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The Effect of Work Family Conflict on Employee Performance with Mediation of Work Stress (Case Study on Ari Firm-Wooden Crafts Exporter)

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Abstract. Employees who have domestic work often conflict with family interests and work requirements. The purpose of this study was to analyze the effect of family conflict on work stress and improved performance on companies improving the Ari Firm. In addition, it is also to analyze work stress as a mediator on the effect of work family conflict on improving the performance of Ari Firm. The research was conducted on 154 Ari Firm's employees who are married. The research instrument used was a questionnaire that had submitted validity and reliability. The collected data is then analyzed using the SEM-PLS technique. The analysis shows that family conflict has a positive and significant effect on work stress, meanwhile work family conflict has negative but no significant effect on employee performance. In addition, work stress has also been proven to mediate the significant influence of family conflict on employee performance.

Keywords. Work family conflict, work stress, employee performance.

1. Introduction

Along with the development of science and technology has brought changes in almost all aspects of human life. Small and Medium Enterprises Wood Crafts in Mas is one of the Small and Medium Industries which were initially managed traditionally also experienced developments along with the aforementioned developments into an era of increasingly fierce global competition. In order to be able to play a role in global competition, SMEs also need to improve their professionalism by improving the quality of their human resources so that they can provide the best service to their customers.

Ari Firm is one of the Wooden Craft Exporter located in the Mas villages, Ubud, Gianyar, Bali which is currently one of the SMEs that exports wood crafts to foreign countries. In reality there are still many obstacles and challenges faced by the *Ari Firm* in managing these orders included HR issues. The challenge is that there are fluctuations in quantity or volume of orders that can go up or down dramatically and are difficult to predict, as well as other challenges that

arise from the internal employee itself, both influenced by the internal problems of the employee's own family and influenced by his environment.

Dilemma problems that arise in employees can cause employee stress and decreased employee performance as a result of family conflict. On the other hand in the past lives of employees in rural areas, the division of roles in the family is very clear, where the husband is the breadwinner, while the wife is caring for the family and children. Along with the development of education, the economy and the business world, opportunities for education and work are not only for the male world but also for women so that today many women work in various fields and have their own careers. So the myth of the traditional family structure where the father works outside to earn income for the family and the mother works at home taking care of the family has shifted. Many women in the village of Mas and surrounding areas look for work in the *Ari Firm* in accordance with his abilities so in the *Ari Firm*. *Ari Firm*, the composition of the number of employees between women and men for various reasons precisely the number is almost balanced, so that work conflicts as described above often occur in *Ari Firm*.

The purpose of this study was to analyze the effect of work family conflict on work stress and employee performance in *Ari Firm*. In addition, to analyze whether work stress as a mediator on the effect of the influence of work family conflict on the performance of employees of *Ari Firm*.

2. Literature review

2.1 Work family conflict

In essence, conflict can be defined as all kinds of interaction interactions between two or more parties. According to Ranupandojo & Husnan (1984). Conflict actually becomes functional and can also be dysfunctional. Conflict can only improve and worsen individual or organizational performance depending on the conflict management.

Work-family conflict in general can be defined as a form of role conflict in which the demands of the role of work and family are mutually incompatible in several respects (Ching in Kussudyarsana & Soepartini, 2008). Previous research (Agustina, 2008; Namasivayam & Zhao, 2006; Passewark & Viator, 2006; Riley, 2006) divided work-family conflict into 2 (two) dimensions, namely:

1) *Work Interfering With The Family* (WIF)

According to Kossek and Ozeki in Namasivayam and Zhao (2006), WIF is a conflict that arises when the role of work interferes with one's role in the family. An example of WIF is when a career woman who is also a mother, feels her work as a nurse prevents her from being able to spend time with her children such as helping guide her child while doing homework.

2) *Family Interfering With The Work* (FIW)

According to Kossek and Ozeki in Namasivayam and Zhao (2006), FIW is a conflict that arises when a person's role in the family interferes with the role of work. An example of a FIW is when a career woman feels disturbed at work because she has to take her child to school.

