The Effect of Work-Family Conflict, Work Environment, Work Stress, Job Satisfaction on High and Low Employee Performance at the Faculty of Medicine, Udayana University

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ABSTRAK

In an organization, performance is very important to determine the success of the organization. Performance can be interpreted as work results that can be achieved by an employee or a group of employees in order to achieve organizational goals. Therefore, it is necessary to conduct research on the factors that influence employee performance, so that steps can be taken to improve their performance. Factors that affect employee performance are work family conflict, work environment, job stress, and job satisfaction. This study aims to analyze the factors that affect employee performance, namely work-family conflict, work environment, job stress, and job satisfaction. The method used in this study is a quantitative method. The sample used was 131 respondents. The data collection tool uses a questionnaire distributed through the Google form. The method used is the analysis of alternative structural equation models (SEM) with the PLS method using the SmartPLS 3.0 program. The results showed that there was a positive influence between work environment variables and job satisfaction on employee performance p<0.05. Meanwhile, the work family conflict and work stress variables have a negative effect on employee performance with p <0.05. Implication: the results of this study are expected to be able to contribute to organizations or companies in improving employee performance.

Keywords:
Satisfaction; Employee Performance; Work Environment; Work Stress; Work Family Conflict

Introduction

Employee performance can be considered as the result of work completed by an employee with quality and quantity in accordance with the responsibilities assigned to them. Having a diverse workforce in an organization can improve the quality and performance of the company. Employee performance refers to their ability to complete certain tasks. Employee performance is very important because it can give an idea of their ability to complete tasks. Performance is defined as work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Fazrian, Sutrisna, & Barlian, 2023).

Human resources as employees in the Faculty have a close relationship with employee performance. Some visible symptoms of low employee performance are lack of enthusiasm for work, lack of professionalism, and frequent late arrivals. There are several factors that affect employee performance, including work-family conflict which reduces employee focus in carrying out tasks, unsupportive work environment such as lack of attention from managers and lack of sense of belonging from employees, as well as work stress and employee self-satisfaction at work, an organization or company (Silaen et al., 2021).
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Work family conflict is a type of conflict that occurs when the pressures of work roles and family conflicts clash. This can take the form of time-based conflict, stress, or behavior. Work family conflict can affect job satisfaction and employee performance because it is difficult for employees to balance work demands and family responsibilities. WorkFamily Conflict is one of the factors that influence job satisfaction and employee performance. Employees who experience work-family conflict find it difficult to balance work and family matters, so work matters will interfere with family matters or vice versa and will ultimately affect employee performance (Sutardi et al., 2020).

A good work environment can be seen from the atmosphere of the office where employees work, which can regulate impulses to increase employee happiness, pay attention to employee desires and create job satisfaction and carry out tasks that generate and require interaction with co-workers and supervisors, requiring adherence to organizational rules and principles, adherence to performance standards, employees sometimes judge themselves as living in unfavorable working conditions, and other similar problems (Irma & Yusuf, 2020).

Stressful situations cannot be removed from life, stress is the result of thinking about the continuity of work and business continuity. After the outbreak of this pandemic, the support that employees are currently expecting from the company is a work from home policy, which provides protection against the spread of Covid-19, a policy to make the work environment safe from the spread of the virus, regular monitoring of the health situation and a social strategy on how the company can deal with the situation (Ratri & Wahjudono, 2021).

There is work stress in carrying out tasks so that it causes employees to be unable to achieve the set performance targets. Appearance work family conflict, work environment and work stress indicating problems with job satisfaction and performance. Managing the University organization well requires good performance from its employees (Windhiyana, 2020). The number of employees is as shown below:

<table>
<thead>
<tr>
<th>No</th>
<th>Gender</th>
<th>Permanent Employee/Pns</th>
<th>Contract Employees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>L</td>
<td>21</td>
<td>62</td>
<td>83</td>
</tr>
<tr>
<td>2</td>
<td>P</td>
<td>45</td>
<td>67</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td></td>
<td>66</td>
<td>129</td>
<td>195</td>
</tr>
</tbody>
</table>

Source: Faculty of Medicine, Udayana University, 2022

Employee performance appraisal is carried out periodically every year to determine the progress of the performance of all employees. Employee performance evaluation uses work behavior evaluation methods and work plans, or commonly known as Employee Work Targets (SKP). The purpose of performance evaluation is to ensure the objectivity of human resource development based on performance and career systems. Evaluation is based on performance planning at the individual and unit or organizational levels and takes into account the goals achieved, performance, results, benefits, and employee behavior (Novitasari, Hutagalung, Silitonga, Johan, & Asbari, 2021). The SKP of employee performance evaluation can be described in the graph below:
The employee performance shown in Figure 1 shows that in 2020, employee performance had an average SKP score of 87.25, but decreased in 2021 and 2022 with respective scores of 86.30 and 82.16. The performance assessment includes 8 indicators, namely Orientation, Integrity, Discipline, Commitment, Teamwork, Attitude, and Achievement. All of these indicators experienced a decline in value in 2021 and 2022 compared to 2020. Therefore, it can be concluded that employee performance has decreased.

