

# The Effect of Work-family Conflict and Work-life Balance on Job Performance with Organizational Commitment as a Mediating Variable

Wendy Saputro<sup>1\*</sup>, Daryono<sup>-2</sup>, Siti Zulaikha Wulandari<sup>3</sup>

<sup>1\*</sup> Universitas Jenderal Soedirman, wendy@ittelkom-pwt.ac.id, Indonesia

<sup>2</sup> Universitas Jenderal Soedirman, daryono\_jvc@yahoo.com, Indonesia

<sup>3</sup> Universitas Jenderal Soedirman, siti.wulandari@unsoed.com, Indonesia

\*Wendy Saputro

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## ABSTRACT

Research on Work Family Conflict and Work Life Balance toward Job Performance has been conducted many times but each of one gives the different result. Some researches prove that Work Family Conflict and Work Life Balance gives the positive influence to Job Performance but the other researches resulted in Work Family Conflict and Work Life Balance which has no influence to Job Performance. Generally, research on Work Family Conflict and Work Life Balance conducted in private companies or the manufacturing sector with a profit orientation. Research on Work Family Conflict and Work Life Balance conducted in the education sector or non-profit-oriented institutions is still limited, therefore this research is required to be conducted to explain the different result of Work Family Conflict and Work Life Balance toward Job Performance by prioritizing Organizational Commitment as a mediating variable between Work Family Conflict and Work Life Balance toward Job Performance in educational institutions, especially higher education institutions.

According to the control variable, this research is belonged to survi research involves the target population being Lecturers and Employees at the Institut Teknologi Telkom Purwokerto. The sample sizes are 112 by involving lecturers and employees at the Institut Teknologi Telkom Purwokerto who are married and or have children, and the sampling technique is random sampling method. Analytical modeling applied in this research is the analysis of multiple linear regression assisted by the computer program SPSS.

Based on the result of data analysis, it conclude that Work Family Conflict have the positive influence to Job Performance but Work Life Balance not negatif influence to Job Performance. In addition, Organizational Commitment not mediates the relationship of Work Family Conflict and Work Life Balance to Job Performance.

**Keywords:** Work Family Conflict, Work Life Balance, Job Performance dan Organizational Commitment

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## **1. Introduction**

Adaptation to changing times and global competition does not only belong to the business sector, but applies to all sectors including education, especially higher education. The higher education sector is currently required to be able to face greater challenges in order to be able to go hand in hand with the times. Human Resources is a very important element in achieving the goals of an organization. Human resources who have a high commitment and have good performance become very meaningful capital.

Institut Teknologi Telkom Purwokerto is one of the private universities in Purwokerto and the only technical institute in Central Java province. As a growing Higher Education, having human resources who are committed and have good performance is something that is mandatory. The main human resources at the Institut Teknologi Telkom Purwokerto are lecturers and employees. If on average, then their age is at 35 years with most of them being married and having children under 5 years old and or at school age. This situation requires a balance to be able to divide the roles optimally.

The line between work and life has been the subject of interest amongst scholars and practitioners nowadays. A person can live a life that is happy, healthy and successful when there is work-life Balance. Work-life Balance has indeed become a primary concern to those wishing to have good quality of life (Breitenecker and Shah, 2018). The notion of Work-life Balance has been described by many, and for the majority, work encompasses the venue of official tasks to be accomplished by individual while executing a given job. Accordingly, life encompasses a collection of activities not related to work for instance household chores and childcare. In this regard, balance is achieved when there is harmony between work and life (Semlali and Hassi, 2016). In the last decades, the concept of Work-life Balance has been viewed as crucial to both organizations and people, and it has indeed been found to greatly contribute in the improvement of productivity of employees which in turn impacts the performance of organizations in positive manner (Guthrie, 2012).

In this era of globalization, both men and women play a dual role as parents and workers. Many studies discuss work-family conflict (hereinafter referred to as WFC) on non-educational formal professional workers and it is still rare to study WFC in people in the teaching profession. Faktanya, WFC dapat terjadi di semua profesi, tidak terkecuali guru dan pendidik (Gu, You & Wang, 2020; McIlveen et al, 2018; Shreffler, Shreffler & Murfree, 2019; Gu & Wang, 2019). Greenhaus & Beutell (1985) illustrates types of conflict related to dilemma between household and work. First, time-based conflict, which is a conflict that occurs because time is used to fulfill one role and cannot be used to fulfill other roles, including division of time, energy and opportunities between work and household roles (Allen et al, 2019). Second, strain-based conflict, which refers to emergence of tension or emotional state that is produced by one role makes it difficult for someone to fulfill demands of his other roles.

