



The effect of work-family conflict, work-life balance on employee performance with job stress as mediation in employees of the directorate general of health personnel of the ministry of health of the republic of Indonesia.

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ABSTRACT

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This study examines the effect of work-family conflict and work-life balance on employee performance with job stress as a mediating variable in employees of the Directorate General of Health Personnel of the Ministry of Health of Indonesia. The main problem identified is employees' challenges in managing their time and roles at work and personal life, which results in increased stress and decreased performance. The purpose of this study is to explore how work-family conflict and work-life balance affect employee performance, considering the role of job stress as a mediator. The study used quantitative methods with an associative approach, involving 500 employees of the Directorate General of Health Personnel in 2023. The results showed that work-family conflict has a significant effect on job stress (t-statistic 4.928) and employee performance (t-statistic 3.649). Work-life balance does not have a significant direct effect on performance (t-statistic 1.561), but affects performance through the mediation of job stress (t-statistic 2.599). Job stress proved to be an important mediator that affects the relationship between work-family conflict, work-life balance, and employee performance.

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1. INTRODUCTION

Work-family conflict and work-life balance are two important issues that affect employee performance in various sectors, including the health sector (Bhende et al., 2020). In Indonesia, employees in government agencies, such as the Directorate General of Health Personnel of the Indonesian Ministry of Health, face great challenges in managing their time and roles at work as well as in their personal lives. This work-life conflict can have a significant impact on individual performance, both directly and indirectly (Suyantiningasih et al., 2020). Therefore, understanding the relationship between work-family conflict, work-life balance, and employee performance is important, especially by considering work stress factors that can serve as mediators in the relationship. The inability to

manage this conflict effectively can result in decreased productivity and overall job satisfaction. The long-term impact of unresolved work-family conflict can affect employees' mental and physical health. Empirical research shows that organizations that are proactive in addressing this conflict tend to have higher employee retention rates and a more positive work culture.

Work-family conflict occurs when work demands conflict with obligations or roles in one's personal life. This conflict not only affects individuals' quality of life, but can also reduce their motivation and performance at work (Raffenaud et al., 2020). In contrast, work-life balance is an ideal condition in which employees can manage their work and personal lives in a way that does not interfere with each other (Bagal & Kantesariya, 2020). These two factors are interrelated and affect the level of stress experienced by employees. Work stress is a response to pressures originating from work that can damage a person's physical and psychological well-being, which in turn can affect their performance (Amin, 2023). High levels of work-family conflict are often associated with increased absenteeism and turnover in various organizations. Recent research shows that employees who are able to achieve a good work-life balance have higher levels of engagement and loyalty to the organization (Siregar et al., 2022) and (Sumarno et al., 2024). Interventions aimed at reducing work-family conflict have been shown to improve overall organizational health.

Studies on the relationship between work-family conflict, work-life balance, and employee performance have been conducted, but many still ignore the role of job stress as a mediator. Previous research shows that job stress can exacerbate the relationship between work-family conflict and performance (Raja & Ganesan Kanagaraj, 2020). For example, employees who experience work-family conflict tend to experience stress more easily, which leads to decreased performance. Therefore, it is important to study whether job stress actually mediates the relationship between the two variables, especially in employees in the public sector such as the Directorate General of Health Personnel. Identifying the role of job stress as a mediator can open the door for more effective and targeted interventions. An in-depth analysis of this mediation pathway enables the development of comprehensive stress management strategies for employees (Selan & Abadiyah, 2023). An understanding of the mediating mechanisms of job stress can enrich the scientific literature and provide a stronger theoretical basis for future research.

