



DIJEMSS:
**Dinasti International Journal of Education
Management and Social Science**

E-ISSN: 2686-6331
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i2>
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Work-Family Conflict And Job Performance With Work Engagement As A Mediator (Study On Working Mothers)

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Abstract: This study aims to examine the mediating role of work engagement in the relationship between work family conflict and job performance. Work engagement is a positive work-related state of mind characterized by vigor, dedication and absorption. Work family conflict is a form of conflict between roles as professionals and roles in the family. Job performance is a description of tasks / work or work behavior as an employee in a company. Participants in the study totaled 360 with the characteristics of women who are married (mothers), with school-age children, and work in a company. The measuring instrument used to measure work engagement is the Utrecht Work Engagement Scale 9 (Schaufeli et al, 2006). The measuring instrument used to measure work family conflict is the WFC & FWC Scale (Netemeyer et al., 1996). The measuring instrument used to measure job performance is the Individual Work Performance Questionnaire (IWPQ; Koopmans et al., 2014). Based on data analysis using the Moderated Regression Analysis (MRA) method, work engagement can mediate the relationship between work family conflict with task performance and contextual performance. The implication of the results of this study is that it can explain the relationship between work family conflict and job performance mediated by work engagement. In addition, the results of this study can be the basis for policy making to create a supportive environment for women to work optimally in the world of work.

Keyword: work family conflict, working mother, job performance, work engagement.

INTRODUCTION

Living as a woman in society is not easy. Although it is much better than in the past, today, women still have to face the stigma of society that considers a woman's job to do housework or domestic work (Aulia, 2023). Along with the times, women began working with several conditions and encouragement, such as economic factors, emancipation and increasing women's economic participation. Based on data from the Central Statistics Agency (BPS), the number of women workers in 2022 reached 52.74 million workers in Indonesia (BPS, 2023). The number of female workers is equivalent to 38.98% of the total workers in Indonesia. This figure increased from the previous year which amounted to 51.79 million people (BPS, 2022).

Although working, women are still required to fulfill their role in taking care of the family. Thus, women are required to carry out two roles, namely as workers at work and also as mothers/wives at home. This can cause conflict between the demands of a woman's role at work and home. This conflict has been increasingly felt since the pandemic in 2020; challenges have become more complex because work is not time-bound, so the conflict is even more significant because working mothers have to carry out work demands in the office and at home (Maurer, 2020). The conflict of demands at work and demands at home is referred to as work-family conflict. Work-family conflict is conflict between conflicting professional roles and family roles (Greenhaus & Beutell, 1985).

Previous research (Şahin & Yozgat, 2021) shows that work-family conflict predicts job performance. Job performance is the process of achieving predetermined goals by organizing the necessary steps within period (Goodman & Svyantek, 1999). Performance is associated with quantity of work, quality of work and timeliness. Research from Witt and Carlson (2006); Li et al. (2013) also showed that employees who reported high FIW had lower task performance.

Şahin and Yozgat (2021) found that in predicting job performance, work-family conflict is mediated by work engagement. Work engagement is a positive and fulfilled state of mind related to work characterized by vigor, dedication and absorption (Schaufeli et al., 2002). The research found a significant and negative relationship between WFC and work engagement. Work engagement and job performance have a significant and positive relationship with employee-rated performance. As a result of hypothesis testing, the indirect effect of FIW on employee-rated job performance (task and contextual performance) through work engagement is significant. In contrast, WIF on job performance is not significant. This study has explained the role of work engagement as a mediator between WFC and Job Performance but has not explained its role if the participants are working mothers, where it has been reported that in Asia, women workers experience more WIF than men (Aryee, 1992). This study also has not explained whether the results would be different if the demands of this work were carried out outside the office. Since the pandemic, work has been carried out in the office and as a mother the demands and responsibilities are greater when at home or outside the office. Therefore, conducting more contextual and straightforward research focusing on working mothers is necessary.

Many studies have mixed results on the relationship between work-family conflict and job performance. Frone et al. (1997) and Karatepe & Sokmen (2006) identified a significant negative relationship, while Aryee (2005) found a specification in the relationship between work and parental conflict. The gendered impact of work-family conflict on performance appraisal has been examined by Butler & Skattebo (2004), who revealed differences in the way men and women are appraised. Meanwhile, Bhuian et al. (2005) found no significant relationship, emphasizing the need for a deeper understanding of this complex phenomenon.

