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The Effects of Work-Family Conflict on Work Stress and Female Employees Performance at State Islamic University (UIN) of Maulana Malik Ibrahim Malang

Ninik Wahyu Lestari

Student, Gajayana University of Malang, Indonesia

Dyah Sawitri

Lecturer, Department of Management, Gajayana University of Malang, Indonesia

Umi Muawanah

Lecturer, Department of Management, Gajayana University of Malang, Indonesia

Abstract:

This study purpose is to examine the effect of family conflict on work stress, family conflict on performance and family conflict on performance mediated by work stress.

This is an explanatory research type. The samples are 99 female education staff (employees) at Maliki UIN Malang.

The study results show that Work-family conflict affects on work stress. The higher the Work-family conflict increases the stress on female employees at UIN Malang. Work-family conflicts also have a negative and significant effect on performance. It means higher Work-family conflict will decrease the performance of female employees. Work stress does not affect on performance. The low work stress of women at UIN Malang does not affect on the performance.

Keywords: *Work-family conflict, work stress, female employee's performance*

1. Introduction

The woman's role is not only as housewives but also as workers to make money. The female labor force from 2012 to 2016 shows a higher trend than men (BPS, East Java Province).

Ihromi (1990) stated that female job seekers would increase in parts of world. His study results found that women wanted to keep working to support financial, to develop knowledge and understanding, self-actualization, self-pride and independence, and enable respondents to actualize other basic personal aspirations as give a sense of "meaningful" as a person.

Women have two roles at once, as workers and housewives, it is not easy. Married female employees with children have more roles and responsibilities than unmarried women. This dual role is also experienced by women to care family and household and also involves in her work. Work-family conflict explains the clash between the work responsibilities at home and at work (Frone & Cooper, (1994).

Work-family conflicts trigger the conflicts in company if does not managed rightly. The low employee's performance will affect the company's productivity (Anorogo, 1992: 101).

Inappropriate and unwise conflicts solving can affect directly on employees. They are in an uncomfortable situation and easily get stress. Factors to affect stress are excess workload, responsibility for others, career advancement, lack of group cohesion, less supportive group support, structure and diversity of organizations, areas in organization, specific tasks and leadership effects, (Ivancevich and Matteson, 1980) in Indriyani (2009). Actually, stress is a natural condition because it is happened in human response and part of daily life of human beings faster than progress in all fields related to higher activities and busyness. The working mothers tend more tired, themselves all day forced to stay in workplace (Rini. 2000) in Indriyani, 2009).

Gitosudarmo and Suditta (1997) stated that stress has positive and negative effects on performance. Stress at low until moderate level is functional and positive impact as a driver to improve employee performance. High level of stress has a negative effect to decrease employee performance. The dual role conflict can reduce employee performance to increase the desire to leave and absenteeism and lower organizational commitment (Boles, Howard & Donofrio, 2001). This is a very dangerous situation for an organization or company. It can disrupt the work which ultimately reduces the performance of an organization or company. This is one of problems that must be considered by companies in processing Human Resources to improve work efficiency and effectiveness (Nurhayati, 2000 in Indriyani (2009)

1.1. Problem Formulation

Based on above background, the research problem formulations are below.

- Does work-family conflict have a significant effect on work stress of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang?
- Does work-family conflict have a significant effect on performance of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang?
- Does work stress have a significant effect on performance of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang?
- Does work-family conflict have a significant effect on performance through the employment stress of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang?

2. Literature Review

2.1. Work-Family Conflict

Greenhaus and Beutell (1985) defined work-family conflict as a form of role conflict where the work demands and family roles cannot be harmonized in several respects. Work-family conflict can be measured through indicators below.

- Time-based conflict, it is occurred when the time demand from one role prevents to fulfil the demands from other roles. The time to do a work (family or work) can reduce the time spent to other work (work or family). This is because time is a limited resource.
- Strain-based conflict, it is a pressure from one role to affect the performance of other roles.
- Behavior-based conflict, it is associated with a mismatch between behavioral patterns and those desired by both parts (work or family).

Frone (1992) in Rosita (2012) defined work-family conflict as a role conflict occurred to employees. At one hand, he has to do work at office, and on other hand he must pay attention to family as a whole, creating difficulty to distinguish between works interfere family or family interfere work.

