
THE RELATIONSHIP BETWEEN WORK-LIFE CONFLICT AND EMPLOYEE PERFORMANCE
AT CV SAUDARA JAYA ABADI TAMA, MEDAN

Oleh

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Article History:

Received: 10-12-2021

Revised: 11-01-2022

Accepted: 14-02-2022

Keywords:

Worklife-Conflict, Employee
Performance

Abstract: *Mostly, home conflict just spills over to work area and job stress spills over to home. This calls work-life conflict. As company that specializes in transportation and construction services, CV Saudara Jaya Abadi Tama – Medan is facing problem with its employees. To solve this problem, it is become a priority for company's management and employees to know what factors that causing work life conflict and understand on how to handle it. In this research, writer uses descriptive research design in collecting, classifying, and analyzing the data. The first method refers to descriptive study which provides explanation of the variable work life conflict and employees' performance theories. The second method refers to correlative research since the purpose is to find the correlation between independent and dependent variables..*

INTRODUCTION

In today's growing world, the issue relating to work life and its impact on job performance has been considered as a very important topic to deal with. Every individual is faced with a number of problems which has to be accepted and solved. Time is considered as money because it never stops for any one. Similarly, if an individual stops and feels that he or she cannot deal with the problems then he or she has to face a lot of hardships in his life. The time that had been wasted on thinking can never come back. Every individual is fighting for his or her right in today's scenario in order to achieve a reputable position and to spend his life comfortably by increasing the standard of living. A lot of compromises are made during the journey of struggle. What an individual is doing to earn his or her livelihood is not only just for the personal prosperity and success, but also he or she has to do a lot for his family life and his own safety and privacy along with theirs.

While struggling to earn for the personal prosperity, total time on the job will surely increase. One way to cope with increasing time demands is to cut down household chores. As the result, one's time with their children, spouse and elders is reduced, which will surely create work life conflict. Today, work-life conflict is a crucial issue which thrust the

employee's community. According to Hussan and Mujtaba (2012:1): *"Conflict is a reality of life in today's competitive workplace. Mujtaba and McCartney (2010) claim that conflict in the workplace can be functional (forces creativity and positive input) or dysfunctional (negative and stressful). An optimum level of conflict, or functional conflict, can be healthy in the organization as it encourages everyone to search for better ways to do their jobs and eliminates groupthink."* Work life conflict is a form of inter-related conflict in expectation between both work and family life roles. Mostly home conflict just spills over to work area affecting performance of the employee. Knowing that work-life conflict has increased among worker due to the increasing numbers of broken homes, domination of two working parents and so forth; it is important to identify the factors associated with the negative spill over from home to work and the groups most affected by it.

Hussain and Mujtaba (2012:3) defines: *"Understanding the effect of work-life conflict on performance is crucial to enhance employee performance and to ultimately achieve organizational success."*

Therefore, causing a lot of trouble to the company, such as diminishing productivity, in the case when the workers could not accomplish their work on time due to some family conflict. In the process of delegating their project (which is mostly far from their home town), mostly, they have to ask for some permission for few days which will surely postpone the accomplishment of the project.

Workers mostly find themselves trapped between their work and family problem and that will create conflict whenever they cannot balance them. And as a result, causing spillover to work, which is so called work life conflict. Besides caring for children, workers may also find themselves caring for others, such as elderly parents or other relatives.

But not only family or relatives is the primary source of work life conflict, but also increasing demand of job from the boss which will surely create pressure, an emotional pressure which is caused by family strain and work strain; marital problems which is caused by lack of supports from partners.

Moreover, in this company that specialize in transportation and construction services, most of the workers have to work at the location of the project (mostly outskirt), to build the transportation system, such as building roads on forest or mountain, delivering logs, construct building, building's underground, and so forth. To clearly identify this problem, the writer has collected the following data.