In this study, we explore the relationship of work-family conflict (WFC) through two forms - work interference with family (WIF) and family interference with work (FIW). These variables are critical to understanding individual's challenges in balancing professional and family responsibilities. The matching-domain hypothesis states that WIF impacts work outcomes, while FIW affects family outcomes, but the cross-domain hypothesis suggests the opposite relationship (Amstad et al., 2011; Frone et al., 1992). Vigor, dedication, and absorption are dimensions of work engagement, each reflecting a different aspect of an individual's positive and satisfying work-related state of mind (Schaufeli et al., 2002; Lu et al., 2015). Task performance and contextual performance describe job performance, which describes the efficiency of technical tasks and organizational and socially supportive behaviors (Borman & Motowidlo, 1997; Van Scotter, 2000).

This research focuses on particular circumstances of working mothers balancing professional responsibilities and motherhood. It is also useful for empowering career women to achieve a harmonious balance between their professional activities and family responsibilities, as well as handling evolving roles both in the workforce and within the family. The research is also expected to provide practical insights for organizations and policymakers who want to create a supportive environment for women in the workforce.

METHOD

Research Design

This research uses the Moderated Regression Analysis (MRA) method. Its purpose is to see the relationship between one variable and another. The approach used is quantitative.

Participants

Participants comprised 360 working mothers who worked in private and government companies in Indonesia. Participants who completed the questionnaire were 90% married and 10% unmarried. The age of these working mothers varied between 20-50 years and the average age was 37 years, SD = 7.16. The technique of taking participants using convenience sampling by selecting participants with the characteristics of women, working and having children.

Instruments

In this study using three kinds of variables, where each variable in this study uses three kinds of variables, where each variable in this study is an independent variable (work-family conflict), a dependent variable (job performance), and a mediator variable (work engagement) which has been adapted in Indonesian by researchers.

Work-family conflict was measured using the WIF and FIW Scale (Netemeyer et al., 1996). The response format of the WIF and FIW items was structured using a summated rating scale format with a 6-point range (1 = strongly disagree to 6 = strongly agree). The statements on the WIF dimension totaled 5 items; example item: "The demands of my job responsibilities interfere with my family/household life". Statements on the FIW dimension totaled 5 items; example item: "Household domestic affairs (taking/accompanying children, spouse, cleaning, etc.) interfere with my duties/work". The five WIF items had good internal consistency reliability (Cronbach's $\alpha = 0.815$). Similarly, the five FIW items had good internal consistency reliability (Cronbach's $\alpha = 0.803$).

Work engagement was measured by adapting the 17-item Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli et al. (2006) using a summated rating scale format with a 7-point range (0 = never, 7 = strongly agree). The statements on the dedication dimension totaled five items, with an example item: "I feel that the work I do is full of meaning and purpose". Statements on the vigor dimension totaled six items, with an example item: "At work, I feel enthusiastic and motivated by my work". Statements on the absorption dimension totaled six items, with an example item: "When working, I feel that time flies by". The vigor dimension has good internal consistency reliability (Cronbach's $\alpha = 0.817$). The dedication dimension has a good internal consistency reliability (Cronbach's $\alpha = 0.805$). Similarly, the absorption dimension has a relatively good internal consistency reliability (Cronbach's $\alpha = 0.845$).

Job performance will use the measurement tool is the Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2014). Task performance uses a 5-point summated rating scale (1 = strongly disagree, 5 = strongly agree) with 5 items. An example question is "every day, I make a to do list / plan the tasks I will complete". A low score indicates low performance and a high score indicates high performance (Cronbach's $\alpha = 0.789$). Meanwhile, contextual performance consists of 8 items that also use a summated rating scale. One of the

questions is "I am willing to accept new tasks from my boss, even though I still have other work" (Cronbach's $\alpha = 0.863$). The higher the score indicates high performance. Contraproductive work behavior consists of 3 items using a summated rating scale. One of the items is I feel that there are many things in this company/institution that need to be complained about (Cronbach's $\alpha = 0.799$). The higher the score, the lower the performance.

Procedure

The researcher distributed questionnaires to participants using an online questionnaire (google form). This google form will be distributed to female employees who have children who work at PAM Jaya and private companies in Jakarta. Informed consent was attached to the form as an agreement to fill in the information. The data collection contains measurement tools that have been adapted by the researcher as well as questions related to the number of children, married or single parent status, age of mother and child and current employment. The purpose of the questionnaire was to evaluate the performance of working mothers as the dependent variable of the study. The questionnaire contained a summated rating scale and descriptive information about the participants. Some questions were made into unfavorable items with the aim of seeing the consistency of participants in filling out the questionnaire. The researcher also guaranteed the confidentiality of the data from the participants. A total of 376 questionnaires were completed in response to the g-form. Some data were incomplete and did not meet the criteria so that only 360 questionnaires were included in this study. The data collection process was carried out from May 6 - 20, 2024.

