



Family- work conflicts, work family synergy, commitment organization, and job performance: survey in kupang city

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ARTICLE INFO

Article history:

Accepted Jun 13, 2023

Revised Aug 04, 2023

Accepted Aug 21, 2023

Keywords:

Commitment Organization;
Family- Work Conflicts;
Job Performance;
Work Family Sinergy.

ABSTRACT

This study aims to see the picture and influence of Family-Work Conflicts, Work Family Sinergy, and Organization Commitment on Job Performance in Kupang City, East Nusa Tenggara Province. The population in the study was office workers who were already married and had children. The sample in this study amounted to 200 respondents who were willing to answer 22 statements on the questionnaire through google form. The sampling technique uses purposive sampling. The data analysis used is the analysis of SEM (Structural Equation Model) Partial Least Square (PLS) causality using Smart PLS 3.0 software. The results of statistical testing show that the variables Work family Synergy and Comitment Organization have a positive and significant effect on the variable Job Performance. This result is different from the Family-Work Conflicts variable which has a negative and insignificant influence on the Job Performance variable. Future research is expected to develop variables such as Job Stress, personality, Job Burnout and Mental Health. and can calcify more specific research objects such as field workers, part-time workers, single parents and shift workers to be able to compare the findings.

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1. INTRODUCTION

In every organization, whatever the type and form requires human resources who have the ability to think and act. These human resources are very important for the effectiveness of the activities of such organizations. Therefore, improving the quality of human resources is important for every organization, as expressed by (Manafe, dkk 2022). In organizations, both profit-oriented and non-profit, employee performance is something that is highly expected. If the performance of employees is considered good, then the company's performance can increase. Conversely, if the performance of employees is considered poor, then the company's performance can decline (Wijaya, 2019). In today's digital era and advances in communication technology, people have various communication platforms and channels to convey their experiences and opinions about the services they receive. Organizations must understand that this input and

feedback is not just an opinion, but is a valuable resource for improvement and improvement of the quality of their services. It can also strengthen the image of the organization and increase public trust in the organization, so that it will have a positive impact on the achievement of organizational goals.

One factor that can improve employee performance is to pay attention to role conflicts. The occurrence of an imbalance between family and work responsibilities can lead to work-family conflicts, which in turn can be detrimental to the organization (Chrisdiana & Rahardjo, 2017). Most research on conflict between work and family focuses more on the imbalance between responsibilities at home and at work that has the potential to cause a decrease in employee productivity (Daud Ali & Ashraf, 2021; Soomro, et al 2018). (Wijaya, 2019), stated that when the workload at home is too heavy and has an impact on decreasing employee performance in the office, this is referred to as family-work conflict. Problems arise when family needs such as child care or parenthood conflict with performance demands at work, forcing one to balance and shift attention between the two. For example, a mother or father who has to leave his sick child at home to go to work. The conflict perspective explains these dynamics in the workplace (Geroda & Puspitasari, 2017). This perspective suggests that responsibilities and demands at home and in the office cannot be adjusted so that higher demands in one role will interfere with another. Therefore, too high demands at home can interfere with an employee's performance in the office. Nonetheless, the relationship between home and work is not necessarily negative. In some cases, there can be a good alignment between home and office, where home and office support each other and good synergy occurs. This is referred to as work-family synergy.

Work-family synergy is a concept that reflects the balance between one's professional life and non-work life that occurs when the individual is able to effectively allocate time and energy to meet the demands of work while keeping needs and wants in his or her personal life. This ability refers to employees having control over their time arrangements for work, and also making time for family. Work-family synergy occurs when the demands of work and family mutually support, strengthen, and help individuals achieve success in both aspects. However, problems can occur when work and family demands compete. Work-life balance is important for optimal performance in both places, and imbalances can hurt companies in the long run because employees cannot function properly (Geroda & Puspitasari, 2017). Previous research from (Tutupoho, Dwi, & Fasak, 2021), concluded that work-family synergy has a positive and significant influence on job satisfaction levels.

Organizational commitment is also important to improve employee performance. Organizational commitment is the level of an individual's desire to remain employed in an organization and actively participate in achieving organizational goals. Employee commitment to the organization is an important factor for the competitive advantage and superior performance of the organization (Đorđević, et al, 2020). Furthermore, Romadhona and Wahyuningtyas, (2019) emphasized that the stronger the organizational commitment, the more employee performance will increase. A high level of commitment makes employees feel satisfied and proud to work in the company, so they feel responsible and work earnestly to achieve organizational goals. There are three different types of organizational commitment, namely affective commitment, continuance commitment, and normative commitment, each of which shows different reasons why employees maintain their commitment to the organization they work for (Daud Ali & Ashraf, 2021). This is important to know because organizational commitment affects employee performance and overall organizational performance (Sutisna & Noor, 2022).

