

The Influence of Work Family Conflict, Workload on the Female Employee Performance Surabaya Health Office with Work Stress as An Intervening Variable

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ABSTRACT

Purpose: The purpose of this research is to determine and analyze the influence of work family conflict, workload on the female employee performance at Surabaya Health Office with work stress as an intervening variable.

Design/methodology/approach: The data collection technique used to fill out a questionnaire using the Saturated Sampling method which was distributed to the sample population of 53 female civil servant (PNS) at Surabaya Health Office as respondents. 53 questionnaires were distributed and 48 questionnaires were filled, so the sample used is 48. The measurement scale in this study used a Likert scale. The analysis technique employed was Structural Equation Modeling (SEM).

Findings: Based on the hypothesis testing results for the path coefficients and specific indirect effects, seven hypotheses were generated, but only three hypotheses were accepted. These three hypotheses are : work-family conflict has positive and significant influence on work stress, work stress has negative and significant influence on employee performance, and work-family conflict has negative and significant influence on employee performance with work stress as an intervening variable.

Paper type: Research paper

Keyword: *Work Family Conflict, Workload, Work Stress, Employee Performance.*

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I. INTRODUCTION

The phenomenon of work-family conflict is a problem of conflict over commitment and responsibility towards the family which is a problem. Indicators of dual role conflict explain this because the time demands of their work bring special difficulties for female employees who have children in caring for their families so that their time together with their families becomes very short (Dewi et al., 2021). In completing work tasks and responsibilities, sometimes there are problems or disturbances related to women's psychology (Komariyah et al., 2021).

Workload problems that affect performance where the workload given to employees is uneven, giving rise to a section that has too much workload and a section that has too little workload, this too much workload can cause work stress which will later affect employee performance (Alifah et al., 2020). In completing work tasks, there are sometimes disturbances or problems related to psychological factors in women, for example the woman feels guilty for leaving her family to work, is stressed because of limited time and too much work load and an unpleasant work situation. This situation will disturb the minds and mental health of female employees when working. This can be called work stress (Rusinta et al., 2019)

Stress cannot be avoided by any individual, but efforts to minimize the risk are very necessary. Anticipate the good and bad impacts and magnify the positive impacts (Setia Budi, 2020). Performance is used by management to carry out periodic assessments regarding the operational effectiveness of an organization and employees based on previously established targets, standards and criteria. With performance, organizations and management can find out the extent of their employees' successes and failures in carrying out the mandate they receive (Imaniah, 2021).

The Surabaya Health Office as one of the public service institutions committed to improving the quality of health services faces big challenges in ensuring optimal performance of its employees. It is tasked with carrying out regional government affairs in the health sector in accordance with applicable laws and regulations. The functions of the health service include formulation of technical policies in the health sector, implementation of policies in the health Sector, administrative services in the health sector, supervision and control of health programs, management of health data and information, increased capacity of health resources, implementation of health program evaluations.

The phenomenon of women working, especially in government agencies such as the Surabaya Health Office with the current percentage of employees consisting of 60% female civil servants and 40% men, is a challenge in itself. There are several things that need to be considered so that the performance of all employees can be optimal, especially for women who often face multiple roles. On the one hand, female employees have to fulfill professional demands as high-performing Civil Servants (PNS), while on the other hand, female employees also have the responsibility to take care of their families. The demands of multiple roles and workloads on female employees can cause feelings of pressure or stress. So work stress will influence the achievement of predetermined performance indicators. Employee performance greatly determines the overall performance of the organization, because this is important for every organization in its efforts to achieve organizational goals effectively and efficiently.

According to several previous studies, the performance of female employees is caused by several factors, including work family conflict factor in the research (Latunusa et al., 2023), workload factor in the research (Khusna, 2024) and work stress factor in the research (Imaniah, 2021) it was concluded that work family conflict, workload and work stress had a negative and significant on the performance of female employee. There is a research gap on work family conflict in female employees studied by (Komariyah et al., 2021), about the workload on female employees studied by (Damayanti et al., 2021) and about work stress studied by (Lisdayanti et al., 2023) state that work family conflict, workload, and work stress have a positive and significant on the performance of female employee. Based on the description of previous empirical research, there are several research gap results regarding factors that influence employee performance, so he researchers raised the title "The Influence of Work Family Conflict, Workload on the Female Employee Performance Surabaya Health Office with Work Stress as an Intervening Variable".

A. Literature Review

1. Work Family Conflict

According to (Soetjipto, 2019) the ability to divide work tasks unequally actually places women in difficulties in their lives, especially those related to the problem of balancing roles in the family and work.