Table 1. Performance Review Result based on the Questionnaire

No.		Year	Expected Outcomes Score	Average Outcomes	Percentage
1	Attendance	2019	100	90	90%
		2020	100	70	70%
		2021	100	60	60%
2	Timeliness	2019	100	80	80%
		2020	100	70	70%
		2021	100	60	60%
3	Job understanding	2019	100	90	90%
		2020	100	80	80%
		2021	100	70	70%

4	Responsibility	2019	100	90	90%
		2020	100	80	80%
		2021	100	70	70%
5	Communication among colleagues	2019	100	90	90%
		2020	100	80	80%
		2021	100	80	80%
6	Productivity	2019	100	90	90%
		2020	100	70	70%
		2021	100	60	60%
7	Discipline	2019	100	90	90%
		2020	100	70	70%
		2021	100	60	60%
8	Adeptness	2019	100	90	90%
		2020	100	80	80%
		2021	100	70	70%
9	Diligence	2019	100	90	90%
		2020	100	70	70%
		2021	100	60	60%
10	Obedience	2019	100	90	90%
		2020	100	80	80%
		2021	100	70	70%

Source : CV Saudara Jaya Abadi Tama Medan

The table of performance review consist of score of attendance, timeliness, job understanding, responsibility, communication, productivity, discipline, adeptness, diligence, obedience. The expected outcome score is 100 respectively. The average absence of the employee at CV SAUDARA JAYA ABADI TAMA keep increasing year by year from year 2011 to 2013. The result above shows it has clearer indicated that the workers' performance is declining during those years. It states the declining productivity of employees from year to year. This declining performance has led to severe problems such as, late project accomplishment and unsatisfied project results.

Based on the existing phenomena, the purpose of the study is to find out and analyze "The Relationship between Work-Life Conflict and Employee Performance at CV Saudara Jaya Abadi Tama Medan".

LITERATURE REVIEW

Work Life Conflict

According to Akram and Hassan (2013:435): "*Work life conflict is a form or inter-role conflict in which the role pressures from the work and family, domains are mutually irreconcilable in some respect. It means that, when a person plays one role in work or family, it will create difficulties for the other role in work or family.*"

This conflict interfere the psychological aspect of the employees. Employers who are aware of this problem create the awareness of employees throughout work life programs, which is an effective way of decreasing work life conflict and improve employees' attitudes. Companies in this modern era are more alert concerning work life balance and are presenting

fresher work guideline. Most companies response towards this conflict by: firstly, to increase work life harmony, which is a capably business strategy to diminish turnover and to enhance performance; and secondly, to provide flexible work arrangements, which will be surely interesting for workers.

According to Akram and Hassan (2013:434): *“As compared to the last decade, now the employees are more involved in their jobs. But due to long working hours, high demanding work, use of complicated technology and work pressure, it is difficult for employees to balance between their job and work commitments. Due to this situation, HRM has to face the greatest challenge, which is Work Life Conflict (WLC).”*

To determine someone’s advancement of carrier, work life balance plays a big role. Work life balance develops when the separation between work life and personal life is defined clearly. Moreover, by having consistent boundary created between profession and life, employee can be sharper, more efficient and better focused

Work life balance is the opposite term to work life conflict. According to Hussain and Mujtaba (2012:4): *“Work life balance is the opposite term to work life conflicts. Work life balance is the equilibrium state in which a person’s professional and family life is equally balance.” Balance of work life and family life enhances employees’ performance. Besides, productivity is positively related with performance and increases satisfaction level.”*

The terms ‘Work-Life’ and ‘Work-Family” have the same definition. Work Life is the connection between work and personal concern of an individual. Personal concern includes childcare, social life, long time working hours, the needs of refreshing and travelling and so forth. In the other hand, an employer should also create flexible, supportive work environment so that employees can focus more while they’re working. Another effort to help employees to increase their work-life balance is to enhance morale, job satisfaction and performance.