According to several recent studies, work-family conflict has a significant direct impact on employee performance in the health sector. This is due to the often inflexible workload, as well as the unavoidable demands of family life (Wang et al., 2022). On the other hand, work that provides time flexibility, as well as support from the organization to maintain a balance between work and personal life, can significantly improve employee performance (Ahmad et al., 2020). Research conducted by (Bagire et al., 2023) also shows that improving work-life balance can reduce work stress levels, which in turn has a positive impact on increasing employee productivity. Empirical data consistently shows that organizational policies that support work flexibility are positively correlated with increased job satisfaction and organizational commitment (Gudep, 2019). The healthcare sector has unique characteristics of unconventional work schedules and great responsibility that can exacerbate work-family conflict. Organizational investment in work-life balance support programs has been shown to provide significant returns in the form of reduced costs related to absenteeism and turnover.

One aspect that needs to be considered in this study is the role of work stress. High job stress can undermine the relationship between work-family conflict and performance, as employees exposed to stress tend to have lower motivation and limited ability to complete their work well (Lin et al., 2020). Therefore, understanding how stress works as a mediator in the relationship between work-family conflict and performance is crucial for the development of policies that support employee well-being. Prolonged job

stress can lead to burnout conditions that have long-term impacts on employee and organizational health. Coping mechanisms for stress are important variables that can moderate the relationship between conflict and performance. A holistic approach to occupational stress management needs to integrate organizational, interpersonal, and individual factors for maximum effectiveness.

In addition to the factors already mentioned, company image is also an important variable that needs to be considered in the context of human resource management, especially in the logistics sector. Various previous studies have shown that company image has a significant correlation with employee performance and job stress levels, especially in industries that have high operational demands such as logistics. Research by (Isa & Indrayati, 2023) revealed that companies with a positive image tend to be better able to support their employees' work-family balance, which in turn lowers stress levels and improves performance. In the logistics sector, which is often faced with time pressures and operational efficiency, corporate image can be a differentiating factor that influences employee perceptions of organizational value and support. Research by (Zulkarnain et al., 2024) further confirms that organizations with a good reputation for paying attention to their employees' work-life balance tend to experience lower levels of work-family conflict, even in high-intensity work environments. However, comprehensive studies integrating corporate image variables with work-family conflict, work-life balance, and performance in the context of logistics in Indonesia are still limited, so this study seeks to fill the gap.

For employees at the Directorate General of Health Personnel of the Ministry of Health, this situation is even more relevant given the characteristics of the job, which often requires a long time commitment and high work intensity. Stress experienced by employees can result in decreased performance and quality of services provided to the public. Therefore, it is important to examine the factors that influence employee performance within the ministry of health, especially in the context of work-family conflict and work-life balance. Employees in this directorate have strategic responsibilities in national health development which adds complexity and pressure to their work. Constantly changing health policies and demands for rapid adaptation can be an additional source of stress that needs to be anticipated. The demographic characteristics and family structure of employees may be important moderating factors in understanding the dynamics of work-family conflict in this work environment.

Some research suggests that policies that support work-life balance, such as flexibility in working hours, can reduce the negative impact of work-family conflict (Raffenaud et al., 2020). Conversely, employees who find it difficult to balance their work and personal lives often feel pressured and unable to meet the demands of their jobs (Gahlawat et al., 2019). This can lead to increased stress levels that affect the quality of their performance. Therefore, it is important to conduct research on the effect of work-family conflict and work-life balance on employee performance by considering the role of stress as a mediator. The implementation of work flexibility policies requires an approach that is tailored to the organizational context and the specific needs of employees. Longitudinal studies show that the effectiveness of work-life balance policies increases when supported by a conducive organizational culture (Yeti, 2024) and (Abdirahman et al., 2020). The development of comprehensive evaluation metrics can help organizations measure the impact of work-life balance policies more accurately.

This study aims to explore the influence of work-family conflict, work-life balance, and job stress on employee performance at the Directorate General of Health Personnel of the Ministry of Health. By using job stress as a mediator variable, this study is expected to provide new insights into how organizations can design policies that support employee well-being and improve their performance. A comprehensive methodological approach will be used to capture the complexity of the relationship between the variables under study.

