

The Effect of Work Family Conflict on Employee Performance with Work Life Balance as an Intervening Variable during the Covid-19 Pandemic: Case Study on Employee of PT Jasa Marga Toll Road Operator, Semarang and Batang Branches

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Abstract

This study aims to analyze how much influence the work family conflict variable has on employee performance through work life balance as an intervening variable owned by employees of PT Jasa Marga TollRoad Operator Semarang and Batang Branches. The data used in this study are primary data derived from the distribution of research questionnaires. The population of this study used permanent and married employees from the top and middle line management levels at PT Jasa Marga TollRoad Operator Semarang ABC Branch with a total of 52 people and PT Jasa Marga TollRoad Operator Batang Branch - Semarang with a total of 34 people. So that the total population in this study amounted to 86 people. This research uses Partial Least Square (PLS) analysis technique with SmartPLS software analysis tool. The findings show that work family conflict has a negative effect on employee performance, work family conflict has a negative effect on work life balance, work life balance has a positive effect on employee performance and work life balance mediates work family conflict on employee performance. Based on this research, it means that work family conflict needs to be reduced in order to improve employee performance at the top and middle line management levels of PT Jasa Marga TollRoad Operator Semarang and Batang. In addition, the work life balance needs to be improved in order to improve employee performance at the top and middle line management levels of PT Jasa Marga TollRoad Operator Semarang and Batang.

Keywords

work family conflict; work life balance; employee performance



I. Introduction

Almost all the aspects of life have changed since the Covid-19 pandemic is occurred. The pandemic is influencing the employee's feeling about the different of work environment than usual, such as social distancing, regional restrictions, and the recommendations to work from home as virtually. Of course, those of the new work habit can make the discomfort work and affect to the employee's performance (Kumar et al., 2021). The performance of each employee would be different, because each employee has a different desires, abilities, and problem solving in completing their work. One of the affectsfor employee performance is work family conflict. It is a conflict of employee's experienced between their role in work and in the family. This affects can be happened to anyone, but a married employee will having a higher pressure because they need to focus on two roles (Rini et al., 2016). The outbreak of this virus has an impact of a nation and

Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

Many companies had ignored this problem because they think it is an employee's personal problem. But the truth is, the family and work problems are interrelated. Work Family Conflict will trigger stress and affect to the prosperity, so it caused reduce of employee's productivity (Lingard & Francis, 2006). According to Lingard & Francis (2006), the solution can be done is to seek support from superiors, colleagues, or the company itself. So that employees are able to balance their roles and responsibilities at work and their families. One of the responses to the work family conflict is change a work place, and it is called as work life balance. This is become a challenge for company leaders to be used as a source of competitive advantage in a human resource policy, and can motivate employees to improve their performance, also will affect the company's performance improvement (Murthy & Guthrie, 2012).

From previous studies such as Novitasari & Asbari (2020), Riana et al. (2019), Yusuf & Hasnidar (2020) state that work family conflict has a significant influence on employee performance, while Asbari et al. (2020), Wang & Tsai (2014), Warokka & Febrilia (2014) state that work family conflict does not have a significant effect on employee performance, it can be seen that there are differences in results from previous studies, causing research gaps.

Based on the background described above, the purpose of this study is to analyze the effect of work family conflict on employee performance, analyze the effect of work family conflict on work life balance, analyze work life balance on employee performance and analyze the effect of work family conflict on employee performance through work life balance as an intervening variable owned by employees of PT Jasa Marga TollRoad Operator Semarang and Batang Branches.

II. Review of Literature

2.1 Work Family Conflict

Work Family Conflict is the problem that occurs when there are demands between work and family that interrupt each other. The employee who faced this problem find it difficult to distinguish between work that interferes with the family or contrarily. At the same time, the employee needs to do work in the work place but on the other hand, they also need to take care of their family (Frone et al., 1992).

Greenhaus & Beutell (1985) describe 3 types of work family conflict. The first type is time based conflict, which means that conflict arises because the time spent in one role is reduces the another time to fulfill other roles, both work and family; the second type is strain based conflict, which arises when there is tension or emotional state of one role that affects the demands of another role, and it can be the form of stress and anxiety; while the third type is behavior based conflict, which relates to the incompatibility of the expectations of the attitude pattern form the two roles between work and family(Greenhaus & Beutell, 1985). The possible consequence of a work family conflict is the breakdown of marriage or family, and the second conflict is the employees are unhappy, so that they will show the poor performance at work. There are also consequences called truancy and juvenile delinquency that will be felt by employees who have children. The employees who are too busy with the demands of their work will cause their children to be less well cared for.