According to Shen and Jiang (2013:1): *“Work-life conflict is defined as the incompatibility between expectations to perform one role versus another.”*

It is also commonly known as work-family conflict, work related demands that interfere with home responsibility. Work life conflict takes place in many ways. For instance: an overtime working that cause family dinner being missed, a call interrupting family time or the endless brainstorm of work problems during movie night with family.

According to McMillan (2011:16), there are three primary causes of this conflict:

1. Time-based conflict, which is defined as stress resulting when the time devoted to work makes it difficult to fulfill the obligations and requirements of family role.
2. Strain-based conflict, which is defined as stress resulting when the pressure of work roles spills over and affects interactions within the family domain.
3. Behavior-based conflict, which is defined as stress resulting when behavior required in one role makes it difficult to fulfill requirements of another role.

There are some differences that can be made in order to change one’s work-life. Factors that can make some differences to decrease the occurrence of work-life conflict are:

1. Type of job
Picking a type of job that is suitable to the person is important, that is why a person who needs to be home on time had better avoid the job that require the readiness to leave

- home whenever is needed. For instance, emergency crew at ambulance entrance, police officers, fire fighters; who have to be ready 24/7 to leave everything, no matter what they are doing when they receive the call of duty
2. Responsibility towards family
Married people has more tendency to face work-life conflict as they have wife or husband, children or elders to be taken care of.
 3. Supports given by employers
Facilities or even incentive, for instance, can help employee enhance their performance and minimize work-life conflict
 4. Life span
Demands of elder and young employees are different. Elderly people need healthcare while younger or middle-age people need child care and time to spend with their family.
 5. Supports and understanding of partners
Wife or husband should be supporting to each other. It gives great impact to their spouse if they support and understand each other in what they are doing.
 6. Experience and level of education
Lack of knowledge can lead to stress in performing tasks. Thereby, the more you know, the better you can work.
 7. Personality
Every individual's ability to cope with stress vary, some are flexible, some are not.
 8. Culture
Culture affect one's needs. For instance, Chinese people presume that childcare responsibilities are all on women.
 9. Gender
Women are more vulnerable when it comes to work-life conflict since they hold more childcare and home duty responsibility.
 10. Income
The bigger the income, the less work-life conflict workers can suffer from. It is because they can spend more on what they need the most. For instance, childcare, health insurance and so on.

Employee Performance

According to Ying (2012:16) : *"In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness. Improved individual employee performance could improve organizational performance as well."*

Employees are primary resources or assets that can drive companies to achieve the goals of the organization. One of the factors that influences the performance of employee is the wellness of their work-life environment. Whether or not the family and the workplace support them. The performance of the employee affect their output, discipline, timeliness, absence and so forth.

Ying (2012:16) attempted to define: *"Employee performance is the record of outcomes achieved, for each job function, during a specified period of time. If viewed this way, performance is represented as distribution of outcomes achieved and performance could be measured by using variety of parameters which describe an employee's performance over time."*

Employee performance plays an important role for organizational performance. Employee performance can be measured using a rating system used in many companies in order to notice the abilities and output of an employee. Good employee performance is an increase on customer's perception of service quality, while poor employee performance is an increase of customer's complaints and brand switching.

To conclude, employee performance can be simply understood as expected outcome of tasks or jobs of a worker and how well those jobs or tasks were executed. Many business directors assess the employee performance of each staff member annually or quarterly in order to help employees identify specific areas for improvements. The performance of an organization is particularly related with the individual's satisfaction. Satisfaction occurs when excessive work-life conflicts do not exist.

Employee Performance Indicators

Employee performance indicators expressed by David Hakala (2008:1) are the followings:

1. Quantity
Quality indicator is the measurement of output of the employee or in other words, productivity measurement
2. Quality
Quality indicator give a measurement whether or not a job needs to be redone or rejected, resulted by not meeting the level of expectation
3. Timeliness
Timeliness is linked with several factors like deadlines, fastness and accurateness. This is the matter of how fast work is performed in an accurate manner without passing deadline.
4. Cost-effectiveness
Cost-effectiveness is the cost saving of work performed, such as materials saving, time saving. In this case, not to waste grease, fuel and to take good care of backhaw and other heavy equipment will help a lot to save cost.
5. Absenteeism
Absenteeism is related with attendance and punctuality. Employees are obviously not performing while they are not at work.