Triaryati (2003) said that job demands related to pressure from excessive workload and time, such as work that must be completed in a hurry and deadline. Boles (2001) in Indriyani (2009) stated the Indicators of work-family conflict below.

- Work pressure.
- Too many demands of task.
- Lack of family togetherness.
- Busy with work.
- Conflict of commitment and responsibility for the family.

Above definitions above explain that work-family conflict arises when a person cannot share time and roles as an employee and as a family member.

2.2. WorkStress

Rivai and Sagala (2011: 1008) defied work stress as a tension condition that creates a physical and psychological imbalance to affects emotions, thinking processes and employee conditions. Gibson (2000) in Rosita (2012) stated that work stress is an adaptive response, connected by characteristics and / or individual psychological processes as a consequence of any external action, situation or event to create particular psychological and / or physical demands on someone. Philip L. Rice in Rivai, Basalamah, and Muhammad (2014: 659) said that a person can be categorized in work stress if there are elements below.

- Their stress involves the organization or company where they work. The cause is not only within company, because household problems that are brought to work and work problems that are brought to home are also cause the work stress.
- Creating negative impacts on company and also for individuals.
- Cooperation is needed between the two parties to resolve the issue.

The work stress can be caused by problems outside the organization, as stated by Rivai et al (2014: 661) below:

- Financial concerns.
- Problems related to children.
- Physical problems.
- Problems in marriage.
- The changes in residence.
- Other personal problems such as the death of relatives.

Rini (2002) in Indriyani (2009) categorized stress symptoms into several aspects below:

- High workload.
- Absence rate.
- Too late to enter work.
- Demands / pressure from superiors
- Achievement and decrease in productivity.
- Tension and mistakes.
- Lower the quality of interpersonal relationships.

Rivai et al. (2014: 661) explained two work stress approaches, namely individual and company approaches. Individual approaches are important because stress can affect life, health, productivity and income. Company approaches are based on humanitarian reasons and also their effect on achievement of all aspects and effectiveness of company as a whole.

Individual approaches include:

- Increasing the faith.
- Doing meditation and breathing.
- Doing sports.
- Doing relaxation.
- Social support from friends and family.
- Avoiding routine habits that are boring.

The company's approach includes:

- Improving the organizational climate.
- Improving the physical environment.
- Providing sports facilities.
- Performing analysis and task clarity.
- Increasing the participation in decision making process.
- Undertaking the task restructuring.
- Implementing the management concepts based on goals.

Luthans (2006) in Indriyani (2009) stated that stress is not automatically bad for employees or their organizations performance. In fact, it is generally known that low stress levels can improve performance and increase activity, change and good performance.

Luthans (2006) in Indriyani (2009) stated that there are four main causes of stress namely:

- Group stressor, including low group cohesiveness, low social support, organizational politics, conflict with co-workers and supervisors and disliked by group.
- Individual stressors, disposition roles include A type personality patterns, personal control, learned helplessness, psychological endurance, and levels of intra-individual conflict rooted in frustration, goals and roles.
- Organization stressors, including administrative policies and strategies, organizational structure and design, organizational processes and working conditions.
- Extra-organizational stressors, including social or technological change, globalization, family, reallocation, economic and financial conditions, race and class, and conditions of residence or community.
- The definitions above explained that work stress is a condition experienced by an employee because of burden or pressure of work that does not match or exceed its ability.

2.3. Performance

Amir (2015: 5) defined performance as something displayed by someone or a process related to work assignment. Rivai and Basri (2004: 16) in Salam (2014: 163) stated that performance is the work that can be achieved by a person or group of people in a company in accordance with authority and responsibility in an effort to achieve corporate objectives legally, does not violate the law, and does not conflict with morals and ethics.

Wirawan (2009: 7-8) explained several factors affecting employee performance below.

2.3.1. Internal Employee Factors

They were inherited factors and factors obtained when he developed. Congenital factors, such as talent, personal traits, and physical and psychological conditions. The obtained factors are knowledge, skills, work ethic, work experience, and work motivation. After affected by internal and external environment of organization, the internal factors of this employee determine the employee performance.

