

ANALYSIS OF THE WORK-FAMILY CONFLICT INFLUENCE ON FEMALE STATE CIVIL APPARATUS ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE (STUDY AT THE ACEH WOMEN EMPOWERMENT SERVICE AND CHILD PROTECTION OFFICE)

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ABSTRACT

This study aims to examine the Work-Family Conflict (WFC) influence in female state civil apparatus on Job satisfaction and employee performance with organizational commitment as intervening. This study focuses on the female state civil apparatus that serve in the office of Women Empowerment and Child Protection of Aceh Province (BP3A Aceh). The population was 70 people, and the sample taken was as much as the population. Data were tested using the Partial Least Square (PLS) method. The results prove that in the BP3A Aceh office, WFC affects commitment, WFC affects satisfaction, WFC affects employee performance, commitment affects satisfaction, commitment affects employee performance, commitment mediates the WFC effect on satisfaction, commitment mediates the WFC effect on employee performance. These findings also explain that in the model tested, commitment is proven to function as a partial mediator for the WFC model affecting satisfaction and WFC affecting employee performance. So, overall the findings illustrate that the model of increasing job satisfaction and employee performance in the BP3A Aceh is a function of improving WFC and increasing organizational commitment.

Keyword: Work-family Conflict, Organizational Commitment, Job Satisfaction, Employee Performance.

1. INTRODUCTION

Employees are expected to produce output from their work, this output is commonly known as performance. Performance is work output produced by employees which is considered a real behavior that describes work results that are adjusted to their role in the organization (Hariandja, 2012). "As an entity, an organization will always have a specific goal, which is to gain profit which then drives the whole series of activities or activities carried out by employees working in the organization. Because along with improving employee performance, the organizational performance also increases. The Provincial Government of Aceh, Indonesia, is a government agency with 21,931 employees, 55.8 percent of whom are female employees. The high number of work-family conflicts (WFC) experienced by female state civil apparatus where they have to act as mother or wife and also as an employee it will interfere with their work. One of the agencies that take care of women's problems is the Women Empowerment and Child Protection Service of Aceh Province (BP3A Aceh), an institution of the provincial government of Aceh, which serves the community in the areas of women empowerment and child protection. The performance of

employees in the office has not been consistent. It is reflected in the performance review in the last few years, as shown below.

Table 1. Employee Performance Achievement

Years	Average Achievements
2016	91.02
2017	92.07
2018	90.11
2019	88.22
2020	87.02
2021	86.01
2022	85.89

Source: BP3A Aceh (2023)

Table 1 reveals the performance achievements of the BP3A Aceh Office employees have decreased from 2017 to 2022. This shows that "employee performance has not been maximized due to a decrease in SKP achievements. Employee performance is a result achieved by these employees in their work following the certain applicable criteria for a certain job. The initial (pre) survey found that employee performance was perceived by respondents to be relatively low because a mean value of 3.87 was obtained. The survey results show that employees have not been able to do many jobs at once or at the same time. Thus, the employee's performance has not been maximized as expected.

Today many employees have a dual role, namely a productive role in the office and also the main service provider at home. A woman, apart from being an employee, also continues to carry out the role of a wife for her husband and a mother for her sons and daughters. Of course, the burden that must be borne in carrying out each of these roles is not easy. There are times when due to the high cycle of work, resulting in work being brought home, or female employees having to work longer than normal working hours, which could interfere with their role at home as a wife or mother. Some circumstances cause problems in his workspace that carry over to his domestic space. Because each role requires high performance, it is not uncommon for role conflicts to arise which are called WFC. The results of Prajogo's research (2013) describe indications of WFC affecting employee performance.

