



THE EFFECT OF WORK-FAMILY CONFLICT AND WORKLOAD ON EMPLOYEE PERFORMANCE MEDIATED BY WORK STRESS ON FEMALE EMPLOYEES WITH FAMILIES IN THE FISCAL POLICY AGENCY

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Abstract: This study aims to analyze the effect of work-family conflict and workload on employee performance mediated by work stress on female employees with families at the Fiscal Policy Agency. The population of this study is 70 people. This research is quantitative research with the analytical method using Structural Equation Model-Partial Least Square (SEM-PLS). The results showed that work-family conflict had a significant effect on work stress; work-family conflict had a significant effect on employee performance; workload had a significant effect on work stress; workload had a significant effect on employee performance; work stress had a significant effect on employee performance; work-family conflict and workload simultaneously have a significant effect on employee performance; work-family conflict, workload and work stress simultaneously have a significant effect on employee performance; work stress significantly mediates work-family conflict on employee performance and work stress significantly mediates the effect of workload on employee performance.

Keywords: Work-family conflict, Workload, Work Stress, Employee Performance.

INTRODUCTION

In the 4.0 technology era, to compete globally the society is required to develop individual capacity. This encourages women to increase their capacity and choose to become career women. The rapid development of economics and technology encourages female employees to involve in the family need fulfillment. Economic development paves the way for increasing equity in gender.

BPS state that there was a growth in the number of female workers from 2018 to 2019, in 2018 the number of female workers was 47.9 million people and increased to 48.75 million people in 2019 (www.bps.go.id). This shows that the female workers are very potent in terms of

quantity, moreover, it is very common for female employees to occupy strategic positions in some organizations that will lead to the organization's success.

The increasing of women's involvement as a worker indicates the existence of high household economic demands. This condition causes women to have a career where this changes their livelihood equally live side by side with their husbands in financing the household. However, the involvement of women in work often creates problems in the form of a dilemma for women who have to complete office work and at the same time have the responsibilities of housewives.

The pre-survey was distributed to 30 respondents to determine the factors that affect employee performance, the results showed that the performance of female employees with families was influenced by work-family conflict, workload, and work stress. In previous studies, there was also a research gap between the research variables where it was found that the measured work-family conflict had a negative effect on the performance of nurses (Tjokro & Asthenu, 2017). The difference in findings in the research conducted by Widyaningrum, Pongtuluran, & Tricahyadinata (2013) states that work-family conflict has a positive and insignificant effect on employee performance.

Furthermore, research related to the effect of workload on performance found contradictory research according to Yustina, Aurelia & Edellya (2021), the workload has no significant effect on employee performance, while Yudha (2015) stated that workload has a positive and significant direct effect on employee performance.

LITERATURE REVIEW

Work-Family Conflict

According to Greenhause & Beutell in Lily, Duffy (2006), work-family conflict is a form of role conflict within a person that arises because of role pressure from work as opposed to role pressure from family. According to Tjokro & Asthenu (2017), the work-family conflict that is not handled properly can have a direct impact on employees because they are in a state of mental stress. According to Boles Horward & Donofrio in Tjokro and Asthenu (2017), the impact on employee performance can be caused by work-family conflict as indicated by decreased employee performance which can then result in employees deciding to resign, increasing absenteeism, and decreasing employee organizational commitment.

Workload

The workload is a consequence that is entrusted to workers. According to Kasmarani (2012), the workload is something that arises from the interaction between the demands of a given task. According to Hartd & Staveland in Tarwaka (2015), the workload is something that arises from the interaction of task demands, the work environment where it is used as a workplace, skills, behavior, and perceptions of workers. Munandar (2001:383) states that workload is a condition of work with job descriptions that must be completed at a certain time.