2.3.2. Organizational Internal Environmental Factors

Employees need the support from organization where they work. This support greatly affects the performance level of employees. Bad compensation system and work climate in organization can decrease the employee performance. Other organization internal environment factors are organizational strategy, resources support to carry out the work, management system and compensation. Therefore, organizational management must create a conducive organizational internal environment so that it can support and increase employee productivity.

2.3.3. Organization External Environment Factors

These are situation, event, or condition occurred external environment of organization to affects the employee performance.

Simamora (2004: 334) said that performance appraisal is a process used by organizations to evaluate the implementation of individual employee work. Schuller and Jackson (1999: 3) stated that performance appraisal focus is to find how productive an employee and whether he can perform equally or more effective in future to create benefit for employees, organizations and community. There are four categories of goals and importance of performance appraisal (Schuller and Jackson (1999: 3):

- Evaluation to emphasize on comparison between people.

- Development to emphasize on changes in a person over time.
- System maintenance.
- Documentation of human resource decisions.

Performance measurement can also be done through several assessments (Flippo, 1986) in Indriyani (2009) below.

- Quality of work is the level where the final results achieved are near perfect to meet the expected goals of company / organization.
- Quantity of work is the production amount expressed by work units or cycles of activity produced.
- Timeliness is the level of activity completed by job at beginning of desired time.
- Attitude relates to habit to show how far the responsibility to execute the work, and level of a person's ability to work with others in completing their tasks.
- Effectiveness, knowledge level of organization's resources with intention to increase the finance

Supriyanto and Maharani (2013: 83) explained performance to includes elements below:

- There is target setting,
- Trying to meet the target,
- Work on task carefully,
- Paying attention to quality of work in accordance with leader's instructions,
- On time,
- Do not leave the workplace during working hours, and
- Knowing duty and responsibilities.

Mathis and Jackson (2006: 378) suggested five elements below to measure employee performance.

- Quantity is the production amount, expressed in number of units, cycles of activity completed. Quantity is measured from employee perceptions to number of activities assigned along with the results.
- Quality is a provision in procedures, discipline and dedication. It shows the degree of desired activity results is near perfect based on ideal ways to perform activities, and fulfilling the expected goals of an activity. The quality of work is measured by employee perceptions to quality of work produced and task perfection based on skills and abilities of employees.
- Reliability is the ability to do the required work with minimum supervision
- Attendance is the belief that you will enter work every day in according to working hours.
- The ability to work together is the ability of a workforce to work together with others in completing a task and work set to achieve maximum usability and results.

Swasto (1996) in Mangkunegara (2009) in Novita (2016) stated that instruments to measure performance are:

- Work quantity.
- Quality of work.
- Knowledge about work.
- Opinions or statements submitted.
- Decisions taken.
- Planning work.
- Timeliness

2.4. The Conceptual Framework

The conceptual framework describes the effect of work-family conflict on performance mediated by work stress. Figure 1 below shows the research framework.

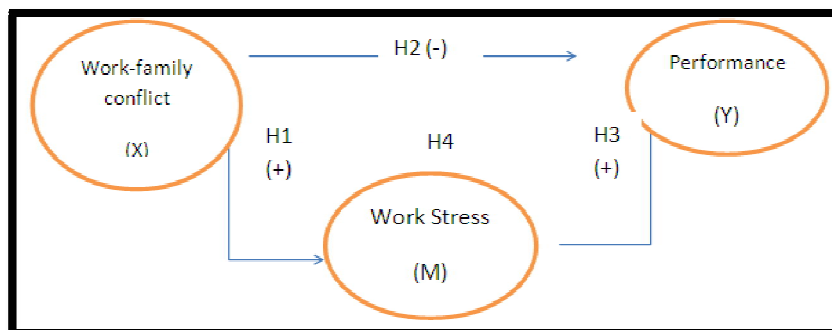


Figure 1: Research Framework

2.4.1. Hypothesis

Based on a review of theory and previous research, the hypotheses are formulated below.

- H1: Work-family conflict has a significant positive effect on work stress.
- H2: Work-family conflict has a significant negative effect on performance.
- H3: Work stress has a significant positive effect on performance.
- H4: Work-family conflict has a significant effect on performance mediated by work stress.

3. Research Method

3.1. Types of Research

This is an explanatory research with a survey approach to explain causal relationship between variables through hypothesis testing. Supriyanto and Maharani (2013: 7) said the purpose of explanatory research was to answer and explain the problems faced.

