

The Effect of work-Family conflict on Job Satisfaction and Performance: A Study of Indonesian Female Employees

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Abstract

This study aims to focus and measure the influence and impact of work-family conflict on job satisfaction and employee performance. Instead, it is also aimed to test the mediating effects of job satisfaction on the influences. The subject of this study were 1045 female employees in Indonesia. Questionnaires were distributed via electronic to the respondents who were randomly selected among the female employees in Indonesia. Data collected were processed and analyzed using SEM method with SmartPLS 3.0 software. The results of the analyses reported that work-family conflict is negatively and significantly influenced the job satisfaction. Interestingly, the findings also found that, work-family conflict is not significantly influenced directly on the female employee performance. But, work-family conflict has significantly indirectly influenced on performance through job satisfaction variable. Besides that, job satisfaction is positively and significantly influenced employee performance.

Keywords: explicit knowledge, industrial revolution 4.0, innovation capability, knowledge management, organizational learning, tacit knowledge.

1. Introduction

Productive family patterns began to replace traditional family patterns as dominant family models, causing a shift in the family model (Contzen & Forney, 2017; Vrontis, Bresciani & Giacosa, 2016; Anand & Vohra, 2019; Barnett, Brennan & Lee, 2018). Traditional family patterns, characterized by the role of men as breadwinners and women's role as caregivers and homemakers. The traditional assumption considers a woman does not need to study as high as possible because ultimately women only become a housewife. So that when a woman tries to channel her talents by working, they tend to be ostracized by the surrounding community and are considered to override her obligations as a housewife (Arifin, 2017; Daughter & Lester, 2015; Hardiyanti, Firman & Rusdinal, 2019; Iskandar, 2017; Miyasari, 2019; Sari, 2019; Siregar, 2018; Taufik et al, 2019; Tuwu, 2018)

Along with the times, stigma that develops in the community slowly began to be displaced by more modern thinking. With the equal rights in social life between men and women, many of the women who began to develop their talents one of them by working outside the home (Nasir & Lilianti, 2017; Abidin, 2017; Watie, 2010; Priandi & Roisah, 2019; Asbari, 2015). In this era of globalization, both men and women play a dual role as parents and workers. Many studies discuss work-family conflict (hereinafter referred to as WFC) on non-educational formal professional workers and it is still rare to study WFC in people in the teaching profession. In fact, WFC can occur in all professions, not excluding

teachers and educators (Gu, You & Wang, 2020; Pu et al, 2016; McIlveen et al, 2018; Shreffler, Shreffler & Murfree, 2019; Gu & Wang, 2019) . Greenhaus & Beutell (1985) illustrates types of conflict related to dilemma of the role of women between household and work. First, time-based conflict, which is a conflict that occurs because time is used to fulfill one role and cannot be used to fulfill other roles, including division of time, energy and opportunities between work and household roles (Allen et al, 2019). Second, strain-based conflict, which refers to emergence of tension or emotional state that is produced by one role makes it difficult for someone to fulfill demands of his other roles. For example, a mother who is working all day will feel tired, and that makes it difficult to sit comfortably with the child to complete her homework. Third, behavior based conflict, is a conflict that arises when expectations of a behavior are different from expectations from other role behaviors. Mismatch of individual behavior when working and when at home, which is caused by differences in the behavior of a career woman is usually difficult to change between the roles that she lives with one another (Olu et al, 2019; French & Allen, 2019; Conte et al, 2019; Bettac & Probst, 2019; Pan & Yeh, 2019; Khurshed et al, 2019; Zang, Rasheed & Luqman, 2019; Reimann, Marx & Diewald, 2019)

Being a wife, parent and employee at the same time can lead to disharmony in one of several roles played. One problem that arises is related to dual role of women's work, work-family conflict. Work-family conflict is one form of inter role conflict that is pressure or imbalance of roles between roles at work and roles within the family (Kremer, 2016; Crawford et al, 2016; Sanchez-Vidal, Cegarra-Leiva & Cross, 2019; Furtado, Sobral & Peci, 2016; Mittal & Bienstock, 2019; Khandelwal & Sehgal, 2018; Robinson, Magee & Caputi, 2016). High working hours and heavy workloads are a direct sign of work-family conflict due to excessive time and effort spent on work. This results in a lack of time and energy that can be used to carry out family activities (Greenhaus & Beutell, 1985).