Work Stress

According to Mangkunegara (2009), work stress is a feeling that suppresses or feels depressed experienced by employees in carrying out work. Stress can be caused by workload or employees having to work longer hours than they should. Stress can of course have a positive or

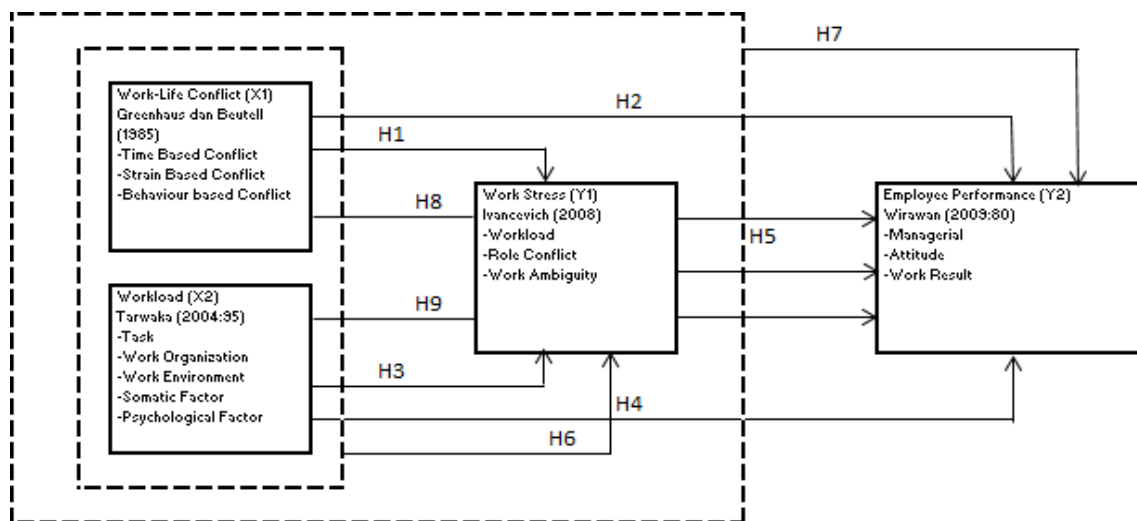
negative impact on an organization. Kreitner and Kinicki (2007:415) define stress as an adaptive response that is connected by individual characteristics and or processes that are a consequence of external actions, situations, or events that place special psychological demands on a person. According to Saputro, Aima, and Helmi (2020) work stress is the feeling of pressure that employees face directly from work, work stress is characterized by symptoms of emotional instability, lonely feeling, difficulty sleeping, which can be in form of relaxation, anxiety, tension, and nervousness.

Employee Performance

Robbins (2006:260) states that employee performance consists of several indicators namely quality, quantity, timeliness, effectiveness, and independence. The impact of good performance can also be seen from how employees complete work effectively (Robbins & Judge 2008). Fahmi (2014) states that performance as a result obtained by an organization, both profit and non-profit-oriented, is obtained over a certain period. According to Gibson et al (1985) in Poerwati and Oktaviani (2017), 3 factors influence employee performance: first, individual factors which are abilities and skills (mental and physical), background (experience, family, and others), and demographics. Second, organizational factors (source of work), and the last is the psychological factor which is the perception, attitude, personality, learning pattern, and motivation. Of the three factors above, there are individual factors that can minimize the occurrence of work-family conflicts and psychological factors which are the ability of employees to minimize work stress. Wirawan (2009:6-8) says that employee performance is the result of several synergy factors. These factors are internal environmental factors of the organization, external environmental factors, and internal factors of employees.

Conceptual Framework and Hypotheses

The conceptual framework is used to build a hypothesis so that it is referred to as a basis for formulating a hypothesis. Based on the theoretical description above, the framework of this research can be seen in Figure 1.



Source: Data processed by the author (2021)
 Figure 1. Framework/ Conceptual Framework

From Figure 1, the hypothesis of this research can be stated as follows:

H₁: Work-family conflict has a significant effect on work stress.

H₂: Work-family conflict has a significant effect on employee performance.

H₃: Workload has a significant effect on work stress.

H₄: Workload has a significant effect on employee performance.

H₅: Work stress has a significant effect on employee performance.

H₆: Work-family conflict and workload simultaneously have a significant effect on employee performance

H₇: Work-family conflict, workload, and work stress simultaneously have a significant effect on employee performance.