WFC is also able to affect job satisfaction. Role conflicts usually arise when one of these roles demands more or more attention from female employees or requires a lot of time and thought allocation. What deserves attention is that several employees fail to build a family due to failure to align work roles with family roles which result in work-to-family conflict. Difficulties will also arise when these roles demand extra attention at the same time, which tends to disrupt the work environment. Buhali and Margaretha's research (2013: 16), found indications of several levels of character friction between men and women, that women experience character conflicts at a higher level than men. This is based on that women view family as their main obligation and therefore it is natural to receive more attention than their working role. Circumstances, where there are working conditions that tend to affect personal life, tend to have an impact on employee dissatisfaction. Referring to the research results of Damrus and Sihaloho (2018) found that WFC affects decreasing job satisfaction. The pre-survey found that job satisfaction is perceived by respondents to be relatively low. This is derived from the fact that the average value is 3.38 where

the average value is in the less good category ($3.38 < 3.41$), which indicates that job satisfaction is not as optimal as expected. Furthermore, WFC also affects organizational commitment. The role of mother and wife for a working woman can negatively impact her performance in the office, where the demands of household chores make it difficult for women workers to attend to on time. Women workers attend work in a state of physical and mental exhaustion so that there is no more energy available to meet all their work needs in the office.

One of the consequences that working women have to face is when they fail to find a balance between the demands of family roles and work. This has the potential to create conflict. The conflict between work and family for women has a dual role when female workers are required to fulfill the expectations of their role in the family and at work, each of which requires time and energy from the woman. In this study, the conflict between family and work will be referred to as WFC. The conflict between work and family will make employees feel difficult in managing working hours. From initial observations made by the author at the BP3A Aceh, it was found there are still many disciplinary violations committed by employees in that agency. as can be seen in the attendance. From the employee attendance data, it is known that there are still many employees who do not practice good discipline, even so, this attendance cannot be an objective benchmark because the BP3A Aceh Office already uses digital attendance but it is still carried out by employees who are absent or late. The conflict between family and work will have an impact on work commitment from employees. This is stated in Buhali and Margaretha's research (2013) where WFC affects the decrease in organizational commitment. Other studies, namely Lestari and Prahawan (2018), also suggest that WFC affects decreasing organizational commitment. The pre-survey also found that organizational commitment was perceived by respondents to be relatively low because a mean value of 3.81 was obtained. The survey results show that employees lack a sense of pride in the organization. Thus the existing organizational commitment is not optimal as expected. Organizational commitment has been agreed upon by management experts as one of the factors that play an important role in influencing employee performance and job satisfaction. Tourigny et al (2013) reaffirmed that organizational commitment is a behavior that is a reference to the extent to which an individual understands and is bound to achieve organizational goals. An individual who has high commitment will likely describe himself as a true member of the organization. From various references that have been previously elaborated, it can be deduced that there are three important aspects of organizational commitment, namely recognition, participation/participation, and compliance. These three aspects are dominant in fostering member commitment to achieve the goals of both the organization and the members themselves. Research by Kristine (2017) and Novita et al. (2016) found organizational commitment affects employee performance. The organization is considered good if the organization can increase the job satisfaction of its employees. Indications of organizational commitment in being able to increase job satisfaction are supported by the theory of Bagia (2015) and Luthans (2015) which underline explicitly that high organizational commitment tends to be in harmony with high employee satisfaction. This conclusion is in line with Setiawan (2013) who found similar indications. Organizations must be able to survive in the fierce competition. So based on all the descriptions above, the authors tried to examine this issue more deeply regarding the WFC, Female state civil apparatus, Satisfaction, Employee Performance, and Commitment at the BP3A Aceh.

2. LITERATURE

Employee Performance

Kaswan (2017: 278) highlights the aspect that "employee performance reflects employee behavior in the workplace which reflects the application of a set of skills, abilities, and knowledge, which contribute value to the achievement of organizational goals." Similarly, Rismawati (2018: 2) underlined "performance is a condition that must be known and confirmed to certain parties as a measurement of the level of achievement of the results of a composite agency against the vision carried out by a company and can also be used to determine the positive and negative impacts of an operational policy." Furthermore, Rikantika (2016) states that a person's performance may be measured based on 6 standards, namely: excellence, extent, time precision, usefulness, independence, and engagement.

Job satisfaction

Someone who feels satisfied at work, he/she will make every effort to complete the work assignments given to him with all the abilities he has so that his performance will increase. "Organizations need employees who can work better, faster and more thoroughly, to get this, satisfaction must be maintained and also always paid attention" (Robbins, 2016). Hasibuan (2018), concluded that job satisfaction is a reflection of a person's emotional condition and assessment of his work. This assessment will describe the conditions of work, in terms of whether the work can meet expectations, needs, and desires. In this article, job satisfaction will often be referred to simply as "satisfaction". A study by Fitri et al. (2018), found a summary of the indicators used to measure job satisfaction including work itself, responsibility, supervision, and company policy.