Kupang City, as the capital of East Nusa Tenggara Province, became an economic center with many organizations and companies. This allows quick access to job information, potentially influencing individual commitments. Life in Kupang City has different demands from the surrounding area, where one has to give a good performance

at work to stay afloat and be maintained by the company. In this context, competition in the Kupang City job market has become fiercer, with higher requirements for achieving success and career advancement. It encourages individuals to give the best of themselves in order to compete and succeed in a competitive environment.

Individuals will face role conflict when they are faced with two or more conflicting pressures simultaneously. In this situation, if the individual chooses to comply with one pressure, it will either develop difficulties or it will become impossible to meet the pressure of the other. Role theory proposes that individuals hold several roles that can affect each other, such as roles as workers and family members (Finthariasari, et al 2020). The interaction between these roles can create good or bad synergies in work and family life. Therefore, in this study, the impact of work-family conflict and work-home synergy on organizational commitment will be examined which will ultimately affect the high and low performance of employees.

2. RESEARCH METHOD

This study used a type of quantitative research. The population in this study is office workers in Kupang City who are already married and have children. Sugiyono (2016) explained that the sample is a small part of the population. The sample in this study amounted to 200 respondents who were willing to answer 22 statements on the questionnaire through google form. The sampling time is from January to April 2023. Sampling technique using purposive sampling technique In this study, purposive sampling technique is used to select samples based on several considerations that are in accordance with the purpose of the study, so that it can represent the desired population. The scale used is the Likert scale with a range of 1-5. The data analysis technique used is the analysis of causality SEM (Structural Equation Model) while the statistical test tool used is by testing variance-based structural equations or better known as Partial Least Square (PLS) using Smart PLS 3.0 software.

3. RESULTS AND DISCUSSIONS

The following table shows the characteristics of respondents based on the results of interviews conducted by the research team

| Variable | Frequenci | Percentage |
|-------------------|-----------|------------|
| Gender | | |
| Woman | 123 | 61.5 |
| Man | 77 | 38.5 |
| Age | | |
| 16 – 25 Years | 42 | 21 |
| 26 – 35 Years | 84 | 42 |
| 36 – 45 Years | 54 | 27 |
| 46 – 55 Years | 12 | 6 |
| 55 – 65 Years | 8 | 4 |
| Work | | |
| Civil servants | 47 | 23.5 |
| Swata Employees | 49 | 24.5 |
| Self employed | 21 | 10.5 |
| Other | 83 | 41.5 |
| Length of work | | |
| < 5 years | 82 | 41 |
| 5– <10 years | 62 | 31 |
| 10- <15 years | 24 | 12 |
| 15 years or older | 32 | 16 |
| Recent Education | | |
| SMA | 69 | 34.5 |
| Diploma | 23 | 11.5 |

| | | |
|--|-----|------|
| S1 | 103 | 51.5 |
| S2 | 4 | 2 |
| S3 | 1 | 5 |
| Marital status | | |
| Married | 162 | 81 |
| Single Parent | 38 | 19 |
| If you are married, is your spouse already working? | | |
| Already | 147 | 73.5 |
| Not yet | 53 | 26.5 |

Based on the results of the analysis of respondent characteristics, 61% of respondents are female and others are male. The age range of most respondents is at 26-35 years with the highest length of work is less than 5 years. Most of the respondents had the last education of Strata 1 and 126 of them were married, while 38 others were single parents. Married respondents mostly have a working pasangan.

3.1 Inferential Statistical Analysis

a. Measurement Model Conformity Test (Outer Model)

Outer model testing is needed to see the relationship of latent variables and indicators consisting of convergent validity tests and discriminant validity tests.

b. Convergent Validity

Convergent validity testing can be seen through the results of Outer Loading and AVE (Average Variance Extracted). Usually in research used loading factor limit ≥ 0.7 while AVE value > 0.5 .