According to the results of preliminary observations that have been made there are a number of conditions that can allow conflict to occur, namely the first is due to financial conditions (Ode-Dusseau, Matthews & Wayne, 2018; Eshak et al, 2018; Dettmers, 2017; Sellmaier et al, 2016; Roman, 2017; McCutcheon & Morrison, 2017; Brown & Clark, 2017; Skomorovsky et al, 2019; King, Javed & Abbas, 2018). The husband's financial condition is not able to meet the needs of family so that demands a wife who is in household also intervene to help meet the financial needs of family (Kundu et al, 2016; Ferri, Pedrini & Riva, 2018). Financial condition here is not just one of main elements triggering work-family conflict. Other factors that can cause work-family conflict within family are limited education factors (Raza et al, 2018; Jansen & Hellsten, 2018; Rabenu, Tziner & Sharoni, 2017; Bennet, Beehr & Ivanitskaya, 2017; Lu et al, 2016; Li, Cheung & Sun, 2019). Most husbands or family heads from households with economic problems are limited to junior high or high school graduates. With such a level of education, of course the ability of a husband to manage conflicts in family is getting lower, so that often misunderstandings occur between husband and wife. Conflicts arising from various factors in family certainly have an impact on the work of wife. Therefore, the ability of wives who work as employees is needed to build harmony between work and family (Arslaner & Boylu, 2017; Goel, 2017; Wang, Lee & Wu, 2017; Maloni et al, 2019; Karatepe & Karadas, 2016; Oren & Levin, 2017; Mas-Machuca, Berbegal-Mirabent & Alegre, 2016; Latip et al, 2019; Rasheed, Iqbal & Mustafa, 2018). The next factor that triggers work-family conflict is health problems in husbands (O'Neill & Rothbard, 2017; Lambert et al, 2016; Dinh et al, 2017; Beutell & O'Hare, 2018; Sharma, Dhar & Tyagi, 2016). Health problems in husband cause the inability of husband to find decent work. In fact, the husband then becomes a burden on the family's responsibility.

Based on the description above, the authors feel need to conduct research relating to work-family conflicts of female employees in Indonesia to find out conflicts that might arise between family and work. Studies on WFC have important value because they reveal the relationship between work, family life, health, and employee welfare.

1.1. Research Questions

There are several research questions that have been listed out in order to ensure the practicability of this research. The research questions are as followed

1. What is the relationship between work-family conflict and job satisfaction of female employee life in Indonesia?
2. What is the relationship between work-family conflict and performance of female employee life in Indonesia?
3. What is the relationship between job satisfaction and performance of female employee life in Indonesia?

1.2. Research Objectives

In order to answer all the components in the research questions, the research objectives that have been developed for this research are as following:

1. To identify the relationship between work-family conflict and job satisfaction of female employee life in Indonesia.
2. To identify the relationship between work-family conflict and performance of female employee life in Indonesia.
3. To identify the relationship between job satisfaction and performance of female employee life in Indonesia.

2. Literature Review and Hypotheses

Ruppanner (2013) has examined the relationship between work conflict with family and family with work and appropriate family friendly policies. The research method used is qualitative. In this study, researchers examined the relationship between family-work conflict and work-family conflict with empathy in public policy offices namely family leave, work scheduling, school scheduling and ECEC. The results show that the first individual characteristics are important especially those related to family-work conflicts, and illustrates who is most vulnerable to conflicts between work and family. Second, the results show important differences at the individual level and the effect of public policy for men and women. The equation of this study is to examine the work-family conflicts of female employees. The difference is that the authors examine the work-family conflict of female employees with qualitative methods while Ruppanner (2013) uses quantitative research methods. In addition, the sources and research locations are also different.

Cinamon and Rich (2002) have also examined gender differences in the importance of life's roles and their implications for family-work conflict. This study discusses the important implications of assignments for work and family roles. The first issue examined was gender differences in distribution between profiles. As expected, more men than women fit the work profile, while more women than men fit the family profile. In conclusion, there are no gender differences in the dual profile. The research method used is quantitative. The results showed that the differences between genders in work-family conflicts were evident, as were gender differences between profiles. The equation of this study is to examine work-family conflicts. The difference is that the authors examine the work-family conflict of female employees only and do not examine gender differences. And the research method used is qualitative while Cinamon and Rich (2002) use

quantitative research methods. In addition, the sources and research locations are also different.

