indirect effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family

interference with work (FIW) ( $Z_2$ ), done by multiplying the results of direct effect on the variables passed, the result is as follows:

$$\begin{aligned} \text{Indirect Effect (IE)} &= PZ_2X \times PYZ_2 \\ &= -0.249 \times -0.237 \\ &= 0.059 \end{aligned}$$

The results show that the indirect effect is 0.059. This result shows that the role of family interference with work (FIW) ( $Z_2$ ) as an intermediary between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) is 0.059.

**e. Total Effect**

The total effect (TE) is the overall effect of all the variable relationships found in this research. There is the total effect of this research:

- 1.) Total effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) ( $Z_1$ )

To determine the total effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) ( $Z_1$ ), done by add up direct effect and indirect effect on the variables passed, the result is as follows:

$$\begin{aligned}
 \text{Total Effect (TE)} &= PYX + (PZ_1X \times PYZ_1) \\
 &= 0.279 + 0.013 \\
 &= 0.292
 \end{aligned}$$

The result of the total effect is 0.292. This result shows that the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) (Z<sub>1</sub>) is greater than the direct effect between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) (0.292 > 0.279). The conclusion is that work interference with family (WIF) (Z<sub>1</sub>) as an intervening variable is needed to strengthen the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y).

- 2.) Total effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family interference with work (FIW) (Z<sub>2</sub>)

To determine the total effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family interference with work (FIW) (Z<sub>2</sub>), done by add up direct effect and indirect effect on the variables passed, the result is as follows:

$$\begin{aligned}
 \text{Total Effect (TE)} &= PYX + (PZ_2X \times PYZ_2) \\
 &= 0.279 + 0.059 \\
 &= 0.338
 \end{aligned}$$

The result of the total effect is 0.338. This result shows that the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family interference with work (FIW) ( $Z_2$ ) is greater than the direct effect between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) ( $0.338 > 0.279$ ). The conclusion is that family interference with work (FIW) ( $Z_2$ ) as an intervening variable is needed to strengthen the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y).

#### f. Assessment Model

The assessment of the hypothetical model and the research data is measured from the relationship of the coefficient of determination ( $R^2$ ) in the three equations. The results of assessment model is as follows:

$$\begin{aligned}
 R^2 \text{ Model} &= 1 - (1 - R_1^2)(1 - R_2^2)(1 - R_3^2) \\
 &= 1 - (1 - 0.100)(1 - 0.062)(1 - 0.181) \\
 &= 1 - (0.900)(0.938)(0.819) \\
 &= 1 - (0.69) \\
 &= 0.31 \text{ or } 31\%
 \end{aligned}$$

The calculation result of assessment model determination is 31% explains that the contribution of the structural relationship of the four research variables is 31%. The remainder of the calculation result of

69% is explained by other variables not found in this research model. The following calculations of direct effects, indirect effects, and total effect are listed in table 4.17 is follows:

**Table 4.17 Summary of Direct Effect, Indirect Effect, and Total Effect**

No	Relationship Between Variable	Effect		Total Effect
		Direct	Indirect	
1.	X - Z <sub>1</sub> - Y	0.279	0.0013	0.292
2.	X - Z <sub>2</sub> - Y		0.059	0.338

Source : APPENDIX 8

**D. Discussion of Relationship Between Variable**

**1. Effect of Family-Supportive Supervisory Behavior (FSSB) (X) on Work Interference with Family (WIF) (Z<sub>1</sub>)**

Result of path analysis shows family-supportive supervisory behavior (FSSB) (X) has significant effect on work interference with family (WIF) (Z<sub>1</sub>) with negative correlation. This statement is evidenced from the value of t-statistic X of - 2.769 smaller than the value of t-table 5.248 (- 2.769 < 5.248) and significant value of 0.007 is smaller than  $\alpha = 0.05$  (0.007 < 0.05). The negative effect of family-supportive supervisory behavior (X) on work



interference with family (Z1) is seen from the coefficient value of the path that is equal to - 0.316.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to work interference with family (WIF) (Z1) indicate that family-supportive supervisory behavior (FSSB) (X) has significant effect on work interference with family (WIF) (Z1) with negative correlation. The results of this research support the results of the previous research of Lingard, *et al* (2012) which shows that family-supportive supervisory behavior and work interference with family (WIF) has a negative correlation with significant effect. It can be concluded by implementing family-supportive supervisory (FSSB) behavior in a company can reduce work interference with family (WIF).

