

## SOCIAL SUPPORT AND SUCCESS OF CAREER (A CASE STUDY ON FEMALE STAFFS OF ISLAMIC BANKS IN MALANG)

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### Abstract

*The purpose of the study is to analyze on structural dimension model of social support towards success of career female staffs of Islamic Banks in Malang, using management of conflict between work and family towards job satisfaction, commitment and performance. It is an explanatory research or hypothesis-testing study with descriptive quantitative approach. The subjects are 146 married female staffs; they have been working for the banks and married for at least one year. The sampling method is the multistage sampling method. The data collection method is questionnaire as the main instrument and supported by observation and documentation. The data analysis method is SEM (GeSCA) with the five-point Likert scale. The percentage of the contribution of social support, work conflict and commitment to organization to describe various degree of working performance is 78.5%. High social support and commitment to organization result in an increase in working performance of the Islamic bank female staffs.*

**Keywords:** Social support, career woman and Islamic Bank

## 1. INTRODUCTION

Woman movement and studies on women and their roles that start to appear give an opportunity for women to mark their presence in a world that once was dominated by men (patriarchic). According to Asriani (2013) based on theories of gender construction, men is given a special position that allows them to avoid doing any domestic for their public interest.

Islamic bank is a banking system that adopts Islamic law as basic foundation. There are should keep improving their work during the global era in order to gain competitive advantage. It is crucial for Islamic banks to develop quality of their human resources especially their married female staffs to establish service excellence.

Based on the research background, the problem of the study is formulated as follow: "How is the procedure to build multidimensional structural model about the effect of social support towards success of career woman that is the effect of social support towards multiple role conflict (conflict taking place because of pressure of work towards family or work-family conflict) in developing job satisfaction and commitment to organization as well as

increasing working performance of the female staffs of Islamic Banks in Malang?"

## 2. THEORETICAL STUDY

The first theory to analyze the problem of the study is the role theory (emphasizing on the concept of human relation at work). The basis is one of Grandey and Cropanzano's (2009) critics that the role theory tends to put aside role of family. Therefore, an analysis about a balance between roles involves to what extent employees and customers have the same general definition of the role of certain service that is suitable with its culture of the organization.

The second theory is the role conflict theory. According the experts in functional theory, community is something static or at least one that leads to a well-balanced and harmonious condition or equilibrium. However, based on the experts, each community obeys to the changing processes because of the potential for conflicts or disagreement in every social system. While the practitioners of the functional theory focus on social cohesion, conflict emphasizes on the role of authority in maintaining order in the middle of the ever-changing and dynamic society (Ritzer, 2012).

The work-family conflict may reduce one's commitment in achieving something. A working performance of a staff that experiences work-family conflict as the effect of spending more time and effort at work, that later is called futuristic work-family conflict, will decrease and she may lose interest for an achievement due to overly-demanding work (Lilly, J.D. 2006). Pressure from both work and family demand may come from discrepancy between individual's need and his/her environment and is going to result in some friction as the effect of different ideas/ opinions as the initial cause of conflict.

The type of job satisfaction theory is the equity theory that basically states that people will be satisfied as long as they can feel the presence of equity. Equity and inequity of certain situation can be gained through comparison of themselves with somebody else of the same position or one working in the same or different institution. The theory identifies that equity elements involve three things, namely (1) input or some valuable items staff considers as input for his/her job, (2) outcomes or valuable item staff considers as the result of his/her job, that can be felt as their job result and, (3) comparisons persona or comparison between the input and the outcomes.

Based on the result of the study, there are 2 (two) situations that affect one's attitude towards his/her work, namely (a) satisfier or motivator that refers to any factors or situations which have been proven as sources of authority. It consists of achievement, recognition, work it self, responsibility and advancement; and (b) dissatisfiers or hiegienes factors that refers to any factors that have been proven to cause dissatisfaction namely company policy and administration, tehcnical supervision, salary, interpersonal relations, working condition, job security and status. Therefore, an employee who has yet achieved job satisfaction will not achieve psychological maturity and eventually be frustrated.

Utaminingsih (2012) explains three factors that can create job satisfaction.

The first one is the relationship between employees, such as: (a) relationship between employees and their employers, (b) physical and working condition, (c) social relationship between employees, (d) suggestion from colleagues, (e) emotion and working situation.

The second is individual factor that deals with people's behavior toward their job, ages when they working and gender. The third one is external factor that is related to condition of employee's family. Job staisfaction create commitment to organization. Commitment is the bound between staffs and institutions where they work. the way to tie the individual into the organization (affective, continence and normative commitment).

