



How Work Stress Intermediate Work-Family Conflict And Workload To Employee Performance?

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ABSTRACT

This research aims to test the impact of Work-Family Conflict and Workload on Employee Performance through Variable Intervening Work Stress. The data used in this study are primary and secondary. In this study, the analytical method used is path analysis and the Sobel test. The number of respondents was 84, determined by the non-probability and purposive sampling techniques. The results of this study indicate that in the structural path analysis equation 1, there is work-family conflict there is no significant direct effect on work stress. Second, the workload has a significant effect on work stress. Third work-family conflict and workload have an effect significant to work stress. The structural path analysis equation 2 shows that work-family conflict significantly affects employee performance. Fifth, the workload has no direct and significant effect on employee performance. Sixth work stress has a significant effect on employee performance. Seventh, work stress as a mediating variable has no significant effect on the work-family conflict on performance. Eight work-family conflicts, workload, and work stress significantly affect employee performance, (9) work stress as a mediating variable has a significant influence between workload and employee performance.

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INTRODUCTION

In the current era of globalization and the Covid-19 pandemic, HR matters are used as the spotlight and focus for companies to maintain their existence. These human resources play the primary role in every activity or company to achieve predetermined achievement targets (Wenur et al., 2018). Many companies in 2021 experienced a decline in performance due to the threat of the coronavirus outbreak. The virus's rapid spread has resulted in several regions or countries placing calls for restrictions on activities involving large crowds or building large crowds. This policy, the company directs to do work from home through policies that are mutually agreed upon with its employees

to continue to be able to work productively & complete work appropriately when using the benefits of online news technology advances WFH or work from home (Kurniawan & Rizki, 2022).

Employee performance can be interpreted as work output based on employees' quality, quantity, and accuracy when carrying out and carrying out their responsibilities per the job description. It is also determined by their abilities and capabilities when doing work (Yasa, 2017). Three primary factors affect employee performance: individual, organizational, and psychological (Burhanuddin et al., 2018; Diamantidis & Chatzoglou, 2018; Nasarudin et al., 2021; Nugraha et al., 2022).

Work stress is depression or pressure on the equation experienced by employees when doing their work. Work stress can also be translated similarly to the feeling of someone burdened or depressed with life and their activities or work (Noor et al., 2016). According to a survey put forward by the Health and Safety Executive (HSE), stress and work pressure in 2020/2021 were 822,000 cases at a prevalence rate of 2,480/100,000 workers. Stress and pressure caused by work were also stated in the study. This study occurred in as much as 44% of all cases of mental and physical stress caused by work. At the same time, the other 57% were due to the absence of workers in the office due to illness.

The results of a survey conducted by PPM Management found that 80% of workers in Indonesia experienced stress during the Covid-19 pandemic. The level of stress experienced also varies, ranging from moderate to severe levels. Workers who experience stress in the age range 26-35 years, as much as 83%. The age of 26-46 years experiences stress 79%, followed by the percentage in the age range of 25 years, as much as 78% of workers who experience stress.

Global changes in family and work demographics have highlighted work-family conflict in modern society, where women actively participate in the workforce. Many employees in modern organizations or companies play roles in work and family domains and balance work and household responsibilities. When the determination of the role of one domain excessively violates another domain, there will be trouble job problems in the family, triggering work-family (Zhang & Bowen, 2021). Work-family conflict is one of many types of inter-role conflict: namely pressure or unbalanced roles between family burdens and work responsibilities (Masuda et al., 2019).

According to the European Commission, the female workforce in the European Union (EU) has increased for several decades. At the end of 2017, the female workforce reached 66.6%. In the European Union, women are more likely to be employed part-time (Kricheli-Katz et al., 2018) and are more likely to work in low-paying sectors. They also receive more breaks in their work biographies, for example, for child births and other periods of leave (Borgmann et al., 2019). Amid the Covid-19 pandemic, work-family conflict is growing in the personal lives of individual workers in the United States. Work-family conflict among working adults in the United States has been increasing since the 1980s, along with changing job and family demographics. Work-family conflict in the United States (US) is higher than in other developed countries, but policies support work and family responsibilities that often compete. Although often described as a women's problem or a mother's problem, a meta-analysis of more than 250,000 workers did not show substantial gender differences across multiple roles in the family (Chandler, 2021).

