

# THE INFLUENCE OF WORK-FAMILY CONFLICT ON EMPLOYEE PERFORMANCE WITH WORK-LIFE BALANCE AS AN INTERVENING VARIABLE

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## ABSTRACT

*Work-family conflict is a role conflict that arises between employees, on the one hand they have to work in the office, on the other hand they have to take care of the entire family, so it is difficult to differentiate between conflicts between work and family and between family and work. Work-family conflict is a conflict between work and family roles faced by employees. In this research, the population was determined, namely employees at the BUMN Bank PT The sampling technique in this research is a purposive sampling technique, meaning that not all samples can be used in the research. Purposive sampling technique is a sampling technique with certain criteria in research. The criteria were all female employees at the State-Owned Bank PT In sampling this research, the author used the Saturated sample formula, namely sampling if the entire population is used as a sample and is also known as a census. The research results found Work Family Conflict has a negative and insignificant effect on employee performance for employees of BUMN PT X Semarang City. Work Family Conflict has a positive and significant effect on Work Life Balance for employees of BUMN PT X Semarang City Work Family Conflict has a positive and significant effect on employee performance for employees of BUMN PT X Semarang City. This means that a high level of Work Family Conflict does not have a greater influence on Work Life Balance. Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that the indirect influence on the research model consists of the indirect influence on the Work Family Conflict variable on Employee Performance through Work Life Balance.*

**Keywords:** Work Family Conflict, Work Life Balance, Employee Performance

## INTRODUCTION

Resources that have a very important role in a company are human resources (Ferdiansyah & Faisal, 2020) states that "human resources are the abilities of an individual's thinking power and physical strength which are developed to be able to compete with other human resources". Human resources are also a motor for companies to achieve company goals in accordance with their respective fields. Human resources in the company itself consist of men and women (Ferdiansyah & Fahmi, 2020). Human resources are company assets that need to be developed and managed well so that it is hoped that with proper management optimal performance will be achieved and able to provide progress within the company (Ferdiansyah & Faisal, 2020).

Employee performance in an organization will determine the benchmark for the success of an organization (Sofyanty & Purnomo, 2022). Therefore, employees need to know about their job responsibilities, so that employees will understand the factors that can influence performance achievement (Ferdiansyah & Faisal, 2020). Some employees can look for ways or strategies so that

indicators of performance success can be achieved, this can cause conflicts or problems in preparing the strategy (Ferdiansyah & Faisal, 2020). Improper or inadequate conflict resolution because the main problem of the conflict cannot be resolved properly can give rise to new conflicts. This new conflict can make family relationships disharmonious (Huda & Rahardja, 2021).

Based on survey statistics, data on Indonesian women working in 2022 is 35.57%. The number of female workers is greater in the informal sector than formal female workers, both in urban and rural areas. This data shows that more women in Indonesia still choose to have a career. The role of employees is to help a company achieve its goals, but employees are not the object of achieving goals. Employees become subjects or actors for a company or organization to achieve the plans or strategies that have been made (Huda & Rahardja, 2021). More specifically, career women are women who carry out and fully enjoy one or more jobs over a relatively long period of time to progress in life, work or position. If you want to have a job, you have to carry out a certain profession that requires skills and expertise.

Therefore, companies will utilize subjects or employees to develop their abilities in accordance with company directions, policies and targets, both male and female employees.

With the role of married women as wives, caregivers, children's educators and managing the household, advances in technology and women having higher education encourage women to want to increase their self-actualization and want to have a career that can improve the family's economy. Apart from that, women have self-confidence. in developing his abilities as an employee (Ermawati, 2016). Female employees who are married and have children have roles and responsibilities not only at work but also have a greater role in their family (Ermawati, 2016). Role conflict in women arises because there are expectations from two different roles. The role of women as employees is the role of a woman at work, so that she can carry out her commitment to work, while the role of women at home is the role that is expected to take care of children, take care of the family, love and look after her husband (Ermawati, 2016).

