The Influence of Work Family Conflict and Work Life Balance on The Performance of Female Employees at PT. XAP

Susan Susilawati and Fitria Lilyana

Faculty of Economics and Business, Universitas Sangga Buana (YPKP), Bandung, Indonesia

Susansusilawati76@gmail.com, fitria.lilyana@gmail.com

Abstract

Human resources play a crucial role in companies to enhance value by assisting organizations in developing and retaining a quality workforce. Along with the growth of the global economy, there is a resulting equality between women and men in the workforce. Being a woman who works while also having an important role in the family tends to face difficulties in meeting the demands of work and family that often conflict with each other. The purpose of this research is to describe and analyze the influence of work-family conflict and work-life balance on the performance of female employees at PT.XAP. This research uses a descriptive associative method with a survey approach in the form of distributing questionnaires to female employees at PT. XAP, with a sample size of 52 employees using random sampling techniques. (Simple Random Sampling). The results of this study indicate that there is a significant influence of work-family conflict and work-life balance on the performance of female employees; There is a negative and significant impact of work-family conflict on the performance of female employees; There is a positive and significant impact of work-life balance on the performance of female employees. Women employees who have a good work-life balance will be able to work well because they possess high self-control to manage family and work issues.

Keyword: Work Family Conflict, Work Life Balance, Employee Performance

1. Introduction

Human resources play a crucial role in companies to enhance added value by assisting organizations in developing and retaining a quality workforce. Along with the growth of the global economy, there is a resulting equality between women and men in the workforce.

PT. XAP is a retail company with a modern supermarket format, which is why many female workers are employed at PT. XAP to this day. Being a working woman while also having an important role in the family tends to face difficulties in meeting the demands of work and family that often conflict with each other. According to Wirawan in (Pratiwy & Wijono 2022:5), there are internal and external factors of the organization that can influence employee performance. The external factors of the organization are those that occur in the external environment of the organization that affect employee performance itself, including economic conditions, family demands, role conflicts, social life, and the religion and culture of the employees.

In the industrial world, work-family conflict is an intriguing phenomenon. According to Triaryati in (Darmawati, 2019:12), role conflict arises when the demands of work and family are not balanced in several aspects; at work, individuals must be professionals to achieve company goals, while at home, they must manage household responsibilities. Juggling the demands of two roles simultaneously is indeed not easy, as it requires balancing responsibilities between work and family life. In addition to work-family conflict, another factor that can affect the performance of female employees at PT. XAP is the lack of balance between their work and personal lives. Laila Meiliyandrie (2021:7) explains that work-life balance is a situation where employees strive to balance their personal lives and work. If employees feel overwhelmed and cannot balance their personal lives and work, they will experience burnout and lack focus at work. Therefore, companies need to pay attention to the work-life balance of employees,

especially female employees. Employees who have a good balance between their personal lives and work are more likely to retain their jobs in the long term and will feel satisfied at work because they feel valued by the company.

Objectives
Based on the problem formulation in this research, the objectives of this study are as follows:

1. To describe and analyze respondents' responses regarding work-family conflict, work-life balance, and the performance of female employees at PT. XAP.
2. To measure the impact of work-family conflict on the performance of female employees at PT. XAP.
3. To measure the impact of work-life balance on the performance of female employees at PT. XAP.
4. To measure the impact of work-family conflict and work-life balance on the performance of female employees at PT. XAP.

2. Literature Review
Management
Elbadiansyah (2023:2) explains that management is the science of how to organize people in their work by applying the functions of management, which are planning, organizing, actuating, and controlling the systems implemented within an organization, while striving to empower all available potential to achieve the company's goals effectively and efficiently.

Human Resource Management
Supriyadi in (Adrianto et al., 2022:17) defines human resource management as a system aimed at influencing the attitudes, behaviors, and performance of employees to enable them to make optimal contributions towards achieving the company's goals.

Work Family Conflict
Darmawati (2019:12) explains that work-family conflict is a form of conflict that occurs when the demands of work and family roles cannot be aligned in several ways. This usually happens when someone tries to meet the demands of their work role and the demands of their family role. The indicators that can measure work-family conflict include Time-based Conflict, Strain-based Conflict, and Behavior-based Conflict.

