

# Work Family Conflict, Jobstress and Job Performance (Case Study Spa Employee In Bali)

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## Abstract

Family needs and increasing income while are not comparable often leads to conflicts within the family member. Conflict in the family often carried over into the workplace, thereby potentially affecting the performance of the person in the work. Family conflict also affects the perceived increasingly heavy workload, this can lead to job stress, and thus indirectly family conflict potentially affects the performance of employees through job stress. This research is aimed to concern a study and analysis of the effect of conflict in the family and job stress on employee performance. The study conducted at SPA De Nyuh in Bali province, Indonesia. The number of respondents are all employees totaling 62 people. Data processed by Generalized Structured Component Analysis (GeSCA) with step: measurement model / outer model, structural model / inner model, and model fit. The results found that the family conflict is a positive and not significant effect on the performance of employees, family conflict is a positive significant effect on the job stress and job stress is a positive significant effect on the performance.

**Keywords :** work family conflict, job stress, employee performance.

## 1. Preface

Every human will always have inequality perceptions or difference point of views towards something, so these differences can lead to conflict. Human as a social creature and personal beings is born with all differences between one to another, different gender, social and economic strata, ethnic groups, religions, beliefs, life goals, etc. (Wirawan, 2010: 1). These differences are the potential causes of the conflict in human life. Conflicts occur in many things both inside and outside of themselves, such as the conflict between companies / intra-company, inter-group, inter-group members, inter-individual (including inter-individual in the family), it can also happen within the individual itself.

According to Wirawan (2010: 106), a conflict is able to change and develop human life. Conflicts has an effect to change people's life to positive or negative sides. In accordance with Rivai and Sagala, (2011: 1000), conflict can lead to positive changes which is profitable (functional or constructive conflict), and may also lead to change to the worse sides/adverse or negative (dysfunctional or destructive conflict).

Uncontrolled conflict causes stress. Conflict is one of the triggers of stress (Rivai and Sagala 2011: 1008), besides workload pressure, fatigue, tension, panic, and so forth. Wirawan (2010: 110-111) also said that the conflict causes psychiatric disruption and stress, and decreased labor productivity. It also explains that people who have not enough experiences to manage and face the conflicts can be easily bad stressed (negative) (Wirawan 2010: 157). On the other side, people who can manage stress as well can make stress as a positive one and able to give advantage.

The research concerning on work-family conflict, stress and performance have been carried out in various fields of industries such as hospitals nurses UK (Azizollah Arbabisarjou 2013), lawyers in the Province of Alberta (Wallace, Jean E., 2005), working mothers employed on a full time basis at a large retail organization in Durban, South Africa (Patel, Cynthia J, 2006), University of Central Florida Psychology (Hickson, Kara 2008) and others. This research was conducted at the SPA De Nyuh which is located in Seminyak, Kuta Bali.

## 2. Literature Review

### Work Family Conflict

Some theories define the term of conflict differently. Rivai and Sagala, (2011: 999) described conflict as the discrepancy or difference, conflict and dispute between one or more members or groups (in the organization/company), as a result of difference status, goals, values, and perceptions. According to (Wirawan

2010: 5), conflict is the opposition process expressed between two or more parties who depend each other on the object of the conflict, using behavior patterns and conflict interaction which bring the conflict. Besides, Usman (2013: 504), mentioned the conflict as the opposition between two organization members, individuals, and self-conflict toward something. Conflict is also defined as the opposition between individuals or groups that can lead to tension and obstruction on goal achievement (DuBriant, in Fahmi, 2013: 149). According to Indrawijaya (2010: 109), conflict is about opposition or contrary in human relationships (antagistik).

In this research, family conflict is intended to include family environment, communication, and roles which the employees are involved in the conflict. In accordance with Whetten and Cameron, (Luthans, 2006: 453-454), there are four indicators of conflict in the family, they are: 1) personal differences, 2) information deficiency or miscommunication, 3) incompatibility roles and 4) environmental pressures. Those four indicators are used as the assessment basic of work family conflict in this research.

Indicators which were used by Tabassum, Ayesha (2012) to examine the family-work conflict are spouse and family support. While Jean E. Wallace (2015) used social support which is measured by four variables: coworkers support, organizational support, spouse (emotional) support and spouse (career) support.

In terms of the impacts that can be caused by the conflict, according to Rivai and Sagala, (2011: 1000), the conflict is able to give positive and negative effects. Conflict that has a positive or constructive or functional or productive can stimulate and improve the employees' performance. However, conflict can also negatively brings negative effects or dysfunctional or destructive or counterproductive to the performance and productivity of the employees. It is similar with Usman's views (2013: 500), that conflict can have a positive impact and can also be a negative impact on the individuals life.