2. Workload

According to (Budiasa, 2021) workload is something that felt to be beyond the employee's ability to do the job. A person's capacity required to carry out a task according to expectations is different from the capacity available at that time. The difference between the two shows the level of task difficulty which reflects the workload.

3. Work Stress

According to (Riyadi, 2022), stress is an adaptive response to external situations that procedure physical, psychological and / or behavioral deviations in organizational members, where the form of stress experienced depends on the unique characteristics of the individual concerned and his appreciation of environmental factors that have the potential to give rise to stress for him, even through almost every group of people is faced with similar types or conditions of stress. However, this will produce different reaction, even individual can have different reaction patterns.

4. Employee Performance

According to (Lian, 2021) the term performance is a translation of performance is often interpreted by scholar as appearance, performance work or achievement. In the illustrated Oxford Dictionary, the term it indicated execution or fulfillment of duties (execution or accomplishment of a task) or a person's lack of accomplishment test conditions, etc.

II. METHODS

A. Conceptual Framework

Referring to the background information, research objectives, and previous research findings, a conceptual framework has been developed to provide more detailed guidance in achieving the objectives of this study. The conceptual framework in this research can be presented as follows :

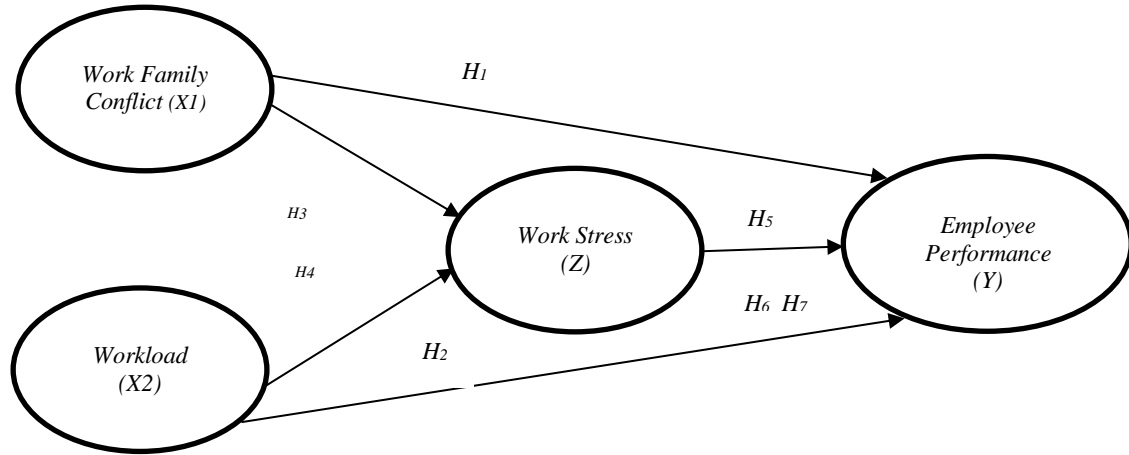


Figure 1. Research Conceptual Framework

B. Hypothesis

Considering the previous analysis and following the defined line of thought, as well as referring to previous research, the hypothesis in this study can be summarized as follows:

1. The influence of work family conflict on employee performance
 Research results from (Juru & Wellem, 2022), (Tewal et al., 2021) and (Latunusa et al., 2023) found that work family conflict has a negative and significant influence on employee performance. The higher the work-family conflict in female employees, it can cause a decrease in the performance of female employees. From the explanation above, the hypothesis obtained is strengthened as follows :
 H1 : work family conflict has a negative and significant influence on employee performance
2. The influence of workload on employee performance
 According to (Primawalda et al., 2023), (Jasmalinda, 2021) and (Khusna, 2024), research results show that workload has a negative and significant influence on the performance of female employees. The higher the workload on female employees, it can cause a decrease in employee performance. From the explanation above, the hypothesis obtained is strengthened as follows:
 H2 : workload has a negative and significant influence on employee performance
3. The influence of work family conflict on work stress
 According to research (Komariyah et al., 2021), (Tualai & Aima, 2022) and (Lukiastuti & Lissa'dijah, 2021), research results showed that work family conflict has a positive and significant influence on the work stress of female employees. From the explanation above, the hypothesis in this research is strengthened as follows:
 H3 : work family conflict has a positive and significant influence on work stress
4. The influence of workload on work stress
 Based on the research (Damayanti et al., 2021), (Alifah et al., 2020), and (Kamalia Yuli et al., 2023), it is stated that workload has a positive and significant influence on the work stress of female employees. From the explanation above, the hypothesis in this research is strengthened as follows:
 H4 : workload has a positive and significant influence on work stress
5. The influence of work stress on employee performance
 Based on research results (Karlina & Fitri, 2023), (Imaniah, 2021), and (Muhareni et al., 2022) it is stated that work stress has a negative and significant influence on the performance of female employees. From the explanation above, the hypothesis in this research is strengthened as follows :
 H5 : work stress has a negative and significant influence on employee performance
6. The influence of work family conflict on employee performance with work stress as an intervening variable
 Base on the research (Saputra & Suhendra, 2022), that work family conflict had a negative and significant influence on employee performance with work stress as an intervening variable. From the explanation above, the hypothesis obtained is as follows:

H6 : work family conflict has a negative and significant influence on employee performance with work stress as intervening variable

7. The influence of workload on employee performance with work stress as an intervening variable
According to research (Juru & Wellem, 2022), stated that workload has a negative and significant influence on performance and work stress as an intervening is able to mediate the relationship between the workload variable and Employee Performance.

H7 : workload has a negative and significant influence on employee performance performance with work stress as intervening variable

C. Data Collection And Analysis Technique

This type of research falls into the category of quantitative research. Quantitative research methods can be defined as "a research approach based on positivist philosophy, used to investigate a specific population or sample, with data collection techniques involving research tools or instruments, and data analyzed quantitatively or statistically with the aim of testing previously formulated hypotheses" (Sugiyono, 2010). The sample for this research was selected using a saturated sampling method, meaning that all 53 female civil servant (PNS) at Surabaya Health Office. From 53 questionnaires were distributed and 48 questionnaires were filled and processed using the SEM-PLS application. This approach indicates that if the population size is less than 100 individuals, the entire population can be used as the research sample (Sugiyono, 2010). The data collection method in this research involves the use of a brief questionnaire. The questionnaire is completed through Google Forms. The data collection technique used by researchers is a questionnaire with a Likert Scale of 1-5. The data analysis technique in this research uses Structural Equation Modeling (SEM). The analytical method used in this research is Outer Model Analysis, Inner Model Analysis, to test the hypothesis, the p-values test is carried out using the Structural Equation Modeling (SEM) application.

III. RESULTS AND DISCUSSION

A. Result

1. The characteristic of Respondents

The characteristic of respondent studied in this study consisted of gender, age, marital status, children owned and education. The sample in this study as shown in the table bellow :

Table 1. Characteristics of Respondents

<i>Characteristic</i>	<i>Description</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	<i>Male</i>	0	0%
	<i>Female</i>	48	100%
	<i>Total</i>	48	100%
<i>Age</i>	<i>20 - 30</i>	2	4.17%
	<i>31 - 40</i>	17	35.42%
	<i>41 - 50</i>	24	50%
	<i>>51</i>	5	10.42%
	<i>Total</i>	48	100%
<i>Marital Status</i>	<i>Unmarried</i>	1	2,08%

	<i>Married</i>	47	97,92%
	<i>Total</i>	48	100%
<i>Children Owned</i>	<i>Do not have yet (0)</i>	2	4.17%
	<i>1 Child</i>	17	35.42%
	<i>2 Child</i>	24	50%
	<i>3 Child</i>	5	10.42%
	<i>Total</i>	48	100%
	<i>Education</i>	<i>Senior High School</i>	5
<i>Diploma III</i>		9	18.75%
<i>Diploma IV</i>		2	4.17%
<i>Bachelor</i>		21	56.25%
<i>Master</i>		11	12.50%
<i>Total</i>		48	100%
<i>Length of Service</i>	<i>< 5 years</i>	2	4.17%
	<i>5 – 10 years</i>	5	10.42%
	<i>11 – 20 years</i>	32	66.67%
	<i>21 – 30 years</i>	6	12.50%
	<i>>31 years</i>	3	6.25%
	<i>Total</i>	48	100%

Data Source: Processed primary data (2024)

According on table 1, it is known that there were 48 respondents (100%). Based on the characteristics of the respondents above, it shows that the all of respondents are women. It can be seen that the majority of respondent's age 50% are 41 - 50 and the minority respondents is 20 - 30. The majority of respondent's marital status 97.92% are married. The majority of respondent;s children own 50% have 2 children. The majority of respondent's education 56 % are Bachelor and the minority respondents is Diploma IV. Then, based on the length of service, it was found that the respondent's character was at most 11 - 20 years and at least <5 years.