3.2. Population

Sumarsono (2004: 49) said that population is a collection of all elements or individuals as information sources in a research. This study population was 122 female employees in female UIN Maliki Malang.

3.3. Sample

Samples will be taken from population. Supriyanto and Maharani (2013: 35) define a sample as part of number and characteristics possessed by that population. This study samples are 99 female employees who were married and having children. The sampling technique is purposive sampling. Sumarsono (2004: 63) explained that purposive sampling is done by taking people who are chosen correctly by researchers according to special characteristics possessed by sample.

3.4. Analysis Results

H₁ is signifikan with p value 0,000<0.001, while H₂ is also significant with p value of 0.037<0.05. H₃ is insignificant value with p value of 0.219>0.05. For H₄ is not supported because the mediation effect is not fulfilled. It can be concluded that work-family conflict has an effect on work stress; work-family conflict affects on performance; while work stress does not affect on performance. Figure 2 and figure 3 show the direct and indirect effects.

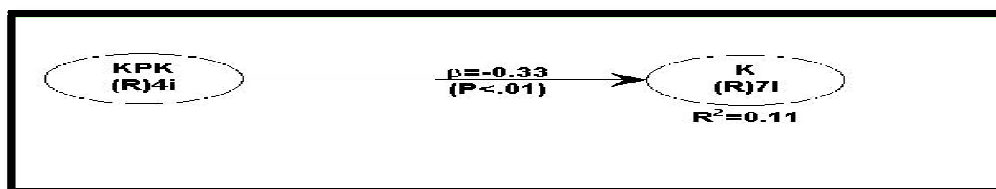


Figure 2: Model Structure of Direct Effect
Source: Primary Data Processed, 2017

Figure 2 shows that the direct effect of work-family conflict on performance has beta value of 0.33 and significant with a value of p <0.01. R² value of 0.11 indicates a performance variance of 11% can be explained by work-family conflict.

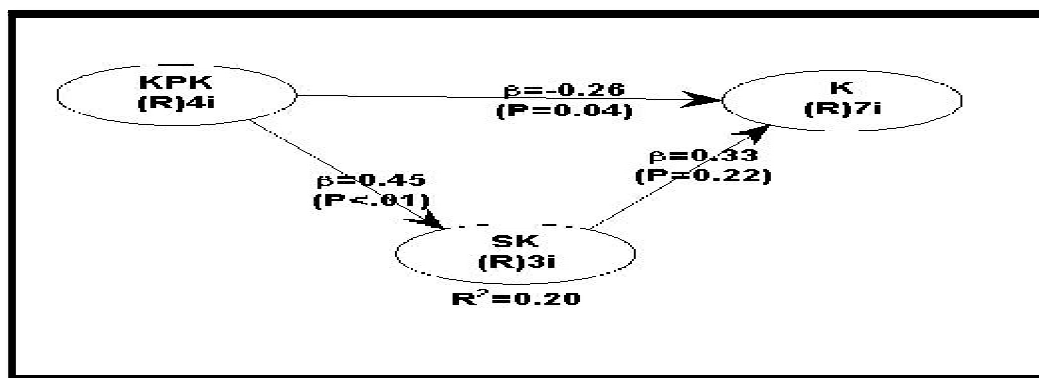


Figure 3: The Research Model for Indirect Effect
Source: Primary Data Processed, 2017 (Attachment 4, Page 108)

4. Discussion

This study examines the variables affecting performance, namely work-family conflict and work stress. It can be proved that work-family conflict variable affect on work stress and work-family conflict affect on performance, while work stress do not affect on performance.

4.1. The Effects of Work-Family Conflict on Work Stress

The H₁ hypothesis states that work-family conflict has a significant positive effect on work stress. Test results 8 shows p value <0.01, therefore H₁ is accepted. Work-family conflict has a significant positive effect on work stress. Work-family conflict experienced by an employee can increase work stress, so the higher the work-family conflict experienced by an employee increase the work stress.