The structural model proposed in this study enables the identification of direct and indirect pathways of influence between key variables. The research results are expected to bridge the gap between academic theory and practical implementation in the context of public sector human resource management.

Thus, this research is not only important for academic understanding of the factors that influence employee performance, but also has practical implications that can be applied in the public sector to improve employee productivity and welfare. The interdisciplinary approach in this study enables a more comprehensive analysis of the work-family conflict phenomenon in the health sector. Collaboration between academics and practitioners in the research process will enrich perspectives and increase the relevance of the findings. The results of the study can form the basis for an ongoing dialogue between policy makers, HR managers, and employees to create a more balanced and productive work environment.

2. RESEARCH METHOD

This study uses quantitative methods with an associative approach that aims to examine the effect of work-family conflict and work-life balance variables on employee performance with work stress as a mediating variable. The choice of quantitative methods is considered the most appropriate because it allows objective and measurable measurement of the relationship between variables, and facilitates statistical analysis that can test the significance of the cause-and-effect relationship with high accuracy. This method also allows researchers to identify the mediating effect of job stress through structural equation modeling which cannot be obtained through a qualitative approach. The population used in this study were employees of the Directorate General of Health Workers with a total number of employees in 2023 (Dec 2023), namely 500 people. The object of this research is the Directorate General of Health Personnel because the work environment is often full of pressure and demands high commitment. Employees in this directorate are responsible for various aspects related to national health services, including health workforce management, planning, and implementing health programs that impact the wider community. The complex tasks and huge responsibilities of employees in this directorate create great potential for work-family conflict, especially for employees who have family responsibilities. Such conflicts arise when work demands interfere or clash with family roles, which can negatively impact their work-life balance.

3. RESULTS AND DISCUSSIONS

The work-family conflict (WFC) variable consists of nine indicators that reflect the conflict between roles in work and family. Based on the data obtained, the indicator with the highest score is the statement "I often have difficulty adjusting between roles at work and in the family" (X1.3.2), with a total score of 337, a total percentage of 11.47%, and a percentage score of 79.29%. This shows that many respondents have difficulty in balancing their roles in the work environment and family. In addition, other indicators that have high scores are "The energy I use for work reduces the quality of time with family" (X1.2.2) and "Conflicts occur due to different behavioral expectations between work and family" (X1.3.3), each with a score of 332, a total percentage of 11.30%, and a percentage score of 78.12%. This data shows that energy demands at work and differences in behavioral expectations between work and family environments are the main factors that trigger conflict. In contrast, the indicator with the lowest score is found in the statement "My work schedule often collides with family activities" (X1.1.3), which obtained a total score of 315, a total percentage of 10.72%, and a percentage score of

74.12%. This indicates that compared to other indicators, work schedule clashes with family activities are relatively less common as a major source of conflict for respondents.

The work-life balance (WLB) variable is measured through nine indicators that represent the balance between work and personal life. The indicator with the highest score is the statement "The organization provides adequate work time flexibility. My work schedule is flexible to suit personal needs" (X2.3.1), with a total score of 330, a total percentage of 11.29%, and a percentage score of 77.65%. This finding shows that the flexibility of working time provided by the organization plays a major role in supporting the balance between professional and personal life. Another indicator that scored high was "The time I spend on work is balanced with my personal life" (X2.2.2), with a score of 328 (11.22%; 77.18%). In addition, the statements "I can manage my schedule for work and personal life in a balanced way" (X2.1.3) and "The organization's work time policy helps me maintain a balanced life" (X2.3.3) both recorded a score of 327 (11.18%; 76.94%). These results indicate that good time management and supportive organizational policies are the main factors in building work-life balance. Meanwhile, the indicator with the lowest score is found in the statement "I often feel that work does not interfere with happiness in personal life" (X2.2.3), with a total score of 320 (10.94%; 75.29%). Although this indicator has the lowest score compared to the others, the value is still relatively high, which indicates that most respondents still have a positive perception of their ability to maintain a balance between work and personal life.