Based on the results of the characteristics of these respondents, it will be known that each employee will be different in assessing the variables discussed in this research, so that they can produce valid values.

2. Analysis Technic

The Structural Equation Modeling (SEM) method is a combination of mathematical engineering methods and path analysis. Model Scheme in this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 4.0 program. Structural Equation Modeling, better known as SEM, is a statistical method/technique used to build and test statistical models in the form of cause-and-effect models. SEM data processing techniques are usually used to explain the overall relationship between each variable in the research. The SEM function is similar to the regression method, especially multiple regression, but SEM modeling is stronger and covers the weaknesses of the regression method because SEM modeling uses interactive, non-linear modeling, independent variables that are correlated with each other (independently correlated), error interference, as well as several independent variables, each of which is measured by each indicator used

3. Outer Model Testing

a. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7. In first step of testing with all indicators, several indicators were found to be invalid, leading to elimination of the invalid indicators, namely (X1.2, X2.2, Y1.1), Subsequently, a convergent validity test was conducted, yielding the results shown in Table 2 below. The following are the loading factor values for each indicator on the research variables.

Table 2. Loading Factor

<i>Variable</i>	<i>Indicator</i>	<i>Loading Factor</i>	<i>Rule of Thumb</i>	<i>Conclusion</i>
<i>Work Family Conflict (X1)</i>	<i>X1.2</i>	<i>0.911</i>	<i>0.7</i>	<i>Valid</i>
	<i>X1.3</i>	<i>0.873</i>	<i>0.7</i>	<i>Valid</i>
<i>Workload (X2)</i>	<i>X2.1</i>	<i>0.805</i>	<i>0.7</i>	<i>Valid</i>
	<i>X2.3</i>	<i>0.901</i>	<i>0.7</i>	<i>Valid</i>
<i>Work Stress (Z)</i>	<i>Z1.1</i>	<i>0.846</i>	<i>0.7</i>	<i>Valid</i>
	<i>Z1.2</i>	<i>0.901</i>	<i>0.7</i>	<i>Valid</i>
	<i>Z1.3</i>	<i>0.844</i>	<i>0.7</i>	<i>Valid</i>
	<i>Z1.4</i>	<i>0.814</i>	<i>0.7</i>	<i>Valid</i>
	<i>Z1.5</i>	<i>0.804</i>	<i>0.7</i>	<i>Valid</i>
<i>Employee Performance (Y)</i>	<i>Y1.2</i>	<i>0.953</i>	<i>0.7</i>	<i>Valid</i>
	<i>Y1.3</i>	<i>0.960</i>	<i>0.7</i>	<i>Valid</i>
	<i>Y1.4</i>	<i>0.768</i>	<i>0.7</i>	<i>Valid</i>

Data Source: 2024 PLS Data Processing Results

The data presented in table 2 above shows that each research variable indicator has an outer loading value of > 0.7. The data above shows that there are no variable indicators whose outer loading value is below 0.7, so that all indicators are declared suitable or valid for research use and can be used for further analysis.

b. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator.

Table 3. Cross Loading

<i>Indicator</i>	<i>Workload</i>	<i>Employee Performance</i>	<i>Work Stress</i>	<i>Work Family Conflict</i>	<i>Conclusion</i>
<i>X1.2</i>	-0.358	-0.316	0.517	0.911	<i>Valid</i>
<i>X1.3</i>	-0.366	-0.197	0.475	0.873	<i>Valid</i>
<i>X2.1</i>	0.805	0.342	-0.212	-0.201	<i>Valid</i>
<i>X2.3</i>	0.901	0.377	-0.393	-0.456	<i>Valid</i>
<i>Z1.1</i>	-0.411	-0.457	0.846	0.500	<i>Valid</i>
<i>Z1.2</i>	-0.360	-0.335	0.901	0.542	<i>Valid</i>
<i>Z.13</i>	-0.223	-0.342	0.844	0.434	<i>Valid</i>
<i>Z1.4</i>	-0.221	-0.415	0.814	0.415	<i>Valid</i>
<i>Z1.5</i>	-0.302	-0.428	0.804	0.443	<i>Valid</i>
<i>Y1.1</i>	0.454	0.953	-0.418	-0.318	<i>Valid</i>
<i>Y1.2</i>	0.454	0.960	-0.511	-0.290	<i>Valid</i>
<i>Y1.4</i>	0.102	0.768	-0.296	-0.123	<i>Valid</i>

Data Source: 2024 PLS Data Processing Results

According to the data in table 3, it shows that the loading value of each indicator item on the construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables have good discriminant validity, where in the block the construct indicators are better than the other block indicators.