Amazue (2013) examined the impact of work and family on work-family conflict involvement. The research method used is quantitative. The results showed that work involvement did not have a significant effect on workers' experience of work-family conflict. Family involvement has been shown to have a significant influence on work. The equation of this study is equally to examine work-family conflict in female workers. The difference is that the authors examine compensation with qualitative methods while Amazue (2013) uses quantitative research methods. Another difference lies in the variables studied where researchers use other variables, namely compensation for female employees. In addition, the sources and research locations are also different.

Tomlinson and Durbin (2010) in their research entitled female part-time managers: Work-life balance, aspirations and care mobility which conduct research to explore work paths, aspirations, work-life balance and career mobility of women who work as part-time managers. The research method used is qualitative. The results show women tend to be ambivalent and frustrated with their ability to balance their work, work prospects and personal life. The equation of this research is equally researching on career women and work-life balance. The research method used is same, namely qualitative. The difference lies in resource persons where in the research to be conducted at the employee level while Tomlinson and Durbin (2010) examine at managerial level, while for the location is also different. Another difference lies in variables studied where researchers use other variables that work-family conflict.

2.1. Work-family conflict

Understanding the family can be seen from three points of view. Lestari (2012) mentions three points of view, namely: First, the structural understanding of family, namely family is defined based on the presence of family members, such as parents, children and other relatives. This understanding focuses on who is part of family. This perspective shows that family is the origin of a person (families of origin), family as a vehicle for childbirth (families of procreation) and the family of *batin* (extendedfamily). Second, the functional understanding of family, that is, family is defined with an emphasis on fulfilling psychosocial tasks and functions. These functions include care, outreach to children, emotional and material support, and fulfillment of certain roles. This perspective focuses on the tasks performed by the family. Third, the understanding of family transactions, namely family is defined as a group that develops intimacy through behaviors that create self-identity as a family (family identity), in the form of emotional bonds, historical experiences, and future goals. This perspective focuses on how the family carries out its functions.

According to Greenhaus & Beutell (1985), work-family conflict is one of the forms of inter role conflict that is pressure or imbalance of roles between roles at work and roles within the family. High working hours and heavy workloads are a direct sign of work-family conflict due to excessive time and effort spent on work. This results in a lack of time and energy that can be used to carry out family activities. Greenhaus & Beutell (1985) illustrates the types of conflict related to the dilemma role of women 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 opportunity between work and household roles. In this case, scheduling is difficult and time is limited when demands and behavior needed to portray the two are inappropriate. Second, strain-based conflict, which refers to the emergence of tension or emotional states produced by one of role makes it difficult for someone to fulfill the

demands of his other roles. For example, a mother who works all day will feel tired, and that makes it difficult to sit comfortably with her child completing her housework. The tension of this role can include stress, increased blood pressure, anxiety, emotional states, and headaches. Third, behavior based conflict, is a conflict that arises when expectations of a behavior are different from expectations from other role behaviors. Mismatch of individual behavior when working and when at home, which is caused by differences in the behavior of a career woman is usually difficult to switch between roles undertaken with one another.

Problems that occur between the two demands make a person experience stress in his personal life because of imbalance between work and family. This condition requires support from companies to support their personal lives and careers (O'Driscoll et al, 2003; Wu et al, 2008; Clark et al, 2015; Gordon et al, 2007; Zheng & Wu, 2018; Marican & Sabil, 2017; Wayne et al, 2016; Rofcanin, Las Heras & Bakker, 2017; Choi et al, 2017). With support of the company for their personal lives will increase employee performance and job satisfaction with the company.