Work Life Balance
Laila Meiliyandrie (2021:8) explains that work-life balance is a situation where employees strive to balance their personal lives and their work. According to Hudson in Aileen Fransisca (2023, p. 1083), the indicators that can measure work-life balance are the level of time balance for employees, the level of engagement balance, and the level of employee satisfaction.

Employee Performance
Nurfitriani (2022:1) explains that employee performance is the result of work done by an employee in terms of both quantity and quality to achieve the company's goals. Indicators that can measure employee performance include work quality, work quantity, timeliness, effectiveness, and commitment.

3. Methods
According to Sugiyono (2019:2), "research methods are scientific ways to obtain data with specific purposes and uses. There are four key words to pay attention to: scientific ways, data, purposes, and specific uses." The method used in this research employs an associative descriptive method with a survey approach. According to Husaini (2020:20), a survey is a research method conducted by sampling from a population and collecting data using a questionnaire. The population in this study consists of 107 female employees at PT. XAP, with a sample of 52 female employees.

4. Result
The unit of analysis for this research is female employees at PT. XAP, consisting of 52 female respondents categorized by age, marital status, length of service, and reasons for why these female employees work.

Table 1: Respondent Characteristics

Respondent Characteristics		Total	Presentation
Age	17 - 25	29	56%
	26 - 35	17	33%
	36 - 50	6	12%
	> 50	0	0%
	Total	**52**	**100%**
Marital Status	Not Married	18	35%
	Married, No Children	8	15%
	Married, With Children	26	50%
	Total	**52**	**100%**
Length of Employment	<1 Year	12	23%
	1 – 2 Year	20	38%
	2 – 3 Year	3	6%
	3 – 4 Year	3	6%
	>5 Year	14	27%
	Total	**52**	**100%**
Reason for Working	Helping Family Economy	36	69%
	Self-Development	9	17%
	Trying Out	2	4%
	Expanding Relationships	5	10%
	Total	**52**	**100%**

The table shows that 29 female employee respondents from PT XAP in this study are predominantly aged 17-25 years, indicating that the majority of respondents are late teenagers to young adults. Then, the age group of 26-35 years shows there are 17 respondents, who tend to be in the career development stage. There are 6 respondents in the age category of 36-50 years; workers in this age group generally have significant work experience, and there are no respondents from the age group above 50 years.

Based on the table, the results indicate that among the female employee respondents from PT XAP, 18 respondents are unmarried. This suggests that retail jobs are also appealing to individuals who are just starting their careers and seeking work experience. A small portion of respondents in this group are married but do not have children, totaling 8 individuals. The majority of respondents in this survey are married and have children, amounting to 26 respondents.

The table shows that nearly a quarter of the female employees at PT XAP have less than one year of service, totaling 12 individuals. The majority of respondents have a work tenure of 1-2 years, with 20 respondents in this group. Workers in this category are starting to stabilize in their roles but are beginning to feel the pressure between work demands and family needs. Only a few respondents have a work experience of 2-3 years, with 3 respondents answering. The group of respondents with 3-4 years of experience is similarly small, also with 3 respondents answering, while more than a quarter of the respondents have over five years of experience, totaling 14 respondents.

The table shows the responses of female employees at PT.XAP. The majority work to support their family's economy, totaling 36 individuals or about 69.2% of the total respondents. Workers in this group have significant family responsibilities and face high work-family conflict. Work-life balance is very important for them to ensure that they can meet job demands without sacrificing family needs. A total of 9 respondents, or 17.3% of the total respondents, work for self-development. Workers in this group are more focused on career achievement and learning; they are more open to a heavy workload if they feel it can contribute to their personal and professional growth. However, they still

need to maintain a work-life balance to prevent a decline in performance. 2 people, or 3.8% of respondents, work just to try things out. Workers in this group are not very attached to their jobs and can be more flexible in balancing work and personal life, but the lack of long-term commitment can affect performance. Meanwhile, 5 respondents, or 9.6%, work to expand their networks.

