

# Effect of Work-Family Conflict against Employee Organization Commitment and Performance

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## ABSTRACT

This study aims to analyze and determine the significance of the effect of work-family conflict on organizational commitment and employee performance, family-work conflict on organizational commitment and employee performance, and the effect of organizational commitment on Employee Performance. This research was conducted at the Regional Office of PT PLN (Persero) Unit Iduk NTB Region. This research uses a quantitative approach and is included in associative research. Data collection techniques using a questionnaire that was distributed to 102 respondents with characteristics already married and have children. This research was analyzed with Partial Least Square (PLS) using smart PLS 3.0 software. Based on the analysis results with a significance level of 5 percent, the research findings show: (1) There is a negative and significant effect of work-family conflict on organizational commitment. This shows that the lower the level of work-family conflict that is owned by the employees of the regional office of PT PLN (Persero) Main Unit of the NTB, the organizational commitment it has will increase. Conversely, if the level of work-family conflict is high then organizational commitment will decrease. (2) There is a negative and insignificant effect of family-work conflict on organizational commitment. This shows that the lower family-work conflict does not have an impact on increasing organizational commitment in the regional office of PT PLN (Persero) Main Unit of the NTB. (3) There are negative and insignificant effects of work-family conflict on employee performance. This shows that the lower work-family conflict does not affect the performance improvement of employees in the regional office of PT PLN (Persero) Main Unit of the NTB. (4) There are negative and insignificant effects of family-work conflict on employee performance. This shows that the lower family-work conflict does not have an impact on improving employee performance in the regional office of PT PLN (Persero) Main Unit of the NTB. (5) There is a positive and significant effect of organizational commitment on employee performance. This means that the higher the organizational commitment the higher the employee performance. Conversely, if organizational commitment is low, employee performance will also below.

Keywords: work-family conflict, family-work conflict, organizational commitment, performance

## INTRODUCTION

Employee performance is one of the success factors of a company or organization in achieving its targets and objectives. As explained by Mangkunegara (2005) performance is the result of work on responsibilities that are charged in terms of both quality and quantity, so from this explanation, performance explains how well employees meet the requirements of the organization as a whole. For this reason, a company or organization must pay attention to the performance of employees, because if the employee's performance is good, the organization's goals will be achieved well and will have a positive impact on the company or organization.

There are efforts to improve the performance of employees of a company or organization including increasing organizational commitment from employees and creating a comfortable work environment by managing conflicts experienced by employees, this is as stated by Robbins (2006) employee performance can be influenced by variables related to work, including commitment and work conflict. Basically, commitment will affect an employee's decision to maintain performance, and membership in the organization includes an active relationship where each employee will provide the best to help the success of an organization. Mowday in Sopiah (2008) states that organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to stay as a member of an organization. This is also in line with Robbins (2006) where organizational commitment is a condition of an employee to remain in an organization so that the higher organizational commitment of an employee will be proportional to the performance carried out to remain enduring the organization.

In addition to organizational commitment, there are other important factors that can affect the performance of employees, namely conflicts originating from work that affect family conditions (Work-Family Conflict) or conflicts originating from families that can affect work (Family Work Conflict). Conflicts arise or occur because of demands. Within the organization, the demands of work must be resolved at the time or demands that come from families that relate to time and attention (Yang, Chen, Choi and Zou, 2000). Research conducted by Perrewe (1999) as quoted by Namasivayam and Zhao (2007) and Zain (2018) states that conflicts that occur in employees have a significant but simultaneous or gradual effect on organizational commitment and employee performance. This indicates that employees who are vulnerable to the conflict have a great opportunity to reduce performance indirectly which will have an impact on the organization or company.

Zain (2018) found that Work-Family Conflict partially did not significantly influence employee performance and organizational commitment, but simultaneously or gradually. Time factor was the main factor causing Work-Family Conflict to significantly influence employee performance and organizational commitment. Indriyani (2009), states that family-work conflict on nurses performance has a significant positive effect on the occurrence of work stress has an effect on nurses' performance with a significant level of good, it can be said the higher the level of family-work conflict, it will reduce the performance of hospital nurses. Rizki (2016), states that family conflict has a negative impact on the level of employee satisfaction at work but family conflict does not have a significant impact in influencing an employee's organizational commitment to his company and the level of employee satisfaction with his work has a positive and significant effect on an employee's organizational commitment. Wijayanti (2019), stated that Work-Family Conflict has a significant effect on decreasing employee performance and also Organizational Commitment has a positive and significant effect on improving employee performance. Wijayanti (2019), stated that Work-Family Conflict has a significant effect on decreasing employee performance and also Organizational Commitment has a positive and significant effect on improving employee performance. Wijayanti (2019) states that Work-Family Conflict has a significant influence on the decline in employee performance and also Organizational Commitment has a positive and significant effect on improving employee performance.