2.2 Work stress

According to Handoko (2008), states that stress is a condition of tension that affects emotions, thought processes and one's condition. Gibson (2000), stressed as a force or stimulus that suppresses individuals who cause a response (response) to tension. In this definition there is a lack of clarity about the likely level of consequences caused by the same stress as a person's physiological response to tension. Some interesting research about work stress, which found

that most employees who work in very large companies, or who lack a clear structure, experience stress due to role conflict (Mastuti & Aswi, 2008).

2.3 Employee performance

According to Prawirosentono (1999), performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with moral or ethical.

Employee performance is a way of working employees in a company during a certain period. A company that has employees who perform well then it is likely that the company's performance will be good, so there is a very close relationship between the performance of individuals (employees) with company performance.

2.4 Conceptual framework and hypotheses

The conceptual framework in this study was prepared in accordance with theoretical reviews and the results of previous studies, where work family conflicts will have an impact on work stress and employee performance. More clearly, Figure 3.1 illustrates the conceptual framework in this study.

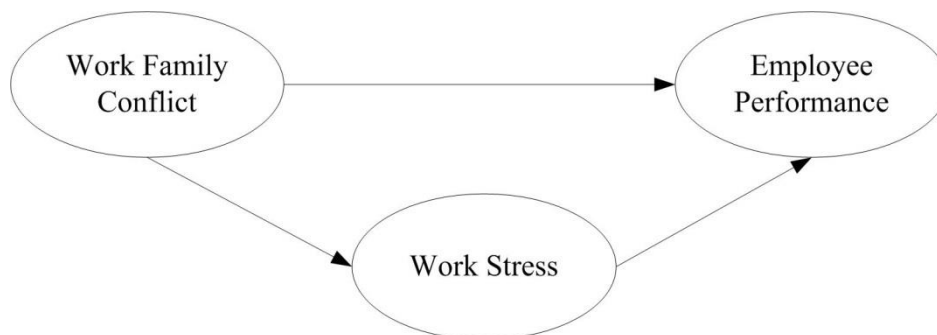


Figure 1. Conceptual framework

In accordance with Figure 1, the research hypothesis can be arranged as follows as Table 1.

Table 1. Research hypotheses

No	Hypotheses	References
H1	Work family conflict has a positive and significant effect on employee work stress	Judge <i>et al.</i> , (1994); Thomas & Ganster (1995); Nart & Batur (2014); Mansour dan Tremblay (2016); Jamadin <i>et al.</i> (2015); Vickovic & Morrow (2019);
H2	Work family conflict has a negative and significant effect on employee performance	Munandar (1985); Frone <i>et al.</i> (1994); Asfahyadina <i>et al.</i> (2017); Goodarzi & Hatami (2015); Warokka & Febrilia (2015); Musadieg (2016)
H3	Job stress has a negative and significant effect on employee performance	Robbins (2003); Williams <i>et al.</i> (2001); Price (2003); Gitosudarmo & Suditta (1997); Suryani <i>et al.</i> (2014); Asfahyadina <i>et al.</i> (2017); Khuong & Yen (2016);
H4	Job stress mediates the effect of work family conflict on employee performance	Nabila <i>et al.</i> (2019); Dewanta (2018); Sutanto & Mogi (2016); Agustina & Sudibya (2018)

3. Method

This research is an associative research which aims to analyze the relationship between variables. The data in this study were sourced from primary data, namely with a questionnaire instrument that had been tested for validity and reliability. As explained earlier, in this study there are three variables, namely: (1) work family conflict (as exogenous variable); (2) work stress (as mediating variable); and (3) employee performance (as endogenous variable). The operationalization (indicator) of each variable as shown in Table 2.