RESULTS AND DISCUSSION

In this study, the validity and reliability of the instrument were first tested using the Confirmatory Factor Analysis test (loading factor > 0.5) and Cronbach's alpha reliability test (>0.7). The calculation results show that there are several indicators in the instrument that do not meet the validity requirements so they are not used for further analysis.

Table 1. Reliability Test Results (n = 360)

Variabel	Dimensi	Cronbach alpha
Work Family Conflict	work interfering family	0.815
	family interfering work	0.803
	task performance	0.789
Job Performance	contextual performance	0.863
	counterproductive work behaviour	0.799
	vigor	0.817
Work Engagement	dedication	0.805
	absorption	0.845

Table 2 shows that the average age of respondents is 37 years old. Then the average values of WIF and FIW are 2.72 and 2.41. Work engagement has an average of 3.94, then task performance, contextual performance and counterproductive work behavior have an average of 4.30; 3.81 and 2.47 respectively.

Table 2. Correlation among the Study Variables

	Mean	SD	1	2	3	4	5	6
Age	36.94	7.16						
WIF	2.72	1.07	(0.815)					
FIW	2.41	1.05	0.77**	(0.803)				
WE	3.94	1.00	-0.69**	-0.72**	(0.822)			
TP	4.30	0.83	-0.67**	-0.72**	0.71**	(0.789)		

CP	3.81	0.98	-0.69**	-0.70**	0.69**	0.64**	(0.863)
CWB	2.47	1.04	-0.67**	-0.69**	0.66**	0.75**	0.71** (0.845)

Notes. Numbers located inside brackets, on the diagonal of the table indicate the *internal consistency reliability* coefficient of each measuring instrument; WIF = Work Interfering Family; FIW = Family Interfering Work; WE = Work Engagement; TP = Task Performance; CP = Contextual Performance; CWB = Counterproductive Work Behaviour; TP = Task Performance; CP = Contextual Performance; CWB = Counterproductive Work Behaviour. ** $p < .001$.

Hypothesis Testing Results

The research results of the goodness of fit model test show that there is a fit between the model and the research data ($\chi^2 = 2857.5$; $df = 64$, $p = .0001$, $GFI = .848$, $TLI = .904$, $CFI = .911$, $RMSEA = .062$). These results indicate that the research model is feasible to proceed. The hypothesized direct effect of WIF and FIW on work engagement has a significant negative relationship ($\beta = -0.455$; -0.646), (p -value < 0.01). Then the direct effect of work engagement on task performance and contextual performance has a significant positive relationship ($\beta = 0.248$; 0.194), (p -value < 0.05). However, work engagement on counterproductive work behavior has an insignificant relationship ($\beta = 0.166$), (p -value > 0.05).

The indirect effect hypothesis shows that work engagement significantly mediates the relationship from WIF and FIW to task performance and contextual performance ($p < 0.05$). In contrast, work engagement does not significantly mediate the relationship from WIF and FIW to counterproductive work behavior ($p > 0.05$). The results are shown in **Table 3**.

Table 3. Direct and Indirect Effect Hypothesis Test Results

Hipotesis	Variables	Path Coefficient	t-stat	P Value	Conclusion
Direct Effect					
H1a	WIF --> Engagement	-0.455	-8.875	0.000	Accepted
H1b	FIW --> Engagement	-0.646	10.973	0.000	Accepted
H2a	Engagement --> Task Performance	0.248	3.312	0.000	Accepted
H2b	Engagement --> Contextual Performance	0.194	2.346	0.019	Accepted
H2c	Engagement --> CWB	0.166	1.76	0.078	Rejected
Indirect Effect					
H3a	WIF --> Engagement --> TP	-0.113	3.103	0.002	Accepted
H3b	WIF --> Engagement --> CP	-0.088	2.268	0.023	Accepted
H3c	WIF --> Engagement --> CWB	-0.076	1.726	0.084	Rejected
H3d	FIW --> Engagement --> TP	-0.16	3.171	0.002	Accepted
H3e	FIW --> Engagement --> CP	-0.125	2.294	0.022	Accepted
H3f	FIW --> Engagement --> CWB	-0.107	1.738	0.082	Rejected