Employees of the Regional Office of PT. PLN (Persero) NTB Regional Parent Unit is one example of a case of employees in a company that has a great chance of conflict. Employees at PT. PLN (Persero) is required to remain alert in their work and pursue performance targets set by the company. In carrying out their work, employees will need more time to work so that it will reduce time with family. So employees must set aside time between work and with family which can lead to conflict, especially Work-Family Conflict. Based on this description, it is necessary to conduct research to analyze the effect of Work-Family Conflict on organizational commitment and employee performance at PT. PLN (Persero) NTB Region Main Unit.

## LITERATURE REVIEW

### Performance

Performance is the foundation of an organization to achieve its goals. Performance is said to be successful if an employee can contribute more and have a positive impact on the company or organization. Sarmiento, et al (2007) suggest that performance is often the result of at least two aspects: the ability and skills (natural or acquired) that an employee has, and self-motivation to use their abilities and skills in doing better work. The Republic of Indonesia State Administrative Institution abbreviated as LAN-RI (1999), formulating performance is a description of the level of achievement of the implementation of a program activity, policy in realizing goals, mission objectives, and organizational vision.

There are several variables that can affect performance and can be used as a reference for evaluation including discipline, creativity, cooperation, loyalty, skills, work performance, and responsibility. Donovan and Jacson (1991), by evaluating the performance of an employee, a company or organization can find a solution when there are problems with employee performance.

### Organizational Commitment

Organizational commitment is an important factor in the success of an organization or company in realizing its goals where an employee who has a high commitment to his organization will provide maximum ability to achieve organizational goals. Robbins (2006), defines organizational commitment as a condition in which an individual stands for the organization and its goals and desires to maintain its membership in the organization.

In theory, there are several forms of organizational commitment, according to Luthans (2006) and Meyer and Allen as quoted by Sopia (2008) stating that their commitment to the organization is multidimensional because there are three components to encourage the growth of commitment. The three dimensions consist of affective commitment, namely commitment relating to the emotional, identification and involvement of employees in an organization. Then a continuance commitment, which is a component-based on the employee's perception of the loss he will face if he leaves the organization. Finally, normative commitment, which is a sense of work obligations that he must give to the organization.

### Conflict Studies

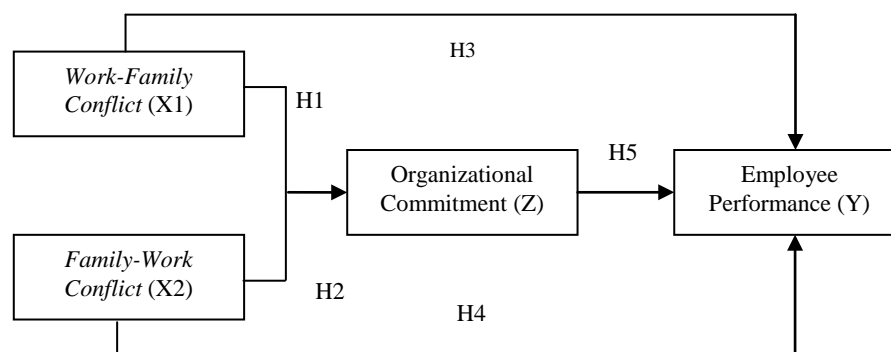
Conflict is an important factor that can affect organizational commitment and employee performance. When an organization or company cannot manage conflicts that occur to its employees indirectly create setbacks to the organization. In this case, the conflict that occurs with employees is a dual role conflict. Greenhaus and Beutell (1985), define dual role conflict as a form of conflict between roles in which the pressures of work and family do not match one another. Someone will spend more time to use in fulfilling an important role, so there is less time to fulfill other roles. This can cause someone to experience role conflict.