Organizational Commitment

Al-Jabari, & Ghazzawi. (2019) stated that "at a more substantial level, organizational commitment must be considered as a hierarchical measure in which employees and members of the organization believe in and can accept organizational goals. No matter how difficult the process of achieving these goals is, they do not leave the organization. Based on expert opinions, it concludes that organizational commitment is the willingness of employees to prioritize the organization rather than personal interests and make a major contribution to achieving organizational goals..". Employee commitment itself is relative to the individual in introducing his involvement into the organization itself (Wibowo, 2015). In this article, organizational commitment will often be referred to simply as "commitment". The indicators used to assess organizational commitment are a sense of belonging, a sense of attachment, the meaning of the organization personally, will not leave the organization, pride in the organization, and loyalty.

WFC

"WFC is a role friction that occurs in employees, where on the one hand employees have to do work in the office and on the other hand they have to pay attention to the whole family, so it is difficult to distinguish between work disrupting family and family interfering with work" (Indra, 2019). Meanwhile, Ismi (2016) explains that "friction or role conflict is a psychological symptom experienced by someone that can cause discomfort at work and has the potential to reduce work motivation. "Rahmadita (2013) offers several indications of multiple role conflicts, namely: pressure as a parent, marital pressure, lack of involvement as a wife, lack of parental involvement, and work interference.

Hypothesis

The literature underlies the formulation of the research hypothesis, namely :

- H1 : WFC affects commitment,
- H2 : WFC affects satisfaction,
- H3 : WFC affects employee performance,
- H4 : commitment affects satisfaction,
- H5 : commitment affects employee performance,
- H6: commitment mediates the wfc effect on satisfaction,
- H7 : commitment mediates the WFC effect on employee performance.

3. METHOD

The population was all female state civil apparatus at the BP3A Aceh Office, totaling 70 people. The sample taken was as much as the population. Data consisted of primary and secondary data. Data were tested using the partial least squares (PLS) method. Analysis with PLS is a multipurpose analysis tool that can be used on all types of data scales. This tool also has very flexible assumption requirements. Besides that, PLS can be used to measure the relationship of each index with its structure. In addition, in PLS, bootstrap testing can be carried out on structural models which are external models and internal models. Because in this study an index was used to measure each structure, as well as a structural measurement model, it was decided to use PLS.

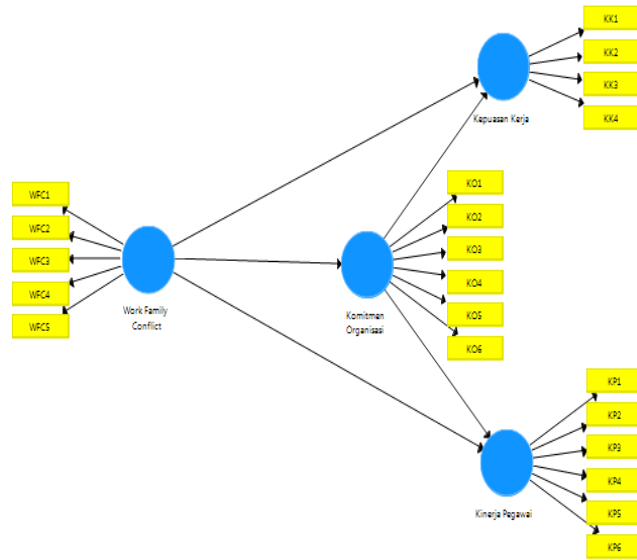


Figure 1. PLS Model

4. RESULT

The schematic model in PLS was evaluated by using the R2 and the path coefficient. The R2 value was used to calculate the Goodness Of Fit (GoF), to indicate whether a model is suitable or not. GoF reflects how the dependent variable (Y) is explained by the independent variable (X).