5. Discussion

The analysis method used in this research is descriptive analysis to understand the condition of each variable and verificative analysis to determine the extent of the influence of the independent variable on the dependent variable.

5.1 Descriptive Analysis

Based on the descriptive analysis of work-family conflict in general, respondents tend to experience work-family conflict at a fairly good level, with a score of 2.68. Time-based Conflict has an average score of 2.94, categorized as fairly good, indicating that scheduling issues and work time flexibility are the main obstacles in balancing personal and professional life. The lowest value is found in the statement of questionnaire number 3 in the Strain-based Conflict category, which has a score of 2.31, indicating that it is not good for employees as they feel tired after work and thus cannot fully participate in family activities.

The descriptive analysis of work-life balance has an average (mean) score of 3.01, categorized as fairly good. The time balance indicator has the highest score of 3.37, also categorized as fairly good, indicating that individuals have enough time to engage in hobbies and personal activities outside of work, even though they feel constantly busy with their jobs. The lowest average score is in the involvement balance category, at 2.85, which is also categorized as fairly good, where female employees feel that their work focus is somewhat disrupted by personal issues.

The descriptive analysis of employee performance shows quite good results with an average score of 2.88. Based on the calculations from the commitment indicators, the highest value is 3.15, indicating that employees are fairly willing to work overtime or complete tasks outside of working hours. The lowest statement is also found in the commitment indicator at 2.71, categorized as fairly good, where employees feel quite proud to be part of the work team.

5.2 Verificative Analysis

Multiple linear regression analysis is a statistical technique used to measure the extent of the influence of more than one independent variable on a dependent variable.

Table 2: Multiple Linear Regression Analysis

Coefficients a					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	21.626	3.994		5.414	.000
	Work Family Conflict	-.467	.108	-.359	-4.310	.000
	Work Life Balance	.780	.104	.625	7.497	.000
a. Dependent Variable: Employee Performance						

a = 21.626 means that if work family conflict (X_1) and work life balance (X_2) are both 0 (zero), then the employee performance (Y) will have a value of 21.626.

X1 = -0.467 means that if other variables remain constant and work-family conflict (X_1) increases, it will decrease employee performance (Y) by -0.467, indicating a negative relationship between work-family conflict (X_1) and employee performance.

X2 = 0.780 means that if the values of other independent variables remain constant and work-life balance (X_2) increases, then performance will improve by 0.780. This indicates a positive relationship between work-life balance (X_2) and employee performance.

Table 3: Results of the Correlation Coefficient Test

Correlations		Work Family Conflict	Work Life Balance	Employee Performance
Work Family Conflict	Pearson Correlation	1	-.498**	-.671**
	Sig. (2-tailed)		0.000	0.000
	N	52	52	52
Work Life Balance	Pearson Correlation	-.498**	1	.804**
	Sig. (2-tailed)	0.000		0.000
	N	52	52	52
Employee Performance	Pearson Correlation	-.671**	.804**	1
	Sig. (2-tailed)	0.000	0.000	
	N	52	52	52
**. Correlation is significant at the 0.01 level (2-tailed).				

a. The relationship between work-family conflict (X_1) and Employee Performance (Y) has a significance of 0.000 < 0.5, indicating a correlation. The relationship between work-family conflict (X_1) and Employee Performance (Y) has a value of -0.671, which indicates a strong level of correlation. According to Sugiyono (2021:161), an interval coefficient value of 0.600 – 0.799 indicates a strong correlation. A negative sign indicates a relationship in the opposite direction.
b. The relationship between work-life balance (X_2) and employee performance (Y) has a significance of 0.000 < 0.5, indicating a correlation. The correlation value between work-life balance (X_2) and employee performance (Y) is 0.804, which signifies a very strong level of correlation. According to Sugiyono (2021:161), an interval coefficient value of 0.800 – 1.000 indicates a very strong correlation. A positive sign indicates a direct relationship.

Table 4: Results of the Determination Coefficient Test (R2)

Model Summaryᵇ				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862ᵃ	.744	.733	5.153
a. Predictors: (Constant), *Work Family Conflict, Work Life Balance*				
b. Dependent Variable: Employee Performance				

Based on the data analysis table, the coefficient of determination (R Square) is 0.744 or 74.4%.