Work stress variables are measured through nine indicators that reflect physical and psychological pressure due to job demands. The analysis results show that the indicator with the highest score is the statement "Workload often reduces my rest time outside working hours" (M.3.3), with a total score of 330, a total percentage of 11.50%, and a percentage score of 77.65%. This indicates that most respondents feel a significant impact of workload on their rest time outside of working hours. In addition, the statement "I often feel sleep deprived due to workload" (M.3.2) recorded a score of 329 (11.47%; 77.41%), while the statement "My energy is often depleted due to heavy work demands" (M.1.3) scored 325 (11.33%; 76.47%). These results reveal that lack of rest time and heavy work demands are the main factors causing work stress felt by respondents. On the other hand, the lowest scoring indicator was "Pressure to complete tasks in a short time affects my performance" (M.2.1), with a total score of 308, a total percentage of 10.74%, and a percentage score of 72.47%. Although lower than other indicators, this result still reflects that tight deadlines can be one of the triggers of work stress, although the impact is not as great as other factors such as lack of rest time and high workload.

Employee performance variables are measured through nine indicators that reflect efficiency, productivity, quality of work, and employee initiative. Based on the results of the analysis, the indicator with the highest score is the statement "I often feel that the time available is not enough to get the job done" (Y.2.2), with a total score of 346, a total percentage of 11.80%, and a percentage score of 81.41%. These results indicate that time constraints are the main challenge felt by respondents in achieving optimal performance. In addition, other high-scoring indicators are "My productivity in completing work is always maximized" (Y.1.2), with a score of 334 (11.40%; 78.59%), as well as "I can complete tasks on time as targeted" (Y.1.1), which obtained a score of 333 (11.36%; 78.35%). This finding indicates that the majority of respondents feel able to work productively and meet set targets, despite facing significant time pressure. In contrast, the indicator with the lowest score was the statement "I can complete daily tasks efficiently" (Y.1.3), which had a score of 311, a total percentage of 10.61%, and a percentage score of 73.18%. This reveals that the efficiency aspect in completing daily tasks is still a challenge and needs more attention so that employee performance can be optimized.

WFC test result shows that it has significant influence on employee performance with t-statistic value 3,649 ($t > 1,561$) and p-value 0,000 ($p < 0,05$). This indicates that the higher the conflict between work and family, the lower the employee performance. WLB shows no significant effect on employee performance with a t-statistic value of 1.561 ($t < 1.561$) and a p-value of 0.119 ($p > 0.05$). This indicates that work-life balance does not directly affect employee performance. Job Stress has a significant influence on Employee Performance with a t-statistic value of 3.366 ($t > 1.561$) and a p-value of 0.001 ($p < 0.05$). This indicates that high work stress tends to significantly reduce employee performance. Work-family conflict (WFC) is proven to have a significant influence on job stress, with a t-statistic value of 4.928 and a p-value of 0.000. These results indicate that the higher the conflict between work and family, the greater the level of work stress experienced by individuals. Research conducted by (Choi, 2024) also found a significant relationship between WFC and work stress.

This finding is reinforced by the results of the average percentage of work stress scores ranging from 72.47% to 77.65%, which indicates that many respondents experience physical and mental fatigue due to high workloads. (Jerg-Bretzke et al., 2020) also states that conflict between work and family can increase stress levels, mainly due to an imbalance in meeting competing role demands, such as responsibilities at work and in the family. Thus, it is important for companies to implement policies that can help employees maintain a balance between work and personal life. One step that can be taken is to provide flexibility in work schedules so that employees have more space to manage their roles in various aspects of life.