Table 2. Value of R²

Variable	R Square
Z	0.672
Y ₁	0.669
Y ₂	0.673

Based on Table 2, the obtained R2 values of 0.669 and 0.673. This shows that WFC and Commitment can explain Satisfaction by 66.9%, while Employee Performance is 67.3%. In addition to comparing the R-square value, the PLS model is also evaluated by looking at the Q-square predictive relevance or the predictive value of the Q-square relevance. "This evaluation is carried out to measure how well the observed values are capable of being produced by the model, as well as the estimation of its parameters. A Q-square > 0 (zero) explains that the model has a predictive relevance value, while a Q-square < 0 (zero) shows that the model lacks predictive relevance" (Chin, 1998). The calculation is :

$$Q2 = 1 - (1-R12)(1-R22).....(1-Rp2)$$

Based on the R2 value in Table 2, the Q-square predictive relevance is:

$$Q2 = 1 - (1-0.672)(1-0.669) (1-0.673)$$

$$Q2 = 1 - (0.328)(0.331)(0.327)$$

$$Q2 = 1 - 0.0355$$

Q2 = 0.9644 Q2 equals 0 < Q2 < 1, where the closer to 1 means the better while R12, R22, ...Rp2 are R squares of endogenous variables. While Structural Model Design is based on hypotheses formulation, thus the observed value produced by the model is good.

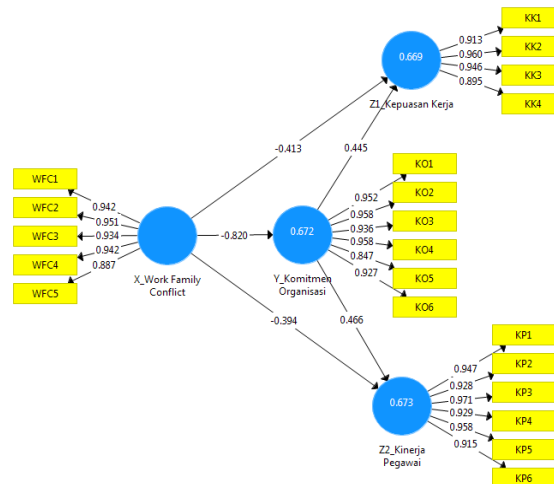


Figure 2. PLS result

Hypothesis testing for direct effect (H1 to H5) was carried out based on the t-statistic and the p-value.

Table 3. Path Coefficient

Variable	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X → Y	-0.820	-0.814	0.080	10.245	0.000
X → Z ₁	-0.413	-0.382	0.192	2.146	0.032
Y → Z ₁	0.445	0.465	0.194	2.288	0.023
X → Z ₂	-0.394	-0.365	0.182	2.168	0.031
Y → Z ₂	0.466	0.480	0.174	2.676	0.008

Source: Primary data processing (2023)

H1 : Testing the WFC effect on Commitment

The first was to test the WFC effect on Commitment. Table 3 describes the original sample value as -0.820 with $p < 5\%$, meaning significantly the WFC affects commitment. The negative reveals the lower WFC the higher Commitment, This is consistent with Buhali and Margaretha's research (2013) where they found WFC affects the decrease in commitment. Other study, namely Lestari and Prahiawan (2018), also suggest that a lower WFC affects decreasing commitment.

H2 : Testing the WFC effect on Satisfaction

The second was to test the WFC affected Satisfaction. Table 3 mentions the original sample value is -0.413 with $p < 5\%$, meaning significantly the WFC affects Satisfaction. The negative indicates that the lower WFC the higher Satisfaction. Circumstances, where work affects personal life, are likely to have an impact on employee dissatisfaction. This result is consistent with the work of Damrus and Sihaloho's research (2018) which found that WFC affects decreasing satisfaction.

H3 : Testing the WFC effect on Employee Performance

The third was to test the WFC affected Employee Performance. Table 3 shows the original sample value is -0.394 with $p < 5\%$, meaning significantly WFC affects employee performance. The negative explains the lower WFC the higher Employee Performance. This result is consistent with Prajogo's research (2013) shows that WFC affects employee performance.

H4 : Testing the Commitment effect on Satisfaction

The fourth was to test the Commitment affected Satisfaction. Table 3 shows that the original sample value is 0.445 with $p < 5\%$, explaining significantly that Commitment affects Satisfaction. The positive reveals that higher Commitment can increase Satisfaction. This result is consistent with the work of Dwiyanti dan Bagia (2020).