The results of the survey found that the performance of employees at Bank BUMN of two or more expected roles, but it can also occur in the implementation of one role, which in turn gives rise to conflict with other roles. where all these roles can be filled alternately or simultaneously (Utaminingsih, 2017). Work-family conflict is a role conflict that arises between employees, on the one hand they have to work in the office, on the other hand they have to take care of the entire family, so it is difficult to differentiate between conflicts. between work and family and between family and work (Pradana, 2019). Work-family conflict is a conflict between work and family roles faced by employees. Tualai & Aima (2022) research on the effect of work-family conflict and workload on employee performance mediated by work stress on female employees with families in the fiscal policy agency, the results of the research show that Work Family Conflict has a significant influence on employee performance. Meanwhile, research by Rayhana & Dudija (2022) on the influence of Work Family Conflict and Work Stress on Employee Performance (Study of Female Employees at Surya Asih Hospital), the results of the research show that Work Family Conflict has a negative and insignificant effect on Employee Performance.

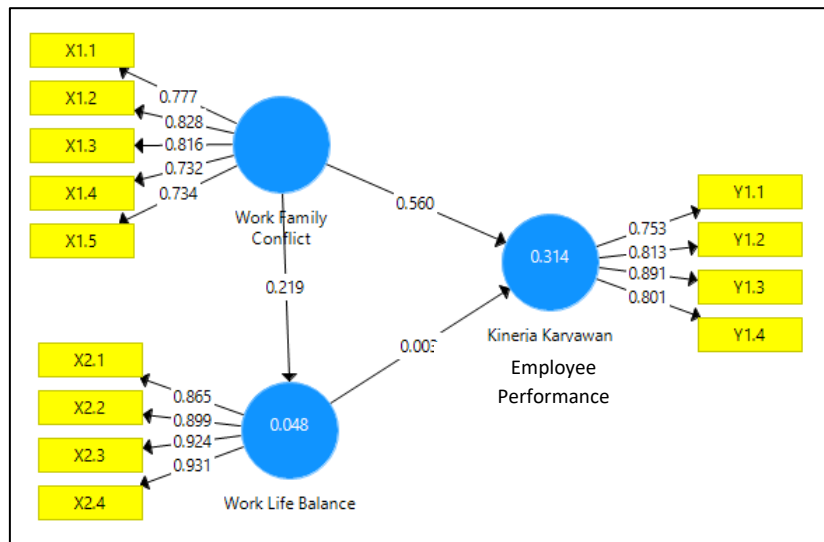
The importance of human resources in organizational success is widely recognized,

particularly the significance of employee performance. However, there is still a lack of understanding regarding work-family conflict and its impact on employee performance, especially among career women. Previous studies have explored this issue, but there has been limited focus on career women in State-Owned Banks like BUMN X. This research aims to fill this gap by investigating work-family conflict experienced by career women at BUMN X Bank, providing insights into its nuances and implications for employee performance. The study will also examine the role of work-life balance as a mediating variable, offering insights into potential mechanisms that can either mitigate or worsen the impact of work-family conflict on employee performance. This research is necessary to gain a comprehensive understanding of the challenges faced by career women and to provide valuable knowledge for developing strategies, policies, and interventions that enhance their well-being and performance.

## RESEARCH METHODS

The type of research implemented in this study is a type of study with a quantitative approach. Quantitative research is a means of testing objective theories by paying attention to the relationships between variables. Variables measured using instruments and answer data in the form of numerical data can be analyzed using statistical procedures (Creswell, 2010). This study was implemented by analyzing the hypothesis and explaining the independent variable, namely Work-family conflict (X), the connecting variable is Work Life Balance (Z), the dependent variable is employee performance (Y). Population according to Hair et al. (2013) is an area of generalization of research results, which consists of objects or subjects that have certain characteristics, traits or traits and have been determined by researchers to be able to be studied and draw conclusions. A population consists of a group of subjects who have all the units or symptoms that want to be studied (Creswell, 2010). The population in this study was 55 career women who worked at the BUMN PT X Semarang Branch, with permanent employee status as a condition for sample selection.