Greenhaus and Beutell in Nurmayanti, et al (2014) identified three types of dual role conflict, namely first Time Based Conflict, the time needed to carry out one of the demands (family or work) can reduce the time to carry out other demands (work and family). Work schedules, work orientations, marriages, children, and work patterns of spouses may all produce pressure to participate extensively in work roles or family roles. Conflict is experienced when these time pressures are not compatible with the dominant demands of other roles. Second Strain Based Conflict, there is pressure from one role to affect the performance of other roles. Tension, conflict, or lack of support from families can lead to dual role conflict. Whereas in the scope of work, the support of the work environment and the characteristics of the family role that results in a commitment to the extension of time can also directly or indirectly provide tension. Third Behavior-Based Conflict, related to the mismatch between behavior patterns with what is desired by the two

parts (work or family). Conflict will arise when an effective behavior for one role but not effectively used for another role, or behaviors that are expected to arise when carrying out a role that sometimes conflict with the expectations of the role. related to the mismatch between the pattern of behavior with the desired by both parts (work or family). Conflict will arise when an effective behavior for one role but not effectively used for another role, or behaviors that are expected to arise when carrying out a role that sometimes conflict with the expectations of the role. related to the mismatch between the pattern of behavior with the desired by both parts (work or family). Conflict will arise when an effective behavior for one role but not effectively used for another role, or behaviors that are expected to arise when carrying out a role that sometimes conflict with the expectations of the role.

Gutek, et al., (1991) stated that dual role conflict has two components, namely work affairs that interfere with family affairs (work-family conflict/WFC) where work-to-family conflict refers to a form of conflict where participation in family roles becomes more difficult because of participation in work roles. And family affairs that interfere with work matters (family-work conflict/FWC) which arise due to damage to work interfered with family, it seems like the amount of time devoted to carrying out their obligations at home or family affairs, interfering with work matters (such as caring for a sick child will hinder someone to come to work).

### Conceptual Framework



**Figure 1.** Conceptual Framework

### Research Hypothesis

The hypothesis in this study are: H1) It is suspected that Work-Family Conflict has a negative and significant effect on organizational commitment, H2) It is suspected that Family-Work Conflict has a negative and significant effect on organizational commitment, H3) It is suspected that Work-Family Conflict has a negative and significant effect on organizational commitment on employee performance, H4) It is suspected that Family-Work Conflict has a negative and significant effect on employee performance, and H5) It is suspected that organizational commitment has a positive and significant effect on employee performance.

### RESEARCH METHOD

The data collection method used in this study is the questionnaire/questionnaire method. The questionnaire used consisted of 36 question items that describe each variable. The questionnaire used was a questionnaire that had been tested for validity and reliability. The research respondents were 102 employees PT. PLN (Persero) Main Unit of the NTB region with the criteria of being married and having children.

Respondents fill out the questionnaire by selecting one of the categories, out of 5 categories of answer choices according to the respondent's circumstances. The measurement of variable

indicator items in the questionnaire by referring to the Likert scale with 5 categories in the form score 1 = strongly disagree, score 2 = disagree, score 3 = quite agree, score 4 = agree, and score 5 = strongly agree.

Data analysis uses the Partial Least Square (PLS) approach with the Smart PLS software application version 3.0. Hypothesis testing uses a 5% degree of freedom by comparing the results of the t statistic results of the calculation of the bootstrap output on PLS with the t value in the table.

**RESULTS AND DISCUSSION**

Background of respondents in this study there were 43% (44 people) respondents who had S1 education. On the other hand, 43% (44 people) had ages between 31-40 years, and 75% (77 people) were male. The employees who work at PT PLN (Persero) NTB are the majority of men. This is in accordance with company needs in employee job descriptions where for job descriptions with strong physical categories, have a strong body resistance to environmental changes and are willing to work shifts and are willing to be placed anywhere. Whereas female employees are few because of the job description given, namely administration, budgeting, and more work in a room that supports the work of PT PLN (Persero) NTB.

Criteria for respondents' answers on WFC variables on average 1,845 were categorized as very low. However, for the indicator of strain-based conflict, the distribution of respondents is low and moderate, it shows that there is a saturation of employees so they do not have time with family. The average distribution of respondents' answers to the FWC variable of 1.907 was categorized as low. This can indicate that the average problem originating from the family rarely affects the work of employees. The average distribution of respondents' answers to the KO variable is 3.982 which is categorized as high which can be interpreted by all employees as having a high commitment to the organization or company. And the average distribution of respondents' answers to the KK variable of 4.172 is categorized high.