H5 : Testing the Commitment effect on Employee Performance

The fifth was to test the Commitment effect on Employee Performance. Table 3 shows that the original sample value is 0.466 with $p < 5\%$, explaining significantly that Commitment affects employee performance. The positive reveals the higher the Commitment the higher the employee performance. The commitment effect involving these three aspects on employee performance has been investigated by Riketta, (2002) with a meta-analysis approach. The same conclusions were stated by Kristine (2017) and Novita et al. (2016) where commitment influences employee performance.

H6 : Testing the WFC effect on Satisfaction thru Commitment

The Sobel test for the commitment mediating effect on the WFC affecting Satisfaction is as follows:

Table 4. H6 model test

Input:		Test statistic:	Std. Error:	p-value:
a	-0.820	Sobel test: -2.23844785	0.16301474	0.02519186
b	0.445	Aroian test: -2.22837142	0.16375188	0.02585576
s _a	0.080	Goodman test: -2.24866221	0.16227426	0.024534
s _b	0.194	Reset all	Calculate	

Sobel test provides a Z value of $-2.238 > 1.98$ with p 5%, proving that Commitment mediates the effect of WFC on Satisfaction. This result also proves that the mediation type of commitment in this H6 model is a partial mediator. This finding is based on the H2 finding as well, completed by this H6 accepting model, where the WFC significantly can affect Satisfaction both directly or thru commitment as a mediator.

H7 : Testing the WFC effect on Employee Performance thru Commitment

The Sobel test for the commitment mediating effect on WFC affecting Employee Performance is as follows.

Table 5. H7 model test

Input:		Test statistic:	Std. Error:	p-value:
a	-0.820	Sobel test: -2.59117228	0.14746993	0.00956496
b	0.466	Aroian test: -2.57970535	0.14812544	0.00988846
s _a	0.080	Goodman test: -2.60279351	0.14681149	0.00924676
s _b	0.174	Reset all	Calculate	

Sobel test provides a Z $-2.591 > 1.98$ with p 5%, proving that Commitment mediates the WFC role in Employee Performance. This result also proves that the mediation type of commitment in this H7 model is a partial mediator. This finding is based on the H3 finding as well, completed by this H7 accepting model, where the WFC significantly can affect Employee performance both directly or thru commitment as a mediator.

5. CONCLUSION

The results prove that in the BP3A Aceh office, WFC affects commitment, WFC affects satisfaction, WFC affects employee performance, commitment affects satisfaction, commitment affects employee performance, commitment mediates the WFC effect on satisfaction, commitment mediates the WFC effect on employee performance. These findings also explain that in the model tested, commitment is proven to function as a partial mediator for the WFC model affecting satisfaction and WFC affecting employee performance. So, overall the findings illustrate that the model of increasing job satisfaction and employee performance in the BP3A Aceh is a function of

improving WFC and increasing organizational commitment. This premise is useful academically in the explanation and development of advanced theory, and practice can be used as a reference for the formulation of organizational strategy. Some recommendations for the subject of this study, namely the BP3A Aceh from the results of the survey data, are as follows.

- 1) Even though the Employee Performance, Satisfaction, Commitment, and WFC at the BP3A Aceh Office are good, the leaders (managers) at the office must continue to manage the degree of WFC so that satisfaction can be maintained, which in the end, high satisfaction can improve employee performance, increase work productivity which will ultimately improve departmental performance collectively.
- 2) In increasing Satisfaction, the BP3A Aceh must be able to facilitate employees in managing and reducing WFC which helps employees to be able to focus on time management and advocate for the role of spouses in managing domestic affairs so that the burden can be managed optimally simpler.
- 3) In increasing Commitment, the BP3A Aceh must be able to create a more harmonious work environment and build conduciveness of a friendly work environment for employees who also act as the main service provider (primary caregiver) in the household.
- 4) In improving employee performance, the BP3A Aceh must facilitate the birth of a forum for employees to improve quality and competence to improve the quality of work
- 5) In reducing employee's WFC, Aceh BP3A employees reduce the burden of household chores so that being a wife does not interfere with work in the office. The workload at home can be reduced by hiring a household assistant.

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