2.2 Employee Performance

Performance is defined as the result of individual's achievement when doing tasks based on effort, skills and opportunities. It is illustrated by how employees fulfill and carry out work assignments given by the company. Briefly, it can be said that employee performance is the productivity of each employee (Bishop, 1987). The productivity itself will have an impact on the successful or failure of the company, it means that employee performance has a very important role for the company.

Koopmans et al.(2014) explains that there are three dimensions in measuring employee performance, they are: task performance, which is defined as individual skills in carrying out substantive tasks that become the center of their work. It consists of consisting of several measurement indicators related to work quantity, job completion, work quality, accuracy, neatness of work, planning, and organization; the second dimension is contextual performance, which means a behavior that supports the social, organizational and psychological environment. The indicators of those are enthusiasm, initiative, attention to business tasks and extra tasks; and the third dimension is counter productive work behavior. It means a behavior that is detrimental to the welfare of the organization. The indicators consist of problems that is created by employees, employees who's complain, and they who focus on negative aspects.

2.3 Work Life Balance

Work Life Balance is a balance form between two roles performed by one individual. It means that in carrying out the role, the individual is able to provide satisfaction for the life of the role holder. Work life balance is focuses on how much free time that is given to the employee to balancing the demands of work and family roles. Later on, the balance and imbalance will affect to the employee performance positively or negatively (Anwar et al., 2013).

As we know before that work family conflict have consequences, so does for work life balance. It impacts related to work-related outcomes, non-work-related outcomes and stress-related outcomes. Work-related outcomes or work-related results will be able to increase job satisfaction, improve employee performance, increase career development, and increase organizational commitment. Meanwhile, the second consequence has an impact on non-work outcomes which is defined as employee life satisfaction through increasing family performance, increasing parents and family satisfaction, reducing cognitive problems, and reducing conflict in the family and reducing poor health condition. The third consequence is the impact on stress related outcomes, which can reduce anxiety, reduce emotional fatigue, lower blood pressure and cholesterol, reduce psychological stress, depression and marital distress (Sirgy & Lee, 2018).

2.4 Theoretical Framework and Hypotheses Formulation

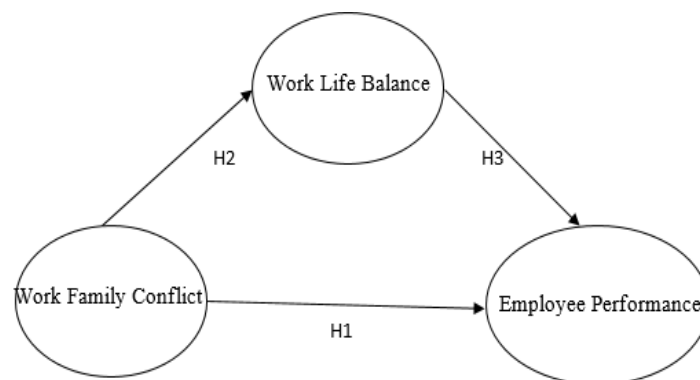


Figure 1. Theoretical Thinking Framework

2.5 The Effect of Work Family Conflict on Employee Performance

Someone who has a family or is married and also works is certainly difficult to balance his role, namely the role of work and the role of the family as a housewife (Yusuf & Hasnidar, 2020). For dual career women, the inability to contribute optimally in both roles will be very disturbing for them. Prolonged work family conflict has the potential to trigger various conditions that can interfere with behavior in the workplace that can reduce performance and harm the company (Riana et al., 2019). When work family conflict occurs in employees, it will reduce employee performance and have an unfavorable impact on life satisfaction, physical well-being and emotional health (Al-Alawi et al., 2021). After all of those, the proposed hypothesis is obtained:

H1: Work Family Conflict has a negative effect on employee performance

2.6 Effect of Work Family Conflict on Work Life Balance

One effort to minimize the conflict between work and family is to balance work activities and family activities (Lingard & Francis, 2006). Because after all at work there will always be conflicts, but at least still strive for satisfaction in the realm of work and family with minimal conflict so that work life balance can be achieved.