Base on the explanation before, prove that in RS Tentara Tk. IV Wirasakti Kupang City by implemented the family-supportive supervisory Behavior (FSSB) can reduce the problem of work interference with family (WIF). The role of supervisor in RS Tentara Tk. IV Wirasakti Kupang City is the solution of work interference with family (WIF) problem. So, this shows that the first hypothesis is supported.

$H_1$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Work Interference with Family (WIF), **SUPPORTED** .

## 2. Effect of Family-Supportive Supervisory Behavior (FSSB) (X) on Family Interference with Work (FIW) (Z<sub>2</sub>)

Result of path analysis shows family-supportive supervisory behavior (FSSB) (X) has significant effect on family interference with work (FIW) (Z<sub>2</sub>) with negative correlation. This statement is evidenced from the value of t-statistic X of - 2.135 smaller than the value of t-table 4.461 (- 2.135 < 4.461) and significant value of 0.036 is smaller than  $\alpha = 0.05$  (0.036 < 0.05). The negative effect of family-supportive supervisory behavior (X) on family interference with work (Z<sub>2</sub>) is seen from the coefficient value of the path that is equal to - 0.249.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to family interference with work (FIW) (Z<sub>2</sub>) indicate that family-supportive supervisory behavior (FSSB) (X) has significant effect on family interference with work (FIW) (Z<sub>2</sub>) with negative correlation. The results of this research support the results of the previous research of Lingard, *et al* (2012) which shows that family-supportive supervisory behavior and family interference with work has a negative correlation with significant effect. It can be concluded by implementing family-supportive supervisory (FSSB) behavior in a company can reduce family interference with work (FIW). So, this shows that the second hypothesis is supported.



Base on the explanation before, prove that in RS Tentara Tk. IV Wirasakti Kupang City by implemented the family-supportive supervisory Behavior (FSSB) can reduce the problem of family interference with work (FIW). The role of supervisor in RS Tentara Tk. IV Wirasakti Kupang City is the solution of family interference with work(FIW) problem. So, this shows that the second hypothesis is supported.

$H_2$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Family Interference with Work (FIW), **SUPPORTED**.

### **3. Effect of Family-Supportive Supervisory Behavior (FSSB) (X) on Employee Engagement (Y)**

Result of path analysis shows family-supportive supervisory behavior (FSSB) (X) has significant effect on employee engagement (Y) with positive correlation. This statement is evidenced from the value of t-statistic X of -2.353 smaller than the value of t-table 4.902 ( $2.353 < 4.902$ ) and significant value of 0.022 is smaller than  $\alpha = 0.05$  ( $0.022 < 0.05$ ). The positive effect of family-supportive supervisory behavior (X) on employee engagement (Y) is seen from the coefficient value of the path that is equal to 0.279.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to work interference with family (WIF) ( $Z_1$ ) indicate that family-supportive supervisory behavior (FSSB) (X) has

significant effect on work interference with family (WIF) ( $Z_1$ ) with negative correlation. According to Saks (2006) perceived supervisory support is one of employee engagement antecedent. So, it can be proved that family supportive supervisory behavior (FSSB) has a significant effect on employee engagement with positive correlation. The results of this research inline or support the results of the previous research by Saks (2006). The conclusion is by increasing the implementation of family-supportive supervisory behavior (FSSB) in the company may increase engagement from employees. So, this shows that the third hypothesis is supported.