Table 2. Outer Loadings

| | Family- Work Conflict | Work Family Sinergy | Commitment Organization | Job Performance |
|------|--------------------------|------------------------|----------------------------|--------------------|
| X1.1 | 0.507 | | | |
| X1.2 | 0.641 | | | |
| X1.3 | 0.779 | | | |
| X1.4 | 0.881 | | | |
| X1.5 | 0.794 | | | |
| X2.1 | | 0.576 | | |
| X2.2 | | 0.867 | | |
| X2.3 | | 0.908 | | |
| X2.4 | | 0.896 | | |
| Z.1 | | | 0.896 | |
| Z.2 | | | 0.867 | |
| Z.3 | | | 0.844 | |
| Z.4 | | | 0.792 | |
| Z.5 | | | 0.858 | |
| Z.6 | | | 0.803 | |
| Y.1 | | | | 0.900 |
| Y.2 | | | | 0.899 |
| Y.3 | | | | 0.739 |
| Y.4 | | | | 0.836 |
| Y.5 | | | | 0.904 |
| Y.6 | | | | 0.898 |
| Y.7 | | | | 0.902 |

The results of outer loading testing show that the indicators X1.1, X1.2, and X2.1 have invalid results, so the indicators must be removed and retested. In the next test, the outer loading results showed the value of all indicators ≥ 0.7 and the AVE value of all variables > 0.5 .

Table 3. Outer Loadings

| | Family- Work Conflict | Work Family Sinergy | Commitment Organization | Job Performance |
|------|-----------------------------|------------------------|----------------------------|--------------------|
| X1.3 | 0.750 | | | |
| X1.4 | 0.915 | | | |
| X1.5 | 0.796 | | | |
| X2.2 | | 0.863 | | |
| X2.3 | | 0.924 | | |
| X2.4 | | 0.919 | | |
| Z.1 | | | 0.896 | |
| Z.2 | | | 0.867 | |
| Z.3 | | | 0.844 | |
| Z.4 | | | 0.792 | |
| Z.5 | | | 0.858 | |
| Z.6 | | | 0.803 | |
| Y.1 | | | | 0.900 |
| Y.2 | | | | 0.899 |
| Y.3 | | | | 0.739 |
| Y.4 | | | | 0.836 |
| Y.5 | | | | 0.904 |
| Y.6 | | | | 0.898 |
| Y.7 | | | | 0.902 |

In addition to outer loading measurements, Convergent validity measurement can also be seen through the AVE (Average Variance Extracted) value. Based on the test results of AVE (Average Variance Extracted) value > 0.5. This result shows that all variables are declared valid and suitable for use.

Table 4. AVE (*Average Variance Extracted*)

| | Average Variance Extracted (AVE) | Model Evaluation |
|--------------------------------|-------------------------------------|---------------------|
| <i>Family – Work Conflicts</i> | 0.536 | Valid |
| <i>Work family Sinergi</i> | 0.678 | Valid |
| <i>Comitment Organization</i> | 0.712 | Valid |
| <i>Job Performance</i> | 0.757 | Valid |

In the Reliability test the instrument is said to be realistic when used several times to measure the same object, will produce the same data. To be declared realistic, the value on Cronbach's alpha ≥ 0.7 . The results of reliability testing on each variable are valid.

Table 5. Construct Reliability

| | Cronbach's Alpha | Model Evaluation |
|--------------------------------|------------------|------------------|
| <i>Family – Work Conflicts</i> | 0.770 | Valid |
| <i>Work family Sinergi</i> | 0.886 | Valid |
| <i>Comitment Organization</i> | 0.919 | Valid |
| <i>Job Performance</i> | 0.946 | Valid |

3.2 Discriminant Validity

In the discriminant validity test, it shows that the correlation value of the indicator with the latent variable has a higher value compared to the correlation of the indicator to other latent variables, then the latent variable has a high discriminant validity value. High validity, giving an indication that a construct is able to explain the phenomenon being measured.

Table 6. Discriminant Validity

| | Comitment Organization | Job Performance | Work family Sinergi | Work-Family Conflicts |
|-------------------------------|---------------------------|--------------------|------------------------|--------------------------|
| <i>Comitment Organization</i> | 0.844 | | | |
| <i>Job Performance</i> | 0.883 | 0.870 | | |

| | | | | |
|--------------------------------|-------|-------|-------|-------|
| <i>Work family Sinergi</i> | 0.793 | 0.785 | 0.823 | |
| <i>Family – Work Conflicts</i> | 0.218 | 0.172 | 0.170 | 0.732 |

3.3 Structural Model Conformity Test (*Inner Model*)

The structural model fit test or often called the inner model is used to measure the relationship between variables, both independent and dependent variables. Testing the inner model can be seen in the value of the table path coefficients. The coefficient of relationship between variables is stated to be significant if it has a t-statistic value of ≥ 1.984 , this result shows that the resulting model is getting better. The real level or level of meaning (α) in this study was 0.05. The F-square value in this study shows the magnitude of the influence of endogenous variables on exogenous variables. The assessment criteria for the F-square variable are : $0.02 \leq f \leq 0.15$ = small effect, $0.15 \leq f \leq 0.35$ = medium effect, $f \geq 0.35$ = large effect (Goetha & Manafe, 2022).