H₈: Work-family conflict has a significant effect on employee performance mediated by work stress

H₉: Workload has a significant effect on employee performance mediated by work stress

RESEARCH METHOD

In this study, the authors grouped the variables into a quantitative design using the explanatory survey method. Based on the research design, hypothesis testing has been carried out using statistical analysis techniques (quantitative). The data used were primary data with questionnaires and interviews and secondary data with literature study. The independent variables of this study are work-family conflict and workload, the mediating variable is work stress, and the dependent variable is employee performance. The results of the research are presented in a simple format so that they can be easy to understand. This study will test the hypothesis of work-family conflict variables, workload, work stress, and the employee performance of female employees with families in the Fiscal Policy Agency.

Population and Sample

This research sample is determined with a saturated sampling. Sugiyono (2002:61-63) stated that saturated sampling is a sampling technique if all members of the population are used as the samples. The sample used in this study were female employees who were married at the Fiscal Policy Agency. The number of research samples was 70 people.

Data and Analysis

The analytical method used is the Structural Equation Model (SEM) which is a technique used to test the causal model using a combination of theory and quantitative data. The researcher used Partial Least Square (PLS) analysis tool. PLS uses the principal component analysis method for the measurement model. The testing of validity and reliability is using a measurement model while the testing of causality uses a structural model.

FINDING AND DISCUSSION

Respondent Characteristics

The characteristics of respondents are explained based on age, education level, years of service, and position to find out the profile of female employees who are already married in the Fiscal Policy Agency. Respondents in the study amounted to 70 employees. From the questionnaire, it is known that the age of female employees who are married at the Fiscal Policy Agency is in the age range of 25 years to 57 years. Most of the respondents have a working

period of fewer than 10 years which can be seen from the percentage of 40%, the tenure of 10-15 years, the percentage of 31.42% working period of 16-20 years, the percentage of 18.57% and the working period of > 20 years with a percentage of 18.57%. Master graduates with a percentage of 50% followed by the rest undergraduate with a percentage of 38.57%. Respondents for staff positions have a percentage of 40%, and then functional analysts with a percentage of 28.57%, structural officials with a percentage of 24.28%, and functional researchers with a percentage of 7.14%.

Descriptive Statistical Analysis of Research Variables

Descriptive statistical analysis of research variables was used to determine the responses of respondents with a Likert scale from a scale of 1 - strongly disagree to a scale of 5 - strongly agree with the statement given. Table 1 shows a summary of descriptive statistics.

Variable	Average
Work-Family Conflict	3.55
Workload	3.92
Work Stress	3.76
Employee Performance	4.23

Source: Data processed by the author (2021)

The results in Table 1 show that the respondent's responses to the work-family conflict variable on average 3.55, workload variable 3.92, work stress variable 3.76, and employee performance variable 4.23.

**Outer Model Measurement Test Results
Convergent Validity**

The calculation results of the measurement model in this study used SEM PLS 3.0. The researcher is looking at the loading factor on all indicators. The cut-off value of this research is > 0.5 Hair et. al (2010).

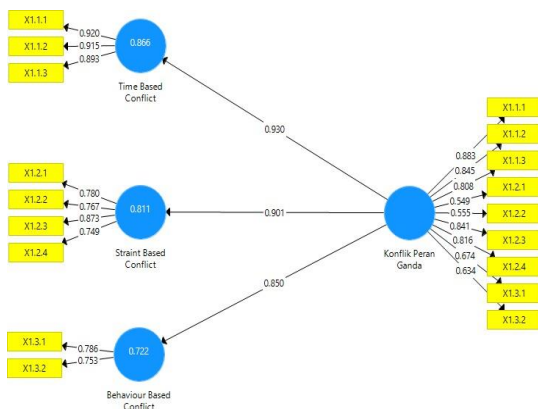


Figure 2. Loading Factor Testing of Work-Family Conflict Variables

Source: Data processed by the author (2021)