RESEARCH METHOD

"The research design is a blueprint for fulfilling objectives and answering questions. It will be the general plan of how to go about answering the research question." The plan is the main program of the research. It consists of an outline of what the investigator will do from writing hypothesis and their operational implications to the final analysis of data.

According to Arikunto (2006) :

Untuk sekedar ancang-ancang, apabila subjek penelitian kurang dari 100 orang, lebih baik diambil semua sehingga penelitiannya merupakan penelitian populasi. Tetapi, jika jumlah subjeknya besar dapat diambil antara 10-15% atau 20-25% atau lebih. (Meaning: If the population of research subjects are less than 100, it is better to take the whole population as sample, so that the research turns out to be population research. But if the subjects are more than 100, a sample can be taken in the range of 10-15%, 20-25% or more.)

Based on the theory, writer would like to take the entire population of 40 employees

in the company. Since the writer takes the entire employees as the sample, census sampling method is used. Where the data collected and analysed is taken from every possible case, group members or individuals. The Census method is a sampling of collected information of all units in a population. The other terms used to refer census method is a 100% sample survey since it takes the whole population as the sample.

Operational Variable

Table 3. Indicators of Operational Variables

Variable Y	Indicator	Indicator	Questionnaire
Employee Performance (Y)	Quantity	Output	Your productivity, by means your ability to accomplish considerable number of job in limited time constraint.
	Quality	Job needed to be redone	You are able to perform your job accurately to meet expected standard of work quality.
	Timeliness	Deadlines	You are able to accomplish your tasks according to your deadline.
		Fastness and Accurateness	You are able to work fast and accurately.
	Cost-Effectiveness	Materials Saving	You are able to save materials and take care of equipment in order to reduce cost
		Time Saving	You are able to work fast and efficiently to reduce cost.
	Absenteeism	Attendance	Your statement is on not being absent frequently.
		Punctuality	You are at work on time.
Variable X		Indicator	Questionnaire
Work-life Conflict (X)	Work-Related	Job Satisfaction	Job satisfaction is the degree at which you are satisfied with your duties and tasks.
		Organizational Commitment	You have sense of responsibility to fulfil company's commitment.
		Intention to Quit	Sometimes You're willing to still work in the company.
		Work-related strain	You have control over facing high job demands
		Organizational Citizenship Behaviour	You are willing to help out with the extra little things without complaining and easy to work with.
	Family-Related	Marital Satisfaction	Your spouse develop good communication, understand and support you.
		Family Satisfaction	Your family develop good communication and understanding among all family members.
		Family-Related Strain	The state of your family is pushing you too much.
	Domain-Unspecific outcomes	Life Satisfaction	Life satisfaction is the degree at which you are happy with your life.
		Psychological Strain	Psychological stress you to face between family and job.
Depression		You feel under pressure because of difficulty, pressure and burden given from family and work.	

RESULT AND ANALYSIS

The Correlation Test

This test is to determine the correlation coefficient between variable X, and variable Y. The following table shows the correlation coefficient by using the Pearson's Product Moment.

Table 1. Test of Correlation

Correlations		Work-life Conflict	Employee Performance
Work-life Conflict	Pearson Correlation	1	.788**
	Sig. (2-tailed)		.000
	N	40	40
Employee Performance	Pearson Correlation	.788**	1
	Sig. (2-tailed)	.000	
	N	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 20

The output from SPSS show that the coefficient correlation of Work-life Conflict with Employee Performance is 0.788 and this is to show that there is close relationship between work-life conflicts with Employee Performance. The value of r resulted from the calculation is +1. This value indicates that there is a Perfect positive correlation between variable X and Y, by which the increase in the value of Work-life Conflict, will give big influence on the Employee Performance.