4. Composite Reliability and Cronbach’s Alpha

Besides construct validity testing, construct reliability testing was also carried out as measured by composite reliability and Cronbach's alpha of the indicator block that measures the construct. The following are the results of composite reliability and Cronbach's alpha testing from Smart PLS:

Table 4. Composite Reliability and Cronbach's Alpha

<i>Variable</i>	<i>Composite Reliability</i>	<i>Rule of Thumb</i>	<i>Cronbach's Alpha</i>	<i>Rule of Thumb</i>	<i>Conclusion</i>
<i>Workload</i>	<i>0.844</i>	<i>0.7</i>	<i>0.638</i>	<i>0.6</i>	<i>Reliable</i>
<i>Employee Performance</i>	<i>0.925</i>	<i>0.7</i>	<i>0.884</i>	<i>0.6</i>	<i>Reliable</i>
<i>Work Stress</i>	<i>0.924</i>	<i>0.7</i>	<i>0.898</i>	<i>0.6</i>	<i>Reliable</i>
<i>Work Family Conflict</i>	<i>0.886</i>	<i>0.7</i>	<i>0.745</i>	<i>0.6</i>	<i>Reliable</i>

Data Source: 2024 PLS Data Processing Results

A variable is declared reliable if it has a composite reliability value above 0.7 and Cronbach's alpha above 0.60. From the SmartPLS output results above, all variables have composite reliability values above 0.70 and Cronbach's alpha above 0.60. So it can be concluded that validity has good reliability.

5. Average Variance Extracted (AVE)

Apart from observing the cross-loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.

Table 5. Average Variant Extracted (AVE)

<i>Variable</i>	<i>AVE</i>	<i>Conclusion</i>
<i>Work Family Conflict</i>	<i>0.796</i>	<i>Reliable</i>
<i>Workload</i>	<i>0.730</i>	<i>Reliable</i>
<i>Work Stress</i>	<i>0.710</i>	<i>Reliable</i>
<i>Employee Performance</i>	<i>0.807</i>	<i>Reliable</i>

Data Source: 2024 PLS Data Processing Results

The data presentation in table 5 above shows that the AVE value of the work family conflict, workload, work stress, and employee performance variables is > 0.5. So it can be stated that each variable has good reliability.

6. Inner Model Testing

This research will explain the results of the path coefficient test, R-square, f-square, Q-square, goodness of fit test, and hypothesis test.

7. Determination Coefficient (R²) Test Results

The determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables. Based on data processing that has been carried out using the SmartPLS program, the R-Square values are obtained as follows:

Table 6. R-Square Value

<i>Variable</i>	<i>Nilai R-Square</i>
<i>Employee Performance</i>	<i>0.295</i>
<i>Work Stress</i>	<i>0.334</i>

Data Source: 2024 PLS Data Processing Results

Based on the data presented in table 6 above, it can be seen that the R-Square value for the employee performance variable is 0.295 (moderat). which gives the meaning that contribution of variables X1, X2 and Z to Y is equal to 29.5% and the remaining 70.5% is the contribution of other variables not included in the study. Then the R-Square value obtained for the Work Stress variable is 0.334 (moderat). This value explains that contribution of variables X1, X2 and Z to Y at 33.4% and the remaining 66.6% is the contribution of other variables not included in the study.

8. Effect Size (f²) Results

The change in the R-square value can be used to determine whether the influence of exogenous latent variables on endogenous latent variables has a substantive impact. Therefore, it is necessary to measure the effect size (f²), with the recommended values for exogenous latent variables being 0.02 (small), 0.15 (moderate), and 0.35 (large) (Cohen, 1998).

Table 7. f-Square Value

<i>Variable</i>	<i>f-Square</i>	<i>Conclusion</i>
<i>Work family conflict → Employee Performance</i>	<i>0.010</i>	<i>Small</i>
<i>Workload → Employee Performance</i>	<i>0.098</i>	<i>Small</i>
<i>Work family conflict → Work Stres</i>	<i>0.162</i>	<i>Moderat</i>
<i>Workload → Work Stres</i>	<i>0.081</i>	<i>Small</i>
<i>Work Stres → Employee Performance</i>	<i>0.107</i>	<i>Small</i>

Data Source: 2024 PLS Data Processing Results

9. Predictive Relevance Test (Q²)

The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be to the data.