In addition to work-family conflict, which can cause work pressure, other causes can cause work stress, namely the size of the task or work job that is burdened on employees (Kuswinarno, 2021). The workload is a job or responsibility given to each employee to complete each job according to a predetermined timeline. The workload set is very influential on employee performance because if the workload borne increases, this can lead to less-than-optimal employee performance and even a decrease in the quality of work. Because of the enormous workload that is born or the weak physical ability can cause employees to experience interference from the impact of work (Rindo et al., 2019). Seeing the problems related to the factors that affect the performance above, the researcher is interested in conducting a study entitled: "The Influence of Work-Family

Conflict and Workload on Employee Performance with Work Stress as an Intervening Variable" (Case Study of PT. Starfood International).

RESEARCH METHOD

This research was conducted using quantitative research methods. The population in this study was 106 female employees who were married to PT. Starfood International, Kandang Semangkon Village, Paciran District, Lamongan Regency. The sample in this study was 84 employees who were married to PT. Starfood International. This study use Slovin-formula to determine sample (Hair et al., 2010).

Sampling in this study used a non-probability sampling technique purposive sampling category. The sample in this study was female employees who were married, and data collection techniques used a questionnaire distributed using hardcopy. This study used a path analysis technique. This study measurement of work-family conflict adopted from Greenhaus et al. (1989), workload from (Soleman, 2011), work stress from (Judge & Robbins, 2017), and employee performance from John (Miner, 2003).

RESULTS AND DISCUSSIONS

Characteristics of Respondents

Respondents in this study were female employees who were married or married at PT. Starfood International respondents in this study were dominated by employees aged 36-46 years, 48%, and those with a high school education background, with a percentage of 51%.

Table 1. Characteristics of Respondents Based on Ages

Usia	Frequency	Percentage
< 25 Years	2	2%
26-35 Years	26	31%
36-45 Years	40	48%
46-55 Years	16	19%
Total	84	100%

Source: Results data primary 2022

Table 2. Characteristics of Respondents Based on Education

Education	Frequency	Percentage
Sd (Elementary School)	6	7%
Smp (Middle School)	28	34%
Sma (High School)	43	51%
D1 (Diploma)	1	1%
S1 (Bachelor)	6	7%
Total	84	100%

Source: Results data primary 2022

Descriptive Test

Table 3 above shows that the work-family conflict variable appears to have at least 16.00 respondents, and at the maximum value, there are 40.00 respondents. With an average total value of 33,535. With a standard deviation of 5.649. The workload variable has a minimum respondent value of 18.00 and a maximum value of 45.00, with a total average value of 39.761 answers. Furthermore, the standard deviation is 5,005. Meanwhile, in the work stress variable, the minimum respondent value is 22.00, and the maximum respondent value is 55.00, while the total average value is 47.952 (all answers are obtained from respondents through questionnaires), and the standard deviation is 6.882. The employee performance variable has a minimum value of 7.00 and

a maximum value of 35.00, with a total average value of 22.023 (the average answer obtained from respondents through questionnaires) and a standard deviation of 7.922.

Table 3. Characteristics of Respondents Based on Education

Variabel	N	Minimum	Maximum	Mean	Mean	Std Deviation
	Statistic	Statistic	Statistic	Statistic	Std Error	Statistic
X1 (work-family conflict)	84	16	40	33.535	0.616	5.649
X2 (workload)	84	18	45	39.762	0.546	5.005
Y (work stress)	84	22	55	47.952	0.751	6.883
Z (employee performance)	84	7	35	22.024	0.865	7.923
Valid N (Listwise)	84					

Source: Results data processing 2022

Data Quality Test

In this research, all data is valid because they have a value. After all, they have a significant value smaller than 0.05. Table 4 illustrates that the Cronbach Alpha value for each Work-Family Conflict (X₁) variable is 0.866, Workload (X₂) is 0.874, Work Stress (Y) is 0.901, and Employee Performance (Z) is 0.980. From these results, the researcher can conclude that the reliability test results on each variable indicate that the questionnaire can be declared reliable because it has a Cronbach Alpha value of more than 0.70.