Test of Determination

Table 2. Test Result of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.621	.604	4.002

a. Predictors: (Constant), Work-life Conflict

b. Dependent Variable: Employee Performance

Source: SPSS 20

The calculation for Determination result is 0.621. This shows that 62.1% of variable Y, Employee Performance is influenced and determined by the value of variable X, Work-life Conflict, while the remaining 37.9% is influenced by other factors.

The Regression Equation

As knew that regression equation statistical is a technique that to analyse the linear relationships between two variables by estimating coefficient for an equation for a straight line. The result is showing on below table:

Table 3. Test of Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	13.539	4.877		2.776	.008
	Work-life Conflict	.465	.104	.588	4.485	.000

a. Dependent Variable: Employee Performance

Source: SPSS 20

The formula of linear regression is:

$$Y = a + bX$$

$$Y = 13.539 + 0.465.X$$

Analysis: the constant value is 13.539. This shows that, if there is no Work-life Conflict, the job satisfaction is in the level of 13.539 and the coefficient regression of Work-life Conflict is 0.465 states that each 1 edition includes increased (as indicated is a positive sign) of Work-life Conflict, will increase impact on Employee Performance as much as 0.465.

Test of Hypothesis = Z

As data above is acceptable and now, the hypothesis is already to be tested as developed in this study. Writer will determine which hypothesis, H_0 or H_A , will be accepted or rejected in this research. In determine this study's hypothesis, writer will using the program of SPSS 20.00 and the result is shown as:

Table 4. Test of Hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	322.216	1	322.216	20.113	.000 ^b
	Residual	608.759	38	16.020		
	Total	930.975	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work-life Conflict

Source: SPSS 20

The result on table shows that the probability value is 0.00, which mean that the probability value is smaller than 0.05. As knew that, If the probability > 0.05, then H_0 is accepted. If probability < 0.05, then H_0 is rejected (Singgih, 2014: p. 232). In here, where the probability is 0, that means probability < 0.05, then H_0 is rejected. So, this proves that, Work-life Conflict has impact on Employee Performance at CV. Saudara Jaya Abadi Tama – Medan.

1. from Questionnaires:

- a. Most of the respondents have understood about work-life Conflict and realize the effect. So, most of respondents has change their demine factors which can influence on the work-life Conflict as: Work-Related factor, Family-Related, Domain-Unspecific outcomes. Most of the respondents have found their better relationship and

communication with those factors.

- b. Most of respondents realize about the important of employee performance. Respondents knew that it can give impact to their selves as get more on salary, bonuses and promotion, give more ability on company to become more competitive in market.

2. from the calculation of SPSS 20 system:

- a. The result of coefficient correlation shows that there is close relationship between work-life conflict with employee performance. The value of r resulted from the calculation is +1. This value indicates that there is a Perfect positive correlation between variable X and Y, by which the increase in the value of Work-life Conflict, will give big influence on the Employee Performance.
- b. From the determination, it shows that employee performance is influenced as much as 62.1% by Work-life Conflict, while the others factors which also can influence on employee performance is 37.9%.
- c. The probability result from Z - test is 0, that means probability <0.05 , then H_0 is rejected. So, this proves that, Work-life Conflict has impact on Employee Performance at CV. Saudara Jaya Abadi Tama - Medan.

CONCLUSION

The conclusions for this study is to answered problem identification in previous chapter which the problem identification in previous chapter is Does work life conflict affect the employees' performance at CV SAUDARA JAYA ABADI TAMA MEDAN?". Based on the coefficient correlation result, which is 0.788 and this is to show that there is close relationship between work-life conflicts with Employee Performance. This value indicates that there is a High Positive Correlation between variable X and Y, by which the increase in the value of Work-life Conflict, will give big influence on the Employee Performance.

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HALAMAN INI SENGAJA DIKOSONGKAN