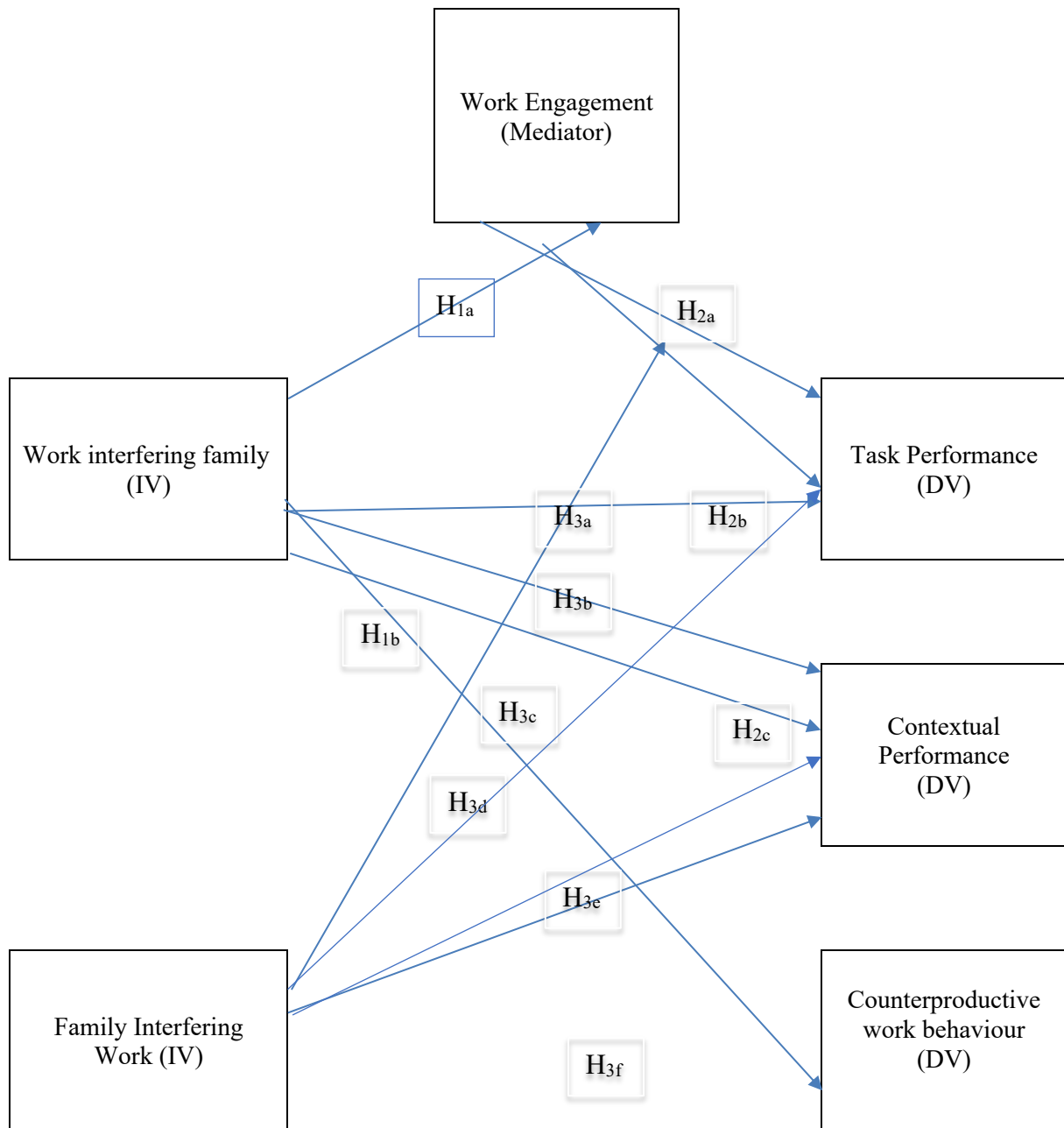


Figure 1. Proposed Conceptual Framework

Many studies have explored the relationship between work family conflict and job performance due to conflicting results. Employees who do not have conservation of resources due to work-family conflict will experience stress. Employees who experience conflict and stress cannot be physically and emotionally present in doing their work (Kahn, 1990; Rothbard, 2001; Scahufeli et al., 2002). Therefore, someone who has high WIF will reduce task and contextual performance because they do not have the resources to be engrossed at work in performing tasks and contextual performance. Our results suggest that working mothers who experience both WIF and FIW may have fewer physical, cognitive and emotional resources to engage in their work. Therefore, work engagement may be negatively affected by their high conflict. In COR theory, more time at work will reduce resources/energy to invest at home, and according to resource conservation theory (Edwards et al., 2000). According to COR, individuals have limited resources (time, energy, attention), and, if resources are spent on one role (e.g., work), there will be a decrease in resources available for use in other roles (e.g.,

