

Managing Performance and Work-Family Conflict through Social Support

Masduki Asbari¹, Dewiana Novitasari², Agus Purwanto³

¹STMIK Insan Pembangunan, Indonesia

¹Sekolah Tinggi Ilmu Ekonomi Insan Pembangunan, Indonesia

³AGUSPATI Research Institutita, Indonesia

Corresponding author: kangmasduki.ssi@gmail.com

Abstract - This study aimed to measure the effect of work-family conflict and social support (supervisor, peer, and family support) on the work performance of the female employees of two private companies in Indonesia. Data collection was done by simple random sampling of 145 population of female employees. The returned and valid questionnaire results were 123 samples. Data processing was used SEM method with SmartPLS 3.0 software. The results of this study concluded that work-family conflict have a (negative) significant effect on work performance, peer support and supervisor support have a (positive) significant effect on work performance. Meanwhile, family support has not a significant effect on work performance. This new research proposed a model for building work performance among the private company employees in Indonesia through enhancing social support and manage work-family conflict.

Keywords: Work performance, social support, work-family conflict.

I. INTRODUCTION

Currently, to achieve a good quality of life, family life needs to be maintained because family conflicts can affect the value of the sustainability of the quality of life (Asbari et al., 2021b). The company, need to continuously improve the quality of services to meet customer (Agistiawati & Asbari, 2020; Asbari et al., 2021b; Asbari & Novitasari, 2021; Novitasari, Supiana, et al., 2021; Novitasari, Supriatna, et al., 2021). The increasing challenges and expectations of customers for the quantity and quality of services have affected and cannot be separated from the important role of an employee. Employees, especially female employees, will have a heavy workload, have irregular working hours, and have difficulty reconciling work and family life (Karakas & Sahin, 2017; Wang et al., 2019). Increased work-family conflict hurts work performance and employee performance. These findings suggest that responsibilities at work and responsibilities at home cannot coincide successfully in an employee's life. Company institutions, as well as other formal organizations, are not free from the work-family conflict experienced by members of the organization, especially female employees. Being a wife, parent, and employee at the same time can cause disharmony in one of the several roles played. One of the problems that arise is related to the dual role of female employees, namely work-family conflict. Problems like this are a form of conflict between roles as a result of pressure or an imbalance of roles between roles at work and roles in the family (Asbari, Pramono, Kotamena, Liem, Alamsyah, et al., 2020).

To increase the competitive and comparative power of Indonesian manpower and human resources in the global arena, it is necessary to carry out adequate studies to find solutions to the problem of work-family conflict, especially among female employees. This study will focus on examining the relationship and influence between work-family conflict and social support on the work performance of female employees in two private companies in Indonesia. This study also analyzes the role of social support from superiors/supervisors, co-workers (peers), and families of the employees concerned.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work Performance

According to Armstrong and Taylor (2014) performance is the behavior of how targets are achieved.

Performance is a goal-oriented process that is directed at ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization (Fikri et al., 2021; Novitasari, Asbari, et al., 2021; Novitasari, Hutagalung, et al., 2021; Novitasari, Supiana, et al., 2021; Novitasari, Supriatna, et al., 2021; Purwanto, Asbari, & Santoso, 2020; Purwanto, Asbari, Santoso, Wijayanti, et al., 2020). As according to Mathis and Jackson (2002), performance is what employees do or don't do. To be able to know the performance of employees in an organization, certain aspects are needed. Performance is influenced by variables related to work including role stress and work / non-work conflict (Asbari, 2019; Asbari, Hyun, et al., 2020; Goestjahjanti et al., 2020; Maesaroh et al., 2020; Novitasari, Asbari, et al., 2020; Novitasari, Sasono, et al., 2020; Silitonga et al., 2020; Yuwono, Novitasari, Hutagalung, et al., 2020; Yuwono, Wiyono, et al., 2020). According to Bernardin and Rusell (1998) there are several criteria in measuring performance, namely: Quality, quantity, timeliness, cost effectiveness and interpersonal relationships. Whereas Mathis & Jackson (2002) stated that employee performance has several elements, namely: quantity, quality, accuracy, attendance, ability to cooperate, and loyalty.