## RESULTS AND DISCUSSION



**Figure 1. Structural Model Testing**  
Source: Data Processing Results, 2023

This research tests five hypotheses in the inner model. The causal relationships developed in the model are tested through the null hypothesis which states that the regression coefficient for each relationship is equal to zero through the t-test as in regression analysis. To find out whether a hypothesis is accepted or rejected, it can be done by paying attention to the significance values between constructs, t-values and p-values. In this way, measurement estimates and standard errors are no longer calculated using statistical assumptions, but are based on empirical observations. In the bootstrapping method in this research, the hypothesis is accepted if the t-values are significant > 1.96 and/or p-values < 0.05, then  $H_a$  is accepted and  $H_o$  is rejected.

### The Effect of Work Family Conflict on Employee Performance

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that Work Family Conflict has a negative and insignificant effect on Employee Performance. This means that the better the quality of Work Family Conflict, the employee performance will not be significantly higher. This finding can be seen based on the calculation results in accordance with Table 4.22, it is known that the resulting t-statistic value is  $1.505 > 1.96$  and the P value is  $0.133 > 0.05$  significance level, so that  $H_o$  is accepted and  $H_a$  is rejected. Analysis of the average questionnaire figures shows that the highest value of the WFC.1 indicator is "Many task demands". With an average of 4.345.

These results indicate that for the employees of the BUMN Bank PT For example, when a marketing person gets a customer, be it a loan customer or a savings customer, the marketing department will provide an account opening application file for the operations department to create an account. Especially for loan customers, when their accounts are created by the operational department in parallel, the credit administration department (ADK) takes care of everything that is needed in terms of legal legality. Thus, overall, if a marketing person's workload increases, the workload of other employees will also increase. In this case, there is an insignificant influence, in this case the conflict in the family felt by employees of Bank BUMN PT as well as piling up work deadlines, the role of their co-workers here is also to help them forget about their problems with their families, so that their performance does not have any impact.

The work-family gap is a role conflict that occurs in individuals related to the burden or pressure of work roles and family roles, so that the two roles are difficult to reconcile (Yavas et al., 2008). Work-family conflict is a conflict that occurs simultaneously due to the pressure of expectations from both roles, but role conflict can also occur when carrying out one role in conflict with another role when all these positions can be held alternately or simultaneously (Naibaho et al., 2018). Work-family conflict is one of the role conflicts that occurs among employees, because the employee has to work in the office. Work-family conflict is one of the role conflicts that occurs among employees, because the employee

has to work in the office, while the employee also has a family and has to take care of the family. So employees who have two roles will find it difficult to distinguish whether the conflict is more serious, work conflict or family conflict and it will be difficult to differentiate between things that they feel are disturbing their work or things that are disturbing their family (Rahmadita, 2013). So that it can influence performance as a result of the quality and quantity of work carried out by an employee in carrying out his duties in accordance with the responsibilities assigned. Meanwhile, according to Bernardin et al. (2000) explains that performance is the result of performance from organizational goals, economic contribution and the results of customer satisfaction.

### **The Influence of Work Family Conflict on Work Life Balance**

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that Work Family Conflict has a positive and significant effect on Work Life Balance. This means that the higher the level of Work Family Conflict, the power of Work Life Balance will actually increase. This is because in the findings of this research it is known that employees of State-Owned Bank PT This finding can be seen based on the calculation results in accordance with Table 4.24, it is known that the resulting t-statistic value is  $5.243 > 1.96$  and the P value is  $0.000 < 0.05$  significance level, so that  $H_0$  is accepted and  $H_a$  is rejected. Analysis of the average questionnaire numbers shows that the highest value of the WLB.3 indicator is "Having a good social life outside the company". With an average of 3.909. These results show that in the State-Owned Bank PT, volleyball teams and various other forms of sports so that the ability to manage oneself is needed in living a social and professional life. This is a very complex ability and is very close to everyday life. An example of good self-management is being able to create a priority scale, namely the things that must be done first. This ability is very necessary amidst the busy responsibilities that must be fulfilled every day. By determining the priority scale, you don't need to be confused when you have to make a decision.