Table 7. Path Coefficient

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| <i>Comitment Organization -> Job Performance</i> | 0.708 | 0.703 | 0.076 | 9.329 | 0.000 |
| <i>Work family Synergy-> Comitment Organization</i> | 0.782 | 0.780 | 0.035 | 22.579 | 0.000 |
| <i>Work family Synergy-> Job Performance</i> | 0.223 | 0.228 | 0.085 | 2.627 | 0.009 |
| <i>Family - Work Conflicts -> Comitment Organization</i> | 0.107 | 0.111 | 0.039 | 2.765 | 0.006 |
| <i>Family - Work Conflicts -> Job Performance</i> | -0.017 | -0.014 | 0.031 | 0.552 | 0.581 |

Based on the results of bootstrapping calculations, the F-square value shows a small effect on the Family-work Conflicts variables on the Comitment Organization and Job Performance variables. The same effect also occurs in the Work family Synergy variable against the Job Performance variable. This result shows that Family – work Conflicts and Work family Synergy do not have a big impact on the Job Performance of employees in Kupang city. This result is different from the Work family Synergy variable which has a large effect on the Comitment Organization.

Table 8. F-Square

| | F- Square | Information |
|---|-----------|-------------|
| Family – work Conflicts -> Comitment Organization | 0.031 | Efek Kecil |
| Family – work Conflicts -> Job Performance | 0.001 | Efek Kecil |
| Work family Synergy-> Comitment Organization | 1.694 | Efek Besar |
| Work family Synergy-> Job Performance | 0.090 | Efek Kecil |
| Comitment Organization-> Job Performance | 0.874 | Efek Besar |

3.4 Diccusion

- a. Hypothesis 1 states that conflict between work and family has a negative impact on employee performance (H1).

The results showed that the beta coefficient value between work and family conflict and employee performance was -0.017 with a p-value of 0.581. This proves that conflicts between work and family have a negative and insignificant effect on employee performance, so the first hypothesis is acceptable. In addition, the influence between variables has a small influence, this is evidenced by the F square value of 0.001. This study also received support from previous research by Daud Ali & Ashraf, (2021) which showed that imbalance between work and family can lead to serious consequences, such as lack of organizational commitment, low job satisfaction, perceived poor performance, psychological distress, interpersonal conflicts. Employees with a high intensity of family

work conflicts will experience psychological burnout. This will result in employees not being able to concentrate on their work and not being able to work properly, so that employee performance will decrease Prajogo and Kumalaningrum, (2016). The study confirms that high work pressure can have a negative impact on the family environment. Conversely, family problems that arise can have a bad psychological impact on employees which in turn can interfere with their performance in the office. Employees who have poor mental health will be more vulnerable to the negative effects of poor work-home synergy (Soomro et al., 2018).

- b. Hypothesis 2 states that the synergy between office and home has a positive impact on employee performance (H2).

The results showed that the value of the beta coefficient between office-home synergy with employee performance was 0.223 and p-value was 0.009 and the second hypothesis was accepted, but the influence between variables had a small effect of 0.090. This finding is supported by previous research by Wijaya, (2019) which found that synergy between office and home has a positive impact on performance. Good home conditions bring a positive mood into the work environment, so employees work in a positive state. This positive feeling and good mood has an impact on improving employee performance in the office of (Vithanage & Bhadra, 2017).

- c. Hypothesis 3 states that conflict between work and family has a negative impact on organizational commitment (H3).

The results showed that the beta coefficient value of conflict between work and family and organizational commitment was 0.107 with a p-value of 0.006, this result showed a positive influence which meant the third hypothesis was rejected. This finding shows a difference with previous findings from Geroda & Puspitasari, (2017) which showed that an unsupportive work environment and discomfort experienced by employees contribute to the formation of a negative work atmosphere. In carrying out duties as employees, sometimes there are disputes between work demands and family responsibilities that can disrupt the balance between the two (Wicaksono, 2022). This conflict occurs when there is pressure on different roles between the field of work and family that cannot be resolved properly, so focusing on work or family becomes difficult because of conflicting roles (Agustin, 2020). However, this finding is in line with previous research by Hazar Rahmadiani & Anna Rozana, (2022), which showed that conflict between family and work has a positive and significant effect on organizational commitment. Another study conducted by Fintariasari et al., (2020) also supports that conflict between family and well-managed work can strengthen individual commitment to the organization. Interestingly, the majority of participants in the study were women. In situations of conflict between family and work, it can be assumed that they tend to be more aware of the importance of the role of organizations in their lives. They may have an awareness of the value provided by the organization, such as providing sources of income, job stability, and career growth opportunities. This awareness can strengthen their commitment to the organization.