Table 4. Reliability and Validity Test

Variabel	Cronbach's Alpha	Description
SD (Elementary School)	0.866	Reliable
SMP (Middle School)	0.874	Reliable
SMA (High School)	0.901	Reliable
S1 (Bachelor)	0.980	Reliable

Source: Results data processing 2022

Path Analysis Test Results

It can be seen in table 5 that we have obtained $\rho_{YX_1} = 0.017$ and $\rho_{YX_2} = 0.618$ than to see ϵ_1 (error) by looking at R-Square, which is in the summary model table with the residual coefficient formula $1.00 - R\text{-Square}$. So the value obtained by ϵ_1 is $1.00 - 0.396 = 0.777$. So that the structural path analysis equation 1 can be formulated in the following form:

$$Y = \rho_{YX_2} + \epsilon_1$$

$$Y = 0.618 (\text{Workload}) + 0.777 (\epsilon_1)$$

Table 5. Structural Equation Path Analysis Test 1

MODEL	R	R-SQUARE	ADJUSTED R-SQUARE	STD. ERROR OF THE ESTIMATE
1	0.629 ^a	0.396	0.381	5.416

a. Predictors: (Constant), Workload , Work-Family Conflict

b. Dependent Variable: Work Stress

Source: Results data processing 2022

Model Summary

MODEL		UNSTANDARDIZED		STANDARDIZED	T	SIG.	
		COEFFICIENTS					COEFFICIENTS BETA
		B	STD. ERROR				
1	(CONSTANT)	13.438	4.830		2.782	0.007	
	WORK-FAMILY CONFLICT	0.021	0.133	0.017	0.157	0.875	
	WORKLOAD	0.850	0.150	0.618	5.678	0.000	

a. Dependent Variable: Work Stress

Source: Results data processing 2022

Structural Equation 2 Path Analysis

In table 6, it can be seen that $\rho_{ZX_1} = 0.452$, $\rho_{ZX_2} = -0.054$, and $\rho_{ZY} = 0.239$. To find out the value of ϵ_2 (error) by looking at the R Square contained in the summary model table with the residual

coefficient formula $1.00 - R$ Square. So that the value of ϵ_2 is $= 1.00 - 0.303 = 0.834$. Thus, the structural path analysis equation 2 can be formulated as follows:

$$Z = \rho ZX_1 + \rho ZX_2 + \rho ZY + \epsilon_2$$

$$Z = 0.452 (\text{work-family conflict}) + -0.054 (\text{workload}) + 0.239 (\text{work stress}) + 0.834 (\epsilon_2)$$

Table 6. Structural Equation Path Analysis Test 2 Model Summary

MODEL	R	R-SQUARE	ADJUSTED R-SQUARE	STD. ERROR OF THE ESTIMATE
1	0.551	0.303	0.277	6.736

- a. Predictors: (Constant), Workload , Work-Family Conflict, and Work Stress
- b. Dependent Variable: Employee Performance

Source: Results data processing 2022

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	sig.
		B	Std. Error			
1	(Constant)	-9.013	6.288		-1.433	0.156
	Work-Family Conflict	0.634	0.165	0.452	3.840	0.000
	WorkLoad	-0.086	0.220	-0.054	-0.389	0.698
	Work Stress	0.275	0.138	0.239	1.991	0.050

- a. Dependent Variable: Employee Performance

Source: Results data processing 2022

Simultaneous Significant Test (F-Test)

Table 7. F-Test Structural Equation 1

MODEL	SUM OF SQUARE	ANOVA ^b DF	MEAN SQUARE	F	SIG.
1 REGRESSION	1555.611	2	777.805	26.514	0.000 ^a
RESIDUAL	2376.199	81	29.336		
TOTAL	3931.810	83			

- a. Predictors: (Constant), Workload and Work-Family Conflict
- b. Dependent Variable: Work Stress

Source: Results data processing 2022

The Effect of Work-Family Conflict and Workload on Work Stress

It can be seen from the results of the F-test in structural equation 1 that the F-count value is 26.514, and the sig value is 0.000. The F-table was used at a significance level of 0.05, degree of freedom (df) for $df_1 = 3-1 = 2$, $df_2 = 84 - 2 = 82$. So it can be said that the result of F-count (26.514) > F-table (3.11) and Sig < 0.05. Judging from these results concludes that H_a is accepted, which means that the work-family conflict (X_1) and workload (X_2) variables simultaneously have a significant impact on work stress (Y).

Table 8. F-Test Structural Equation 2

MODEL	SUM OF SQUARE	ANOVA ^b DF	MEAN SQUARE	F	SIG.
1 REGRESSION	1579.902	3	526.634	11.606	0.000 ^a
RESIDUAL	3630.050	80	45.376		
TOTAL	5209.952	83			

- a. Predictors: (Constant), Work Stress, Workload and Work-Family Conflict
- b. Dependent Variable: Employee Performance

Source: Results data processing 2022

The impact of Work-Family Conflict, Workload, and Work Stress on Employee Performance

It can be seen that the results of the F-test in structural equation 2, the calculated F-value is 11.606, and the Sig value is 0.000. F-table with a significance level of 0.05, degree of freedom (df) for $df_1 = 4 - 1 = 3$, $df_2 = 84 - 3 = 81$. it can be said that the results of F-count (11,606) > F-table (2.718) and Sig < 0.05. The results show that H_a is accepted. This result means that the variables of work-family

conflict (X_1), workload (X_2), and work stress (Y) simultaneously have a significant impact on employee performance (Z).