On the basis of the theories mentioned above, and taking into account the situation and conditions that exist at the Institut Teknologi Telkom Purwokerto, the researchers chose the topic The Effect of Work-family Conflict and Work-life Balance on Job Performance with Organizational Commitment as a Mediating Variable.

## 2. Literature Review

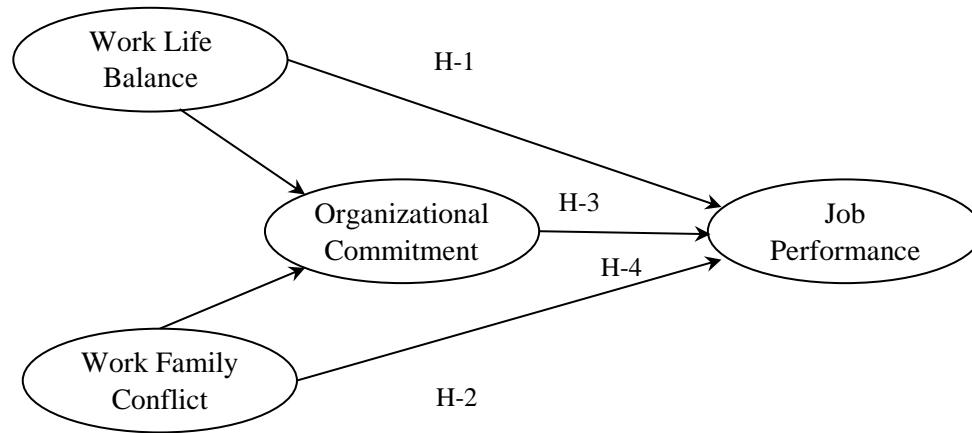


Figure 1. Research Model

### 2.1 Job Performance

Job Performance can be described as responses in the form of behaviors reflecting what has been learned by the employee or the kind of training that the employee has received; it encompasses the outcome of the mental and psychological capabilities (Faiza and Nazir, 2015). Employee Performance is a concept that is increasingly popular amongst scholars of management sciences, as employee performance is vital to both individual and the organization. Employee Performance contributes to the overall betterment of the processes of the organization particularly in terms of efficiency and productivity (Abualoush et al., 2018).

### 2.2 Work Life Balance

Lockwood (2003) defined work life balance as a technique of handling individual and work duties. The idea of work-life balance deals with result the methods of balance that an individual makes between competing requests of home and work. In other word, it reflects how people do or ought to satisfy their business related and individual obligations in such a technique that an overlapping circumstance is not made (Konrad and Mangel, 2000). Work-life balance is essential particularly when institutes have to manage extraordinarily technical professional because their high loyalty and commitment is required forth achievement of the institute. In line it can be enterprise for fulfilment of the workers (Eshetu, 2016).

The more people are able to balance their lives, especially their work and personal lives, it will make a person focus on what he is doing and will make him more productive. Inability to attain the correct balance with respect to effort and reward has significant linkage to the dearth of control over workload as well as lack of energy in fulfilling personal needs and obligation. When there is imbalance between effort and reward, fatigue, poor performance and declined life quality can result (Johari et al., 2018). Therefore, this study will hypothesize :

H-1 : Work Life Balance has a positive effect on Job Performance

### *2.3 Work Life Balance Work Family Conflict*

Work Family Conflict is a form of conflict between roles in the form of a negative impact from the work domain to the family (Greenhaus and Beutell, 1985; Mäkelä and Suutari, 2011; Byrne and Barling, 2017). Work Family Conflict actually determines the stress level for an employee when the employee spends more time at work, which results in less time available for family. Conflict between the two roles, work and family, is unavoidable as they both pull in opposite directions, which are totally incompatible with each other as both domains give rise to different demands, priorities, norms, expectations and requirements (Fredriksen and Scharlach, 2001). ; Shaffer et al., 2016).

