

Evaluating The Effect of Work-Family Conflict on Work Stress and Employee Performance: The Moderation Role of Motivation

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Abstract

This study aims to analyze the role of motivation moderation on the effect of work-family conflict on work stress and performance at Bank BTN Yogyakarta. The population of this study is employees of Bank BTN Yogyakarta. This research uses sampling with a purposive sampling technique. The number of samples in this study was 190 employees—data obtained through questionnaires distributed directly to employees of Bank BTN Yogyakarta. The data analysis technique used SEM with AMOS version 22 software. The results showed: (1) Work-family conflict had a positive and significant effect on employee work stress. (2) Work-family conflict does not affect performance. (3) Job stress significantly affects employee performance. (4) Motivation has a decisive mediating role in the effect of work stress on employee performance. (5) Motivation has a mediating role in the negative and significant influence of family work conflicts on employee performance.

Keywords: *work-family conflict, work stress, work motivation, performance*

1. Introduction

Performance is a skill in an employee's work or the fulfillment of an employee's duties. Work performance is an action that will contribute to an organization's own goals, and that is the control of each individual. The willingness which will, on occasion, bring an increase in one's productivity, and the price must be on the achievement of these objectives and business and social responsibility on one's individual. The key to the indication of a performance is an individual personal characteristic including competence and ability to handle a conflict role [1].

Performance is a description that describes producing something, both physical and non-physical, following the instructions, functions, and tasks based on the attitude, knowledge, and skills possessed. In [2], the performance of the employee where the person has done an excellent job assigned by the company, which is following the company's operational standards by doing efficiently but in a changing company environment, at that time during formal activities, it will allow an employee to experience a degree of physical symptoms, influence someone's psychology which will have an impact on an employee's stress.

Stress that occurs in the work environment is a well-known phenomenon that allows expressing itself differently in different jobs. In this case, the context is different according to work [3]. According to [4], stress is a reaction that occurs in the body that causes a change reaction that requires a physical, mental, emotional, or response itself. Stress can also originate from a mind that imposes itself, which results in frustration, anxiety, anxiety, which makes themselves uncontrollable. One of the stress factors is a stressor. According to [2], stress can have a positive impact (Eustress) or can also have a negative impact (distress).

Stress that occurs in a person's soul will have an impact on employee performance motivation. Employees who have high levels of stress tend to say that work is not

essential to them. Employees with high stress do not work correctly. However, not all employees who experience pressure in their work are unable to complete the work on time and according to the set targets. Stress experienced by employees due to the environment they face will affect their work performance and motivation [5].

Stress employees will perform low performance and less enthusiastic in their work. This research is very relevant to in banking sector. On the behavior of an employee, it can affect performance in a banking organization. In a variety of views to improve the employees' performance in a banking organization, but basically, it must start with building the motivation of an employee, building good relationships, and also provide a comfortable environment.

In [6] argues that a work-family conflict is a form of conflict between roles, where the pressure of the work domain and family is contradictory in several respects. Namely, participation in the role of work (family) makes it difficult to adjust to the role of the family (work). Work-Family Conflict consists of (a) time-based conflict, (b) strain-based conflict, and (c) behavior-based conflict. In [7] states that work and family conflicts occur due to a positive relationship between family roles and work roles, both of which together affect work and family conflicts by 0.201 or 20%.

The higher level of employee performance that is imposed by the employee will lead to a conflict between responsibilities imposed on employees, especially regarding work and household conflicts. The conflict is called work-family conflict, which occurs in two roles of family and work. Work-family conflict is an obstacle that occurs in employees who already have a family. So that it results in a dispute between family and work. Research by [8]-[9] released that motivation will weaken the negative effect of work-family conflict on employee performance.

Work motivation is the human drive to work in order to gain rewards from that work. Those rewards can be in the form of physical or nonphysical. The work motivation varies with age, individual psychology, and is often related to ability and environmental factors. For example, some people work individually for money. Some others work because they love the work, the mission of the company, or other intrinsic reasons [10]. The role of motivation moderation on the effect of work-family conflict on performance is generally weak and significant. According to [11]-[14], work motivation weakens the effect of work conflict on employee performance.