2.2. Job Satisfaction

Job satisfaction is a pleasant or positive emotional state that results from one's assessment of work or work experience (Berglund, Johansson Sevä, & Strandh, 2015; Fauzi & Suryani, 2019; Judge et al, 2017; Noblet et al, 2017; Haven, Gittell & Vasey, 2018; Hofmann & Stokburger-Sauer, 2017; Skaalvik & Skaalvik, 2017; De Clercq, Brieger, & Welzel, 2019; Tarcan et al., 2017; Alves & Guirardello, 2016; Vorina, Simonič & Vlasova, 2017; Wen, Huang & Hou, 2019; Sony & Mekoth, 2016). In other words, job satisfaction is a positive or negative emotion as a result of an employee's evaluation of the level of satisfaction with his job. Therefore, job satisfaction is one of the most frequently measured organizational variables in research and has been widely studied in organizational behavior because job satisfaction can be an important indicator of how workers feel about their work and predictors of work behavior such as motivation, absenteeism, and performance (Siengthai & Pila-Ngarm, 2016; Hanaysha & Tahir, 2016; Guarnaccia, Scrima, Civilleri et al, 2018; Miao, Humphrey & Qian, 2017; Zhang, 2020; Malinen, & Savolainen, 2016; Ravid, Malul, & Zultan, 2017; Huang et al., 2016; Hendri, 2019).

2.3. Employee 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. 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 (Babon & Boles, 1998). According to Bernardin and Rusell (1998) there are several criteria in measuring performance, namely: Quality, quantity, timeliness, cost effectiveness and interpersonal relationships. Whereas Mathis and Jackson (2002) stated that employee performance has several elements, namely: quantity, quality, accuracy, attendance, ability to cooperate, and loyalty. This understanding is in line with the results of the study Asbari (2019), Asbari (2020), Purwanto (2020)

2.4. Influence of Work-Family Conflict on Job Satisfaction

Research studied by Gozukara and Colakoglu (2016) provides results that there is no significant relationship between work family conflict and job satisfaction. While research conducted by Goudarzi (2017) shows that work family conflict has a negative relationship

with job satisfaction. Subsequent research conducted by Mauno and Ruokolainen (2017) shows that the lack of work family conflict support has a large risk of job satisfaction, which in the sense of work family conflict has a relationship to job satisfaction. From some of the studies above, then there is the hypothesis of influence of work family conflict variables on job satisfaction variables. Thus, based on the above justifications, the following hypothesis was developed and tested:

H₁: Work-family conflict has a direct influence on the job satisfaction.

2.5. Influence of Work-Family Conflict on Employee Performance

According to research conducted by Ling and Jane (2014), Karakas and Sahin (2017), AlAzzam, AbuAIRub and Nazzal (2017) and Goudarzi (2017) concluded that relationship between *work family conflict* and performance is significant but negative. As well as research studied by Li, Bagger and Cropanzano (2016) which states that *work family conflict* have a significant but low relationship. Both studies produce same conclusion as Warokka and Febrilia (2015), that *work family conflict* has a significant effect on performance but negatively. From some of the studies above, the hypothesis arises from the influence of work family conflict variables on performance variables. The hypothesis is:

H₂: Work-family conflict has a direct influence on the employee performance.

2.6. Influence of Job Satisfaction on Employee Performance

Research examined by Wening and Choerudin (2015) states that job satisfaction variables have a positive and significant relationship to performance variables. The study is in line with other studies (Goudarzi, 2017; Yuen et al, 2018; Pang & Ruch, 2019; Siengthai & Pila-Ngarm, 2016). From some of studies above, then there is influence of job satisfaction variables on performance variables. Thus, based on the above justifications, the following hypothesis was developed and tested:

H₃: Job satisfaction has a direct influence on the employee performance.

2.7. Influence of Work-Family Conflict on Employee Performance through Job Satisfaction as Mediating Variable

Some studies conclude that work family conflict variables have a significant relationship to performance variables through job satisfaction (Conte et al, 2019; Soomro, Breitenecker & Shah, 2018). Similar research conducted by Zain & Sertiawati (2018) states that work family conflicts has a greater indirect effect on performance through job satisfaction than the direct effect. Research conducted by Adekanye & Nduka (2017) also states that there is a low correlation of these effects. Thus, based on the above justifications, the following hypothesis was developed and tested:

H₄: Job satisfaction mediates the relationship between work-family conflict and employee performance