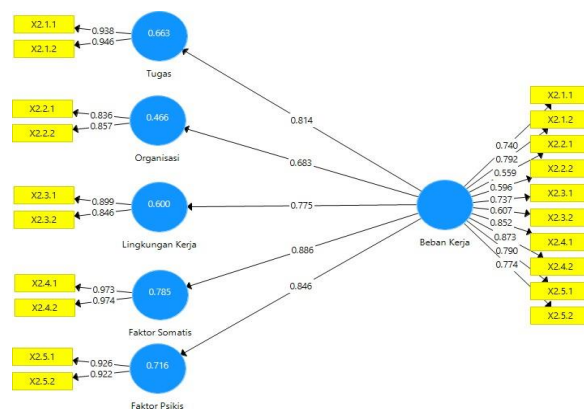


Figure 3. Loading Factor Testing of Workload Variable

Source: Data processed by the author (2021)

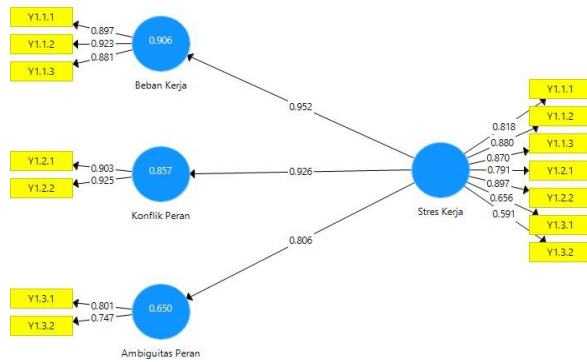


Figure 4. Loading Factor Testing of Work Stress Variable
 Source: Data processed by the author (2021)

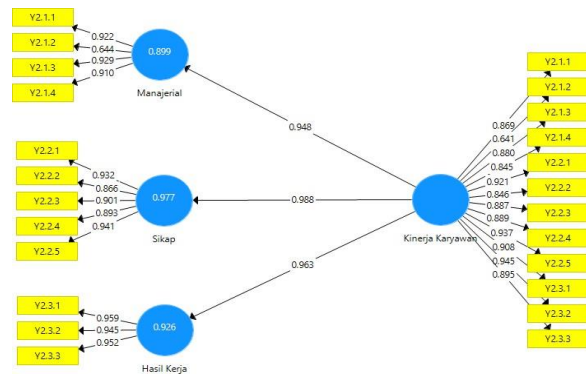


Figure 5. Loading Factor Testing of Employee Performance Variables
 Source: Data processed by the author (2021)

Average Variance Extracted (AVE)

Convergent validity can also be seen by Average Variance Extracted (AVE). To be valid, the AVE value must be greater than 0.5. The results of the convergent validity test are presented in Table 2 which is found that all variables produce an Average Variance Extracted (AVE) > 0.5. Therefore, the indicator is declared valid to measure its dimensions or variables.

Table 2. Convergent Validity Test with AVE

Variable	Average Variance Extracted (AVE)	Cut Off	Remarks
Work-Family Conflict (X1)	0.552	0.5	Valid
Workload (X2)	0.544	0.5	Valid
Work Stress (Y1)	0.628	0.5	Valid
Employee Performance (Y2)	0.766	0.5	Valid

Source: Data processed by the author (2021)

Discriminant Validity

The discriminant validity test is carried out by checking the value of cross loading. Cross loading is the terms of construct indicators correlation is greater than the correlation of other construct indicators. Table 3 is showing a discriminant validity test.

Table 3. Discriminant Validity Test

Indicator	Work-Family Conflict	Workload	Work Stress	Employee Performance
X1.1.1	0.890	0.435	0.682	0.451
X1.1.2	0.857	0.460	0.720	0.491
X1.1.3	0.815	0.499	0.591	0.418
X1.2.1	0.514	0.350	0.319	0.305
X1.2.2	0.520	0.350	0.290	0.249
X1.2.3	0.833	0.382	0.581	0.365
X1.2.4	0.815	0.344	0.618	0.367
X1.3.1	0.656	0.381	0.553	0.234
X1.3.2	0.671	0.575	0.626	0.583
X2.1.1	0.705	0.762	0.666	0.500
X2.1.2	0.605	0.818	0.677	0.597
X2.2.1	0.145	0.516	0.247	0.353
X2.2.2	0.277	0.564	0.327	0.368