Table 5: Test F

ANOVAᵃ					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3778.520	2	1889.260	71.142	.000ᵇ
Residual	1301.249	49	26.556		
Total	5079.769	51			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), *Work Family Conflict,Work Life Balance*					

Based on the calculation results, the significance value obtained is 0.000, which means the sig. value is < 0.05. The calculated F value is 71.142, and the F table value in this study is 3.19. According to the data processing results, the calculated F value > F table (71.142 > 3.19), thus Ho is rejected, meaning that work-family conflict and work-life balance have a significant effect on Employee Performance at PT. XAP.

Table 6: Test t

Coefficientsᵃ					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	21.626	3.994		5.414	.000
Work Family Conflict	-.467	.108	-.359	-4.310	.000
Work Life Balance	.780	.104	.625	7.497	.000
a. Dependent Variable: Employee Performance					

a. Testing the influence of work-family conflict (X_1) on Employee Performance (Y)
The results of testing the work-family conflict variable obtained a t-value of -4.310 with a significance level of 0.000, indicating that the significance value is less than 0.05 (0.000 < 0.05). The t-table value for the work-family conflict variable is 2.00856. According to the processing results, the t-value is greater than the t-table value (-4.310 > 2.00856), which means that the null hypothesis is rejected, indicating a significant influence of the work-family conflict variable on the Employee Performance of women at PT. XAP.

b. Testing the influence of *work life balance* (X_2) on Employee Performance (Y)
The results of testing the work-life balance variable (X_2) on Employee Performance obtained a t-value of 7.497 with a significance level of 0.000, indicating that the significance value is less than 0.05 (0.000 < 0.05). Furthermore, the t-value for the work-life balance variable (X_2) is 7.497, and it has been previously established that the t-table value in this study is 2.00856. According to the data processing results, the t-value is greater than the t-table value (7.497 > 2.00856), which means that the null hypothesis is rejected, indicating a significant effect of work-life balance (X_2) on the Employee Performance of women (Y) at PT. XAP.

5.4 Validation
Based on the t-test (partial) on the work-family conflict variable, a significance value of 0.000 < 0.05 was obtained, and the calculated t value is greater than the t table value (-4.310 > 2.00856), thus the null hypothesis is rejected. This means there is a significant effect of the work-family conflict variable on the employee performance of women at PT.

XAP. Pratiwy & Wijono (2022:14) state that work-family conflict has a negative impact on employee performance, indicating that the higher the work-family conflict, the lower the employee performance will be.

Based on the t-test (partial) on the work-life balance variable, a significance value of 0.000 was obtained, indicating that the sig value is less than 0.05 (0.000 < 0.05) and the calculated t value is greater than the table t value (7.497 > 2.00856), thus the null hypothesis is rejected. This means there is a significant effect of work-life balance (X_2) on the Employee Performance of women (Y) at PT. XAP. Sulistyowati et al. (2023:22) show that work-life balance positively influences Employee Performance; therefore, if the level of work-life balance is high, Employee Performance will increase, but if it is low, their performance will decline.

Based on the results of the F-test (simultaneous), a significance value of 0.000 was obtained, indicating that the sig value is less than 0.05, while the table F value in this study is 3.19, and the calculated F value is greater than the table F value (71.142 > 3.19), thus the null hypothesis is rejected. This means that work-family conflict and work-life balance significantly affect the Employee Performance of women at PT. XAP. Aileen Fransisca (2023:1086) discusses the variables of work-family conflict and work-life balance because female employees not only work but also take care of their families. Family conflict affects their performance, which occurs due to high workloads and the large size of the company, leading to many transactions within the company.

