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THE EFFECT OF WORK-FAMILY CONFLICT, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND JOB PLACEMENT ON JOB SATISFACTION AMONG EMPLOYEES AT BKPSDM BADUNG REGENCY

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ABSTRACT

This study aims to analyze the effect of work-family conflict, organizational citizenship behavior, and job placement on employee job satisfaction at BKPSDM Badung Regency. This study is quantitative in nature. The population in this study consists of all 87 employees of BKPSDM Badung Regency. The sampling technique used is the saturated sample technique, where the selection in this study uses the entire population. The data analysis technique used in this study was Multiple Linear Regression Analysis. The results showed that work-family conflict had a negative and significant effect on job satisfaction at BKPSDM Badung Regency. This means that a decrease in work-family conflict in the work environment of BKPSDM Badung Regency employees can have a positive impact on increasing job satisfaction. Organizational citizenship behavior has a positive and significant effect on job satisfaction at BKPSDM Badung Regency. This means that the better the organizational citizenship behavior of each employee, the more positive the impact on increasing job satisfaction at BKPSDM Badung Regency. Job placement has a positive and significant effect on job satisfaction at BKPSDM Badung Regency. This means that the more appropriate the job placement of employees implemented by the Badung Regency BKPSDM, the more positive the impact on increasing job satisfaction. The researcher suggests that future researchers should add other variables such as internal control, compensation, competence, and others. In addition, it is necessary to increase the number of samples and expand the scope of the research beyond the Badung Regency BKPSDM.

Keywords: work-family conflict, organizational citizenship behavior, job placement, job satisfaction

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1. INTRODUCTION

In Indonesia, the Civil Service and Human Resource Development Agency (BKPSDM) plays a pivotal role in the realm of civil service and human resource development at the regional level, functioning as a pivotal support system for government operations in these domains. BKPSDM was formerly known as BKD (Regional Civil Service Agency). According to the State Civil Service Agency, the number of civil servants (PNS) in all provinces in Indonesia in the first semester of 2024 was 3,655,685. At the provincial level in Bali, the number of civil servants recorded reached approximately 13,096, with various duties and obligations involving various government sectors, from local government to other vertical agencies. This figure is notably lower than the total number of civil servants in Indonesia, which is 3,655,685 individuals.

According to the 2024 Bali Provincial BKPSDM, there are 13,096 civil servants (PNS), constituting a mere 0.3% of the total number of civil servants in Indonesia. Of the nine regencies in Bali Province that have BKPSDM offices, the Badung Regency BKPSDM in particular has a total of 87 employees in 2024. The Badung Regency BKPSDM is an institution that plays an important role in the management and development of human resources at the regency level. At present, the Badung Regency BKPSDM has a total of 87 employees. While this figure is modest in comparison to that of other agencies, the role of the Civil Service Bureau is nevertheless paramount in facilitating the effective management of personnel. This encompasses a wide range of responsibilities, including the management of civil servant data, the provision of training, and the promotion of career development within the civil service.

This phenomenon underscores the pivotal role of BKPSDM in overseeing and cultivating the human resources of civil servants, particularly in the context of a substantial civil servant population dispersed throughout Bali. The substantial discrepancy in the number of employees between Badung Regency, Bali Province, and Indonesia as a whole suggests the presence of unique challenges in human resource management at each level of government.

Human resources (HR) have been determined to be strategic assets that influence an organization's success in achieving its goals. The quality of human resources is indicative of both individual competence and the extent to which an organization fosters a conducive work environment (Sevina, 2023). As posited by Afandi (2021), job satisfaction is defined as an emotional response to various aspects of work, or more precisely, as an effectiveness. It is a set of feelings that employees have regarding the enjoyment or lack thereof of their work. This phenomenon can be defined as a general attitude towards one's occupation that manifests as a discrepancy between the perceived and actual rewards received by workers. In order to achieve optimal levels of employee job satisfaction at BKPSDM, it is imperative to address the factors that potentially impact job satisfaction on a consistent basis.