Job stress can affect employee job satisfaction, which in turn can affect employee performance indirectly. Employee job satisfaction can improve employee welfare and also affect their pride in the work they do (Steven & Prasetio, 2020). Until now, there has been no previous research studying the relationship between employee performance and work-family conflict, work environment, work stress, and job satisfaction. Previous studies that have been conducted at the university level are still relatively few.

Method
This research was conducted at the faculty of the Faculty of Medicine, Udayana University. Determination of the number of samples in this study using the slovin formula (e = 5%) so that the total sample is 131 out of 195 the total number of employees working at the Faculty of Medicine, Udayana University. This study uses a questionnaire with a Likert scale of 10 points as the primary data collection instrument.

Testing the validity and reliability tests were carried out at the beginning of the study. This study uses descriptive statistical analysis to describe the research object, and inferential statistical analysis to explain the causality between variables. The PLS SEM method is used to process data with the SmartPLS 3.0 M3 program. PLS was chosen because of its superiority in analysis and does not require data distribution assumptions. This study evaluates the relationship between work-family conflict (X1), work environment (X2), work stress (X3), job satisfaction (M), and performance (Y). PLS-SEM analysis involves evaluating the measurement model (outer model) and structural model (inner model), constructing path diagrams, and testing hypotheses.

Result
In this study, it was found that the instruments used on respondents from the Faculty of Medicine at Udayana University had good validity and reliability. This can be seen from the calculated r value which is greater than 0.361 and the Cronbach's alpha value which is greater than or equal to 0.7.
All indicators tested in this study have a coefficient value of more than 0.6. Therefore, it can be concluded that all indicators are able to represent latent variables well. In addition to testing the validity and significance of the indicators, this study also tested the validity of the construct variable by looking at the Average Variance Extracted (AVE) value of the construct. The AVE value is the average value of the total factor loading of a squared construct. According to the reference criteria, a construct can be considered to fulfill the validity discriminant test if the AVE value is > 0.5. To strengthen the construct validity test, this study also looks at Cronbach's Alpha and Composite Reliability values which must be > 0.6.

### Table 2. Value of Cronbach’s Alpha, AVE, and Composite Reliability of Construct Variables

<table>
<thead>
<tr>
<th></th>
<th>Cronbach’s Alpha</th>
<th>rho_A</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>KK</td>
<td>0.936</td>
<td>0.939</td>
<td>0.948</td>
<td>0.722</td>
</tr>
<tr>
<td>KP</td>
<td>0.954</td>
<td>0.956</td>
<td>0.963</td>
<td>0.812</td>
</tr>
<tr>
<td>LK</td>
<td>0.940</td>
<td>0.950</td>
<td>0.951</td>
<td>0.685</td>
</tr>
<tr>
<td>SK</td>
<td>0.957</td>
<td>0.958</td>
<td>0.967</td>
<td>0.853</td>
</tr>
<tr>
<td>WFC</td>
<td>0.950</td>
<td>0.953</td>
<td>0.957</td>
<td>0.668</td>
</tr>
</tbody>
</table>

From the research results, it can be concluded that all the construct variables used in this study have an Average Variance Extracted (AVE) value that is greater than 0.5, so that it can be said that all the construct variables are valid. In addition, to strengthen construct validity, a reliability test was carried out by looking at the Composite Reliability and Cronbach’s Alpha values in the table. The results show that all construct variables have Composite Reliability and Cronbach’s Alpha values greater than 0.6, so it be concluded that all construct variables are indeed canreliable.
Based on the value of R Square on the latent variable, it can be seen that the contribution of the independent variables in influencing the dependent variable. The closer to the value 1, the higher the contribution. Table 3 shows the R Square value for Job Satisfaction of 0.767 or 76.7%. This shows that the variables Work-family Conflict, Work Environment and Work Stress can explain 76.7% of the diversity of satisfaction variables. In addition, the R Square value for Employee Performance is 0.803 or 80.3%, which indicates that the variables Work-family Conflict, Work Environment and Work Stress can explain 80.3% of the diversity of employee performance variables.

Table 4 displays the T-statistical values and P-values which are useful for testing the significance of the effect of exogenous variables on endogenous variables. If the T-statistic value is greater than the T-table value, it indicates that the effect is statistically significant.
value (1.96) or the P-value is less than 0.05, it can be said that there is a significant influence between exogenous and endogenous variables. Based on the results of testing the significance of the model, it can be concluded that all exogenous variables (Work-family Conflict, Work Environment, and Work Stress) have a significant effect on endogenous variables (Job Satisfaction and Employee Performance) at a significance level of 0.05. That is, these variables play an important role in influencing job satisfaction and employee performance in this study. The results of the model significance test can be explained as follows:

Based on the results of the regression analysis, there is a significant negative effect between work-family conflict on job satisfaction with a regression coefficient of -0.333, a t-statistical coefficient of 4.289 > 1.96, and a P-value of 0.000 <0.05. Therefore, it can be concluded that the H1 hypothesis which states work-family conflict has a negative and significant effect on job satisfaction is acceptable. On the effect of the work environment on job satisfaction, the regression coefficient is 0.397, the t-statistic coefficient is 5.255 > 1.960 and the P-value of 0.000 <0.05. Thus it can be stated that there is a significant positive effect of the work environment on job satisfaction. So that the H2 hypothesis which states that the work environment has a positive and significant effect on job satisfaction is accepted.