Base on the explanation before, prove that in RS Tentara Tk. IV Wirasakti Kupang City by implemented the family-supportive supervisory Behavior (FSSB) can increase the employee engagement of nurses. The role of supervisor in RS Tentara Tk. IV Wirasakti Kupang City is the factor to increase employee engagement of nurses. So, this shows that the third hypothesis is supported.

$H_3$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement, **SUPPORTED.**

#### 4. Effect of Family-Supportive Supervisory Behavior (FSSB) (X) on Employee Engagement (Y) Through Work Interference with Family (WIF) (Z<sub>1</sub>)

Result of path analysis shows family-supportive supervisory behavior (FSSB) (X) has significant effect on employee engagement (Y) with positive correlation. This statement is evidenced from the value of t-statistic X of -2.353 smaller than the value of t-table 4.902 ( $2.353 < 4.902$ ) and significant value of 0.022 is smaller than  $\alpha = 0.05$  ( $0.022 < 0.05$ ). The positive effect of family-supportive supervisory behavior (X) on employee engagement (Y) is seen from the coefficient value of the path that is equal to 0.279.

In this research there are also indirect effect, the indirect effect is the effect that exists because there is a third variable mediating the relationship of two variables. The third variable in this discussion is work interference with family (WIF) (Z<sub>1</sub>). The result of path analysis prove the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) is not significant. It can be seen from the direct effect of work interference with family (WIF) on employee engagement is not significant. This statement is evidenced from significant value of Z<sub>1</sub> to Y 0.720 is bigger than  $\alpha = 0.05$  ( $0.720 > 0.05$ ).

Accordig to Hobfoll's (1989) in Mansour and Tremblay (2016) Employees in the hospitality industry face a heavy workload and therefore

tend to lose precious resources (energy, time and emotions) and consequently, they have less resources and become unable to meet their professional and family roles. It can be concluded that work interference with family (WIF) has no significant effect on the engagement of nurse because tend to lose precious resources (energy, time and emotions) so that nurses are less professionally working and can affect the level of engagement. The results of this research inline or support the results of the previous research by Karatape *et al* (2016). According to Karatape *et al* (2016) work interference with family (WIF) cannot be intervening variable on employee engagement. The conclusion is work interference with family (WIF) cannot be an intermediary of family-supportive supervisory behavior (FSSB) effect on employee engagement. So, this shows that the fourth hypothesis is not supported.

Base on the explanation before, prove that in RS Tentara Tk. IV Wirasakti Kupang City work interference with family (WIF) cannot be intervening variable of family-supportive supervisory Behavior (FSSB) effect on employee engagement of nurses. Because tend to lose precious resources (energy, time and emotions) so that nurses in RS Tentara Tk.IV Wirasakti Kupang City are less professionally working and can affect the level of engagement. So, this shows that the first hypothesis is supported.

$H_4$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Work Interference with Family (WIF), **NOT SUPPORTED.**

**5. Effect of Family-Supportive Supervisory Behavior (FSSB) (X) on Employee Engagement (Y) Through Family Interference with Work (FIW) ( $Z_2$ )**

Result of path analysis shows family-supportive supervisory behavior (FSSB) (X) has significant effect on employee engagement (Y) with positive correlation. This statement is evidenced from the value of t-statistic X of -2.353 smaller than the value of t-table 4.902 ( $2.353 < 4.902$ ) and significant value of 0.022 is smaller than  $\alpha = 0.05$  ( $0.022 < 0.05$ ). The positive effect of family-supportive supervisory behavior (X) on employee engagement (Y) is seen from the coefficient value of the path that is equal to 0.279.

In this research there are also indirect effect. The indirect effect is the effect that exists because there is a third variable mediating the relationship of two variables. The third variable in this discussion is family interference with work (FIW) ( $Z_2$ ). The results of calculation show that the indirect effect is 0.059. This result shows that the role of family interference with work (FIW) ( $Z_2$ ) as an intermediary between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) is 0.059. Based on this indirect

effect, we can determine the role of intermediaries in this discussion by calculating the total effect.