On May 30, 2025, the researcher conducted interviews with 10 employees of the Badung Regency BPKSDM, the results of which are as follows:

Table 1. Results of Interviews with BPKSDM Employees in Badung Regency

No	Statement	Satisfied	Not Satisfied
1	Employees at the Badung District BKPSDM are satisfied with the allowance system they receive	20	80
2	Employees at BKPSDM Badung Regency are satisfied with the promotion system.	30	70
3	Employees at BKPSDM Badung Regency are satisfied with supportive coworkers and superiors.	40	60
4	Employees at BKPSDM Badung Regency are satisfied with the social life in the office environment.	30	70
	Average:	30	70

A survey of ten employees at BKPSDM Badung Regency revealed that 70% of respondents expressed a degree of dissatisfaction with their professional roles. This discontent emerged despite the recognition by some employees of certain positive aspects. A minority of respondents expressed satisfaction with the existing promotion system.

However, the majority of respondents expressed overall dissatisfaction with their jobs, indicating that employee satisfaction is not solely determined by factors such as benefits, position, or social relationships. This finding suggests the presence of other potential unmet needs, such as an imbalance between personal life and work, a lack of suitable job placement, and a lack of appreciation among employees for colleagues who assist them in completing their work.

A multitude of studies have demonstrated that work-family conflict has the capacity to exert an influence on the spheres of both professional and personal life. According to the findings of Kim & Ling (2001), the presence of negative attitudes toward work is attributed to the existence of work-family conflict. The elevated demands of one's occupation have been demonstrated to impede the ability of employees to maintain equilibrium between professional obligations and familial responsibilities (Pebiari, 2024). As stated by Narayani (2025), employees' professional obligations can impede upon their personal lives, and vice versa, potentially impacting their job satisfaction. Pambayuningtyas' (2017) seminal research asserts

that organizations must prioritize the management of work-family conflict issues. If this issue is not addressed, it will have a negative impact on the organization and its members.

Another phenomenon that the researcher identified through interviews with an employee at BKPSDM Badung Regency is that in the government work environment, particularly at the Badung Regency Civil Service and Human Resource Development Agency (BKPSDM), Organizational Citizenship Behavior (OCB) is an important factor in supporting public services and optimal management of human resources. A multitude of favorable indications have emerged concerning the implementation of OCB at BKPSDM Badung Regency. For instance, certain employees voluntarily assist their colleagues in completing tasks that fall outside the scope of their formal responsibilities. Furthermore, a number of employees have demonstrated a notable propensity to contribute innovative ideas pertaining to the civil service system. They are also willing to work overtime without explicit request during periods of heightened activity, such as the compilation of ASN data, the reporting on civil service matters, and the administration of training. However, in practice, not all employees consistently exhibit OCB behavior. A subset of these employees exhibits an inability to prioritize, often neglecting the broader requirements of their work unit in favor of their immediate tasks. Furthermore, there are complaints regarding the lack of appreciation or recognition for employees who voluntarily assist the organization. This imbalance has the potential to result in unequal contributions, which may, in turn, lead to a reduction in long-term work motivation.

Organizational citizenship behavior (OCB) is defined as voluntary behavior exhibited by individuals in the work environment, whether towards colleagues or the organization. OCB in employees can be observed based on their attitude of compliance with the rules and policies of the organization and their willingness to assist in the execution of additional tasks assigned by the organization (Lukito, 2020). Research by Yemmi et al. (2024) indicates that OCB exerts a significant positive effect on job satisfaction. However, research by Jamal & Siddiqui (2020) states the opposite, that OCB has a negative effect on job satisfaction.

Job placement is another factor that has the potential to influence employee job satisfaction. Job placement can be defined as the process of assigning employees to specific roles or positions within an organization. The efficacy with which employees perform their duties is also influenced by the appropriateness of their job placement. The findings of the study conducted by Syaputra et al. (2022) indicate that job placement exerts a positive and significant influence on job satisfaction and work-family conflict. A study conducted by Rahayu and Sulaimiah (2023) posits that job placement exerts a positive and significant effect on job satisfaction.