2. Literature Review and Hypotheses Development

2.1. The Effects of Work-Family Conflict on Work Stress

Work-family conflict

Changes in a demographic in the stages of increasing the number of women workers and partners of the two of them working, it can lead to a conflict between something in the workforce and things in the household. A family work conflict is a form of role conflict where a job cannot align with the family in any matter. If a person fulfills a role demands in the company and seeks to meet a family's needs that are influenced by the individual's ability [15]. Work-family conflicts exist in all segments of society. Only the very wealthy do not report it as having a real impact on their lives.

There are many possible causes behind work-family conflicts, including: (1) Changes in the structure of the family. (2) Many families have extended family care responsibilities - daily. (3) The current economy is requiring organizations to do more with less - this translates into workers becoming multifaceted and taking on more roles and responsibilities than ever before. In turn, people are working more days and longer hours. (4) Careers need loyalty to employers by going above and beyond the call of duty, often at the expense of their personal family lives [16].

Work stress

Stress is a consequence of actions that occur in an environment that will cause excessive physical and psychological demands of a person. Job stress is a condition of a person in tension that can affect one's emotions, thinking processes, and also in carrying out work tasks [17]. According to [18], stress is a psychological attitude that may occur in daily life. Someone who is in an environment of stress faces a work demand that unfinished. They experience a different reaction, such as experiencing headaches, dizziness, and back pain. Other symptoms are subjective feeling, which is like dissatisfaction, unhappiness, sadness, and depression.

Work-family conflict occurs when there is a conflict between the demands of work roles and roles in the family [19]. While, stress is a form of response due to an action or a person's thought process. So, that the forms of role demands between work and family become one of the factors that influence psychologically and have an impact on increasing work stress. Research by [20-21] states that work-family conflict is a predictor for most work stressors and individual psychological difficulties. Hypothesis 2 is as follow:

H₁: Work-family conflict has a significant effect on work stress

2.2. The Effect of Work-Family Conflict on Employee Performance

According to [22], in his research concluded that employee performance is the result of work in quantity and quality carried out by an employee achieved in carrying out tasks following the responsibilities given to these employees. Performance, according to [23], defines the effort done by someone in his work. Performance is the target or overall result of a person within a particular time, according to the job description previously signed. Performance is a work performance or work performance. There are three determinants of performance, namely: opportunity, motivation, and ability [24]. Whereas employee performance, according to [25], defines how much employees influence and contribute to the organization.

Employee performance has un-finished following their respective job desks based on predetermined employee performance goals. So that the problem of multiple roles or misalignment, lack of time with family does not affect employee work performance. This problem is due to the policies of the office that can accommodate and assist employees in resolving work-family conflicts. According to research [26], the role of family-work conflict also significantly influences performance. Likewise, previous research by [27]-[30] gave the results of work-family conflict negatively affecting employee performance. So that in this study produced hypothesis 2 as follows:

H₂: Work-family conflict has a significant negative effect on employee performance

2.3. The Effect of Work Stress on Employee Performance

According to [31], performance is something that can be affected by stress. The performance of an employee can be from the activities carried out by the employee towards completing tasks for him to succeed, as well as being obedient to the Limitation of proper utilization of existing resources Impact of stress due to too much work, long working hours at work already have a massive and often devastating influence on organizations in developing countries. Job stress is throughout the organizations. More than half of Nigerian workers feel stress related to hard stress. Extensive research shows that excessive work stress can affect workers' emotional and physical health. This study

revealed that there is a positive and significant effect of work stress on employee performance.

The influence of this stress can be beneficial or detrimental to the company. In this case, the influence to benefit a company is to refer the employee to complete his task immediately. The work stress is dynamic in which employees with opportunities, limitations, and demands according to the expectations of getting results that match the expectations achieved. According to research conducted by [32] that work stress has a significant effect on employee performance, where the relationship is in the same direction. Therefore, if work stress is high, then employee performance will also be high. According to research conducted by [33], stress negative impact on psychological and biological conditions for employees. Hypothesis 3 is as follow:

H₃: Job stress has a significant and negative effect on employee performance

2.4. The Moderation Role of Work Motivation on the Effect of Work-Family Conflict on Employee Performance

According to [23], motivation is a process in the direction, intensity, and perseverance of individuals towards the achievement of goals. In [34] defines motivation as an encouragement that results in someone within the organization willing and willing to move skills in the form of skills and expertise and time to carry out their obligations in order to achieve goals and carry out activities to become responsibilities and various organizational goals that predetermined. The results of the study conducted by [10] concluded that work motivation significantly and positively affects employee performance means someone who has a high motivation in running his job then someone's performance will increase. Research conducted by [26]-[29] concluded that motivation has a significant effect on employee performance. Hypothesis 4 is as follow:

H₄: work motivation moderated the effect of work-family conflict on performance

2.5. The Moderation Role of Work Motivation on the Effect of Work Stress on Employee Performance

According to the results of the study [13], there is a negative and significant influence of work stress on employee performance. In addition to stress factors, another thing that can affect performance is motivation. One of the things that can improve employee performance is the existence of motivational encouragement to employees so that employees can enjoy their work so that employees feel no pressure experienced in doing their work. The higher employee motivation at work, the greater the productivity so that the resulting performance is also high

The results of the study by [14], [35] revealed that work motivation moderates the effect of work stress on employee performance. Thus, hypothesis 5 is as follows:

H₅: work motivation moderated the effect of work stress on employee performance.

Figure 1 performs the results of the literature review and the results of previous studies using the Structural Equation Model (SEM) approach to produce the following research models:

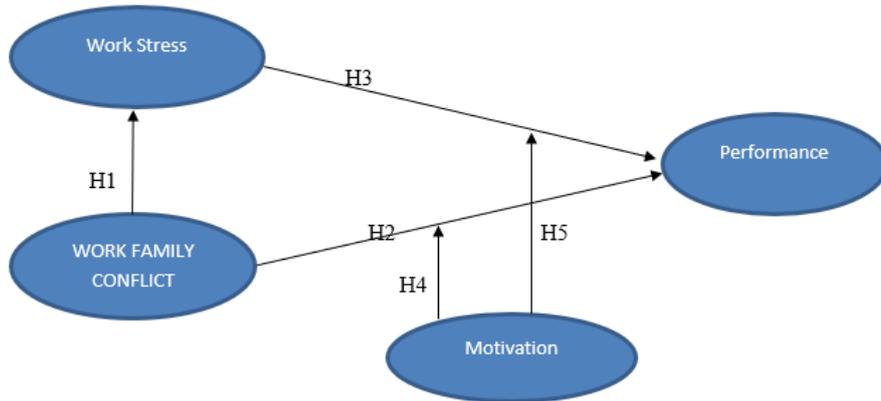


Figure 1. Research Model with Structural Equation Model (SEM) Method

3. Methodology

The data obtained by the distribution of questionnaires to employees. According to [36], the number of data samples for SEM analysis is a minimum of five to ten times the total indicators. This research has 24 indicators; therefore, the minimum number of the sample is between 120 to 240. The sample number in this study amounted to 190 respondents in Bank BTN, and the selection of respondents was using the purposive sampling method. The questionnaire received amounted to 190 questionnaires, then after examining the researchers found 38 questionnaire data that did not meet the criteria, the questionnaires that fulfilled the requirements totaled 152 questionnaires. Those that did not meet the outlier requirements were 0 questionnaires, so that the questionnaire that could be further processed numbered 152 questionnaires. Hypothesis testing employed SEM with AMOS 24.0 software. Variables in this study include job stress, motivation, work-family conflicts, and employee jobs. The variable will be measured using a Likert scale on answers to a scale of 1 to 5. Wherefrom, the lowest "strongly disagree" to the highest "strongly agree."

4. Results and Discussion

4.1 Test Validity and Reliability

The Confirmatory Factor Analysis (CFA) test, all indicators on the four variables have a loading factor > 0.5 so that all indicators are valid. To assess the level of reliability using the value of Construct Reliability (CR), Average Variance Extracted (AVE), and Discriminant Validity (DV). Reliable variables are $CR \geq 0.70$, $VE \geq 0.5$, and $DV \geq 0.7$.