When employees have work tasks that interfere with them in fulfilling their family responsibilities, it will have an impact on their lives, and they will not be able to balance between their work and their personal lives (Rini et al., 2016). When the employee's job duties are high, it causes more hours to be spent at work. This results in them being more difficult to fulfill their responsibilities at home and having less time for family. So, the higher the perceived work family conflict, the lower the perceived work life balance (Taşdelen-Karçkay & Bakalım, 2017). Based on the description above, the following hypothesis is proposed:

H2: Work Family Conflict has a negative effect on Work Life Balance

2.7 Effect of Work Life Balance on Employee Performance

Work life balance has a significant influence on employee performance. Employees who are able to handle work and life as well as control and manage their own problems, can help employees to concentrate on their work and can improve their performance (Johari et al., 2018). A balanced life will encourage employees to carry out work efficiently and effectively because of the quality of life obtained (Al-Alawi et al., 2021). Employees with a balance between work and family commitments are productive employees. This is because having a work life balance can make it easier for employees to do work more effectively and efficiently (Soomro et al., 2018). Based on the description above, the following hypothesis is proposed:

H3: Work Life Balance has a positive effect on employee performance.

III. Research Method

3.1 Research Types and Approach

The research method that was chosen is a quantitative method. This method has the characteristics of being considered a hard science, used to synthesize data, carried out to strengthen the theory that is used as a reference and test hypotheses. The approach relates to the data in the form of numbers, and it is statistically analyzed to test objective theory by examining the relationship between variables. This study uses Partial Least Square (PLS) and then processed with PLS smart software.

3.2 Participants and Procedure

The population of this research is the married permanent employees from the top and middle line management levels at PT Jasa Marga Toll Road Operator, Semarang and Batang branches with the total of 52 people. The sample was taken by using the census technique from all of the respondents. According to Sugiyono, (2019) research with a population under 100 should use the census technique. So that, the sample of this study is in accordance with the total population of 86 respondents.

3.3 Measurement

The questionnaire is used as a research instrument which contains a series of questions to get respondent's responses, via google form. The answers that appear are scored using a Likert scale consisting of five or seven points scale ranging from "strongly disagree" to "strongly agree" (Bhattacharjee, 2012).

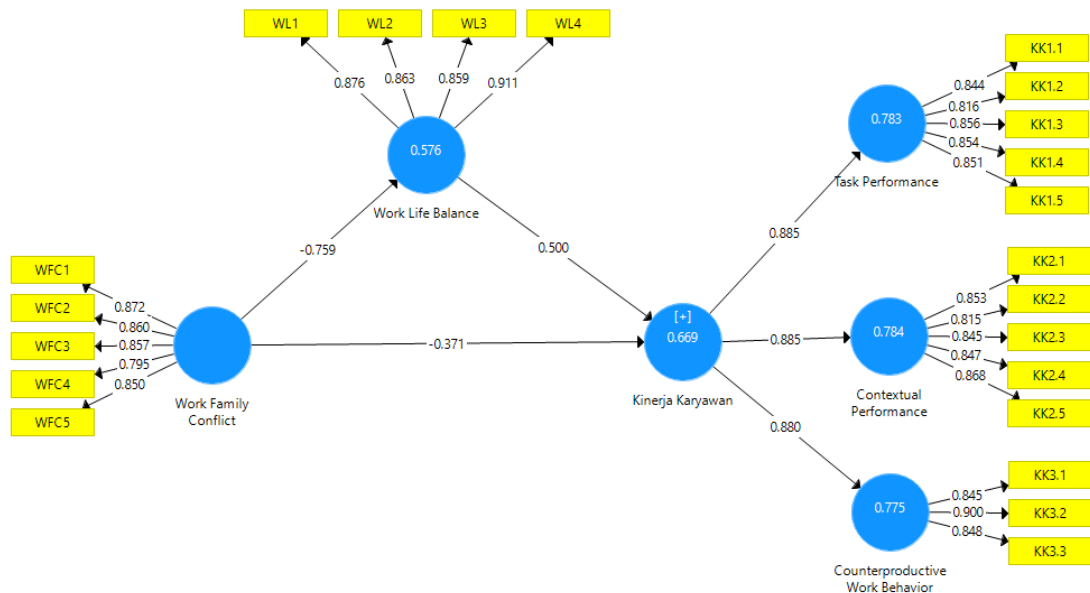
3.4 Data Analysis Procedure

After the data is collected, the data is analyzed using the PLS technique with Smart PLS Software. It is aiming to get the value of the latent variable for prediction purposes. The PLS is used for a relatively small sample size and it is able to show whether there is a relationship between latent variables or not. PLS analysis consist of a measurement model and a structural model.