Before testing hypotheses to predict relationships between variables in the structural model, an evaluation of the measurement model is first evaluated to verify indicators and latent variables that can be tested subsequently. Based on Figure 2, it appears that all question items have an outer loading greater than 0.3. The AVE value shown in Table 1 shows that all four variables have the AVE value above the minimum criterion, that is 0.5 so that the convergent validity size is good or can be said if it meets the convergent validity criteria. The better the convergent validity value is indicated by the higher correlation between indicators that make up a construct. The next criterion is discriminant validity, by comparing correlations between constructs with the roots of AVE. The root value of AVE shown in Table 1 is the value that gives the highest correlation between variables. Thus, the research model has fulfilled discriminant validity.

The validity and reliability criteria can be seen from the reliability value of a variable. Variables are said to have high reliability if the composite reliability value is above 0.70. Table 1 shows that all variables meet the composite reliability because the value is above the recommended number (0.70) which means that all variables meet the reliable criteria.

**Table 1.** PLS Processing Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Root Root AVE
WFC	0847	0.854	0.884	0.523	0723
FWC	0.910	0.940	0.926	0.587	0.766
Organizational Commitment	0.854	0.860	0888	0.500	.707
Employee	0894	0.905	0.913	0.514	0717



Based on the results of the overall evaluation, both convergent validity, discriminant validity, and composite reliability that have been described, it can be concluded that items as gauges for latent variables are valid and reliable gauges.

Structural model testing is done to see the relationship between variables, significance values, and the R-square of the research model. The structural model is evaluated using R-square for the dependent variable. Based on Figure 2, it can be seen that the R square value for KO variable is 0.166, which means that 16.6% of WFC or FWC variance is able to explain organizational commitment variables, while the R square value of KK variable is 0.291 which means that 29.1% of WFC or FWC variance is able to explain employee performance, while the remainder is explained by other variables outside the research model.

In addition to seeing the value of R square, the evaluation of the PLS model can be done with Q2 predictive relevance. Q2 value > 0 indicates that the model has predictive relevance, while Q2 value < 0 indicates that the model has less predictive relevance (Ghozali & Latan, 2015). Based on the calculation of the value of Q2 predictive relevance obtained by 0.4087 so the structural model obtained has a prediction of relevance.

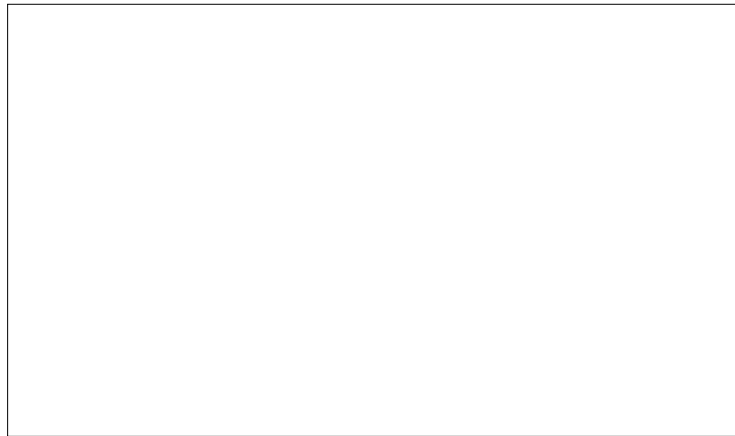


Figure 2 Model Relationships between Variables, Original Samples and R square

The significance of the estimated parameters provides very useful information regarding the relationship between the research variables. Based on the results of the hypothesis analysis can be seen in table 2.

Hypothesis 1 submitted can be accepted. The results of data analysis showed that the value of the original sample of work-family conflict towards organizational commitment amounted to -0.332, this indicates a negative relationship between work-family conflict with organizational commitment with a coefficient of 0.332. The results of the T Statistics value obtained from the effect of work-family conflict on organizational commitment amounted to 2.974 greater than t table (1.984), in addition the P-value obtained was 0.003 with a significant level of 0.050. So it can be stated that the effect of work-family conflict on organizational commitment is negative and significant. Work-Family Conflict experienced by employees of the Regional Office of PT. PLN (Persero) Main Unit of the NTB Region has a negative and significant impact on organizational commitment. This can be interpreted that the higher the work-family conflict experienced, the organizational commitment will decrease, and vice versa if the lower the work-family conflict experienced, the organizational commitment will increase. The results of this study also support the opinion of Perrewe et al (in Namasivayam and Zhao, 2007), that individuals who experience conflicts between their work and family will experience "obscurity" and cause a decrease in organizational commitment to the individual. This means that the higher level of work-family