Based on the questionnaire results, the average percentage score of WLB ranged from 75.29% to 77.65%, indicating that respondents felt quite balanced between their work and personal lives. However, challenges in time-sharing and activities outside of work still exist. Company support, such as working time flexibility policies, is an important factor in supporting a good WLB, which in turn can support employee performance. Previous research by (Udin, 2023) found the influence of WLB on a person's psychological well-being. However, its direct effect on employee performance may vary, depending on external factors, such as job stress and company support. Job stress acts as a significant mediator between WLB and employee performance, with a t-statistic value of 2.599 ($t > 1.561$) and a p-value of 0.009 ($p < 0.05$). This suggests that better WLB can improve employee performance by reducing work stress. Research by (Irfan et al., 2023) states that job stress mediates the effect of WLB on performance. Employees who feel a better balance between work and personal life are better able to manage stress, which in turn increases their efficiency and productivity. Better WLB can improve performance through measuring stress levels, giving employees more energy and resilience to complete their tasks efficiently.

Based on the results of this study, it can be concluded that Work-Family Conflict (WFC) has a significant influence on employee performance, with the level of job stress being an important mediator in the relationship. The higher the conflict between work and family, the worse employee performance will be. This can be seen in the indicators that show respondents' difficulties in balancing work and family roles, as well as the impact of these conflicts on perceived job stress. Therefore, effective management of WFC is very important in creating an optimal work environment. Therefore, companies or organizations need to consider implementing policies that can reduce this conflict, such as flexibility in working time and providing support in managing the multiple roles faced by employees. Without appropriate intervention, high WFC can negatively impact employees' long-term performance. This emphasizes the need for policies that are more responsive to employees' work-life balance.

Although Work-Life Balance (WLB) showed no significant direct influence on employee performance, it was found that WLB plays an important role in reducing work stress. Employees who have a better balance between work and personal life tend to

experience lower stress, which in turn increases their efficiency and productivity. This is supported by research by (Hawa & B.S.Hugar, 2024) which shows that better WLB can reduce stress levels, which has an impact on improving overall well-being. In addition, research by (Ogunola, 2022) also states that although WLB does not affect performance directly, a healthy balance between work and personal life can increase employee satisfaction, which in turn supports better outcomes at work.

Job stress was shown to have a significant influence on employee performance. Respondents who experience high levels of stress, caused by heavy workloads and work-family conflict, tend to show a decline in their productivity and work quality. High stress not only affects employees' physical and mental health, but also impairs performance at work. This is in line with the findings in a study by (Meutia & Narpati, 2023) which showed that high stress can reduce employee performance due to its impact on work energy and concentration. In addition, (Brunner et al., 2019) also states that work stress can reduce employee effectiveness, worsen mental well-being, and increase absenteeism, making it important for companies to manage work stress effectively.

Finally, this study highlights that job stress acts as a significant mediator between WFC and employee performance. This is in line with the findings of previous studies which show that stress experienced by employees due to work-life imbalance will impair their performance. Work stress is not only an individual problem, but also a challenge for the entire organization. Therefore, good stress management through policies that support work-life balance is essential to improve employee performance at the Directorate General of Health Personnel of the Ministry of Health. Proper policy implementation will create a healthier work environment, increased motivation, and better employee outcomes.

4. CONCLUSION

Based on the results of the research that has been conducted, several main conclusions include Work-Family Conflict (WFC) is proven to have a significant influence on job stress and employee performance, while Work-Life Balance (WLB) has no direct influence on performance but plays an important role in reducing job stress. Work stress itself proved to be a significant mediating variable in the relationship between WFC, WLB, and employee performance. Compared to similar studies in other developing country logistics contexts, these findings show consistency in terms of the mediating role of job stress, but with variations in intensity reflecting differences in work culture and family values - in ASEAN countries WFC factors tend to be more dominant in influencing job stress than in Western countries, while in India and China WLB has a direct influence on performance that was not found in this study, indicating structural and contextual variations that need to be considered in the development of HR management strategies in the logistics sector.

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contribution to future policy development and the improvement of employee well-being in the work environment.

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