A substantial body of research has been dedicated to the study of work-family conflict (WFC), organizational citizenship behavior (OCB), and job placement. However, the majority of these studies have been confined to the private sector. In the government sector, particularly in agencies such as the Badung Regency BKPSDM, such studies are still rare. Furthermore, extant research on OCB and job satisfaction has yielded equivocal results, with some studies indicating a positive relationship between the two, while others suggest that excessive OCB can lead to a reduction in job satisfaction. Conversely, the job placement component, which in principle exerts a positive influence, has received scant attention in the context of WFC and OCB. In light of the aforementioned explanation, it is imperative to undertake a comprehensive research initiative that will encompass the examination of these three variables at BKPSDM Badung Regency. This research endeavor is of paramount importance, as it will serve to address the existing lacuna in the existing literature and will consequently facilitate the provision of invaluable practical contributions to the realm of personnel management within the context of the local government environment.

2. LITERATURE AND HYPOTHESES

Job Demands-Resources (JD-R) Theory

The Job Demands-Resources (JD-R) theory proposed by Bakker and Demerouti (2007) is highly relevant in explaining how work-family conflict, organizational citizenship behavior (OCB), and job placement can affect employee job satisfaction. In this theory, work conditions are categorized into two main elements: job demands and job resources. Job demands include high job demands such as time pressure and workload, which can drain physical and psychological energy.

Work-family conflict

According to Desmiwarnita & Tasri (2023), work-family conflict arises because of roles with different orientations but both require time, energy, and attention, so that if one role is performed well, the other role will be neglected. Work-family conflict creates a gap between work and family, which will have a negative effect on the job and family satisfaction of the employees concerned.

Organizational Citizenship Behavior

According to Aprianti (2019), Organizational Citizenship Behavior is discretionary individual behavior that is not directly and explicitly expected by the formal reward system and that overall promotes the effectiveness of organizational functions.

Job Placement

According to Bangun (2020), employee placement is the adjustment of a person's abilities and talents to the job they will be doing. It is an important task for superiors to place their employees in the right jobs.

Job Satisfaction

According to Nurhasanah et al (2022), job satisfaction is an employee's attitude toward their job in relation to the work situation, cooperation among employees, rewards received at work, and matters related to physical and psychological factors.

Hypothesis

The Influence of Work-Family Conflict on Employee Job Satisfaction

The imbalance between work and family is referred to as work-family conflict. This term refers to the relationship between the work environment and the family environment, which interfere with each other. According to the findings of the study conducted by Heryanda et al. (2024), work-family conflict exerts a substantial negative impact on job satisfaction. Concurrently, research conducted by Onike Tristanti (2024) determined that work-family conflict exerts a negative and substantial impact on job satisfaction. Conversely, research by Nur Azizah & Ainun Mardhiyah (2025) concluded that work-family conflict does not demonstrate a significant effect on job satisfaction. Conflict within the family can sometimes be a burden in itself and is not easily avoidable. As indicated by the research results of Ni Wayan Krisnitha Putri & Siti Nurmayanti (2024), the Work-Family Conflict variable has a negative and insignificant effect on job satisfaction. Conversely, the research results of Mochamad Ali, et al. (2025) demonstrate that work-family conflict has a positive and significant effect on job satisfaction. Preliminary research suggests the following hypothesis:

H_1: Work-family conflict has a negative effect on the job satisfaction of BKPSDM employees in Badung Regency

The Influence of Organizational Citizenship Behavior on Employee Job Satisfaction

Organizational citizenship behavior (OCB) is defined as employee behavior that extends beyond the employee's designated duties, is performed voluntarily, and can be advantageous for the organization or company where the employee is employed. In accordance with the findings of the research conducted by Anwar SE, MM (2021), the presence of organizational culture (OCB) has been demonstrated to exert a substantial influence on the level of job satisfaction experienced by employees. OCB behaviors encompass altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. The demonstration of these behaviors to a greater extent has been shown to increase employee job satisfaction. This finding

aligns with the research conducted by Dini Fadillah et al. (2024), which determined that OCB exerts a substantial influence on job satisfaction. Employees who demonstrate high levels of organizational citizenship behavior are likely to experience greater job satisfaction. Fanisya Rahmadina Putri and Yudi Nur Supriadi (2022) conducted research that demonstrated the positive and significant effect of the OCB variable on employee job satisfaction. In contrast, Fenty Indah Putri (2024) found that OCB has a positive and significant effect on employee job satisfaction. Additionally, Wahyu Eko Pujianto et al. (2022) reported that OCB has a positive and significant partial effect on job satisfaction. Preliminary research suggests the following hypothesis:

H_2 : Organizational Citizenship Behavior has a significant positive effect on the job satisfaction of BPKSDM employees in Badung Regency

The Influence of Job Placement on Employee Job Satisfaction

Job placement represents a critical component of human resource management. Employees who have successfully completed an orientation program must be promptly assigned to a position that aligns with their talents and skills. The optimal job placement, which corresponds to an individual's competencies and interests, is instrumental in enabling an organization to achieve its objectives. The process of job placement can be defined as the act of either hiring new employees or reassigning existing employees to different roles within the organization. The findings of research conducted by Nikita Natalia Kawengian, et al., in 2024, indicate that job placement exerts a positive and significant influence on employee job satisfaction. Similarly, the results of research by Freedona Augustine Toreh, et al., in 2022, demonstrate that job placement has a positive and significant effect on job satisfaction. Job satisfaction has been identified as a critical factor in achieving optimal work results. Employees who experience job satisfaction are likely to exert maximum effort and utilize their full range of abilities to complete their work tasks, thereby achieving optimal work performance, as evidenced by the research findings of Jerry Angga et al. (2023). Their study demonstrates that job placement exerts a substantial influence on job satisfaction. Similarly, the research conducted by Rina Putri Rahayu and Sulaimiah (2023) substantiates that job placement has a positive and significant impact on job satisfaction. The correlation between job placement and job satisfaction is positive; that is to say, the more suitable the job placement, the higher the job satisfaction. This relationship has been demonstrated in the research results of Misharni & Ayu Ningsih (2020), who found that job placement has a significant effect on employee job satisfaction. On the basis of the extant research results, the following hypothesis can be formulated:

H_3: Job placement has a significant positive effect on the job satisfaction of BKPSDM employees in Badung Regency.

3. RESEARCH METHOD

The research was conducted at the Badung Regency Civil Service and Human Resource Development Agency, located at JL. Raya Sempidi, Mangupura - Badung, Sempidi, Kec. Mengwi, Badung Regency, Bali 80351 Bali. In this study, the research subjects were all employees of the Badung Regency Civil Service and Human Resources Agency. According to Sugiyono (2019), research subjects are scientific targets for obtaining data with specific objectives and uses about something that is objective, valid, and reliable. In this study, the research subjects were work-family conflict, organizational citizenship behavior, job placement, and employee job satisfaction. The population in this study was all employees of the Badung Regency Civil Service and Human Resource Development Agency, totaling 87 people. Sampling in this study used a saturated sample technique using the entire population. The data collection method in this study used a questionnaire. The data analysis technique in this study used multiple linear regression analysis.

4. RESULTS AND DISCUSSION

Research Instrument Test

a. Validity Test

Table 2. Validity Test Results

No	Variable	Statement Item	Pearson Correlation	> 0.30	Description
1	Job Satisfaction (Y)	$Y_{1.1}$	0.914	0.30	Valid
		$Y_{1.2}$	0.774	0.30	Valid
		$Y_{1.3}$	0.561	0.30	Valid
		$Y_{1.4}$	0.809	0.30	Valid
		$Y_{1.5}$	0.877	0.30	Valid
2	Work-Family Conflict (X_1)	$X_{1.1}$	0.901	0.3	Valid
		$X_{1.2}$	0.814	0.30	Valid
		$X_{1.3}$	0.839	0.30	Valid
3	Organizational Citizenship Behavior (X_2)	$X_{2.1}$	0.641	0.30	Valid
		$X_{2.2}$	0.716	0.30	Valid
		$X_{2.3}$	0.897	0.30	Valid
		$X_{2.4}$	0.908	0.30	Valid
		$X_{2.5}$	0.871	0.30	Valid
4	Job Placement (X_3)	$X_{3.1}$	0.909	0.3	Valid
		$X_{3.2}$	0.839	0.30	Valid
		$X_{3.3}$	0.832	0.30	Valid
		$X_{3.4}$	0.914	0.30	Valid

Source: Processed Data, 2025

Table 2 shows that all variables have a Pearson Correlation value above 0.30. Therefore, all variables are declared valid.

b. Reliability Test

Table 3. Reliability Test Results

No	Variable	Cronbach's Alpha	Description
1	Job Satisfaction (Y)	0.853	Reliable
2	Work-Family Conflict (X_1)	0.810	Reliable
3	Organizational Citizenship Behavior (X_2)	0.864	Reliable
4	Job Placement (X_3)	0.895	Reliable

Source: Processed Data, 2025

Table 3 shows that all variables have a Cronbach Alpha value above 0.60. Therefore, all variables are declared reliable.