- d. Hypothesis 4 states that the synergy between office and home has a positive impact on organizational commitment.

The results showed that the regression coefficient between office-home synergy and organizational commitment was 0.782 and the p-value was 0.000 indicating that the fourth hypothesis was accepted. The influence between variables has a large effect with a value of 1.694. This finding is in line with the literature showing that synergy between office and home can affect the psychological pressure experienced by employees, and this will have an impact on their behavior (Prasetyo, 2022). With the synergy between office and home, employees can achieve a better balance between their work and personal lives. This can reduce excessive stress and fatigue, so employees are more motivated and

committed to their work. The results of a recent study show that there is a positive relationship between work-family synergy and employee organizational commitment (Bagus, et al, 2023).

- e. Hypothesis 5 states that organizational commitment has a positive impact on employee performance.

The results showed that the regression coefficient between organizational The results showed that the regression coefficient between organizational commitment and employee performance was 0.708 with a p-value of 0.000, these results indicate that the fifth hypothesis is accepted. The influence between variables has a large effect with a value of 0.874. This finding is supported by research by Sutisna & Noor, (2022) which states that organizational success can be achieved when employees have strong organizational commitment, which ultimately contributes to good performance. In addition, the three types of organizational commitments, namely affective, normative, and sustainable, have a positive and significant impact on employee performance (Gede et al., 2022). The commitment attached to every employee makes them motivated and eager to work well and complete their tasks well. Conversely, when employees do not have high commitment, this can interfere with the quality of their work and negatively affect low performance, which ultimately has a negative impact on the sustainability of the organization.

Table 8 Indirect Effects

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|----------------------------|----------|
| <i>Work family Synergy-> Job Performance</i> | 0.554 | 0.547 | 0.059 | 9.417 | 0.009 |
| <i>Family - Work Conflicts -> Job Performance</i> | 0.075 | -0.078 | 0.027 | 2.758 | 0.006 |

- f. Hypothesis 6 predicts that organizational commitment mediates the relationship between (a) the synergy between office and home and employee performance, and (b) conflict between family and work and employee performance.

The mediating effect of organizational commitment occurs when there is an indirect influence of the independent variable on a significant dependent variable. Previous research has identified various elements of work that contribute to organizational commitment, as researched by (Ariany,et al, 2022). Other studies also show that organizational commitment can improve employee performance, as stated by (Laksmi,et al, 2021; Qomariah, 2021). Therefore, high organizational commitment affects the way employees resolve conflicts between family and work, increase the relationship between office and home, and improve employee performance. The indirect effect of synergy between office and home on employee performance through organizational commitment proved significant, with a beta value of 0.554, a P-value of $0.009 < 0.05$. Therefore, the H6a hypothesis is accepted. In this context, there is a partial mediation from Reuben M. Baron & Kenny, (1986) between the synergy between office and home with employee performance through organizational commitment. Although the effect of synergy between office and home on employee performance remains significant, the synergy also increases organizational commitment which ultimately improves employee performance. Furthermore, the indirect influence of conflict between work and family on employee performance through organizational commitment has a positive and significant effect, with a beta value of 0.075, P-value of $0.006 < 0.05$. Therefore, the H6b hypothesis is accepted. In this relationship, there is a mediator who plays a full role (full mediation), because there is no significant influence between work and family conflicts on employee

performance. In this case, organizational commitment is able to reduce conflicts between work and family which in turn can improve employee performance.

4. CONCLUSION

The results of statistical analysis show that the variable Family-Work Conflict has a negative influence on job performance, but has a positive influence on organizational commitment. Work-Family Synergy and Organizational Commitment variables have a positive and significant influence on Job Performance variables. In addition, organizational commitment also acts as a mediator in this relationship. High demands on families can put individuals at more risk of not being able to manage work and family stress together, affecting employee performance. This research can have practical implications for organizations and individuals to pay more attention to Work-Family Synergy because it can affect employee work commitments and ultimately have an impact on job performance. This can be done by managers by creating a comfortable work situation in order to affect the atmosphere of employees at home. In addition, it provides training to employees to better handle employee work-life balance issues.

This study only focuses on variables, Family-Work Conflict, Work-family Synergy, and Commitment Organization. Future research is expected to develop variables such as Job Stress, personality, Job Burnout and Mental Health. and can calcify more specific research objects such as field workers, part-time workers, single parents and shift workers to be able to compare the findings.

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