Conflict may trigger stress and affect the employees' performance (Rivai and Sagala 2011: 1008). The impact of the conflict can be described as the inverted U curve, where the low-intensity conflict can give positive (constructive / productive) impact on performance, but according to Usman (2013: 500-513) a high intensity conflict causes stress and decreases productivity or performance of people (destructive / counterproductive).

## **Stress**

According to Rivai and Sagala, (2011: 1008), stress is a condition that affects the physical and psychological tension, emotions, thought processes, and work behavior. Thus, it potentially brings the effect towards work performance. In accordance with Wirawan (2010: 157), stress is a response or reaction to the psychological and physical stressors (stressor). Stress is also defined as an adaptive response towards stimuli that causes excessive psychological or physical reactions (Moorhead and Griffin, 2013: 175). The same statement was stated by Ivancevich, et al., (2007: 295), that stress is an adaptive response that is associated with individual differences and or psychological process that is a consequence of action, situation, or external events that makes excessive psychological and physical demands. Stress is also regarded as an imbalance condition between the desire and ability, so it causes tension or unpleasant disruption (Rivai and Mulyadi, 2011: 308).

Stress is one of people's definite problems faced in their working life (Siagian 2011: 300). At certain stages, stress can give a good impact (good stress / eustress), which is able to challenge, stimulate and motivate people more to achieve what they desire (Wirawan, 2010: 160-161), but at the next stage, stress can also bring bad impacts (bad stress / distress), and even very bad impacts (overstress / hyperstress).

Stress can cause physiological, psychological and behavioral symptoms (Muchlas, 2008: 506). Stress physically indicates the increasing of heart rate, headache, abdominal pain, decreased appetite, fatigue and boredom. Cognitively, stress is expressed by anger, depression, emotional instability, etc. Stress is also behaviorally shown by bad concentration, decreased of creativity and work performance (Usman 2013: 5014). According to Siagian, (2011: 300.3001), stress which cannot be solved properly will have an impact on work achievement and productivity. The same statement was said by Muchlas, (2008: 508), severe stress will decrease people's performance. Moorhead and Griffin (2013: 179) explained that a consequence of the employee who is stress is performance decreased. In general, stress brings more negative impacts, such as declining morale, high anxiety and frustrated (Rival and Mulyadi, 2011: 316). Stress has a positive effect on employees in any organization but up to a certain extent up to which an employee can cope with it, mostly it exceeds the bearable limits and has a negative result on employees (Azizollah, Arbabisarjou 2013).

According to Kim (Istijanto, 2005: 184), there are five sources of stress, they are 1) role ambiguity, 2) work conflict, 3) workload, 4) resource inadequacy, and 5) danger. The five sources are used as basic indicators in this research. Dwiyantri, (Rivai and Mulyadi, 2011: 310-313) mentioned some stress indicators, they are lack of social support, lack of opportunity to make a decision, sexual harassment, work conditions, and personality type, personal experience. Ansari, Sadia Aziz (2010) explained that social support and relations with co-workers and managers is an important part of an individual's social environment and lack of it can be a contributing factor to their stress.

## Performance

According to the Dictionary of Bahasa Indonesia (2008: 700), performance is defined as something that can be achieved, achievement demonstrated, ability to work. In accordance to Moeheriono (2012: 95), performance is an overview of achievement implementation level of program activities or work. Meanwhile, Kirkpatrick and Nixon (Sagala, 2011: 179) said that the performance is success measurement in achieving the goals that have been established or planned. Rivai and Sagala (2011: 548-549), stated that performance is the real behavior as the achievement which is generated by the employees in accordance with their roles in the organization. Performance can also be described as human's activity in implementing the main duties assigned to them, Patricia King (Sembiring, 2012: 81). While Mathis and Jackson (2011: 378) said that performance is essentially what is done or not by the employees. According to Wirawan (2012: 5), the performance is the output generated by the functions or indicators of a job or a profession in a certain time.

The elements or indicators that are used as the measuring instrument of the employees' performance according to Mathis and Jackson (2011: 378) include quantity of work, quality of work, and timeline of work, attendance and ability to cooperate. While according to Lamatenggo (2012: 71), performance measurement criteria consists of five indicators, they are quality of work, speed and accuracy, work initiative, ability to work, and the ability to communicate in working. Performance measurement indicators used in this study are the five indicators referring to Mathis and Jackson (2011: 378)

## 3. Conceptual Framework and Hypotheses

Based on theoretical and empirical reviews above, work family conflict can affect the performance and stress, while stress can also affect the performance. Thus, the conceptual framework in this study can be described as follows:

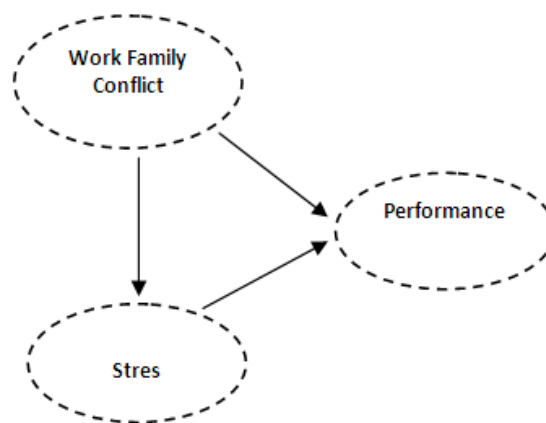


Figure 1: Research Framework Concept

Referring to the conceptual framework above, the hypotheses of the research are mentioned as follows:

H1: Family Conflict significantly affects towards performance of the employees

H2: Family Conflict significantly and positively affects towards stress

H3: Stress significantly affects towards the performance of employees

## 4. Research Method

This research involves 62 employees of SPA De Nyuh Bali consist of 37 men and 25 women. The data were analyzed by Structural Equation Components-Based Model through Structured Generalized Component Analysis (GeSCA), the steps are the evaluation of measurement model (measurement model/outer models), and the evaluation of structural model (structural model/inner model), and fit model. Therefore indicators applied in this research are reflexive, so that the measurement model was done through a convergent validity approach, discriminant validity, composite reliability and cronbach alpha. Whereas for the evaluation of the structural model (inner model) was carried out by using R-Square ( $R^2$ ) approach, and the evaluation of fit model measured by goodness-fit consisting of FIT, AFIT, GFI and SRMR.

In the beginning of the research, the evaluation of outer model through loading factor coefficients (convergent validity) is 0.5 to 0.7 and considered as the acceptable one, while for discriminant validity, it can be seen from the score of square root AVE ( $\sqrt{AVE}$ ) should be bigger than the correlation coefficient between constructs. Composite reliability and Cronbach alpha coefficients are bigger than or equal to 0.70, (Apriliana and Ghazali, 2013: 17-18). The level of significance in this research, using the level of 0.05 (1.96).

Evaluation of inner model is indicated by coefficient  $R^2$ , in which the score of strong category is 0.75,

0.50 for moderate category score and 0.25 for weak category. Fit model was measured by size goodness-fit consisting of FIT, AFIT, GFI and SRMR. When the score of FIT is closer to 1 shows that the model is better. A good score of GFI should be bigger than 0.90, while good SRMR is closer to 0 (zero).

### 5. The Result of Research and Discussion

The result of research shows that each indicator of the variables gives significant and valid contribution. It is shown by the outer loading coefficient of each indicator with the score of 0.541 to 0.859, It means that it > 0.50, and AVE coefficient, to work family conflict is 0,531, stress is 0,683, and job performance is 0.554. Composite reliability and Cronbach show work family conflict score at 0.762, Stress at 0,841, and job performance at 0.790, all > 0.70, as shown in Table 1. Thus, supporting data in this research are valid and reliable, so it can be continued for further stages.

Table 1  
 Measurement Model

Variable	Loading			Weight			SMC		
	Estimate	SE	CR	Estimate	SE	CR	Estimate	SE	CR
<b>WORK FAMILY CONFLICT</b>	<b>AVE = 0.531, Alpha =0.762</b>								
<b>X1</b>	0.838	0.034	24.29*	0.293	0.048	6.08*	0.702	0.057	12.26*
<b>X2</b>	0.859	0.036	23.77*	0.328	0.059	5.52*	0.738	0.062	11.86*
<b>X3</b>	0.803	0.049	16.23*	0.293	0.050	5.87*	0.645	0.079	8.19*
<b>X4</b>	0.541	0.148	3.65*	0.208	0.055	3.8*	0.292	0.135	2.17*
<b>X5</b>	0.529	0.167	3.17*	0.235	0.064	3.65*	0.280	0.137	2.04*
<b>STRESS</b>	<b>AVE = 0.683, Alpha =0.841</b>								
<b>Y1</b>	0.813	0.052	15.56*	0.290	0.039	7.36*	0.661	0.081	8.16*
<b>Y2</b>	0.824	0.046	17.89*	0.300	0.038	8.01*	0.679	0.074	9.14*
<b>Y3</b>	0.859	0.032	27.11*	0.314	0.034	9.2*	0.738	0.054	13.62*
<b>Y4</b>	0.807	0.044	18.3*	0.306	0.046	6.59*	0.652	0.071	9.18*
<b>JOB PERFORMANCE</b>	<b>AVE = 0.554, Alpha =0.790</b>								
<b>Z1</b>	0.722	0.064	11.34*	0.252	0.036	7.07*	0.522	0.089	5.84*
<b>Z2</b>	0.808	0.050	16.26*	0.276	0.031	8.79*	0.653	0.078	8.41*
<b>Z3</b>	0.608	0.173	3.52*	0.285	0.057	5.02*	0.369	0.166	2.23*
<b>Z4</b>	0.829	0.030	27.34*	0.330	0.040	8.22*	0.687	0.050	13.75*
<b>Z5</b>	0.735	0.061	12.13*	0.202	0.034	5.93*	0.541	0.090	6.03*