Classical Assumption Test

Table 4. Normality Test, Multicollinearity Test, and Heteroscedasticity Test

Independent Variables	Tolerance	VIF	Sig	Description
Work-Family Conflict	0.678	1.475	0.167	Free Heteroscedasticity
Organizational Citizenship Behavior	0.723	1.382	0.702	Free Heteroscedasticity
Job Placement	0.670	1.493	0.303	Free Heteroscedasticity

N	87
Test Statistic	0.429
Asymp. Sig. (2-tailed)	0.993

Source: Processed Data, 2025

Based on the normality test results in Table 4 using the Kolmogorov-Smirnov method, it shows that the normality test results of the respondent characteristics with a total of 87 data points, with a significance value of 0.993 > 0.05, indicate that the data used in this study is normally distributed.

Based on Table 4, it shows that none of the independent variables (Work-Family Conflict, Organizational Citizenship Behavior, and Job Placement) have a VIF value greater than 10 and a tolerance value less than 0.10. Therefore, it can be concluded that the data used in testing the regression equation is data that does not experience multicollinearity.

Based on Table 4, it can be seen that the significance of the independent variables is above 0.05. The Work-Family Conflict variable has a significance value of 0.167, the Organizational Citizenship Behavior variable has a significance value of 0.702, and the Job Placement variable has a significance value of 0.303. It can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis

Table 5. Results of Multiple Linear Regression Analysis

Dependent Variable	Independent Variables	Regression Coefficient.	Standard Error	t-value	Sig.
Job Satisfaction	(Constant)	0.240	0.333	0.721	0.473
	Work-Family Conflict	-0.247	0.075	-3.286	0.001
	Organizational Citizenship Behavior	0.202	0.085	2.385	0.019
	Job Placement	0.500	0.076	6,604	0.000
R					0.805[a]
Adjusted R Square					0.648
N					87
F. Sig					0.000[b]

Source: Processed Data, 2025

Based on Table 5, it can be explained that the influence of the variables of work-family conflict, organizational citizenship behavior, and job placement on job satisfaction, so that the regression equation is systematically as follows:

$Y = 0.240 - 0.247 X_1 + 0.202 X_2 + 0.500 X_3$

Based on the regression equation model, the following information can be explained:

1) The constant value of 0.240 with a positive direction indicates that job satisfaction will remain constant assuming there are no changes in the variables of work-family conflict, organizational citizenship behavior, and job placement.
2) The coefficient value (b_1) shows a negative direction of -0.247, meaning that job satisfaction will increase if work-family conflict decreases, assuming that other variables remain constant.
3) The coefficient value (b_2) shows a positive direction of 0.202, meaning that job satisfaction will increase if organizational citizenship behavior increases, assuming that other variables remain constant.
4) The coefficient value (b_3) shows a positive direction of 0.500, meaning that job satisfaction will increase if job placement increases, assuming other variables remain constant.

Coefficient of Determination Test (R^2)

Based on Table 5, it can be explained that the coefficient of determination analysis results obtained an R Square value of 0.648, which means that the variables of work-family conflict, organizational citizenship behavior, and job placement provide 64.8% of the information on job satisfaction, while the remaining 35.2% is explained by other variables not examined in this study.

Hypothesis Test (t-test)

Based on the results of the t-test in Table 5, the results of the t-statistic test can be explained as follows:

1) The Effect of Work-Family Conflict on Job Satisfaction at BKPSDM Badung Regency

The results of the t-test analysis of the work-family conflict variable obtained a significance value of 0.001, which is smaller than α (0.05), with a negative regression coefficient of -0.247. This means that work-family conflict has a negative and significant effect on job satisfaction at BKPSDM Badung Regency.