X2.3.1	0.248	0.714	0.396	0.516
X2.3.2	0.182	0.554	0.228	0.292
X2.4.1	0.403	0.853	0.516	0.668
X2.4.2	0.453	0.880	0.585	0.686
X2.5.1	0.414	0.792	0.555	0.557
X2.5.2	0.499	0.813	0.716	0.758
Y1.1.1	0.745	0.720	0.835	0.651
Y1.1.2	0.713	0.593	0.881	0.659
Y1.1.3	0.648	0.516	0.864	0.571
Y1.2.1	0.566	0.513	0.780	0.591
Y1.2.2	0.708	0.572	0.892	0.663
Y1.3.1	0.460	0.301	0.618	0.376
Y1.3.2	0.388	0.614	0.626	0.621
Y2.1.1	0.543	0.604	0.721	0.869
Y2.1.2	0.277	0.497	0.457	0.640
Y2.1.3	0.517	0.655	0.700	0.880
Y2.1.4	0.504	0.632	0.712	0.847

Indicator	Work-Family Conflict	Workload	Work Stress	Employee Performance
Y2.2.1	0.501	0.713	0.743	0.922
Y2.2.2	0.485	0.669	0.737	0.849
Y2.2.3	0.409	0.622	0.629	0.885
Y2.2.4	0.475	0.650	0.683	0.888
Y2.2.5	0.467	0.669	0.695	0.936
Y2.3.1	0.455	0.706	0.699	0.907
Y2.3.2	0.542	0.705	0.765	0.944
Y2.3.3	0.429	0.720	0.670	0.895

Source: Data processed by the author (2021)

Based on the measurement of Cross Loading in Table 4, it is found that all indicators show that the correlation coefficient value on the construct itself is greater than the other constructs, thus the constructs of work-family conflict, workload, work stress, and employee performance have good discriminant validity.

Reliability Test

The reliability test is looking at the internal consistency reliability of the Cronbach's Coefficient Alpha and composite reliability values. The Composite Reliability interpretation is the same as Cronbach's Coefficient Alpha. The limit value of 0.6 is acceptable, and the value of 0.8 is very satisfactory (Siswoyo, 2017: 372-373). The reliability test can be seen in Table 4.

Tabel 4. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Workload	0.904	0.920	Very Satisfactory
Employee Performance	0.971	0.975	Very Satisfactory
Work-Family Conflict	0.894	0.915	Very Satisfactory
Work Stress	0.897	0.921	Very Satisfactory

Source: Data processed by the author (2021)

In table 4. Cronbach's Alpha and Composite Reliability Values of all the variables presented are > 0.6 . Therefore, the researcher concludes that all constructs have good reliability.

Structural Model Test or Inner Model

The structural model test or hypothesis test in this study went through the steps in which evaluating the value of R^2 , measuring the effect size f^2 , evaluating the path coefficient value, validating the overall structural model with the Goodness of Fit Index (GoF), conducting testing predictive relevance (Q^2), and assessing T-Statistics.

Table 5. Results of Partial Hypothesis Testing

Effect	Coefficient	T Statistics (O/STDEV)	T Table	P Values	Remarks
Work-Family Conflict (X1) -> Work Stress (Y1)	0.565	7.691	1.99	0.000	H1 Accepted
Work-Family Conflict (X1) -> Employee Performance (Y2)	-0.206	2.082	1.99	0.038	H2 Accepted
Workload (X2) -> Work Stress (Y1)	0.346	4.177	1.99	0.000	H3 Accepted
Workload (X2) -> Employee Performance (Y2)	0.418	2.618	1.99	0.009	H4 Accepted
Work Stress (Y1) -> Employee Performance (Y2)	0.655	3.836	1.99	0.000	H5 Accepted

Source: Data processed by the author (2021)