Work-Family Conflict

According to Greenhaus & Beutell (1985), work-family conflict is a form of inter-role conflict, namely the pressure or imbalance of roles between roles at work and roles in the family. High working hours and heavy workloads are a direct sign of a work-family conflict due to the excessive time and effort spent working. This results in a lack of time and energy that can be used for family activities. Greenhaus & Beutell (1985) describe the types of conflict-related to the dilemma of female roles between household and work. First, time-based conflict is a conflict that occurs because time is used to fulfill one role and cannot be used to fulfill other roles, including the division of time, energy, and opportunities between work and household roles. In this case, scheduling is difficult and time-limited when the demands and behaviors required to play the two don't match. Second, strain-based conflict, which refers to the emergence of tensions or emotional states generated by one role, making it difficult for a person to fulfill the demands of another role. For example, a mother who works all day will feel tired, and it makes it difficult to sit comfortably with the child completing his homework. These role strains can include stress, increased blood pressure, anxiety, emotional states, and headaches. Third, behavior-based conflict is a conflict that arises when expectations from a behavior are different from expectations from other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another.

Social Support

Social support is the act of helping others and peacefully communicating with others (Seers et al., 1983). This helpful behavior is manifested in three forms, namely, first, affection and maintenance attention that helps maintain self-esteem and supports beliefs, second is information assistance and practical problem-solving guidance, and third is support in the form of encouragement in the form of assessment or feedback. Social support (social support) affects the behavior of maintaining one's health. This study describes social support which has a specific role in reducing work-family conflict, as explained by the research results. Several previous studies stated that social support provides deep enhancing therapy psychological and physiological health (Cohen & Wills, 1985). Social support can be considered as an antecedent of work-family conflict or a moderator for the relationship between job demands and work-family conflict. As is Cohen & Wills (1985) It has been noted that social support has a significant impact on physical and psychological health. The research model implies that social support is useful in reducing work- family conflict. Social support is categorized into several factors based on sources, such as superiors, co-workers and family (Armstrong et al., 2015).

Based on the explanation above, the researchers compiled the following hypotheses:

H1: Work-family conflict has a (negative) significant effect on work performance of female employees in Indonesia

H2: Supervisor support has a (positive) significant effect on the work performance of female employees in Indonesia

H3: Peer support has a (positive) significant effect on the work performance of female employees in Indonesia

H4: Family support has a (positive) significant effect on work performance of female employees in Indonesia

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which the entire research project is based. From the theoretical framework can be formulated hypotheses that can be tested to determine whether the theory formulated is valid or not. Then further it will be measured by appropriate statistical analysis. Work-family conflict, social support, and work performance refer to research parameters (Armstrong et al., 2015). For this reason, the authors built the following research model:

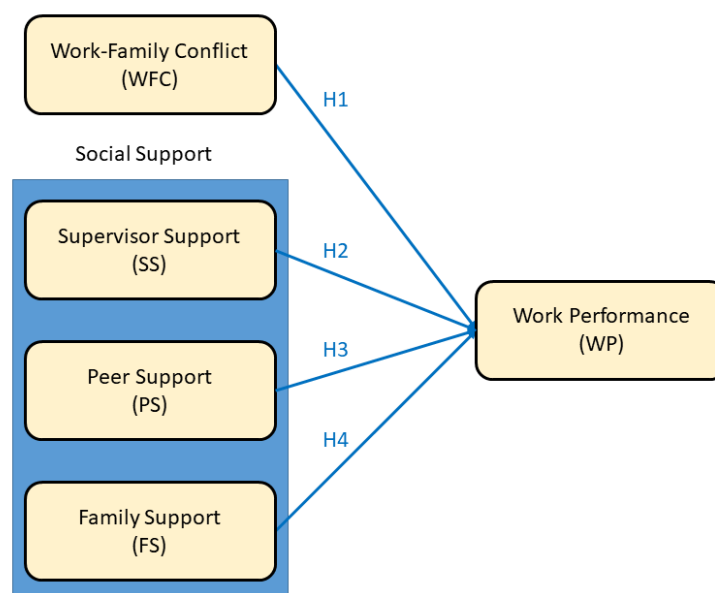


Figure 1. Research Model

III. METHODS

Operational Definition of Variables and Indicators

The method used in this research is the quantitative method. Data was collected by distributing questionnaires to all female employees who have permanent status in one of the packaging industries in Indonesia. The instrument used to measure work-family conflict was adapted from Armstrong et al. (2015) using 6 items (WFC1-WFC6) that validated by Asbari et al. (2019). Supervisor support uses 4 items (SS1-SS4), peer support uses 4 items (PS1-PS4), family support uses 4 items (FS1-FS4), all of which are adapted from Armstrong et al. (2015). Work performance was adapted from Bernardin & Russel (1993) by using 5 items (WP1-WP5). The questionnaire is designed closed except for questions/statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question/statement item is given five answer options, namely: strongly agree score 5, agree score 4, neutral score 3, disagree score 2, and strongly disagree score 1. The method for processing data is by using PLS and using SmartPLS version 3.0 software as a tool.