IV. Result and Discussion

4.1 Measurement Model / Outer Model

The outer model is used to measure indicators to test reliability and latent variables.



Source: Processed primary data, 2022.

The validity test is used to measure whether the research instrument is valid or not. While the reliability test is used to measure the consistency of respondents in answering the questionnaire (Ghozali & Latan, 2015).

1. Convergent Validity.

Each variable must have a loading factor value > 0.7 and average variance extracted (AVE) value > 0.5 , but for early stage research the loading factor value of $0.5 - 0.6$ is considered sufficient (Ghozali & Latan, 2015).

2. Discriminant Validity

Testing discriminant validity is looking at the crosses loading value > 0.70 for each variable (Ghozali & Latan, 2015).

Table 1. Validity Test

| Research Variable | Dimension | Research Indicators | r count | r table | Description |
|----------------------|---------------------------------|---------------------|---------|---------|-------------|
| Work Family Conflict | - | WFC1 | 0.886 | 0.361 | Valid |
| | | WFC2 | 0.930 | 0.361 | Valid |
| | | WFC3 | 0.855 | 0.361 | Valid |
| | | WFC4 | 0.937 | 0.361 | Valid |
| | | WFC5 | 0.742 | 0.361 | Valid |
| Work Life Balance | - | WLB1 | 0.817 | 0.361 | Valid |
| | | WLB2 | 0.793 | 0.361 | Valid |
| | | WLB3 | 0.872 | 0.361 | Valid |
| | | WLB4 | 0.895 | 0.361 | Valid |
| Employee Performance | Task Performance | KK1.1 | 0.981 | 0.361 | Valid |
| | | KK1.2 | 0.885 | 0.361 | Valid |
| | | KK1.3 | 0.903 | 0.361 | Valid |
| | | KK1.4 | 0.988 | 0.361 | Valid |
| | | KK1.5 | 0.867 | 0.361 | Valid |
| | Contextual Performance | KK2.1 | 0.958 | 0.361 | Valid |
| | | KK2.2 | 0.907 | 0.361 | Valid |
| | | KK2.3 | 0.958 | 0.361 | Valid |
| | | KK2.4 | 0.931 | 0.361 | Valid |
| | | KK2.5 | 0.891 | 0.361 | Valid |
| | Counterproductive Work Behavior | KK3.1 | 0.899 | 0.361 | Valid |
| | | KK3.2 | 0.935 | 0.361 | Valid |
| | | KK3.3 | 0.616 | 0.361 | Valid |

Source: Processed primary data (2022).

Based on table 1, it can be seen that all indicators in each variable produce an r-count value that is bigger than r-table which has a value of 0.361 and all indicators meet the criteria of the validity.

4.2 Realibility

The reliability is using the Smart PLS program by looking at Cronbach Alpha and Composite Reliability. A construct is called reliable, if the Cronbach Alpha and Composite Reliability values are bigger than 0.70 (Ghozali & Latan, 2015).

Table 2. Realibility Test

| Variable | Dimensions | Cronbach's Alpha Var | Cronbach's Alpha | Description |
|-----------------------------|------------|----------------------|------------------|-------------|
| <i>Work Family Conflict</i> | - | 0.901 | >0.60 | Reliable |
| <i>Work Life Balance</i> | - | 0.865 | >0.60 | Reliable |
| Employee performance | KK1 | 0.952 | >0.60 | Reliable |
| | KK2 | 0.954 | >0.60 | Reliable |
| | KK3 | 0.772 | >0.60 | Reliable |

Source: Processed primary data, 2021

Based on the data in table 2, it can be seen that the value of Cronbach’s Alpha in each variable has a value > 6.0. So, it shows that all the variables in this study are considered reliable.

a. Structural Model / Inner Model

The inner model can be used in predicting the causality between variables (Abdillah & Jogiyanto, 2015). This stage is to know how big the R-Square value generated by the latent variable. This study uses R-Square to evaluate the structure of a model.