3. Methods

3.1. Research Framework

Based on the literature discussions, independent variables for this research are Explicit Knowledge, Tacit Knowledge and Organizational Learning. These variables will be tested and measured to see the direct impacts of each and everyone of them towards the Organizational Learning as well as Innovative Capability of selected organization. The Organizational Learning will on the other hand, will also be measured as mediating variables which predicted to have indirect impacts on the relationship between Explicit Knowledge and Tacit Knowledge towards the Innovation Capability. The Innovation

capabilities will be measured as the Dependent Variable for this research. Thus, the following research framework was developed for further analyses:

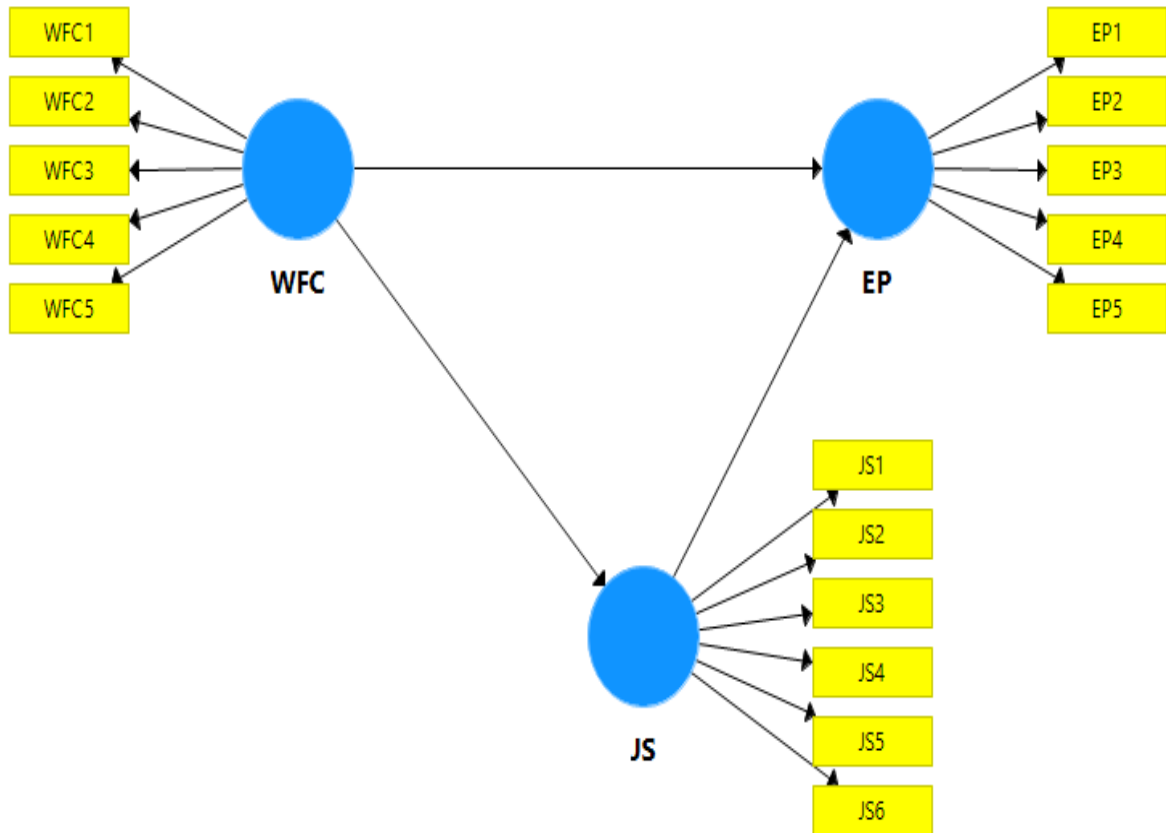


Figure 1. Research Framework

3.2. Research Design and Instrumentations

The method used in this study is quantitative method with a correlational research approach. Based on the above research framework in Figure 1, there are five items used to measure work-family conflict. All the items were adapted from Netemeyer, Boles & McMurrin (1996). As for the job satisfaction, six items were adapted from Tsui, Egan & Ill (1992). The employee performance variable is measured using five items adapted from Babin & Boles (1998). The questionnaire was designed using closed ended questions except for questions / statements pertaining to the identity of respondents in the form of a semi-open questionnaire. Each closed ended question / statement item is measured using five points Likert Scale ranging from strongly agree (SA) score 5, agree (A) score 4, disagree (DA) score 3, disagree (DA) score 2, and strongly disagree (SDA) score 1. All collected data were processed and analysed using SPSS and SmartPLS version 3.0.