The opinion of Rincy, V.M., Panchanatham (2010) explains that work-life balance is a condition where there is employee conflict between roles in the family and work that are not fulfilled. Work Life Balance is a continuum benchmark that is used when there is an imbalance between several roles played, such as the role at

work and the role at family (Greenhaus et al., 2003). Meanwhile, according to Byrne (2005), work-life balance is a situation where individuals have some level of control over their lives, such as control over when, where and how individuals can complete their work. Work-life balance is a situation where individuals have some level of control over their lives, such as control over when, where, and how individuals can complete their work. Work Life Balance can be achieved when an individual's responsibility to be in a role can be carried out fully, both within and outside of other responsibilities, and is able to maintain a standard of living for the good, so that it will be able to improve, so that it can influence performance as a result of the quality and quantity of work carried out. carried out by an employee in carrying out his duties in accordance with the responsibilities assigned. Meanwhile, according to Bernardin et al. (2000) explains that performance is the result of performance from organizational goals, economic contribution.

### **The Effect of Work Life Balance on Employee Performance**

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that Work Life Balance has a positive and significant effect on Employee Performance. This means that the higher the level of Work Life Balance, the more employee performance will decrease. This is because in the findings of this research it is known that employees of Bank BUMN PT within the RT or organizational scope, for example, being active in the futsal team, volleyball team and various other forms of sport so that the ability to manage oneself is needed in leading a social and professional life. This is a very complex ability and is very close to everyday life. An example of good self-management is being able to create a priority scale, namely the things that must be done first. This ability is very necessary amidst the busy responsibilities that must be fulfilled every day.

This finding can be seen based on the calculation results in accordance with Table 4.24, it is known that the resulting t-statistic value is  $9.366 > 1.96$  and the P value is  $0.000 < 0.05$  significance level, so that  $H_0$  is accepted and  $H_a$  is rejected. Analysis of the average questionnaire figures shows that the highest assessment value occurs in the KK.2 indicator, namely "Quality of Work". With an average (mean) of 4,340. These results indicate that in the state-owned bank PT X in Semarang City, employees have implemented

good quality at work. They use accurate data analysis to draw conclusions in their work so that they can quickly and precisely produce effective and efficient work because the analysis supports speed in work. For example, in formulating a formula for strategic marketing, accurate analysis is needed so that the number of loan and savings applications at PT X State Bank in Semarang can have fast sales power. The work-family gap is a role conflict that occurs in individuals related to the burden or pressure of work roles and family roles, so that the two roles are difficult to reconcile (Yavas et al., 2008).

Work-family conflict is a conflict that occurs simultaneously due to the pressure of expectations from both roles, but role conflict can also occur when carrying out one role in conflict with another role when all of these positions can be held alternately or simultaneously. So that it can influence Work Life Balance which can be achieved when the individual's responsibility to be in a role can be fully implemented, both within and outside of other responsibilities, and is able to maintain it as a standard of living for the common good of the individual in business/work, family and society.

### **The Effect of Work Family Conflict on Employee Performance through Work Life Balance**

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that there is an indirect influence on the research model consisting of an indirect influence on the Work Family Conflict variable on Employee Performance through Work Life Balance which has a coefficient path (O) is -0.302 with a t-statistic of 5.637 and a significance of 0.000 which is more than  $\alpha = 0.05$ . This means that Work Life Balance can really mediate the influence of Work Family Conflict on Employee Performance. So that in the organizational scope, Work Life Balance can be achieved when the individual's role in a role can be fully implemented, both within and outside of other responsibilities, and is able to maintain it as a standard of living for the common good of the individual in business/work, family and society.