Table 2. Operationalization of Research Variables

No	Variable	Indicator	Measurement Scale
1	Work Family Conflict (X1)	1. Working pressure (X1.1)	Likert Scale (1-5)
		2. Number of job demands (X1.2)	Likert Scale (1-5)
		3. Lack of family togetherness (X1.3)	Likert Scale (1-5)
		4. Busy with work (X1.4)	Likert Scale (1-5)
		5. Conflict of commitments and family responsibilities (X1.5)	Likert Scale (1-5)
		6. Responsibility for social activities (X1.6)	Likert Scale (1-5)
		7. Pressure as parents (X1.7)	Likert Scale (1-5)
		8. Marriage pressure (X1.8)	Likert Scale (1-5)
		9. Lack of involvement as a wife (X1.9)	Likert Scale (1-5)
		10. Lack of parental involvement (X1.10)	Likert Scale (1-5)
		11. Mixed hands work (X1.11)	Likert Scale (1-5)
		12. Attendance Rate (X1.12)	Likert Scale (1-5)
		13. Delay in Work (X1.13)	Likert Scale (1-5)
2	Work stress (Y1)	1. Workload/Overload (Y1.1)	Likert Scale (1-5)
		2. Demands / pressure from superiors (Y1.2)	Likert Scale (1-5)
		3. Tension and error (Y1.3)	Likert Scale (1-5)
		4. The reduced level of interpersonal relationships (Y1.4)	Likert Scale (1-5)
		5. Conflicts at work (Y1.5)	Likert Scale (1-5)
		6. Declining performance and productivity (Y1.6)	Likert Scale (1-5)
3	Employee performance (Y2)	1. Work quality (Y2.1)	Likert Scale (1-5)
		2. Work quantity (Y2.2)	Likert Scale (1-5)
		3. Attitude (Y2.3)	Likert Scale (1-5)
		4. Timeliness (Y2.4)	Likert Scale (1-5)
		5. Effectiveness (Y2.5)	Likert Scale (1-5)
		6. Commitment (Y2.6)	Likert Scale (1-5)

Indicators of each variable as detailed in Table 1 are used as guidelines for preparing the questionnaire for data collection. The population in this study were all employees at the *Ari* Firm amounting to 250 people. Furthermore, the number of samples is calculated based on the Slovin formula (with $e = 0.05$) to obtain a sample size of 154 people. Sampling technique is done by purposive sampling, namely by determining its own criteria according to research. In this case the sample/respondent chosen was employee of *Ari* Firm who is married. The collected

data is then analyzed using SEM-PLS analysis techniques and the SmartPLS v.3.2.9 application.

4. Results and discussion

4.1 Outer model evaluation

The way to test construct validity is when there is a strong correlation between the construct and the question items and the weak relationship with other variables. The construct validity itself consists of convergent validity and discriminant validity. The convergent validity of a measurement model that has reflective indicators can be assessed based on loading factors. Table 2 presents the loading factors of each indicator for their latent variables.

Table 2. Convergent Validity Test Results

Output	Indicator	Latent Variable		
		Work Family Conflict (X1)	Work Stress (Y1)	Employee Performance (Y2)
Loading Factor	X1.1	0.782		
	X1.2	0.648		
	X1.3	0.666		
	X1.4	0.581		
	X1.5	0.732		
	X1.6	0.486		
	X1.7	0.775		
	X1.8	0.596		
	X1.9	0.329		
	X1.10	0.736		
	X1.11	0.520		
	X1.12	0.721		
	X1.13	0.727		
	Y1.1		0.697	
	Y1.2		0.800	
	Y1.3		0.830	
	Y1.4		0.841	
	Y1.5		0.580	
	Y1.6		0.725	
	Y2.1			0.790
	Y2.2			0.789
	Y2.3			0.766
	Y2.4			0.629
	Y2.5			0.807
	Y2.6			0.856
AVE		0.424	0.564	0.602

Based on Table 2 it can be seen that there are several loading factor indicators that have a value of less than 0.5 so that they do not meet the convergent validity requirements, namely indicator X1.6 and indicator X1.9. The two indicators that do not meet the convergent validity criteria are subsequently eliminated and retested, the results shown in Table 3.