conflict experienced by a person will reduce the organizational commitment they have. then organizational commitment will increase. The results of this study also support the opinion of Perrewe et al (in Namasivayam and Zhao, 2007), that individuals who experience conflicts between their work and family will experience "obscurity" and cause a decrease in organizational commitment to the individual. This means that the higher level of work-family conflict experienced by a person will reduce the organizational commitment they have. then organizational commitment will increase. The results of this study also support the opinion of Perrewe et al (in Namasivayam and Zhao, 2007), that individuals who experience conflicts between their work and family will experience "obscurity" and cause a decrease in organizational commitment to the individual. This means that the higher level of work-family conflict experienced by a person will reduce the organizational commitment they have. Work-Family Conflict (WFC) is negatively correlated to organizational commitment at work (Batur and Nart, 2014). In the research mentioned that this modern life many problems with different dimensions and WFC is one of the factors that have an impact on life. When someone spends more time at work then the person's role will lack the time to carry out his role in the family, making it difficult for that person's participation in other roles in this case one's commitment to the organization. This means that when the WFC makes it difficult for the person's participation in the family because work will affect the person's organizational commitment.

Hypothesis 2 submitted was rejected. The results of data analysis showed that the value of the original sample from FWC on organizational commitment amounted to -0.112, this indicates a negative relationship between FWC and organizational commitment with a coefficient of 0.112. However, the results of the statistical t value obtained from the influence of FWC on organizational commitment amounted to 1.165 smaller than t table (1.984). In addition, the P-value obtained is 0.245 at a tolerance level of 0.050, so it can be stated that the influence of family-work conflict on organizational commitment is negatively insignificant. This shows that the lower family-work conflict does not have an impact on increasing organizational commitment. If it is related to the age characteristics of the respondents wherein this study the majority of employees are at the age of 40 years, of course, Employees with that age have more experience in managing conflicts in daily life, including in managing the FWC level. Then related to the characteristics of the education level of respondents where in this study the majority of employee education was a graduate of S1, which means that employees of the Regional Office of PT. PLN (Persero) Main Unit of the NTB Region can manage the level of family-work conflict properly, so that it can have an impact on increasing organizational commitment owned by employees. Then related to the characteristics of the education level of respondents where in this study the majority of employee education was a graduate of S1, which means that employees of the Regional Office of PT. PLN (Persero) Main Unit of the NTB Region can manage the level of family-work conflict properly, so that it can have an impact on increasing organizational commitment owned by employees. Then related to the characteristics of the education level of respondents where in this study the majority of employee education was a graduate of S1, which means that employees of the Regional Office of PT. PLN (Persero) Main Unit of the NTB Region can manage the level of family-work conflict properly, so that it can have an impact on increasing organizational commitment owned by employees. Testing of hypotheses carried out proves the existence of insignificant negative effects between family-work conflict and organizational commitment. The results of this study support the results of research conducted by Handayani (2008) which shows the results that there is a negative relationship between family-work conflict with organizational commitment but not significant.

Hypothesis 3 is rejected. The result of data analysis consists of two fit models, namely the direct model and the indirect model. For the direct model, it shows that the original sample value of WFC on employee performance is -0,156, this shows a negative relationship between WFC and employee performance with a coefficient of 0.156. However, the results of the T Statistics value obtained from the effect of WFC on organizational commitment are 1.260 smaller than t table

(1.984). In addition, the P-value obtained is 0.208 at a tolerance level of 0.050, so it can be stated that the influence of WFC on performance insignificant negative employees. This shows that the lower work-family conflict does not have an impact on improving employee performance. If related to the theory that conflict will not directly affect the target in this case employee performance, conflict basically will affect first supporting aspects of the target such as organizational commitment and also in the process of influencing the conflict, not in a short time but it takes some time to be able to influence employee performance. When linked to the respondent's gender, conflicts originating from the workplace can affect both men and women. Based on Zain (2018) states that the tendency of the conflict originates from the workplace because there are many targets and workplace conditions that are not human for employees, often workplace problems are brought to the family which causes new problems to the family.