Performance is activities or work that has already been fulfilled by someone in certain period of time and can be measured through various dimension. Thus, working performance is the amount of work or result that can be achieved by someone evaluated by successful parameter for the work. As the result, one aspect to evaluate a staff's working performance is his/her contribution for institution he or she works in certain period of time (Utaminingsih dan Maskan, 2013) so that assessing staff performance can be used not only for staff evaluation, but also for developing and motivating the staffs. Generally, there are two benefits of assessing working performance assessment (those from administrative and development point of views).

Attribution theory can be used to explain the relationship between job motivation and working performance. The theory was developed by Heider in 1958 (Mangkunegara, 2006). Based on the theory, working performance is the result of interaction between motivation and ability. Based on the definition, staff's working performance is evaluated using 2 (two) dimensions namely job quantity and job quality.

### 3. RESEARCH METHOD

Based on the purpose, the study is categorized as explanation research with survey approach seen from the relationship among the variables. The population is all female staffs of the Islamic Bank branch offices located in Malang. The sampling technique is multistage sampling that includes two steps i.e. proportional sampling and random sampling. The first phase is getting information that proportionally 50% of the staffs of Islamic banks are female staffs, while the second step is conducting the random sampling using GeSCA analysis resulting in 146 respondents (married female staff and have been working for at least 1 year).

Job-family conflict is a psychological statement of the female staffs of the Islamic banks related to how stressful it is to balance work and family demand. Work-family conflict is evaluated based on time-based conflict, stress-based conflict and behavior conflict. Job satisfaction is female staff's psychological statement about working satisfaction and everything they have earned as the result of job result in certain period of time, whether or not they meet their expectation. Social support is any emotional, instrumental, information and appraisal accepted by the female staffs from various sources. Performance is a combination between in-role performance and extra-role performance. In role-performance refers to evaluation of working performance measurement that is directly related to someone's job for example how good a staff in completing her duty, whether or not it meets the job description and goal that she is willing to achieve.

## 4. FINDING AND DISCUSSION

### 4.1. Result of GeSCA Analysis

The findings of the study state that the percentage of the combination of social support and work conflict to describe the variety of job satisfaction is 69.1%. The influence of social support toward job satisfaction significant. Job satisfaction will increase due to high social support. The influence of role conflict towards job satisfaction significant. Job satisfaction level will increase because of high role conflict. Based on the line coefficient, social support has the dominant role towards job satisfaction.

The percentage of the combination of social support, work conflict and job satisfaction used to describe commitment to the organization is 68.9%. The influence of social support towards commitment to organization is significant. Commitment to organization cannot be directly explained by role conflict. Commitment to organization increases as the effect of high social support. The influence of job satisfaction towards commitment to organization is significant. Commitment to organization increases because of high job satisfaction. Commitment to organization can be arise because the increasing of job satisfaction. Based on the coefficient line, job satisfaction has dominant role towards commitment to organization.

The percentage of the combination of social support, work conflict and commitment to organization to describe working performance is 78.5%. The influence of social support towards working performance is significant. Working performance will increase due to increasing social support received by employees. The influence of role conflict towards the performance is not significant. Role conflict cannot describe working performance directly. Increasing working performance because of high role conflict cannot be generalized using other samples. In other words, high role conflict does not always result in increasing working performance. The influence of commitment to organization toward working performance significant. Working performance will increase due to high level of commitment to organization.

H1: High social support will decrease level of role conflict. The influence of social support towards role conflict is not significant. In other words, high social support from the family does not always result in decreasing role conflict.

The finding of the study is in accordance to one of Kinnunen (2010) that states there is a negative correlation between social support and role conflict. The study reveals that social support from either the family or working environment does not always reduce multiple role conflict the Islamic Banks married female staffs encounter. It happens because the multiple role conflicts in this context is dominated by time-based conflict so no matter how much social support was given, the job pressure is not going to decrease; the staffs still have to work a long hour. The finding of the study supports the finding of the study conducted by Herma wanti (2007); it describes that career woman who is unable to find harmonious balance between work and family will have to pay for a certain amount of opportunity cost may have negative effect towards their career and family. As a conclusion, social support is not going to affect multiple role conflict when there is a very limited amount of time for the married female staffs to take care of their families. The conflict is because of the limitation on time allocation for their family. It is conflicting to the findings of Tharmalingan and Bhatti's (2014) study revealing that social support has significant and negative correlation towards role conflict and work-family conflict.