3.3. Population and Sample

The population in this study is female employees in Indonesia. The sets of questionnaire were randomly distributed electronically to each respondent via email. The final returned questionnaire were 1103 and only 1045 sets were valid for further analyses. In total, the response rate is 94.74 percent.

4. Results and Discussion

4.1. Sample Description

Table 1. Sample Descriptive Information

Criteria	Amount	%
Age (per < 21 years February old 2020)	30 212	20.25%
30 - 40 years old	457	43.75%
> 40 years old	376	36.00%
Working < 5 years old	110	10.50%
5-10 years old	674	64.50%
> 10 years old	261	25.00%
Last formal education	Bachelor degree	133 12.75%
	Senior High School / Equal	789 75.50%
	≤ Junior High School	123 11.75%

4.2. Test Results Validity and Reliability of Research Indicators

The testing phase of measurement model includes convergent validity, discriminant validity and composite reliability testing. The results of PLS analysis can be used to test research hypothesis if all indicators in the PLS model have met requirements of convergent validity, discriminant validity and reliability testing.

4.2.1. Convergent Validity Testing

Convergent validity test is done by looking at the loading factor value of each indicator to the construct. For most references, a factor weight of 0.5 or more is considered to have validation that strong enough to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghozali, 2014). In this study the minimum limit on the size of loading factor received was 0.5, with requirement that the AVE value of each construct > 0.5 (Ghozali, 2014).

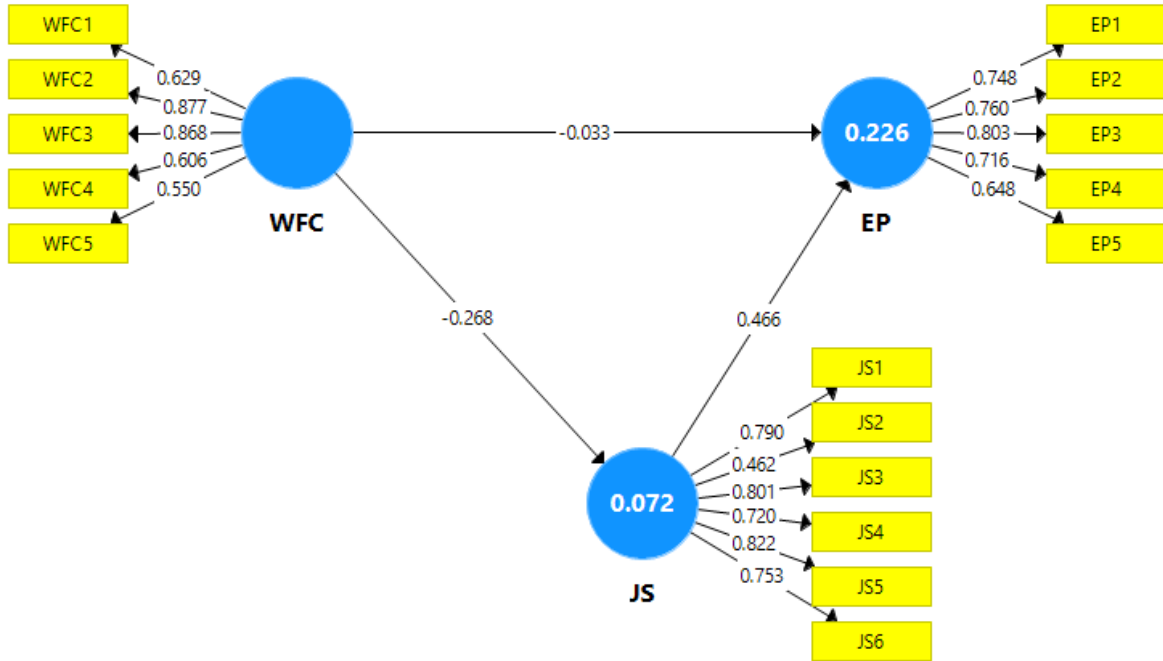


Figure 2. Valid Model Estimation

Based on the estimation results of PLS model in the picture above, all indicators already have a loading factor value above 0.5 so that the model meets convergent validity requirements. In addition to looking at the loading factor value of each indicator, convergent validity is also assessed from the AVE value of each construct. The PLS model is stated to have fulfilled convergent validity if the AVE value of each construct is > 0.5 (Ghozali, 2014). The full AVE value for each construct can be seen in the following table:

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Work-Family Conflict (WFC)	WFC1	0.629	0.770	0.838	0.518
	WFC2	0.877			
	WFC3	0.868			
	WFC4	0.606			
	WFC5	0.550			
Job Satisfaction (JS)	JS1	0.790	0.832	0.872	0.540
	JS2	0.462			
	JS3	0.801			
	JS4	0.720			
	JS5	0.822			
	JS6	0.753			
Employee Performance (EP)	EP1	0.748	0.791	0.855	0.543
	EP2	0.760			
	EP3	0.803			
	EP4	0.716			
	EP5	0.648			

4.2.2. Discriminant Validity Testing

Discriminant validity is carried out to ensure that each concept of each latent variable is different from the other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds correlation between the construct and the other construct (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing using AVE squared values, namely by looking at the Fornell-Larcker Criterion Value obtained as follows:

Table 3. Discriminant Validity

Variables	EP	JS	WFC
EP	0.737		
JS	0.475	0.735	
WFC	0.158	0.268	0.720

The results of discriminant validity test in the table above show that all constructs have the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model meets discriminant validity.

4.2.3. Construct Reliability Testing

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7 (Ghozali, 2014). The reliability test results in table 2 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

4.3. Hypothesis Testing

Hypothesis testing in PLS is also called the inner model test. This test includes a test of the significance of direct and indirect effects and measurement magnitude influence of exogenous variables on endogenous variables. To find out the influence of tacit and explicit knowledge sharing on organizational learning and innovation capability, a direct influence test is needed. The direct effect test is performed using the t-statistic test in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as in the table below:

Table 4. R Square Value

	R Square	R Square Adjusted
EP	0.226	0.225
JS	0.072	0.071

Table 5. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	WFC ->JS	- 0.268	0.035	7.545	0.000	Supported
H2	WFC ->EP	0.033	0.037	0.900	0.369	Not Supported
H3	JS -> EP	0.466	0.042	11.003	0.000	Supported
H4	WFC ->JS ->EP	- 0.125	0.018	6.921	0.000	Supported

Based on table 4 above, the R Square JS value of 0.072 means that job satisfaction (JS) variables can be explained by work-family conflict (WFC) variables by 7.2%, while the remaining 92.8% is explained by other variables not discussed in this study. Meanwhile, the value of R Square EP is 0.226 which means that employee performance (EP) variable can be explained by variables of work-family conflict (WFC) and job satisfaction (JS) by 22.6%, while the remaining 77.4% is explained by other variables which is not discussed in this study. While Table 5 displays the T Statistics and P-Values which show the influence between research variables that have been mentioned.

Based on table 5 above, it is concluded that work-family conflict has a significant but negative relationship with a p-value of 0,000 and a beta value of -0,268. That is, the higher level of work-family conflict, the lower job satisfaction will be. Vice versa. Therefore the first hypothesis (H1) is accepted. This study also concluded that work-family conflict did not have a significant relationship with the performance of female employees, it was proven that the p-value was 0.369 and the t-statistic value was 0.9000. So, the second hypothesis (H2) is rejected. While the third hypothesis (H3) is accepted, because based on table 5 above, the p-value is 0,000 and the t statistic is 11,003. This means that the greater level of job satisfaction, the higher level of performance of female employees. Furthermore, the fourth hypothesis (H4) is accepted, it is proven that the p-value is 0.000, but the beta value is -0.125, it means that work-family conflict is negatively related significantly to the performance of female employees.

4.4. Discussion

The results of this study reveal a unique phenomenon about family domain and career in the life of a female employee. In this study there are several factors that enable a housewife to choose multiple roles. From the research that has been done, it is likely that the reason is because of an urgent economic factor. Why is it said to be urgent, because their husbands who are essentially the head of household and the backbone of family have not been able to meet the basic necessities of family life, let alone their secondary and tertiary needs. In addition to the urgent economic needs, there are also other reasons, namely to fill spare time and to socialize with colleagues who also feel the same boat with him.