The result of calculation show that the total effect is 0.338. This result shows that the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through family interference with work (FIW) ( $Z_2$ ) is greater than the direct effect between family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) ( $0.338 > 0.279$ ). The conclusion is that family interference with work (FIW) ( $Z_2$ ) as an intervening variable is needed to strengthen the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y).

According to Karatape *et al* (2016) family interference with work (FIW) can be intervening variable on employee engagement. So, researcher conclude family interference with work (FIW) can make greater effect employee engagement than direct effect from dependent variable. It can be proved by the result of calculation that show family interference with work (FIW) as an intervening variable is needed to strengthen the effect of family-supportive supervisory behavior (FSSB) on employee engagement with significant effect. It can be seen from the direct effect of family-supportive supervisory behavior (FSSB) on family interference with work (FIW) has a significant effect and the effect of family interference with work (FIW) on employee engagement has a significant. So, the results of this research inline or support the results of

the previous research by Karatape *et al* (2016). The conclusion is work interference with family (WIF) can be an intermediary of family-supportive supervisory behavior (FSSB) significant effect on employee engagement. So, this shows that the fifth hypothesis is supported.

Base on the explanation before, prove that in RS Tentara Tk. IV Wirasakti Kupang City family interference with work (FIW) can be intervening variable of family-supportive supervisory Behavior (FSSB) effect on employee engagement of nurses. The role of family interference with work (FIW) as intervening variable is to strengthen the effect of family-supportive supervisory behavior (FSSB) on employee engagement of nurse in RS Tentara Tk. IV Wirasakti Kupang City. So, this shows that the fifth hypothesis is supported.

$H_5$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Family Interference with Work (FIW),  
**SUPPORTED.**



## CHAPTER V

### CLOSING

#### A. Conclusion

Based on the results of research and analysis that has been done to nurse RS Tentara Tingkat IV Wirasakti Kupang City, to know the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement through work interference with family (WIF) ( $Z_1$ ) and family interference with work ( $Z_2$ ). Based on the calculation of path analysis, it can be concluded as follows:

1.  $H_1$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Work Interference with Family (WIF), Supported.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to work interference with family (WIF) ( $Z_1$ ) indicate that family-supportive supervisory behavior (FSSB) (X) has significant effect on work interference with family (WIF) ( $Z_1$ ) with negative correlation. The results of this research support the results of the previous research of Lingard, *et al* (2012) which shows that family-supportive supervisory behavior and work interference with family has a negative correlation with significant effect. It can be concluded by implementing

family-supportive supervisory (FSSB) behavior in a company can reduce work interference with family (WIF). So, this shows that the first hypothesis is supported.

2.  $H_2$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Family Interference with Work (FIW), Supported.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to family interference with work (FIW) ( $Z_2$ ) indicate that family-supportive supervisory behavior (FSSB) (X) has significant effect on family interference with work (FIW) ( $Z_2$ ) with negative correlation. The results of this research support the results of the previous research of Lingard, *et al* (2012) which shows that family-supportive supervisory behavior and family interference with work has a negative correlation with significant effect. It can be concluded by implementing family-supportive supervisory (FSSB) behavior in a company can reduce family interference with work (FIW). So, this shows that the second hypothesis is supported.

3.  $H_3$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee Engagement, Accepted.

Result of path analysis show direct effect of family-supportive supervisory behavior (FSSB) (X) to work interference with family (WIF) ( $Z_1$ ) indicate that family-supportive supervisory behavior (FSSB) (X) has significant effect on work interference with family (WIF) ( $Z_1$ ) with negative correlation. According to Saks (2006) perceived supervisory support is one of employee engagement antecedent. So, it can be proved that family supportive supervisory behavior (FSSB) has a significant effect on employee engagement with positive correlation. So, the results of this research inline or support the results of the previous research by Saks (2006). The conclusion is by increasing the implementation of family-supportive supervisory behavior (FSSB) in the company may increase engagement from employees. So, this shows that the third hypothesis is supported.