Table 3. Convergent Validity Test Results (After Elimination of Invalid Indicators)

Output	Indicator	Latent Variable		
		Work Family Conflict (X1)	Work Stress (Y1)	Employee Performance (Y2)
<i>Loading Factor</i>	X1.1	0.792		
	X1.2	0.652		
	X1.3	0.675		
	X1.4	0.584		
	X1.5	0.740		
	X1.7	0.785		
	X1.8	0.585		
	X1.10	0.743		
	X1.11	0.528		
	X1.12	0.724		
	X1.13	0.732		
	Y1.1		0.697	
	Y1.2		0.803	
Y1.3		0.830		
Y1.4		0.841		
Y1.5		0.576		
Y1.6		0.726		
Y2.1			0.795	
Y2.2			0.791	
Y2.3			0.764	
Y2.4			0.626	
Y2.5			0.805	
Y2.6			0.854	
AVE		0.577	0.564	0.602

Table 3 shows that all indicators have met the criteria for convergent validity testing. Discriminant validity measurements from measurement models can be assessed based on cross loading measurement indicators with their constructs.

Table 4. Results of Cross Loading Between Indicators and Variables

Indicator	Latent Variable		
	Work Family Conflict (X1)	Work Stress (Y1)	Employee Performance (Y2)
X1.1	0.792	0.269	-0.141
X1.2	0.652	0.103	-0.146
X1.3	0.675	0.245	-0.101
X1.4	0.584	0.198	-0.025
X1.5	0.740	0.215	-0.169
X1.7	0.785	0.292	-0.218
X1.8	0.585	0.132	-0.176
X1.10	0.743	0.263	-0.143
X1.11	0.528	0.121	-0.007
X1.12	0.724	0.167	-0.090
X1.13	0.732	0.212	-0.084

Y1.1	0.295	0.697	-0.209
Y1.2	0.209	0.803	-0.203
Y1.3	0.277	0.830	-0.223
Y1.4	0.244	0.841	-0.245
Y1.5	0.142	0.576	-0.147
Y1.6	0.177	0.726	-0.160
Y2.1	-0.121	-0.275	0.795
Y2.2	-0.054	-0.176	0.791
Y2.3	-0.170	-0.157	0.764
Y2.4	-0.047	-0.077	0.626
Y2.5	-0.212	-0.190	0.805
Y2.6	-0.186	-0.273	0.854

Table 4 shows the cross loading between the indicators with each latent variable. These results indicate that the loading indicator for the variable is greater than the loading indicator for other variables. Therefore it can be said that the discriminant validity requirements are met.

The reliability of an instrument shows the stability and consistency of an instrument to measure a concept or a variable (Cooper and Schindler, 2006). Reliability can be measured by looking at the value of Cronbach's Alpha and Composite Reliability. The results of the construct reliability test can be seen in Table 5.

Table 5. Cronbach's Value and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Work Family Conflict (X1)	0.889	0.908
Work Stress (Y1)	0.842	0.884
Employee Performance (Y2)	0.870	0.900

Table 5. shows the value of Cronbach's Alpha and Composite Reliability of each construct is of greater value or close to 0.70 so that it can be said that the gauges used in this study are reliable

4.2 Inner model evaluation

After the estimated model meets the outer model criteria, the inner model testing is then performed. Assessing the inner model is tantamount to seeing the relationship between latent variables by looking at the estimation results of the path coefficient and its significance level. Table 6 shows the R-square values for each endogenous variable.

Table 6. R-square values

Variable	R Square
Work Stress (Y1)	0.096
Employee Performance (Y2)	0.084

Table 6 shows the R-square value of 0.096 for work stress variables. This means that the variability of work stress can be explained by the work family conflict variable of 9.6%. Furthermore, employee performance variables can be explained by work family conflict and work stress variables of 8.4%.

Based on R^2 in Table 5.8 it can be calculated Q^2 or Stone Geisser Q-Square test, namely:

$$\begin{aligned} Q^2 &= 1 - \{(1 - 0,096) (1 - 0,084)\} \\ &= 1 - \{(0,904) (0,916)\} \\ &= 0,172 \end{aligned}$$

Q^2 calculation results of 0.172 can be interpreted that variations in employee performance by 17.2% can be explained by variations in work family conflict and work stress variables, while the remaining 82.8% is explained by other variables outside the model.