On the Effect of Job Stress on Job Satisfaction, the regression coefficient is -0.252, the t-statistic coefficient is 3.033 > 1.960 and the P-value is 0.003 <0.05. Thus it can be stated that there is a significant negative effect of Job Stress on Job Satisfaction. So that the H3 hypothesis which states that Job Stress has a positive and significant effect on Job Satisfaction is accepted.

In the Effect of Work-Family Conflict on Employee Performance, the regression coefficient is -0.240, the t-statistic coefficient is 2.697 > 1.960 and the P-value is 0.003 <0.05. Thus it can be stated that there is a significant negative effect of Work-Family Conflict on Employee Performance. So that the H4 hypothesis which states Work-Family Conflict has a negative and significant effect on Employee Performance is accepted.

In the Influence of the Work Environment on Employee Performance, the regression coefficient is 0.220, the t-statistic coefficient is 2.803 > 1.960 and the P-value is 0.005 <0.05. Thus it can be stated that there is a significant positive influence of the Work Environment on Employee Performance. So that the H5 hypothesis which states that the Work Environment has a positive and significant effect on Employee Performance is accepted.

In the effect of work stress on employee performance, the regression coefficient is -0.253, the t-statistic coefficient is 3.088 > 1.960 and the P-value is 0.002 <0.05. Thus it can be stated that there is a significant negative effect of Work Stress on Employee Performance. So that the H6 hypothesis which states that Work Stress has a negative and significant effect on employee performance is accepted.

On the influence of job satisfaction on employee performance, the regression coefficient is 0.282, the t-statistic coefficient is 2.999 > 1.960 and the P-value is 0.003 <0.05. Thus it can be stated that there is a significant positive effect of Job Satisfaction on Employee Performance. So that the H7 hypothesis which states that Job Satisfaction has a positive and significant effect on Employee Performance is accepted.

Indirectly in evaluating the role of mediation, the following table is the result of an analysis of PLS with an indirect effect.

<table>
<thead>
<tr>
<th>Table 5. Indirect Influence Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Original Sample (O)</strong></td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>LK -&gt; KK -&gt; KP</td>
</tr>
<tr>
<td>SK -&gt; KK -&gt; KP</td>
</tr>
<tr>
<td>WFC -&gt; KK -&gt; KP</td>
</tr>
</tbody>
</table>

*Source: Data processed, 2023*

The T-statistic value and the P-value, which if the T-statistic value > T-table (1.96) or the p-value < significant alpha 0.05, it can be stated that there is a mediating effect between exogenous variables and endogenous variables. The results of the model significance test can be explained as follows:
On the Effect of Work-Family Conflict on Employee Performance Mediated by Job Satisfaction, we get a regression coefficient of 2.254 > 1.960 and a P-value of 0.025 < 0.05. Thus it can be stated that there is a significant influence between Work-Family Conflict on Employee Performance mediated by Job Satisfaction. So that the H8 hypothesis which states Work-Family Conflict has a negative and significant effect on Employee Performance mediated by Job Satisfaction is accepted.

On the Influence of the Work Environment on Employee Performance Mediated by Job Satisfaction, the regression coefficient is obtained, the t-statistic coefficient is 3.051 > 1.960 and the P-value is 0.002 < 0.05. Thus it can be stated that there is a significant influence between the work environment on employee performance mediated by job satisfaction. So that the H9 hypothesis which states that the Work Environment has a positive and significant effect on Employee Performance which is mediated by Job Satisfaction is accepted.

In the effect of work stress on employee performance, which is mediated by job satisfaction, the regression coefficient is equal to, the t-statistic coefficient is 1.992 > 1.960 and the P-value is 0.047 < 0.05. Thus it can be stated that there is a significant influence between work stress on employee performance which is mediated by job satisfaction. So that the H9 hypothesis which states that work stress has a negative and significant effect on employee performance mediated by job satisfaction is accepted.

Conclusion

The conclusions that can be drawn from this research, there are several important points that can be concluded. First, work-family conflict has a negative and significant effect on job satisfaction and performance. Second, the work environment has a positive and significant influence on job satisfaction and performance. Third, job stress also has a negative and significant impact on job satisfaction and performance. In addition, job satisfaction functions as a mediator mediating the relationship between work-family conflict, work environment, and work stress on employee performance. Suggestions related to this research include several things. First, it is important to confirm previous theories and research related to work-family conflict, work environment, job stress, job satisfaction, and employee performance. This can help strengthen research results and deepen understanding of the topic. Second, this research can provide practical benefits for the Faculty of Medicine, Udayana University by taking into account the factors that have been identified to increase employee satisfaction and performance. Finally, future research can add additional variables to deepen understanding of this topic and make important contributions to the development of human resource management theory and practice.

References


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