family). This loss of resources can lead to conflict between work and family (Witt & Carlson, 2006). The results also show that there is a negative correlation between WIF and work engagement.

Previous research (Schaufeli et al., 2009) reported that during conflict individuals will be overwhelmed by the strain process within themselves which greatly drains mental energy which then causes work engagement to decrease which means the level of work engagement within the individual decreases. Some research also found a similar thing that the higher the work-family conflict, the lower the level of individual work engagement (Amalia, 2013; Opie, 2011). Employees who experience conflict and stress will not be fully motivated at work physically, cognitively, and emotionally (Kahn, 1990; Rothbard, 2001; Scahufeli et al., 2002). Therefore, employees who exhibit high levels of WIF and FIW will reduce task and contextual performance because they no longer have the necessary resources to engage in their work. Witt and Carlson (2006) and Li, Lu, and Zhang (2013) also stated that employees who report high FIW have lower task performance. Beham (2011) and Mercado and Dilchert's (2017) studies show that FIW is negatively related to contextual performance.

Hypotheses 2a and 2b in this study are that work engagement is positively related to task performance and contextual performance. The results stated that there is a positive and significant relationship between work engagement with task and contextual performance. These results support the proposed hypothesis, where there is a positive and significant relationship between work engagement with task performance and contextual performance. Research by Yao et al. (2022) shows that there is a positive and significant relationship between work engagement and job performance. Consistent with previous research (Christian et al., 2011; Çankır & Semiz, 2018; Çankır & Şahin, 2018) that work engagement significantly predicts task and contextual performance.

Hypothesis 2c in this study is that work engagement is negatively related to counterproductive work behavior. The results stated that there is no significant relationship between work engagement and counterproductive work behavior. These results do not support the hypothesis proposed, where there is a negative relationship between work engagement and counterproductive work behavior variables. This result follows the research of Tahir et al. (2022), who reported that work engagement and counterwork productive behavior have no significant relationship.

Hypotheses 3a, 3b, 3d and 3e in this study are suspected that WIF and FIW significantly affect task and contextual performance mediated by work engagement. The calculation results show that work engagement can mediate the relationship between WIF with task and contextual performance and FIW with task and contextual performance. These results support the hypothesis proposed, where WIF & FIW significantly affect task and contextual performance mediated by work engagement.

Hypotheses 3c and 3f in this study suspect that WIF and FIW significantly affect counterproductive work behavior mediated by work engagement. Based on the calculation, results show that work engagement is not able to mediate the relationship between work interfering family and counterproductive work behavior. These results do not support the hypothesis proposed, where WIF and FIW have a significant effect on counterproductive work behavior mediated by work engagement. This result is supported by research from Tahir et al. (2022) which reports that work engagement and counterwork productive behavior do not have a significant relationship.

CONCLUSION

Based on the results of the research and discussion above, it can be concluded that: Work interfering family is negatively and significantly related to work engagement. Family interfering work is negatively and significantly related to work engagement. Work engagement

is positively and significantly related to task performance. Work engagement is positively and significantly related to contextual performance. Work engagement is not significantly related to counterproductive work behavior. Work interfering family has a significant effect on task performance mediated by work engagement. Work interfering family has a significant effect on contextual performance mediated by work engagement. Work interfering family is not significant to counterproductive work behavior mediated by work engagement. Family interfering work has a significant effect on task performance mediated by work engagement. Family interfering work has a significant effect on contextual performance mediated by work engagement. Family interfering work has an insignificant effect on counterproductive work behavior mediated by work engagement.

Along with the times where working mothers are required to take care of the household and of course can still be optimal in doing their work. Improvement in their work can be mediated by work engagement. This study has proven that work engagement can mediate between work family conflict and task performance and contextual performance but does not mediate between work family conflict and counterproductive work behavior. Based on the results of this study, it is hoped that organizations can provide policies that can reduce conflict in the company to help working mothers continue to do their jobs optimally.

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