R<sup>2</sup> coefficient from work family conflict to stress, indicates the score of 0.336, it means that the family conflict accounts for 33.60% towards the occurrence of stress, the rest (66.40%) are the other factors. While the R<sup>2</sup> coefficient from work family conflict to stress then job performance is equal to 0.512. It explains that 51.20% of employee's performance is influenced by the family conflict and job stress, and 48.80% is the other factors. The result can be seen in the Table 2.

Table 2  
 R-Square of Latent Variable

<b>WORK FAMILY CONFLICT</b>	-
<b>STRESS</b>	0.336
<b>JOB PERFORMANCE</b>	0.512

The score of the goodness-fit indicated by FIT, AFIT, GFI and SRMR as follows: the score of FIT is 0.530 implies that 53% of the variance of all the variables can be explained by the research model. GFI is 0.992, and SRMR is 0.133, it shows a good fit. Good GFI should be bigger than 0.90.

Table 3  
Fit Model

Model Fit	
<b>FIT</b>	0.530
<b>AFIT</b>	0.512
<b>GFI</b>	0.992
<b>SRMR</b>	0.133
<b>NPAR</b>	31

Regarding the relationship between the variables, it can be explained through the path coefficients, as shown in Table 4.

Table 4  
Path Coefficient

Path Coefficients			
	Estimate	SE	CR
<b>WORK FAMILY CONFLICT-&gt;STRESS</b>	0.579	0.095	6.11*
<b>WORK FAMILY CONFLICT-&gt;JOB PERFORMANCE</b>	0.184	0.122	1.5
<b>STRESS-&gt;JOB PERFORMANCE</b>	0.593	0.078	7.6*

Contribution of job stress on employees' performance indicates the score of 0.593 (Table 4), it is significant and can be seen from the score of CR at  $7.6 > 1.96$ , it means that job stress significantly and positively affects on employees' performance. This matter contrasts to the research belongs to Arbabisarjou, Azizollah (2013) which obtained the results of the research which shows that there was a negative correlation between job stress and performance.

The research conducted by Khan, King (2011) which discovers that the stress and work family conflict negatively affect to the employees' performance. The results of this study are consistent with Wirawan's (2010: 160-161), that stress can give positive impact on a certain level (good stress/eustress) towards employees' performance, because it will be able to stimulate and motivate the goal achievement. These results are also in line with research conducted by Ahirudin (2011), Abdullah et al (2012) who discovers that the stress and conflict are able to give positive and significant influence to employees' performance. Ahmad Aminah (2008) also stated that the family conflict can reduce job satisfaction will in turn decrease job performance

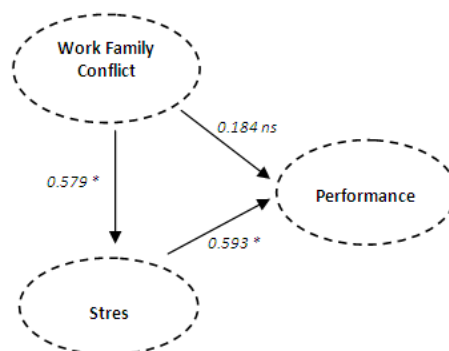


Figure 2: The result of the research

## 6. Conclusion and Suggestions

Based on the results of data analysis and discussion, it can be concluded:

1. Family conflict does not give significant effect on the employees' performance. It means that the family conflict does not significantly impact the performance of the company's employees.
2. Family conflict shows a positive and significant influence on employees' job stress. It means that the

increased family conflict will have an impact on increasing employees' job stress.

3. Job stress brings positive and significant influence on the employees' performance. These results shows that the increased job stress can increase employees' performance, it also indicates that job stress on employees still at the stage goodstress / austress.

The suggestions that can be given related to the results of this research are the employees of SPA De Bali Nyuh should be more professional in handling family problems and employment, because it may affects their performance in the company. It is also purposed to handle the job stress faced since handling their stress well will help to change the negative stress into goodstress so it will be able to increase their productivity and performance.

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