The results of calculating the Q-Square value are as follows :

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2) \times (1 - R_1^2)] \\
 &= 1 - [(1 - 0,334^2) \times (1 - 0,259^2)] \\
 &= 1 - (0.666 \times 0.741) \\
 &= 1 - 0,493506 \\
 &= 0,506494
 \end{aligned}$$

From the Q-Square calculation, it is known that the Q-Square value is 0.506494. This shows that the large diversity of research data that can be explained by the research model is 50.6%. Meanwhile, the remaining 49.4% is explained by other factors outside this research model. Thus, from these results, this research model can be stated to have good goodness of fit

10. Goodness Test Model (Goodness of Fit)

The goodness of fit assessment is known from the Q-Square value. The Goodness of Fit (GoF) test is used to validate the combined performance of the measurement model and the structural model. The GoF value ranges from 0 to 1, with the interpretation of the values as follows : 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). The results of calculating the GoF value are as follows :

Table 8. Compare AVE and R-square value

Variable	AVE	R-Square
Work Family Conflict	0.796	-
Workload	0.730	-
Work Stress	0.710	0.334
Employee Performance	0.807	0.295
Total	3.043	0.629

Data Source: 2024 PLS Data Processing Results

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{AVE} \times \overline{R^2}} \\
 &= \sqrt{3.043 \times 0.629} \\
 &= \sqrt{0.76075 \times 0.31450} \\
 &= \sqrt{0.239255875} \\
 &= 0.48913789
 \end{aligned}$$

From the GoF calculation, it is known that the GoF value is 0.48913789. Thus, from these results, this research model can be stated to have good goodness of fit with category large (more than 0.36).

11. Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping resampling method developed by Geisser and Stone. The image below shows the results that this model meets the validity and reliability tests on each path tested :

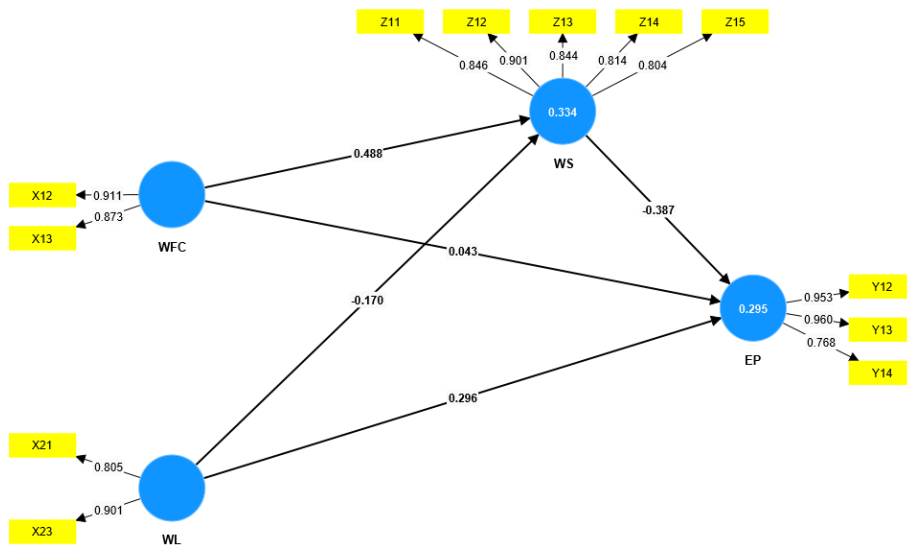


Figure 2. Model SEM-PLS

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics values and P-Values. The research hypothesis can be declared accepted if the P-Values is <0.05. The following are the results of hypothesis testing obtained in this research through the inner model:

Table. 9 Hypothesis Testing

<i>Hypothesis</i>	<i>Influence</i>	<i>Coeffisient</i>	<i>T-statistics</i>	<i>P-Values</i>	<i>Result</i>
<i>H1</i>	<i>WFC → EP</i>	<i>0.043</i>	<i>0.322</i>	<i>0.748</i>	<i>Rejected</i>
<i>H2</i>	<i>WL → EP</i>	<i>0.296</i>	<i>1.408</i>	<i>0.159</i>	<i>Rejected</i>
<i>H3</i>	<i>WFC → WS</i>	<i>0.488</i>	<i>3.034</i>	<i>0,002</i>	<i>Accepted</i>
<i>H4</i>	<i>WL → WS</i>	<i>-0.170</i>	<i>0.980</i>	<i>0,327</i>	<i>Rejected</i>
<i>H5</i>	<i>WS → EP</i>	<i>-0.387</i>	<i>2.578</i>	<i>0,010</i>	<i>Accepted</i>
<i>H6</i>	<i>WFC → WS → EP</i>	<i>-0.189</i>	<i>1.990</i>	<i>0,047</i>	<i>Accepted</i>
<i>H7</i>	<i>WL → WS → EP</i>	<i>0.066</i>	<i>0.956</i>	<i>0,339</i>	<i>Rejected</i>