Work Family Conflict is a stress variable that arises when individuals give more time to work, which results in conflict with family demands. Thus, work and family roles are inversely related to each other, allowing time for one role to conflict with other roles (Hughes et al., 1992). This can be very demanding for someone who is required to complete urgent tasks and realign schedules to deal with opposing demands (Barnett, 1994), and the situation is one in which an employee is likely to find it difficult to establish a satisfactory work-to-family balance. Therefore, this study will hypothesize :

H-2 : Work Family Conflict has a negative effect on Job Performance

### *2.4 Organizational Commitment*

A variety of studies have delineated a strong relationship between work-life balance and employee job performance (Kim, 2014; Smith, Smith, & Brower, 2016). Despite researchers' growing interest in examining the relationship between work-life balance and employee job performance, little work has described the mechanisms which explain this relationship. Outside of Kim's (2014) study supporting the mediating role of employee's affective commitment in the relationship between work-life balance and employee job performance, little research has paid attention to examining how and why work-life balance predicts job performance. So, an analysis of intervening mechanisms in determining this relationship requires researchers' attention.

Several researchers have examined the relationship between commitment and organisational performance, and evidence have shown that commitment is a determinant of organisational performance (e.g. Casper et al., 2002; Kim, 2014). For instance, Casper et al. (2002) examined the impact of both work-to-life and life-to-work on affective and continuance commitment amongst employed mothers. Their findings showed that a positive relationship exists between work-to-life and affective commitment. Also, some researchers (such as Wood and de Menezes (2008) asserted that the availability of WLB initiatives has also been linked to increased affective commitment and decreased turnover intentions among employees. However, a number of studies (such as Thompson et al., 1999; Netemeyer et al., 1996) have reported that a negative relationship exists between work-to-life and affective commitment. The nature of the relationship as espoused in the literature remains inconclusive. Nonetheless, the results of a research conducted by Kim (2014) suggested that affective commitment increases as a result of the WLB experience of an employee, which, in turn, has a positive influence on his/her in-role performance. This finding affirms the mediating role of affective commitment in the relationship between WLB and organisational performance. Based on the foregoing statement, the study hypothesised the following :

H-3 : Organizational Commitment mediates the effect of Work Life Balance on Job Performance

H-4 : Organizational Commitment mediates the effect of Work Family Conflict on Job Performance

### **3. Research Methodology**

From the point of view of controlling variables, this research is a type of survey research that examines the influence of Work Family Conflict and Work Life Balance on Job Performance with Organizational Commitment as a mediating variable, and uses a questionnaire as a media. There is no treatment in each of the variables. The subjects of this research are lecturers and employees of the Institut Teknologi Telkom Purwokerto.

#### *3.1 Data Collection Method*

Data obtained by using questionnaires and interviews as well as observation.

##### *3.1.1 Questionnaires*

Questionnaires containing questions related to research were given to lecturers and employees of the Institut Teknologi Telkom Purwokerto. In the questionnaire there are closed questions that are enough to be filled by choosing the answers that have been given a Likert scale. There are also several open-ended questions for each variable relationship to support and explore the answers of the respondents.

##### *3.1.2 Interviews*

Interviews were conducted with parties or officials related to the research, in this case the leaders of the Institut Teknologi Telkom Purwokerto and the Head of the HR Department. The purpose of this interview process is to find out the policies or regulations applied to lecturers and employees regarding their management. As well as problems and obstacles that may arise, here's how the institution solves them.

##### *3.1.3 Observations*

Simple observations were also carried out in the data collection process in this study. Since the researcher is also part of the HR management of the Institut Teknologi Telkom Purwokerto so that they can directly observe closely the situation, for example the tendency to arrive on time, arrive late, employee overtime activities and so on.

##### *3.1.4 Population and Sample*

The population in this study were lecturers and employees of the Institut Teknologi Telkom Purwokerto. The sampling technique uses the probability sampling technique, that is, all employees of the Institut Teknologi Telkom Purwokerto have the same opportunity to be respondents

### **4. Results**

#### *4.1 Validity Test*

Based on the output Correlations on SPSS there is a significant correlation to the variables of Work Life Balance (X1), Work Family Conflict (X2), Organizational Commitment (Y1), and Job

Performance (Y3). This is evidenced by the  $r$  statistic  $>$   $r$  table (0.185) and the significance value (1-tailed)  $<$  0.05, so that each indicator is declared valid to measure each variable.

#### 4.2 Reliability Test

Table 1. Reliability Statistics

Cronbach's Alpha	N of Items
.803	61

Based on the results of the analysis of Cronbach's alpha (0.803)  $>$  0.60, the instrument variables Work Life Balance (X1), Work Family Conflict (X2), Organizational Commitment (Y1), and Job Performance (Y3) were declared reliable.