Table 1. Construct Reliability, Variance Extracted and Discriminant Validity

Variable	CR ≥ 0.7	VE ≥ 0.5	DV ≥ 0.7	Conclusion
Work-Family Conflict	0.88	0.80	0.89	Reliable
Work Stress	0.91	0.87	0.93	Reliable
Performance	0.89	0.82	0.91	Reliable
Motivation	0.88	0.82	0.90	Reliable

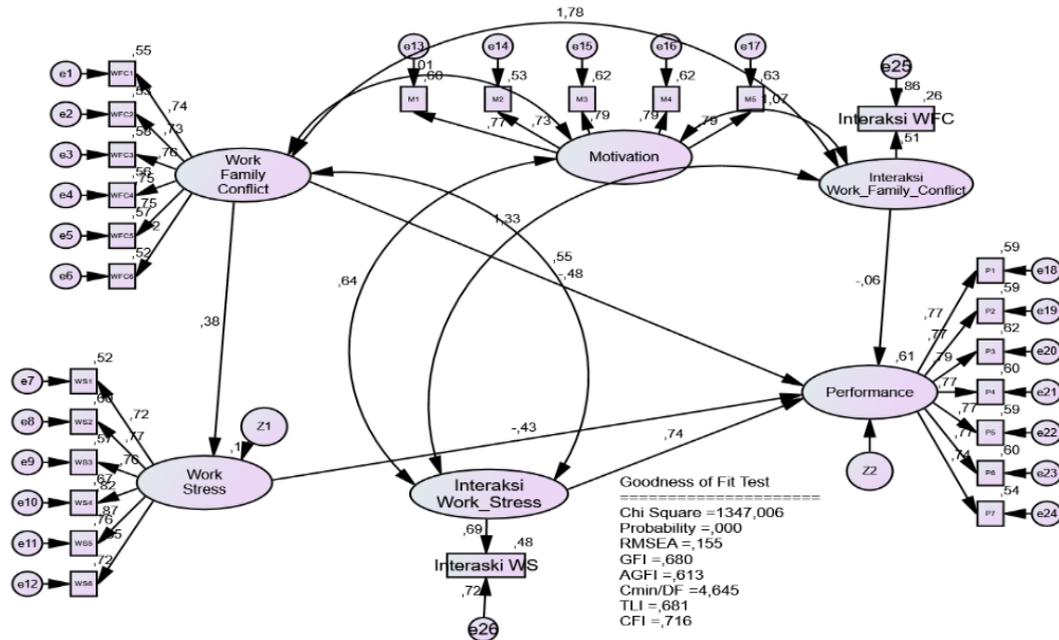


Figure 2. Research Model Fit with Structural Equation Model (SEM) Method

4.2. Result of Hypothesis Testing

Table 2. Path Coefficient and P-value

			Estimate	P	Conclusion
Work_Stress	<---	Work_Family_Conflict	,373	***	H ₁ : accepted
Performance	<---	Work_Family_Conflict	-,371	***	H ₂ : accepted
Performance	<---	Work_Stress	-,335	***	H ₃ : accepted
Performance	<---	Interaksi_Work_Stress	,296	***	H ₄ : accepted
Performance	<---	Interaksi_Work_Family_Conflict	-,023	***	H ₅ : accepted

5. Conclusion

Based on the statistical analysis, the following conclusions: (1) Work-family conflict has a positive and significant effect on work stress. (2) Work-family conflict significantly affects employee performance. (3) Work stress has a significant negative effect on employee performance. (4) Work motivation has the role of moderating (strengthening) the negative influence of work stress on employee performance. By acting as a moderator, motivation will weaken the negative influence of work stress on employee performance. (5) Work motivation has the role of moderating (weakening) the negative influence of work-family conflict on employee performance.

The higher the level of work-family conflict, the higher the level of work stress on the performance of an employee. If the employee experiences high stress, the employee's performance will decrease. The more employees have family problems brought into the work, the lower the level of performance of the employee. The more motivation given to employees who have a level of problems in the family, the results will be favorable towards improving employee performance. Conversely, the employees who have stress, if motivated, will decrease performance. Stressed people do not be motivated, but need to find a way out to resolve stress levels. Providing counseling services can help employees to overcome stress resolution.

Suggestions for further research are to narrow down further research on subjects with specific criteria such as age and certain types of professions. Thus, the results of the research will be more specific to individual segments. The researchers then should examine more deeply about work motivation, work-family conflicts, and work stress that affect employee performance in order to obtain a complete picture.

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