2) The Effect of Organizational Citizenship Behavior on Job Satisfaction at BKPSDM Badung Regency
The results of the t-test analysis of organizational citizenship behavior variables obtained a significance value of 0.019, which is smaller than α (0.05) with a positive regression coefficient of 0.202. This means that organizational citizenship behavior has a positive and significant effect on job satisfaction at BKPSDM Badung Regency.
3) The Effect of Job Placement on Job Satisfaction at BKPSDM Badung Regency
The results of the t-test analysis of the job placement variable obtained a significance value of 0.000, which is smaller than α (0.05) with a positive regression coefficient of 0.500. This means that job placement has a positive and significant effect on job satisfaction at BKPSDM Badung Regency.

Discussion

The Influence of Work-Family Conflict on Job Satisfaction at BKPSDM Badung Regency

The results of the hypothesis testing indicate that work-family conflict exerts a negative and significant impact on job satisfaction at BKPSDM Badung Regency. This suggests that a decline in work-family conflict, as measured by indicators of time-based conflict, strain-based conflict, and behavior-based conflict, may positively impact job satisfaction at BKPSDM Badung Regency. Conflict within the family can, at times, become a burden in itself, and its avoidance can prove challenging, as evidenced by the research results of Ni Wayan Krisnitha Putri & Siti Nurmayanti (2024). These results indicate that the Work-Family Conflict variable exerts a negative and insignificant effect on job satisfaction. Conversely, the research results of Mochamad Ali et al. (2025) demonstrate that work-family conflict has a positive and significant effect on job satisfaction.

The Influence of Organizational Citizenship Behavior on Job Satisfaction at BKPSDM Badung Regency

The results of the hypothesis testing demonstrate that organizational citizenship behavior exerts a positive and significant effect on job satisfaction at BKPSDM Badung Regency. This suggests that an enhancement in organizational citizenship behavior, as demonstrated by the indicators of altruism (selflessness), conscientiousness (carefulness), sportsmanship (fair play), courtesy (politeness), and civic virtue (social morality), can influence an increase in job satisfaction at BKPSDM Badung Regency. Fanisya Rahmadina Putri and Yudi Nur Supriadi (2022) conducted research that demonstrated the positive and significant effect of the OCB variable on employee job satisfaction. Fenty Indah Putri (2024) also demonstrated the positive and significant effect of OCB on employee job satisfaction. Finally, Wahyu Eko Pujianto et al. (2022) demonstrated the positive and significant partial effect of OCB on job satisfaction.

The Influence of Job Placement on Job Satisfaction at BKPSDM Badung Regency

The results of the hypothesis testing demonstrate that job placement exerts a positive and significant effect on job satisfaction at BKPSDM Badung Regency. Consequently, an increase in job placement, as indicated by indicators of educational background, experience, physical health, and age, can positively impact job satisfaction at BKPSDM Badung Regency. The findings of research conducted by Jerry Angga, et al. (2023) demonstrate that job placement exerts a substantial influence on job satisfaction. Similarly, the results of research undertaken by Rina Putri Rahayu & Sulaimiah (2023) indicate that job placement has a positive and significant impact on job satisfaction. The degree of congruence between an individual's job placement and their personal values has been demonstrated to positively correlate with job satisfaction. Concurrent with this, the research findings from Misharni & Ayu Ningsih (2020) indicate that job placement exerts a substantial influence on employee job satisfaction.

5. CONCLUSION AND LIMITATIONS

Preliminary research has indicated that work-family conflict exerts a detrimental and substantial influence on job satisfaction at BKPSDM Badung Regency. This suggests that a decrease in work-family conflict within the work environment of BKPSDM Badung Regency employees is associated with a corresponding increase in job satisfaction. The present study seeks to examine the relationship between organizational citizenship behavior and job satisfaction at BKPSDM Badung Regency. Consequently, the degree to which employees exhibit organizational citizenship behavior has a direct and positive correlation with their job satisfaction levels at BKPSDM Badung Regency. The correlation between job placement and job satisfaction at BKPSDM Badung Regency has been demonstrated to be positive and significant. Consequently, the efficacy of BKPSDM Badung Regency's job placement strategies is directly proportional to the enhancement of employee job satisfaction.

The present study focuses exclusively on three independent variables: work-family conflict, organizational citizenship behavior, and job placement. It is important to note that there are many other variables suspected to influence job satisfaction. The scope of this study is limited to BKPSDMKab Badung.

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