#### 4.3 Regression Test

Table 2. Regression Tes 1

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	59.475	10.194		5.835	.000
	X1_WLB	.403	.125	.380	3.223	.002
	X2_WFC	-.006	.147	-.005	-.040	.968

a. Dependent Variable: Y1\_OC

Table 3. Regression Test 2

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.950	8.701		2.753	.007
	X1_WLB	.244	.098	.300	2.502	.014
	X2_WFC	-.020	.110	-.021	-.180	.858
	Y1_OC	.171	.071	.223	2.396	.018

a. Dependent Variable: Y2\_JP

By using Regression Test, the data above resulted a conclusion:

*H1 : Work Life Balance has a positive effect on Job Performance*

This hypothesis is accepted because  $t$  statistic (2,502)  $>$  from  $t$  table value (1,981) and a significance value (0,014)



- H2 : Work Family Conflict has a negative effect on Job Performance*  
This hypothesis is not accepted because the t statistic (0.180) < t table (1.981) and the significance value (0.858)
- H3 : Organizational Commitment mediates the effect of Work Life Balance on Job Performance*  
This hypothesis is not accepted because the coefficient of Work Life Balance on Organizational Commitment multiplied by the Coefficient of Organizational Commitment on Job Performance ( $0.380 * 0.223 = 0.084$ ) < of the Coefficient of Work Life Balance on Job performance (0.300).
- H4 : Organizational Commitment mediates the effect of Work Family Conflict on Job Performance*  
This hypothesis is not accepted because the coefficient of Work Family Conflict on Organizational Commitment is multiplied by the Coefficient of Organizational Commitment on Job Performance ( $-0.005 * 0.223 = -0.001$ ) < of the Coefficient of Work Family Conflict on Job Performance (-0.021)

## **5. Discussion**

Work Life Balance has a positive effect on Job Performance, this result is in line with many previous studies (Johari, et al., 2018), (Haider, et. al., 2018), (Talukder, A. K. M., et. al., 2018 ), (Borgia, Michele Samuele, et al., 2022), (Abdirahman, Hussein Isse Hassan, 2018), (Adnan Bataineh, Khaled, 2019) and (Soomro, Aqeel Ahmed, et., al., 2018). This result proves that the more people are able to balance their lives, the more they will show good results in their work. On the other hand, when people are unable to share their lives, some aspects of their lives will be disturbed, including their performance at work.

Work Family Conflict has a negative effect on Job Performance not accepted. This result is not in line with previous research (Novitasari, et. al., 2020) which states that when Work Family Conflict is high, Job Performance will decrease. Contrary to expectations, Other research (Asbari, Innocentius Bernarto, et al., 2020) Work Family Conflict did not explain individual performance. It would be expected that the feeling of conflict between the two spheres would contribute to a fall in psychological conditions and, consequently, to a loss in performance. However, this was not the case, perhaps due to the interference of other variables with a stronger influence on performance than the Work Family Conflict. Many of the people who experience this conflict are considered to be workaholics with exceptional levels of performance. The fact that they have good rewards associated with performance, makes certain individuals, even though they feel Work Family Conflict, try their best to achieve good performance.

The role of management in the relationship between Work Family Conflict and performance also has a hand, especially at the Institut Teknologi Telkom Purwokerto, where the policy of reward and punishment for an achievement may make employees remain professional in their work, even though problems arise in their family life. Innovative organizational culture, trustworthiness, teamwork and professionalism are well applied in the business processes.

Organizational Commitment does not mediate the relationship between Work Life Balance and Work Family Conflict. This result is not in line with previous research (Oyewobi, Luqman

Oyekunle, et al., 2019). However, this result has something to do with the result that problems that occur in personal and family lives do not make lecturers and employees of the Institut Teknologi Telkom Purwokerto decrease their performance, so that commitment does not affect the ups and downs and the highs and lows of Work Life Balance and Work Family Conflict.

## **6. Conclusion**

There are many factors that influence job performance in an organization, including Work Life Balance and Work Family Conflict. However, this is not always the case, things can depend a lot on management intervention in the form of rules and policies. As is the case at the Institut Teknologi Telkom Purwokerto, where the performance achievement of each employee is truly measured and considered and evaluated. Giving rewards and punishments, makes every lecturer and employee focus on what they are doing, so that problems that arise outside of that are not expected to affect performance too much.

The organizational culture internalization program through every daily activity can make employees slowly enter into the values that exist within the company. These conditions will lead employees to make priorities where when a condition requires them to choose between individuals and their organizations, they have an alternative to remain professional without compromising the interests of one of them.

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