H2: High social support will increase job satisfaction. The influence of social support

towards job satisfaction is significant. High social support from the family will increase job satisfaction. The finding is in line with the findings of studies conducted by Rathi & Barath (2013).

H3: High role conflict will reduce job satisfaction. The influence of role conflict towards job satisfaction is significant. The coefficient line comes from the negative domain and is the opposite of the hypothesis. Highest role conflict will increase job satisfaction.

The findings of the study show that multiple role conflicts especially one caused by the pressure of long working hours toward family does not always decrease job satisfaction; it is in line with the findings of a study conducted by Widayani dan Hartati (2015) of which result is having high confidence to gain achievement will increase job motivation. The motivation that drives the Islamic bank female staffs to work is that working is a form of religious practice. motivation will be more concern on the thinking that working is a worship. Positive value of work for family and work-family conflict are two components that balance work and family. It means that job can bring positive impact (giving positive values toward the Islamic banks female staffs' behavior) towards their family and vice versa (Frone, 2003). Positive work-family value is known by the following terminologies namely, work-family enrichment or positive work-family spillover (Qamari, 2007).

H4: Higher social support will increase a commitment to the organization. The influence of social support towards commitment to organization is significant. Higher family social support will increase the commitment to the organization. Thus, H4 is accepted. The finding supports that of Rahmadita (2011).

H5: High role conflict will decrease a commitment to the organization. The influence of role conflict towards organizational commitment is not significant. Higher role conflict does not always increase job satisfaction. The findings support the findings of the study conducted by Rantika & Sanjoyo (2011), Susanti & Ekayanti (2013).

H6: High job satisfaction will increase commitment to organization. The influence of job satisfaction toward working motivation is significant. Higher job satisfaction will increase commitment to organization so that H6 is accepted. The findings support the findings of

the study conducted by Utaminingsih (2008), Rantika & Sanjoyo (2011), Laksmi & Hadi (2012) and Susanti & Ekayanti (2013).

H7: High social support will increase working performance. The influence of social support towards working performance is significant. Higher family support will increase working performance. The findings support the findings of the study conducted by Rantika & Sanjoyo (2011), Susanti & Ekayanti (2013).

H8: High role conflict will decrease working performance. The influence of role conflict towards performance is not significant. Higher role conflict does not always increase performance. The findings of the study show that the female staffs of the Islamic banks have a rationale decision that being career women is their life choice no matter what the risk is because working is one form of worshipping God. Multiple role conflict in the context is dominated by long working hour that causes some pressures to their family. Long working hours reduce the amount of time they spend for their families. It makes the working performance of the Islamic banks female staffs remain high because the same mission and vision increase continuous and normative commitments. High commitment to organization will result in high working performance (Utaminingsih, 2012, 2014).

H9: Higher commitment to organization will increase working performance. The influence of commitment to organization towards working performance is significant. Higher commitment to organization will increase working performance so that H9 is accepted. The findings support the findings of the study conducted by Rantika & Sanjoyo (2011), Susanti & Ekayanti (2013).

## **5. CONCLUSION AND RECOMMENDATION**

### **5.1. Conclusion**

Based on the analysis of the findings of the research, it can be concluded that social support may have significant as well as non-significant effects towards work-family conflict, job satisfaction, commitment to organization and working performance of married, female staffs of Islamic banks in Malang. Based on the findings and conclusions of the study, there are several aspects: (1) the human resource

department of Islamic banks in Malang should pay attention to is work-family conflict; high social support from family does not always guarantee a decrease in work-family conflict; (2) the findings of the study reveal that higher multiple role conflict does not always decrease commitment to organization because the affective commitment is the more dominating commitment; and (3) higher multiple role conflict does not always increase working performance. It is caused by of long working hour pressure that decreases the family time

## 5.2. Recommendation

First is to find a balance between long working hours and significant amount of rewards the staffs get. Such balance especially getting satisfying amount of salary and working hours affects job satisfaction

The second, the human resource department should keep managing the affective commitment. Affective commitment itself is created by the same vision and mission of Islamic banks to provide the best for moslem community. It is reflected in the female staffs' working philosophy where working is one form of religious act and the result of working will benefit both their life and after life.

The third, management of Islamic banks should provide sufficient rewards in line with the amount of work, efforts and time the female staffs have allocated for the institutions they work.

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