Data Source: 2024 PLS Data Processing Results

Based on the data presented in the table. 9 above, it can be seen that of the seven hypotheses proposed in this research, they are as follows:

1. The influence of work family conflict on employee performance a P-value of 0.748 or greater than 0.05. This means that the work family conflict variable has positive and not significant influence on employee performance.
2. The influence of workload on employee performance has a P-value of 0.159 or greater than 0.05. This means that the workload variable has positive and not significant influence on employee performance.
3. The influence of work family conflict on work stress has a P-value of 0.002 or less than 0.05. This means that the work family conflict variable has positive and significant influence on work stress.
4. The influence of workload on work stress has a P-value of 0.327 or greater than 0.05. This means that the workload variable has negative and not significant influence on work stress.
5. The influence of work stress on employee performance has a P-value of 0.010 or less than 0.05. This means that the work stress variable has negative and significant influence on employee performance.
6. The influence of work family conflict on employee performance has a P-value of 0.047 or less than 0.05. This means that the work family conflict has negative and significant influence on employee performance with work stress as intervening variable.
7. The influence of workload on employee performance has a P-value of 0.339 or greater than 0.05. This means that the workload variable has positive and not significant influence on employee performance with work stress as a intervening variable.

B. Discussion

In this section, will discuss the research hypothesis which is explained as follows :

1. The influence of Work Family Conflict on Employee Performance
Referring to the results of the first hypothesis test, statistically the p-value 0.748 which is greater than 0.05, so the first hypothesis which states "work family conflict variable has negative and significant influence on employee performance" is rejected. Thus, the female employees believe and feel that the tasks assigned are jobs that must be completed and are their responsibility, even though they face difficulties in balancing time between work and family or feel stressed and find it challenging to balance their roles at work and at home. In this context, the impact of work-family conflict is not significant enough to substantially influence the work outcomes of female employees.

The results of this research are supported by the results of research conducted by (Lukiastuti & Lissa'dijah, 2021), (Ibrahim et al., 2021) and (Lisdayanti et al., 2023). This research states that the work family conflict has a positive and has not significant influence on employee performance, which means that when female employees experience family issues, it can be difficult for them to concentrate on work, but the influence on employee performance is not significant.

2. The influence of Workload on Employee Performance

Based on the results of the second hypothesis test, statistically the p-value 1.59 which is greater than 0.05 so that the second hypothesis which states "workload variable has negative and significant influence on employee performance" is rejected. Although female employees may spend more time completing tasks, the increase in work hours does not always significantly improve performance. And while female employees may have to think harder in their work, this does not significantly impact their performance. The psychological pressure experienced in the job may not be strong enough to have a significant influence on performance. Even though this work pressure may exist, its impact on performance is not substantial enough to be considered significant.

The results of this research are supported by research (Manalu, 2020), (Putri et al., 2023), (Winoto & Perkasa, 2024), dan which states that workload has a positive and significantly influence on employee performance, when workload increases, there is a tendency for employee performance to also increase, although the influence is not strong enough to be considered statistically significant.

3. The influence of Work Family Conflict on Work Stress

Referring to the results of the second hypothesis test, statistically the p-value 0.002 which is less than 0.05 so that the Third hypothesis which states "work family conflict variable has positive and significant influence on work stress" is accepted. Conflicts between multiple roles that must be fulfilled, such as being a worker and mother, interpersonal relationships at the workplace that are unsupportive or filled with conflict can exacerbate work-family conflict. A rigid leadership style significantly increases the level of work stress caused by work-family conflict.

The results of this research are in accordance with the results of research conducted by (Pertiwi et al., 2020) (Komariyah et al., 2021), (Sari et al., 2021), (Lukiastuti & Lissa'dijah, 2021), (Muhareni et al., 2022), (Lisdayanti et al., 2023), and (Angraeny et al., 2024) which states that work family conflict variable is positive and has a significant influence on work stress. A high level of work-family conflict can significantly increase work stress.