4.3 Result of Hypothesis Test

Analysis of direct influence, indirect effect, or total effect, can explain the relationship between research variables (latent variables). To find out the direct effect between variables can be seen from the results of the analysis of the path coefficients shown in Table 7.

Table 7. Path Coefficient

	Original Sample	T Statistics	P Values	Result
Work Family Conflict (X1) → Work Stress (Y1)	0.309	3.971	0.000	Hypotheses Accepted
Work Family Conflict (X1) → Employee Performance (Y2)	-0.114	1.198	0.116	Hypotheses Rejected
Work Stress (Y1) → Employee Performance (Y2)	-0.234	2.943	0.002	Hypotheses Accepted

Based on Table 7 it can be explained that the influence between the research variables is significant. Except for the effect of work family conflict on insignificant employee performance.

To find out the indirect effect between variables can be seen from the results of the analysis of indirect effects values shown in Table 8.

Table 8. Indirect Effects

Construct	Original Sample	T Statistics	P Values	Result
Work Family Conflict (X1) → Employee Performance (Y2)	-0.072	2.229	0.013	Full Mediation-Hypotheses Accepted

Based on Table 8, it is known that work family conflict does not have a significant direct effect on employee performance, while work stress has a significant effect. This means that mediation is full mediation (full mediation).

4.4 Discussion

The results of data analysis show that work family conflict has a positive and significant effect on employee work stress on *Ari Firm*. This means that the higher work family conflict faced, the higher the level of work stress felt by employees, and vice versa

This is in accordance with previous research from Judge *et al.* (1994) that family-work conflict can lead to work stress due to the amount of time needed to handle work affairs and this is a potential source of work stress. In line with research Suryani *et al.* (2014), Nart & Batur (2014), Mansour & Tremblay (2016), Jamadin *et al.* (2015), and Vickovic & Morrow (2019).

Based on data analysis shows that work family conflict has a negative but not significant effect on employee performance in the *Ari Firm*. This means that changes in the level of work

family conflict that are faced have no significant direct effect on employee performance, and vice versa.

This is less consistent with previous research from Asfahyadina *et al.* (2017), Goodarzi & Hatami (2015), Warokka & Febrilia (2015), and Retnaningrum & Musadieg (2016).

The results of data analysis show that work stress has a negative and significant effect on employee performance in the *Ari Firm*. This means that the higher work stress faced, it can have a significant impact on decreasing employee performance, and vice versa.

This is consistent with previous research from Williams *et al.*, (2001) that high physical and behavioral stress is a short-term result of job stress that can affect low employee performance. Similarly, Price (2003), Gitosudarmo & Suditta (1997), Suryani *et al.* (2014), Asfahyadina *et al.* (2017), Khuong & Yen (2016), and Than *et al.* (2016) which states the same thing.

Based on data analysis shows that work family conflict indirectly has a significant effect on employee performance in *Ari Firm* through working stress as a mediator. This means that changes in the level of work family conflict faced have an impact on work stress that will affect employee performance.

This is consistent with previous research from Nabila *et al.* (2019) that work stress mediates the effect of work family conflict on employee performance. In line with the results of research by Dewanta (2018), Sutanto & Mogi (2016), Agustina & Sudibya (2018), and Bumulo *et al.* (2018).

5. Results and discussion

Based on the results of data analysis and discussion, it can be concluded that work family conflict has a positive and significant effect on employee work stress on *Ari Firm*'s employee. Employees who are married often experience conflicts between family interests and work, so it is not uncommon to cause stress in carrying out work. In addition, work family conflicts faced by employees of *Ari Firm* directly has a negative but no significant effect on employee performance. This means that if the conflict becomes more complicated, it will result in a decrease in performance, and vice versa. Work stress has also been proven to significantly mediate the effect of work family conflict on the performance of *Ari Firm* employee.

As a recommendation of the results of this study, further research is expected to conduct more detailed research between work-family conflict and family-work conflict.

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