Table 6. Indirect Effect Test

Effect	Coefficient	T Statistics (O/STDEV)	P Values	Remarks
Work-Family Conflict (X1) -> Work Stress (Y1) -> Employee Performance (Y2)	0.370	3.287	0.001	H8 Accepted
Workload (X2) -> Work Stress (Y1) -> Employee Performance (Y2)	0.227	3.382	0.001	H9 Accepted

Source: Data processed by the author (2021)

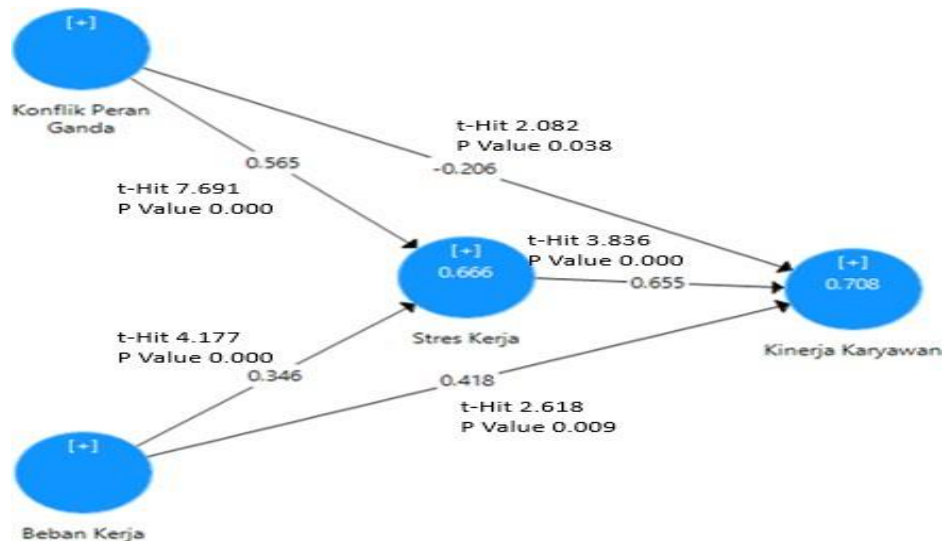


Figure 5. Structural Model Test
Source: Data processed by the author (2021)

R² (R-Square)

The R-square of work stress is shown 0.666 or 66.6%. Therefore, it can be stated that multiple conflicts and workload variables contribute to work stress of 66.6% while the other 33.4% is the contribution of other variables which is not discussed in this study.

The R-square value of employee performance is 0.708 or 70.8%. Therefore, it can be stated that the work-family conflict, workload, and work stress variables contribute to employee performance by 70.8% while 29.2% is the contribution of variables which is not discussed in this study. To test the 6th and 7th hypotheses, the researcher uses the significant test results simultaneously. The f count's of this study are 66.8 and 80.01 with f table at an alpha of 0.05 are 3.19 and 3.13. This means that f count > f table.

Table 7. R² Value of Each Variable

Variable	R-square	F Statistic	F Table	Alpha	Remarks
Work Stress (Y1)	0.666	66.8	3.98	0.5	H6 Accepted
Employee Performance (Y2)	0.708	80.1	3.13	0.5	H7 Accepted

Source: Data processed by the author (2021)

Effect Size (f²)

To find out the goodness of the model, the f-square test was carried out. According to Chin (1998) in Ghozali and Latan (2015), the f-square values of 0.02, 0.15, and 0.35 can be interpreted as whether the predictor of latent variables has a small, moderate, or large effect on the structural level.

Table 8. Effect Size (f²) Testing

Effect	f ²	Remarks
Work-Family Conflict (X1)--> Work Stress (Y1)	0.633	Large
Work Load (X2)-> Work Stress (Y1)	0.238	Moderate
Work-Family Conflict (X1)--> Employee Performance (Y2)	0.059	Small
Work Load (X2) --> Employee Performance (Y2)	0.321	Moderate
Work Stress (Y1) --> Employee Performance (Y2)	0.491	Large

Source: Data processed by the author (2021)

Predictive Relevance (Q²)

To validate the model, the Predictive Relevance (Q2) test was carried out. The value of Q2 is stated ok if it has > 0 on the value. The Predictive Relevance value can be seen in Table 9.