4. The influence of Workload Conflict on Work Stress

Based on the results of the third hypothesis test, statistically the p-value 0.327 which is greater than 0.05 so that the fourth hypothesis which states "workload variable has positive and significant influence on work stress" is rejected. Thus it can be stated that the workload has a negative and not significant influence on work stress. Lower workloads do not always reduce stress if there is conflict or tension in interpersonal relationships at work. For example, conflicts with colleagues or supervisors can still trigger stress even when the workload decreases.

The results of this research are supported by research (Damayanti et al., 2021) dan (Imaniah, 2021), which states that workload variable is positive and has not a significant influence on work stress. The result shows that although the workload may decrease, it does not necessarily significantly reduce work stress.

5. The influence of Work Stress on Employee Performance

Based on the results of the fourth hypothesis test, statistically the p-value 0.010 which is less than 0.05 so that the fifth hypothesis which states "work stress variable has negative and significant influence on employee performance" is accepted. Thus it can be stated that when female employees feel stressed, they may become less productive, which ultimately influence the amount of output produced. Stress can also impact their ability to complete tasks on time. Pressure and anxiety can slow down decision-making and task execution, resulting in missed deadlines. Work-related stress can reduce a person's ability to work effectively within a team.

The results of this research are supported by research (Alifah et al., 2020), (Cahya Sapitri & Dudija, 2020), (Pertiwi et al., 2020), (Dewi et al., 2021), (Karlina & Fitri, 2023), (Herdiana & Sary, 2023), (Imaniah, 2021), (Muhareni et al., 2022) dan (Juru & Wellem, 2022). This research states work stress variable is negative and has a significant influence on employee performance. Work stress among female employees often leads to a decline in work quality, as stressed employees tend to make more mistakes, be less meticulous, and find it difficult to focus. This can result in work outcomes that do not meet the expected standards.

6. The influence of Work Family Conflict on Employee Performance with Work Stress as Intervening Variable

Based on the results of the fourth hypothesis test, statistically the p-value 0.047 which is less than 0.05 so that the sixth hypothesis which states "work family conflict has negative and significant influence on employee performance with work stress as intervening variable" is accepted. Thus it can be stated that Work-family conflict often leads to increased work stress. When employees feel they cannot balance the demands of work and family, they tend to experience higher levels of stress. This stress then becomes an intermediary factor

that worsens employee performance, leading to a decline in the performance of female employees in terms of work quality, work quantity, punctuality, and teamwork.

The results of this research are supported by research (Sari et al., 2021), (Komariyah et al., 2021), (Tualai & Aima, 2022), dan (Khusna, 2024) concluding that work family conflict is negative and has a significant influence on employee performance with work stress as intervening variable. In general, work-family conflict can significantly reduce employee performance, primarily through increased work stress.

7. The influence of Workload on Employee Performance with Work Stress as Intervening Variable
Based on the results of the fifth hypothesis test, statistically the p-value 0.339 which is greater than 0.05 so that the Seventh hypothesis which states "workload variable has negative and significant influence on Employee Performance with Work Stress as a intervening variable" is rejected. Thus it can be stated that a high workload can present challenges that may encourage some female employees to work harder and become more productive. Female employees who can manage stress well are able to maintain or even improve their performance despite the increased workload. Although there is a positive influence, it is not significant. The results of this research are supported by previous research results from (Imaniah, 2021), which stated that The results of this study indicate that work stress does not mediate the influence of workload and female employee performance.

IV. CONCLUSION

In accordance with the research results described in the previous chapter, several conclusions can be drawn, including:

1. The Work Family Conflict variable has positive and not significant influence on Employee Performance.
2. The Workload variable has positive and not significant influence on Employee Performance.
3. Work Family Conflict variable has positive and significant influence on Work Stress.
4. The Workload variable has negative and not significant influence on Work Stress.
5. The Work Stress variable has negative and significant influence on Employee Performance
6. The Work Family Conflict has negative and significant influence on Employee Performance with Work Stress as intervening variable
7. The Workload variable has positive and not significant influence on Employee Performance with Work Stress as a intervening variable

A. Suggestions

Based on the conclusions and limitations of the research, the researchers suggest:

1. The organization must reduce stress in the workplace by implements flexible work policies, reviews and adjusts workloads, provides psychological support or counseling programs, and offers stress management training to female employees. The organization regularly recognizes employee performance to boost motivation and reduce stress stemming from feeling unappreciated. Support from colleagues and supervisors can help employees feel more supported in balancing work and family demands, ultimately reducing stress and enhancing performance.
2. To support the findings of this research, it is recommended that future researchers conduct similar studies by adding other variables that may influence employee performance to provide more comprehensive results.

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