Hypothesis 4 submitted was rejected. The analysis showed that the value of the original sample of family-work conflict on employee performance amounted to -0.117, this indicates a negative relationship between family-work conflict on Employee Performance. However, the results of the statistical t value obtained from the influence of family-work conflict on employee performance amounted to 0.875 less than t table (1.984), in addition, the P-value obtained was 0.382 at a tolerance level of 0.050. So it can be stated that the effect of family-work conflict on negative employee performance is not significant. This shows that the lower family-work conflict does not have an impact on improving employee performance. In theory, conflict will not directly affect targets in this case employee performance, conflict basically will affect first supporting aspects of the target (organizational commitment) and also in the process of influencing the conflict, not in a short time but it takes some time to be able to influence employee performance. If it is related to the respondent's gender, conflicts that originate from the family will only affect women. Based on Wijayanti (2019) states that men have a tendency not to bring family problems into their work lives, whereas women have a tendency to directly or indirectly think of any problems that occur either from work or family and will unconsciously always associate one thing for another.

Hypothesis 5 submitted is accepted. The results of data analysis show that the original sample value of organizational commitment to employee performance is 0.551, this indicates a positive relationship between organizational commitment to employee performance. The results of the statistical t value obtained from the effect of organizational commitment on employee performance amounted to 4.552, greater than t table (1.984), in addition, the value of P-value obtained was 0,000 at a significant 0.050, so it can be stated that the influence of organizational commitment to performance employees are positive and significant. The higher organizational commitment of an employee, the employee's performance will increase, and vice versa if the lower organizational commitment of an employee, the employee's performance will below. Related to the findings of this study that organizational commitment to employee performance has a positive and significant effect on the employees of the Regional Office of PT. PLN (Persero) Main Unit of the NTB Region, due to several things including the description of the answers from respondents where the value of the Employee performance variable is high in the employees of the Regional Office of PT. PLN (Persero) Main Unit of NTB Region. If an increase in organizational commitment will have a significant impact in influencing employee performance, where any increase in organizational commitment can improve the level of employee performance owned by employees. Individuals who have high organizational commitment in employees will provide benefits for the company or agency in two ways, namely the company will get optimal support from employees and reduce costs in maintaining human resources as a result of reducing absenteeism cases. In addition organizational commitment has a positive effect on job satisfaction, employee performance, service quality, and organizational growth. If a person's organizational commitment is high, that person will show good performance by providing quality services as a fulfillment of the needs and feel obliged to stay in the company. (Puspitawati and Riana, 2013; Tobing, 2014). Testing of hypotheses performed proves that there is a significant positive effect between organizational commitment and



employee performance. These results also support research conducted by Okto, et al (2014) and Safitri's research (2016) which concludes that organizational commitment has a positive and significant effect on employee performance.

## CONCLUSION

Based on the results of research on the respondents of PT PLN (Persero) Main Unit of the NTB Regional Office Unit respondents, then it can be concluded as follows:

1. There is a negative and significant effect of work-family conflict on organizational commitment. This shows that the lower the level of work-family conflict that is owned by the employees of the regional office of PT PLN (Persero) Main Unit of the NTB, the organizational commitment it has will increase. Conversely, if the level of work-family conflict is high then organizational commitment will decrease.
2. There is a negative and insignificant effect of family-work conflict on organizational commitment. This shows that the lower family-work conflict does not have an impact on increasing organizational commitment in the regional office of PT PLN (Persero) Main Unit of the NTB.
3. There are negative and insignificant effects of work-family conflict on employee performance. This shows that the lower work-family conflict does not affect the performance improvement of employees in the regional office of PT PLN (Persero) Main Unit of the NTB.
4. There are negative and insignificant effects of family-work conflict on employee performance. This shows that the lower family-work conflict does not have an impact on improving employee performance in the regional office of PT PLN (Persero) Main Unit of the NTB.
5. There is a positive and significant effect of organizational commitment on employee performance. This means that the higher the organizational commitment the higher the employee performance. Conversely, if organizational commitment is low, employee performance will also be below.

## LIMITATIONS

This research is inseparable from the limitations and weaknesses that can be refined include:

1. A limitation in this study is that the location of the study was only in the Regional Office of PT PLN (Persero) Main Unit of the NTB Region
2. The research conducted was only on the work-family conflict variable, family-work conflict to measure organizational commitment and employee performance. Researchers do not examine other variables that have a relationship also to improve organizational commitment and employee performance.
3. Research data obtained from respondents' perceptions submitted in the form of questionnaire instruments that might affect the validity of the results. Respondents' perceptions do not necessarily reflect the real situation and will be different if the data obtained using the interview method.

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