This study results are consistent with Indriyani (2009), Rajak (2013), Raharjo (2013), Divara and Rahyuda (2016), Wirakristama and Suharnomo (2010), Triaryati (2003) that work-family conflict had a positive effect on work

stress for different research objects. Indriyani (2009) conducted a research at Roemani Muhammadiyah Hospital Semarang, Rajak (2013) conducted research at Secretariat General of Ministry of Education and Culture, Raharjo (2013) conducted research at PT. Bank Mandiri (Persero) Tbk Surakarta Region, Divara and Rahyuda (2016) conducted research in Bali Provincial Culture Service, while Wirakristama and Suharnomo (2010) conducted research at PT. Nyonya Meneer Semarang.

4.2. *The Effects of Work-Family Conflict on Performance*

H₂ hypothesis states that work-family conflict has a significant negative effect on performance. The test results show the p value of 0.037 < 0.05, therefore H₂ is accepted. Work-family conflict has a significant negative effect on performance. This can be interpreted that higher the work-family conflict, lower the employee's performance.

This study results do not support the research of Roboth (2015) that work-family conflict had no significant effect on performance of women with dual role in Compassion East Indonesia Foundation. This can be because women who play a dual role in Compassion East Indonesia Foundation, they can overcome the multiple role conflicts occurred, minimize the possibilities that can cause clashes and pressures in work towards family so that they can meet the needs of these two interests.

This study support Indriyani (2009), Turangan (2013), Thalita and Santosa (2013), Tewel and Tewel (2014). Indriyani (2009) found that higher the work-family conflict decreases the nurse's performance at Roemani Muhammadiyah Hospital Semarang. Turangan (2013) found that work-family conflict had a significant effect on performance of female nurses in Salatiga Hospital. The negative direction of regression coefficient can be interpreted the lower the work-family conflict, higher the performance of female nurses in Salatiga Hospital, and vice versa. Thalita and Santosa (2013) found a unidirectional positive relationship between work-family conflict and performance of female employees of PT. Kahuripan Sun Indonesia. Whereas Tewel and Tewel (2014) found that higher role conflict will lead to lower performance of career women at Sam Ratulangi University or vice versa, lower the level of role conflict will lead to higher performance of career women at Sam Ratulangi University.

4.3. *The Effects of Work Stress on Performance*

The test results show p value of 0.219 > 0.05, therefore H₃ is rejected. Work stress does not affect on performance. This supports Turangan (2013) that lower the work stress increase the performance of female nurses in Salatiga General Hospital. This study found that female nurses in Salatiga Hospital can control these conditions so that they did not cause high stress in work. The low work stress of female nurses in Salatiga Hospital has a positive impact on their performance.

This study does not support Nur Saina (2013) that work stress partially had a negative effect on employee performance, meaning that higher the level of work stress will have a negative impact to improve the performance of Khairun Ternate University employees. Roboth (2015) found that work stress has a significant effect on performance of women with dual role in Compassion East Indonesia Foundation, meaning that stress in workplace is also positively related to employee performance which means stress can create a competitive advantage for companies with good management. Indriyani (2009) stated that work stress has a significant positive effect on performance, meaning that higher work stress increases the nurse's performance at Roemani Muhammadiyah Hospital Semarang. Whereas Wirakristama and Suharnomo (2011) found that work stress has a negative and significant effect on performance of female employees. This shows that higher the work stress decreases the performance of female employees of PT Nyonya Meneer Semarang.

4.4. *The Effects of Work-Family Conflict on Performance Mediated by Work Stress*

The H₄ hypothesis states that work-family conflict has a significant effect on performance through work stress. The test results show the p value of 0.239 and insignificant. This hypothesis cannot be analyzed because the requirements for mediation effects are not fulfilled. The results of test in this study indicate that first condition is fulfilled, work-family conflict has significant effect on performance at p value < 0.01, while the second condition is not fulfilled because work-family conflict has a significant effect on work stress with p < 0.001 but work stress does not have significant effect on performance at p value of 0.219.

5. **Conclusion**

Based on research result, the conclusions are stated below.

- Work-family conflict affects on work stress. The higher work-family conflict increases the work stress of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang
- Work-family conflict also has a significant negative effect on performance, meaning that higher the work-family conflict will reduce the performance of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang.
- Work stress does not affect on performance. Low work stress does not affect on performance of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang.
- Work Stress not mediated the effects of work-family conflict on performance of female employees at State Islamic University (UIN) of Maulana Malik Ibrahim Malang.

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