6. Conclusion
Based on the results of the calculations and data analysis of this research, as well as the discussion on the research issues in the previous chapter, the conclusions that can be drawn from this study are as follows:

1. The results of the respondents' feedback in this study regarding work-family conflict and work-life balance on the employee performance of women at PT. XAP:
    a. Work-family conflict has the highest average score of 2.94, indicating that employees find it quite difficult to manage time for family due to work demands, and the lowest score of 2.31 shows that employees feel exhausted after work, making it hard for them to fully participate in family activities.
    b. The work-life balance at PT. XAP has the highest score of 3.37, indicating that employees have enough time to pursue hobbies and personal activities outside of work, even though they feel constantly busy with their jobs. The lowest score is 2.85, showing that the work focus of female employees at PT. XAP is disrupted when they face personal issues.
    c. The performance of female employees at PT. XAP is at a fairly good level, with the highest score being 3.15, indicating that employees are quite willing to work overtime. The lowest score is 2.71, suggesting that female employees at PT. XAP have a fair level of loyalty to being part of the company's work team.
2. The significance value of 0.000 < 0.05 and the calculated t value > the t table (-4.310 > 2.00856) means that the null hypothesis is rejected, indicating a significant effect of work family conflict on the employee performance of women at PT. XAP.
3. Based on the t-test calculations, the significance value obtained is 0.000, which is less than 0.05 (0.000 < 0.05), and the calculated t value > the t table (7.497 > 2.00856), thus the null hypothesis is rejected, indicating a significant effect of work life balance (X2) on the employee performance of women (Y) at PT. XAP.
4. Based on the results of the determination statistical test in this study, the result shows a value of 0.744 or 74.4%. This means that this value indicates that the variables of work-family conflict and work-life balance have a simultaneous effect on Employee Performance of 74.4%, while the remaining 25.6% is influenced by other variables outside of those studied.

References
Adrianto, Lubis, D. S. W., MHRM, Fachrurazi, Khasanah., Dhiana Ekowati,Yoeliastuti, Haryati La Kamisi, S. R., & Nurkadarwati. (2022). Pengantar Manajemen (Puput Tri Cahyono, Ed.). Batam: Cendekia Mulia Mandiri.

Aileen Fransisca, Edison Parulian, Rostina, Shamir Hasyim Syarif, Tarwiyah."Pengaruh Work Family Conflict, Family Work Conflict, Dan Work Conflict Family." Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jebma) 3, no. 3 (2023): 1081–88.

Darmawati. Work Family Conflict. Edited by Ambo Dalle. Pare-Pare: IAIN PAREPARE NUSANTARA PRESS, 2019.

Elbadiansyah. 2023. Pengantar Manajemen. Edited by Zakiyatur Rosidah. Sleman,Yogyakarta: Deepublish.

Husaini, Fira. Metode Penelitian Kuantitatif Dan Kualitatif. Yogyakarta, 2020.

Laila Meiliyandrie, Rahmat Firmansyah. Work-Life Balance Para Pekerja Buruh.Bojong Pekalongan, Jawa Tengah: PT. Nansya Expanding Management (PenerbitNEM - Anggota IKAPI), 2021.

Nurfitriani. 2022. Manajemen Kinerja Karyawan. Makassar: Cendekia Publisher.

Pratiwy, Iggrea Christianna, and Sutarto Wijono. "Work Family Conflict Dengan Kinerja (Job Performance) Karyawan Wanita Swalayan Laris Ambarawa." Jurnal Perempuan Dan Anak Indonesia 4, no. 1 (2022): 9–15. https://doi.org/10.35801/jpai.4.1.2022.41556

Sugiyono. Metode Penelitian Kuantitatif, Kualitatif Dan R&D. Edited by Sutopo.Cetakan ke. Bandung: ALFABETA, 2019.

Sulistyowati, Efa Yuni, Karuniawati Hasanah, and Dwi Murniyati. "Pengaruh Work Life Balance, Kecerdasan Emosional, Dan Mindfulness Terhadap Kinerja Karyawan PT Indomarco Prismatama Di Kota Madiun." Seminar Inovasi Manajemen Bisnis Dan Akuntansi 5, no. September (2023).

Biography

Fitria Lilyana is a lecturer in the economics department of the Faculty of Economics and Business at Sangga Buana University Indonesia. His research interests include entrepreneurship, marketing, human resources, finance, and related topics.

Susan Susilawati is a student in the economics department of the Faculty of Economics at Sangga Buana University Indonesia. His research interest focuses on human resource management.