4.  $H_4$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Work Interference with Family (WIF), Not Supported.

The result of path analysis prove the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement (Y) through work interference with family (WIF) is not significant. It can be seen from the direct effect of work interference with family (WIF) on employee engagement is not

significant. This statement is evidenced from significant value of  $Z_1$  to  $Y$  0.720 is bigger than  $\alpha = 0.05$  ( $0.720 > 0.05$ ).

According to Hobfoll's (1989) in Mansour and Tremblay (2016) Employees in the hospitality industry face a heavy workload and therefore tend to lose precious resources (energy, time and emotions) and consequently, they have less resources and become unable to meet their professional and family roles. It can be concluded that work interference with family (WIF) has no significant effect on the engagement of nurse because of precious resources (energy, time and emotions) so that nurses are less professionally working and can affect the level of engagement. The results of this research inline or support the results of the previous research by Karatape *et al* (2016). According to Karatape *et al* (2016) work interference with family (WIF) cannot be intervening variable on employee engagement. The conclusion is work interference with family (WIF) cannot be an intermediary of family-supportive supervisory behavior (FSSB) effect on employee engagement. So, this shows that the fourth hypothesis is not supported.

5.  $H_5$  : Family-Supportive Supervisory Behavior (FSSB) has a significant effect on Employee engagement through Family Interference with Work (FIW), Supported.

According to Karatape *et al* (2016) family interference with work (FIW) can be intervening variable on employee engagement. So, researcher conclude family

interference with work (FIW) can make greater effect employee engagement than direct effect from dependent variable. It can be proved by the result of calculation that show family interference with work (FIW) as an intervening variable is needed to strengthen the effect of family-supportive supervisory behavior (FSSB) on employee engagement with significant effect. It can be seen from the direct effect of family-supportive supervisory behavior (FSSB) on family interference with work (FIW) has a significant effect and the effect of family interference with work (FIW) on employee engagement has a significant. So, the results of this research inline or support the results of the previous research by Karatape *et al* (2016). The conclusion is work interference with family (WIF) can be an intermediary of family-supportive supervisory behavior (FSSB) significant effect on employee engagement. So, this shows that the fifth hypothesis is supported.

## **B. Research Implication**

The findings in this research provide several implications, both theoretical and practical as follows:

### **1. Theoretical Implication**

- a. The results of validity and reliability testing research instrument of the work interference with family (WIF) consist of 9 items and research instruments of family interference with work (FIW) consist of 9 items in the first developed by (Greenhaus & Beutell, 1985) and then in

adaptation by Carlson et al (2000). This item is used in this research and translate from English into Indonesian language and then adjusted context to object and condition of this research (Indonesian context). The results of validity with person correlation ranged from 0.512 to 0.526 with alpha cronbach value 0.629 for work interference with family (WIF) items and The results of validity with person correlation ranged from 0.511 to 0.454 with alpha cronbach value 0.698 for family interference with work (FIW) items. This indicates that research items developed by (Greenhaus & Beutell, 1985) valid and reliable for use in future research especially in indoensian context.

- b. The results of validity and reliability testing research instrument of the family-supportive supervisory behavior (FSSB) consist of 14 items, developed by (Hummer, 2009). This item is used in this research and translate from English into Indonesian language and then adjusted context to object and condition of this research (Indonesian context). The results of validity with person correlation ranged from 0.400 to 0.544 with alpha cronbach value 0.945. This indicates that research items developed by (Hummer, 2009) valid and reliable for use in future research especially in indoensian context.
- c. The results of this research indicate that family-supportive supervisory behavior (FSSB) is important for the organization, employees who get support from the supervisor will improve the engagement of the

employees. In addition, family-supportive supervisory behavior (FSSB) can also derive problems from work interference with family (WIF) and family interference with work (FIW). It can therefore be explained that family-supportive supervisory behavior (FSSB) is an antecedent of work interference with family (WIF) and family interference with work (FIW) that has consequent employee engagement.