The division of tasks in the family seems to be important to achieve family harmony. In the traditional marriage concept applies the division of tasks and the role of husband and wife where household responsibilities such as cooking, washing, and caring for children are the wife's duties while the husband is in charge of earning a living (Lestari, 2012; Islami & Khairulyadi, 2017; Hikmah, Yulisti & Nasution, 2009; Suparman, 2018; Aswiyati, 2016; Torere et al, 2019; Saidah & Harianto, 2018; Nurbayan & Syaifullah, 2019). However, at this time the demands have increasingly advanced so that most

husband and wife work so they must be able to work together in completing work including cooperation in parenting.

WFC can occur in all types of professions, including employee professions. Employees are the type of profession that has a high likelihood of experiencing work stress. Teacher workloads are influenced by a number of factors including more formal and difficult procedures for doing their work making them find difficult times in their own work planning.

According to Greenhaus and Beutell (1985), work-family conflict is one of the forms of interrole conflict, namely the pressure or imbalance of roles between roles at work with roles in the family. High working hours and heavy workloads are a direct sign of work-family conflict due to excessive time and effort spent on work. This results in a lack of time and energy that can be used to carry out family activities. Greenhaus and Beutell (1985) describe the types of conflict related to the dilemma of the role of women between household and work. The types of conflict are as follows: first, time-based conflict, namely that the difficulty of a female employee who is married and has children and works outside the home is time sharing. Difficulty in allocating time, of course, have an impact on parenting. Where, in a very limited economic situation, of course they are not biased to leave their children in day care centers which of course require a lot of money. In such conditions, immediate family members such as the mother or younger sibling of the female employee become involved. This phenomenon is certainly one of the cultural aspects where things like this have become a typical habit or can be said to have become a culture in Indonesia. Bearing in mind, not many places of work in Indonesia provide child care facilities at work.

The second type of conflict is tension based conflict, where women play a dual role, on one side being a housewife and on the other hand being an employee who needs competence to be able to support both roles. In fact it is not easy to fulfill the second role. The conflict found by the authors in this study is about the fact that the greater related debate. The emergence of real conflict is triggered by the work itself. Where, by working, a housewife has knowledge about the amount that is not large. His role as a worker is what then has a negative impact on family harmony, both directly and indirectly.

The third type of conflict is behavior-based conflict, which is a more dominant role in the family of a housewife. This happens because housewives who have more power come from their conversations while working as the main source of income in the family. Women who work with have greater authority and authority because they have coordination with the family. From this will arise household disharmony that may not be immediately realized by them.

5. Conclusions and Suggestions

Conclusions

Based on the results of this study, it was concluded that work-family conflict had a significant but negative relationship. That is, the higher level of work-family conflict, the lower job satisfaction will be. Vice versa, the lower the work-family conflict, the higher job satisfaction of female employees. This study also concluded that work-family conflict did not have a significant relationship with the performance of female employees. This finding concludes that female employees do not care much about conflicts in their families when they are doing their work. Female employees can focus on their work because they are pressured by the need for income to be gained from work. The next finding is that there is a positive and significant relationship between job satisfaction and female employee performance. That is, the greater level of job satisfaction, the higher level performance of female employees. The final finding of this study is that work-

family conflict is negatively related significantly to the performance of female employees, through variable job satisfaction. That is, job satisfaction functions as a mediation between work-family conflict and the performance of female employees.

5.1. Managerial Implications

Based on the findings of this study, it is recommended to the management of manufacturing industry to pay attention to facilities and facilities in the company that are likely to be able to ease the burden or family conflict experienced by women workers. Such suggestions, for example, are day ways for toddlers of female employees. In addition, women workers need to be equipped with conflict management skills so as to reduce stress levels due to work-family conflict.

5.2. Limitation

This study has several limitations. First, this study analyzes the effect of work-family conflict knowledge on female employee performance both directly and indirectly through job satisfaction variable. Because there may be several other variables (such as motivation, competences, knowledge management, organization culture, etc.) that affect employee performance. The authors strongly recommend finding, exploring and analyzing them. Secondly, this research was conducted in the manufacturer industry and may not be generalized to other industries. Therefore, it is highly recommended that further research be carried out on this topic in other industries can be added to across regions, in other countries, comparative between SME and Big organization, see what's the difference.

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