Table 9. Predictive Relevance

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Work-Family Conflict	210	88.032	0.581
Workload	350	206.365	0.410
Work Stress	210	87.543	0.583
Employee Performance	210	41.543	0.802

Source: Data processed by the author (2021)

Goodness Of Fit (GOF)

The author uses the Goodness of Fit to validate the overall model, the GoF index is used to validate the combined performance of the measurement model and the structural model. According to Edalmen and Ngadiman (2019), the GoF value is obtained from the square root of the average communalities index multiplied by the average R2 model value and lies in the range

of 0-1 with the interpretation of values divided into three namely 0.1 (small), 0.25 (medium) and 0.38 (big).

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{(0,623 \times 0,687)}$$

$$GoF = \sqrt{0,428}$$

$$GoF = 0,654$$

The results of the calculation with the formula showing that the GoF value is 0.654 (large). Therefore, it can be said that the model has a good ability to explain empirical data so that the authors conclude that the model is valid.

Discussion

Work-Family Conflict Have a Significant Influence on Work Stress

The Analysis shows that work-family conflict has a positive and significant effect on work stress. This means that the higher the work-family conflict among female employees with families, the higher the perceived work stress. The result of this study is strengthened by several studies which suggest that multiple conflicts affect work stress. Employees can experience mental stress if a work-family conflict is handled inappropriately, it has a direct impact on the employee (Tjokro & Asthenu, 2017). This finding is in line with the research conducted by Burhanudin, Sjahrudin, and Mansyu Mus (2018) with the result partially work-family conflict has a positive and significant effect on work stress, meaning that if there is an increase in work-family conflict, it can increase work stress.

Work-Family Conflict Have a Significant Influence on Employee Performance

This study found that work-family conflict has a negative and significant effect on employee performance, which means that the higher the work-family conflict in married women, can lead to decrease employee performance. The results of this study are strengthened by Robins 2008 research in Yasa (2017) which states that conflicts that occur between parties can be functional which can increase organizational performance but conflict can be dysfunctional and can reduce performance levels. Conflicts that occur inside a company, if not handled seriously will have a major impact on achieving company goals, one of which is the company's productivity that is influenced by the low performance of employees as a whole (Anoragai 1992 in Tjokro and Asthenu, 2017).

Workload Has a Significant Effect On Work Stress

This study found that workload has a positive and significant effect on work stress, thus it can be interpreted that the higher the workload for women with families, the higher work stress will be. This is strengthened by the research of Putri and Ganesha, (2019) which states that workloads can cause work stress, the higher the workload received, the higher the work stress will be. This finding is in line with previous research by Hastutiningsih (2018) shows that the workload has a positive and significant effect on work stress, the higher the workload experienced by employees, the higher the level of stress felt.

Workload Has a Significant Effect On Employee Performance

In this study, it was found that the workload has a positive and significant effect on employee performance so it can be interpreted that the higher the workload of married women,

then the higher the employee's performance will be. This finding is strengthened by research conducted by Alexander Bruggen (2015) which tested quantitative workloads and qualitative performance. The result showed that workload has a direct effect on performance. This study is also supported by Yudha (2015) which shows that workload has a positive and significant direct effect on employee performance.

Work Stress Has a Significant Effect on Employee Performance

In the hypothesis test, it can be concluded that the statistical test values above show that work stress has a significant effect on employee performance. This study found that job stress has a positive and significant effect on employee performance so it can be interpreted that the higher the work stress in married women, the higher the employee performance will be. This is certainly good for the agency where this shows that the agency manages work stress well. Saputro, Aima, and Helmi (2020) said that work stress is a feeling of pressure that employees face directly from work, work stress is characterized by symptoms of emotional instability, feelings of calm, aloofness, difficulty sleeping, can relax, worry, tense and nervous. Work stress that is not managed properly harms employee performance. This finding is also reinforced by Wartono's research (2017) which results that there is a significant influence between work stress on employee performance in Mother and Baby magazine and work stress is positive because the higher the stress level, the higher the employee's performance.