### **CONCLUSION**

Work Family Conflict has a negative and insignificant effect on employee performance for employees of BUMN PT X Semarang City. This means that a high level of Work Family Conflict does not have a greater influence on employee performance. This means that increasing employee

performance cannot be built on Work Family Conflict indicators.

Work Family Conflict has a positive and significant effect on Work Life Balance for employees of BUMN PT X Semarang City. This means that a high level of Work Family Conflict has a greater influence on Work Life Balance. This means that increasing Work Family Conflict can be built on Work Life Balance indicators.

Work Family Conflict has a positive and significant effect on employee performance for employees of BUMN PT X Semarang City. This means that a high level of Work Family Conflict will have a greater influence on employee performance. This means that increasing Work Family Conflict can be built on Employee Performance indicators.

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that there is an indirect influence on the research model consisting of an indirect influence on the Work Family Conflict variable on Employee Performance through Work Life Balance has a path coefficient (O) of -0.302 with a t-statistic of 5.637 and a significance of 0.000 which is more than  $\alpha = 0.05$ . This means that Work Life Balance can really mediate the influence of Work Family Conflict on Employee Performance. So that in the organizational scope, Work Life Balance can be achieved when the individual's role in a role can be fully implemented, both within and outside of other responsibilities, and is able to maintain it as a standard of living for the common good of the individual in business/work, family and society.

From the results of the descriptive analysis, the lowest descriptive score was obtained for the Work Life Balance variable with the indicator, namely WLB.2, namely "Able to balance time between work and other needs". With an average of 3.473. These results indicate that in the state-owned bank PT When it's like pursuing a hobby, time often doesn't feel like it passes so quickly because the activity you do feels so enjoyable. Apart from that, this hobby can provide opportunities in the field of entrepreneurship. Apart from getting rid of boredom, hobbies can increase your income. So it is hoped that employees of PT X State Bank in Semarang City will be able to carry out activities that support their hobbies so that work-life balance can be achieved.

Indicate that for the employees of the BUMN Bank PT For example, when a marketing person gets a customer, be it a loan customer or a savings customer, the marketing department will provide an account opening application file for the

operations department to create an account. Especially for loan customers, when their accounts are created by the operational department in parallel, the credit administration department (ADK) takes care of everything that is needed in terms of legal legality. Thus, overall, if a marketing person's workload increases, the workload of other employees will also increase. Independence from the results of work describes the results expected by consumers so that they are able to get optimal service after carrying out the process of saving and applying for loans so that they can recommend the company to their relatives, friends and colleagues so that the brand of Bank BUMN PT and good in the eyes of the public and potential new customers.

It is hoped that bank employees will also be active in socialization outside the office and take part in activities both within the neighborhood and within the organization, for example being active in the futsal team, volleyball team and various other forms of sports so that the ability to manage oneself is needed in living a social life. and professional. This is a very complex ability and is very close to everyday life. An example of good self-management is being able to create a priority scale, namely the things that must be done first. This ability is very necessary amidst the busy responsibilities that must be fulfilled every day.

It is known that the R Square number is still low at 0.048%, so it can be interpreted that the Work Life Balance variable which can be explained by the Work Family Conflict variable and employee performance is 4.8% while the rest is explained by other variables outside this research. Likewise, the Employee Performance variable gives a value of 0.336, which can be interpreted to mean that the Employee Performance variable which can be explained by the Work Family Conflict and Work Life Balance variables is 33.6% while the rest is explained by other variables outside this research. In this research, the respondents used as research samples were quite limited to one state-owned bank company PT X in Semarang City. Thus, only 55 respondents were used as the sample used in this research. The distribution of questionnaires only consists of closed questions and does not involve in-depth interviews. Future agendas should also involve open questions.

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