IV. RESULTS AND DISCUSSION

Population and Sample

The population in this study were 145 female employees with permanent employee status at two private companies in Indonesia. The questionnaires were distributed using a simple random sampling technique. The questionnaire results returned and valid as many as 123 samples (84.8 percent of the population). They have different age groups, under 30 years (25%), ranging from 30-40 years (47%), and over 40 years (28%). Their tenure as employees also varied, some of them were under 5 years (36%), ranging from 5-10 years (48%), and more than 10 years (16%). The majority of education is diploma/bachelor (94%) then high School (6%).

Test Results of the Validity and Reliability of Research Indicators

The measurement model testing stage includes testing for convergent validity, discriminant validity. Meanwhile, to test the construct reliability, Cronbach's alpha and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing.

Convergent Validity Testing

A convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs Ghozali & Latan (2015). In this study, the minimum acceptable loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Purwanto et al., 2019; Purwanto, Asbari, & Santoso, 2021d, 2021a, 2021b, 2021c; Purwanto, Asbari, Santoso, et al., 2021; Purwanto, Asbari, Santoso, Paramarta, et al., 2020). Based on the results of SmartPLS 3.0 processing, after items that do not meet the requirements are discarded, in Table 3, all indicators have a loading factor value above 0.5 or AVE value > 0.5. So thus, the convergent validity of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 1.

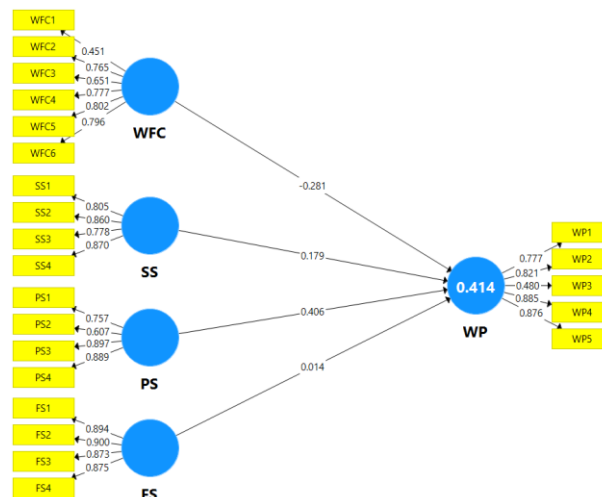


Figure 2. Valid Research Model

Source: SmartPLS 3.0 Processing Results (2021)

Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Work-Family Conflict (WFC)	WFC1	0.451	0.807	0.809	0.861	0.515
	WFC2	0.765				
	WFC3	0.651				
	WFC4	0.777				
	WFC5	0.802				
	WFC6	0.796				
Supervisor Support (SS)	SS1	0.805	0.849	0.855	0.898	0.687
	SS2	0.860				
	SS3	0.778				
	SS4	0.870				
Peer Support (PS)	PS1	0.757	0.804	0.848	0.871	0.634
	PS2	0.607				
	PS3	0.897				
	PS4	0.889				
Family Support (FS)	FS1	0.894	0.908	0.910	0.936	0.784
	FS2	0.900				
	FS3	0.873				
	FS4	0.875				
Work Performance (WP)	WP1	0.777	0.831	0.865	0.884	0.612
	WP2	0.821				
	WP3	0.480				
	WP4	0.885				
	WP5	0.876				

Sumber: Hasil Pengolahan SmartPLS 3.0 (2021)

Table 2. Discriminant Validity

Variables	FS	PS	SS	WFC	WP
FS	0.885				
PS	0.670	0.796			
SS	0.378	0.421	0.829		
WFC	-0.267	-0.176	-0.253	0.718	
WP	0.429	0.540	0.426	-0.401	0.782

Sumber: Hasil Pengolahan SmartPLS 3.0 (2021)

Table 3. Collinearity (VIF)