The Relationship of Work-Family Conflict on Work Stress

Shown in table 5, the results of the t-test of work-family conflict, the probability value of Sig is (0.875) > 0.05, the t-count value is (0.157) < (1.990) t table is obtained from the degree of freedom (df) $84 - 2 = 84$. It can show that H_a is rejected. The result means there is no significant direct impact between work-family conflict variables (X_1) on work stress (Y).

The Effect of Workload on Work Stress

It can be seen in table 5 the results of the t-test of the workload have a Sig probability value of (0.000) < 0.05. The calculated t value of (5,678) > (1,990) t table was obtained from the degree of freedom (df) $84 - 2 = 82$. So it can be concluded that H_a is accepted. The result means that the workload variable (X_2) significantly affects work stress (Y).

The Effect of Work-Family Conflict on Employee Performance

Table 6 shows the results of the t-test on work-family conflict. The probability value of Sig is (0.000) < 0.05, and the t-count value is (3.840) > (1.990) t table is obtained from the degree of freedom (df) $84 - 3 = 81$ So it can be concluded that H_a is accepted, this means that there is a significant direct influence between the work-family conflict variable (X_1) and employee performance (Z).

The Effect of Workload on Employee Performance

It can be seen in table 6 show the workload t-test that the probability value of Sig is (0.698) > 0.05, and the t-count value is (-0.389) < (1.990). The t-table is obtained from the degree of freedom (df) $84 - 2 = 82$. Then it can be concluded that H_a is rejected. The result shows no significant direct influence between workload variables (X_2) on employee performance (Z).

The Impact of Work Stress on Employee Performance

It can be seen in table 6 the results of the work stress t-test showing the probability value of Sig of (0.050) < 0.05 t-count value (1.991) > (1.990) t-table obtained from the degree of freedom (df) $84 - 2 = 82$ So it can be concluded that H_a is accepted. It also shows a significant effect between the work stress variable (Y) and employee performance (Z).

Table 10. Sobel Test Coefficients

Model	Unstandardized Coefficients			Standardized Coefficients Beta	t	sig.
	B	Std. Error				
1 (Constant)	13.438	4.830			2.782	0.007
Work-Family Conflict	0.021	0.133		0.017	0.157	0.875
WorkLoad	0.850	0.150		0.618	5.678	0.000
a. Dependent Variable: Work Stress						
Model	Unstandardized Coefficients			Standardized Coefficients Beta	t	sig.
	B	Std. Error				
1 (Constant)	-9.013	6.288			-1.433	0.156
Work-Family Conflict	0.634	0.165		0.452	3.840	0.000
WorkLoad	-0.086	0.220		-0.054	-0.389	0.698
Work Stress	0.275	0.138		0.239	1.991	0.050

a. Dependent Variable: Employee Performance

Source: Results data processing 2022

Work-Family Conflict (X_1) Against Employee Performance (Z) Through Work Stress (Y)

The above calculation shows that the t-count value is $0.121 < 1.990$ t table and the probability value of Sig is $0.875 > 0.05$. The result shows that H_a rejects where there is no relationship between work-family conflict (X_1) on employee performance (Z) through work stress (Y). There is no indirect influence in mediating work-family conflict (X_1) on employee performance (Z).

Workload (X_2) on Employee Performance (Z) Through Work Stress (Y)

The above calculation shows that the t-count value is $2.849 > 1.990$ t table, and the probability value is Sig $0.000 < 0.05$. So it can be concluded that H_a is accepted, which means there is a relationship between workload (X_2) on employee performance (Z) through work stress (Y). so there is an indirect impact in mediation between workload dependents (X_2) on employee performance (Z).

CONCLUSION

In this study, there were findings that work-family conflict did not affect work stress. Workload has a significant effect on work stress. The results explain that work-family conflict and workload simultaneously affect work stress, and work-family conflict significantly affects employee performance. This study finds that workload has no significant effect on employee performance, and Job stress significantly affects employee performance. Work-family conflict, workload, and work stress have a significant effect simultaneously on employee performance. Work-family conflict does not affect employee performance through work stress as an intervening variable. Workload significantly affects employee performance through work stress as an intervening variable.

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