## 2. Practical Implication

- a. According to this research work interference with family (WIF) and family interference with work (FIW) in RS Tentara Tingkat IV Wirasakti Kupang City is very low. The result of research show that work interference with family (WIF) in RS Tentara Tingkat IV Wirasakti Kupang City has grand mean of 1.57 and grand mean of family interference with work (FIW) is 1.68.
- b. family-supportive supervisory behavior (FSSB) proved in this research has a good effect on the increase of employee engagement and can reduce work interference with family (WIF) and family interference with work (FIW) problems. It is expected that RS Tentara Tingkat IV Wirasakti Kupang City can maintain and be able to remind the application of the family-supportive supervisory behavior (FSSB) earlier to all nurses. The overall family-supportive supervisory



behavior (FSSB) having a grand mean of 4.32 means the application of family-supportive supervisory behavior (FSSB) to RS Tentara Tingkat IV Wirasakti Kupang City can be categorized very well.

- c. RS Tentara Tingkat IV Wirasakti Kupang City should also pay attention to the effects of work interference with family (WIF) and family interference with work (FIW) on nurses, although from the results of this study work interference with family (WIF) and family interference with work (FIW) small problems on RS Tentara Tingkat IV Wirasakti Kupang City but work interference with family (WIF) and family interference with work (FIW) have a negative impact on employee engagement is very important for an organization. In addition, work interference with family (WIF) and family interference with work (FIW) are intervening variables in the indirect effect of RS Tentara Tingkat IV Wirasakti Kupang City on employee engagement.

### **C. Suggestion**

Based on the results of research and analysis that has been done to nurse RS Tentara Tingkat IV Wirasakti Kupang City, to know the effect of family-supportive supervisory behavior (FSSB) (X) on employee engagement through work interference with family (WIF) ( $Z_1$ ) and family interference with work ( $Z_2$ ). Based on the result, researcher provide suggestions that are expected to be useful for the company and further research. as follows:

1. RS Tentara Tingkat IV Wirasakti Kupang City should better enhance the role of supervisor or head of the room to be more concerned with work-life balance problems experienced by the nurse, in addition to supervisors or head of the unit should be a good listener with regard to the work-life balance nurses. Although these two items can be categorized as excellent applications, they are lowest items of 14 items with mean values of 4.14 and 4.17.
2. RS Tentara Tingkat IV Wirasakti Kupang City should still pay attention to the effects of work interference with family (WIF) and family interference with work (FIW) on nurses, although the results of this study show work interference with family (WIF) and family interference with work (FIW) in RS Tentara Tingkat IV Wirasakti Kupang City is very low because the effect of work interference with family (WIF) and family interference with work (FIW) can reduce employee engagement. So, according to this research RS Tentara Tingkat IV Wirasakti Kupang City must maintain and improve the implementation of family-supportive supervisory behavior (FSSB) in order to overcome the problem in RS Tentara Tingkat IV Wirasakti Kupang City.
3. For further research, related to the object of research can be extended the number of respondents not only in one hospital or health sector, but can be done in other sector, for example in manufacturing sector.

So it can add literature related to family-supportive supervisory behavior, work interference with family (WIF), family interference with work (FIW), and employee engagement.

4. For further research, it is hoped that research can become a reference for developing relevant research especially in Indonesian context.
5. In the same research context of employee engagement, subsequent research is allowed to analyze other factors that can contribute to employee engagement, given other factors that may affect employee engagement in the hospital. For example, work stress, workload, organizational culture, and nurse compensation, so it can be a thorough input to increased employee engagement in hospitals.

#### **D. Limitation Research**

This research has limitation as follows:

1. The existence of social desirability bias, namely the tendency of respondents to fill in the questionnaire in such a way that makes himself look positive in accordance with standard norms recognized by many people. This causes the assessment by the respondent to himself expressed in the questionnaire may not be in accordance with the actual situation. This often happens in social research.

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