Table 1. R-Square

| Variabel | R-Square |
|-----------------------------|----------|
| Employee Performance | 0.669 |
| Work Life Balance | 0.576 |

Source: Processed primary data (2022).

The table above shows that Work Family Conflict has an effect with 57.6% on Work Life Balance. Then, Work Family Conflict and Work Life Balance have an effect with 66.9% on the Employee Performance variable.

b. Hypoythesis Test

This study uses the bootstrapping method to test the hypothesis. The reference for testing the hypothesis in this study is by looking at the t-statistic and p value. With t-statistic value > 1.96 and p value < 0.05, it means that the hypothesis is accepted and the t-statistic value < 1.96 and p value > 0.05 means that the hypothesis is rejected.

Table 4. Output Result of PLS

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistic | P values | Description |
|--|---------------------|-----------------|----------------------------|-------------|----------|-------------|
| <i>Work Family Conflict</i> → Employee performance | -0.371 | -0.372 | 0.135 | 2.742 | 0.006 | Accepted |
| <i>Work Family Conflict</i> → Work Life Balance | -0.759 | -0.753 | 0.075 | 10.181 | 0.000 | Accepted |
| <i>Work Life Balance</i> → Employee Performance | 0.500 | 0.495 | 0.136 | 3.672 | 0.000 | Accepted |

Source: Processed primary data (2022).

The first hypothesis shows that work family conflict has a negative and significant effect on employee performance. This is because the t statistic is 2.742 or greater than t table = 1.96 and also the p value is 0.006 or less than 0.005, the original sample value is -0.371 which indicates the direction of the effect is negative, so the first hypothesis is accepted. The higher the work family conflict felt by the employees of PT Jasa Marga TollRoad Operator Semarang and Batang, the employee's performance will decrease, on the contrary if the work family conflict is low, the employee's performance will be high / increase.

The second hypothesis shows the t statistic value of 10.181 or greater than t table = 1.96 and also the p value of 0.000 or less than 0.005, and the original sample value of -0.759 which indicates the direction of negative influence, this means that work family conflict has an effect significant negative on work life balance so that the second hypothesis is accepted. This means that if the work family conflict felt by employees of PT Jasa Marga TollRoad Operator Semarang and Batang is high, it will reduce the work life balance of employees, and vice versa if the work family conflict felt by employees is low, the work life balance felt by employees will increase.

The third hypothesis is the t statistic value of 3.672 or greater than 1.96 and also the p value of 0.000 or less than 0.05. And the original sample value is 0.500 which indicates the direction of the positive effect, indicating that the work life balance has a positive and significant effect on employee performance so that the hypothesis is accepted. This means that when the work life balance of the employees of PT Jasa Marga TollRoad Operator Semarang and Batang is high, the employee's performance will also be high, otherwise the employee's performance will decrease when the work life balance is low.

Table 2. Mediation Effect

| Variabel | Original Sample | Sample Mean (M) | Standard Deviation (STDEV) | T statistic | P Value |
|---|-----------------|-----------------|----------------------------|-------------|---------|
| Work Family Conflict → Work Life Balance → Employee Performance | -0.379 | -0.374 | 0.114 | 3.322 | 0.001 |

Source: Processed primary data (2022).

The T statistic value is 3.322 which is bigger than t-table (1.96). The p-value is 0.001 which is smaller than 0.05 means that work life balance has a significant influence in mediating work family conflicts on employee performance.

V. Conclusion

1. Work family conflict has a significant negative effect on employee performance. This statement can be interpreted when work family conflict has decrease. It caused performance level of top level and middle line management employees of PT Jasa Marga Toll Road Operator, Semarang and Batang branches will actually increase, and vice versa.
2. Work family conflict has a significant negative effect on work life balance. This statement can be interpreted when work family conflict has decrease. It caused the work life balance level of top and middle line management employees of PT Jasa Marga Toll Road Operator, Semarang and Batang branches will actually increase, and vice versa.
3. Work life balance has a significant positive effect on employee performance. This statement means that when the work life balance increases, the performance levels of top

and middle line management employees of PT Jasa Marga Toll Road Operator, Semarang and Batang branches will also increase, and vice versa.

4. Work life balance can mediate work family conflict on employee performance. This statement can be interpreted that when the work life balance decreases due to high of work family conflict, the performance of the top and middle line management employees of PT Jasa Marga Toll Road Operator, Semarang and Batang branches will decrease, and vice versa.

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