Variables	FS	PS	SS	WFC	WP
FS					1.917
PS					1.936
SS					1.281
WFC					1.112
WP					

Sumber: Hasil Pengolahan SmartPLS 3.0 (2021)

Table 4. Nilai R Square

Variables	R Square	R Square Adjusted
WP	0.414	0.396

Sumber: Hasil Pengolahan SmartPLS 3.0 (2021)

Table 5. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	WFC -> WP	-0.281	-0.303	0.061	4.633	0.000	Supported
H2	SS -> WP	0.179	0.178	0.077	2.310	0.021	Supported
H3	PS -> WP	0.406	0.401	0.110	3.702	0.000	Supported
H4	FS -> WP	0.014	0.020	0.104	0.135	0.893	Not Supported

Sumber: Hasil Pengolahan SmartPLS 3.0 (2021)

Discriminant Validity Testing

Discriminant validity is done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between that construct and other constructs (values below the diagonal) (Ghozali & Latan, 2015). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value obtained as referred to in Table 2. The results of the discriminant validity test in table 2 above indicate that all constructs have a square root value of AVE above the correlation value with the construct. other latency, through the Fornell-Larcker criteria, so it can be concluded that the model has met the discriminant validity (Fornell & Larcker, 1981).

Construct Reliability Testing

The construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7 (Ghozali & Latan, 2015), which can use the size of one of them. If the composite reliability value is above 0.7, then it is sufficient (Ghozali & Latan, 2015). The reliability test results in table 3 above show that all constructs have a composite reliability value greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

Hypothesis Test

Hypothesis testing in PLS is also called the inner model test. Hypothesis testing in this study includes testing the significance of direct effects and measuring the influence of exogenous variables on endogenous variables. The effect test was carried out using the t-statistic test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and significance test values are obtained as shown in the table 4.

Based on Table 4 above, the WP R Square value is 0.414 which means that variable work performance (WP) can be explained by the work-family conflict (WFC) and social support variables, including supervisor support (SS), peer support (PS), family support (FS) of 41.4%, while the remaining 58.6% is explained by other variables not discussed in this study. Meanwhile, Table 5 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

Discussion

Effect of Work-Family Conflict on Work Performance

The results of data analysis show that work-family conflict has a positive and significant effect on work performance. Evidenced by the t-statistics value of 4.633 is higher than 1.96 and the p-value of 0.000 is smaller than 0.05. Because the effect is significant, and original sample value -0.281 (negative), the conclusion is that the hypothesis **H1 is accepted**. So, It can be concluded that there is a negative and significant effect of work-family conflict on work performance. This finding is similar conclusion of the research Asbari et al. (2021), and Novitasari et al. (2020) who mentioned that *work-family conflict* hurts work performance.

Effect of Social Support on Work Performance

The results of data analysis show that social support has different effects on work performance. First, supervisor support has a significant effect on work performance. Evidenced by the t-statistics value of 2.310 is higher than 1.96 and a p-value of 0.021 is smaller than 0.05. In conclusion, hypothesis **H2 is accepted**. Second, peer support has a positive and significant effect on work performance. Evidenced by the t-statistics value of 3.702 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. In conclusion, hypothesis **H3 is accepted**. Third, family support has not significant effect on work performance. Evidenced by the t-statistics value of 0.135 is smaller than 1.96 and a p-value of 0.893 is higher than 0.05. In conclusion, hypothesis **H4 is rejected**. Similar conclusions have been mentioned in previous studies (Asbari et al., 2019, 2021a; Asbari, Bernarto, et al., 2020; Asbari, Pramono, Kotamena, Liem, Sihite, et al., 2020; Novitasari, Sasono, et al., 2020; Pramono et al., 2020; Purwanto, Hidayat, et al., 2021; Sutardi et al., 2020; Yuwono, Novitasari, Asbari, et al., 2020).

V. CONCLUSIONS

Conclusion

From the data analysis that has been done previously, it has been proven that the independent variables *work-family conflict* negative and significant effect on work performance. Meanwhile, supervisor support and peer support have a significant effect on work performance. In contrast to family support, has no significant effect on employee work performance in two private companies in Indonesia.

Suggestion

Future studies should research other sectors besides education, such as the service industry, finance, and others to enrich this research topic. Also, it is advisable to increase the number of populations and samples to produce a more comprehensive research conclusion. Likewise, in future studies, it will be better to add and involve other relevant variables so that it will make the research in this theme more complete.

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