Work-Family Conflict and Simultaneous Workloads Have a Significant Influence on Work Stress

The results of data analysis show that work-family conflict variables and workload simultaneously have a significant effect on work stress for women with families at the Fiscal Policy Agency with a simultaneous magnitude of 66.8%, the remaining 33.2% is influenced by other factors outside of work-family conflict and workload.

Work-Family Conflict, Workload, and Work Stress Simultaneously Have a Significant Influence on Employee Performance

From the results of the analysis, it was found that work-family conflict variables, workload, and work stress simultaneously had a significant effect on the performance of female employees with families at the Fiscal Policy Agency with a simultaneous magnitude of 80.01% while the remaining 19.99% was influenced by other factors outside of work-family conflict, workload and work stress.

Work-Family Conflict Have a Significant Influence on Employee Performance Mediated by Job Stress

In hypothesis testing and indirect effect testing, it can be concluded that the statistical test scores for job stress significantly mediate work-family conflict on employee performance, thus it can be said fulfilling. In several studies, it was stated that job stress mediates the effect of work-family conflict on employee performance. Work-family conflicts that are not handled properly can have a direct impact on employees because employees are in a state of awry atmosphere so they experience mental stress (Tjokro and Asthenu, 2017). This research is strengthened by previous research by Sari, Farha, and Sanjaya (2021) which results that work stress mediates the relationship of work-family conflict on employee performance. Based on the study, it was stated

that work stress mediates the effect of work-family conflict on employee performance, and it has been proven in past research shown significant job stress mediates.

Workload Has a Significant Influence on Employee Performance Mediated by Work Stress

Based on the results of hypothesis testing and indirect effect testing, it can be concluded that the value of statistical tests for work stress that significantly mediates the workload on employee performance is fulfilling. In several studies, it was stated that job stress mediates the effect of workload on employee performance. This research is supported by previous research by Hastutiningsih (2018), the results show that there is an indirect effect between workload on performance through work stress. The results of the research above show that work stress can mediate workload and employee performance, and it can be proven in the research that has been done that work stress mediates significantly.

CONCLUSION

Conclusions

Based on the hypothesis testing and research explanations, the authors took conclusions on the effect of work-family conflict and workload on performance mediated by work stress on female employees with families at the Fiscal Policy Agency as follows:

- 1) Work-family conflict has a positive and significant effect on work stress for female employees with families from the Fiscal Policy Office.
- 2) Work-family conflict has a negative and significant effect on employee performance for female employees with families from the Fiscal Policy Agency.
- 3) Workload has a positive and significant effect on work stress for female employees with families in the Fiscal Policy Agency.
- 4) Workload has a positive and significant effect on employee performance for female employees with families from the Fiscal Policy Agency.
- 5) Work stress has a positive and significant effect on employee performance for female employees with families from the Fiscal Policy Agency.
- 6) Work-family conflict and workload simultaneously have a significant effect on work stress for female employees with families from the Fiscal Policy Agency.
- 7) Work-family conflict, workload, and work stress simultaneously have a significant effect on employee performance for female employees with families Fiscal Policy Agency
- 8) Work-family conflict has a significant effect on employee performance mediated by work stress on female employees who have families from the Fiscal Policy Agency.
- 9) Workload has a significant effect on employee performance mediated by work stress on female employees with families from the Fiscal Policy Agency.

Suggestions

Based on the analysis and discussion, the authors provide suggestions to complete the findings as follows:

- a. For Agencies
 - 1) Agencies can hold employee family gathering activities so that they can know more about the employees' families which may contribute to increasing employee relations with their families.

- 2) Agencies need to pay attention to the workload and pay attention to working conditions by mapping the workload for each employee and allocating a special team to monitor the work distribution and work sharing to make it equal among employees.
 - 3) Agencies need to conduct seminars/webinars, coaching, and training for employees to increase their capacity as well as their motivation so that the work results and work quality may increase.
- b. For further researchers, since this research is limited to work-family conflict variables, workload, work stress that can affect employee performance, further researchers could use other variables that might affect employee performance, such as leadership, work environment, work-life balance, burnout, job satisfaction and so on.

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