



The Influence of Work Life Balance, Work Motivation and Dual Role Conflict on Employee Performance CV. Huda Jaya Sidoarjo

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ABSTRAK

Economic difficulties are one of the driving factors that make housewives from low-income families work. Working can help them improve the fulfillment of family needs. This study aims to determine the influence of work-life balance, work motivation and conflict between multiple roles on the work performance of female employees at CV. Huda Jaya This study aims to determine the influence of work-life balance, work motivation and diverse role conflicts on the job performance of female employees at CV. Houda Jaya. Collecting data in this study using the method of distributing questionnaires and analysis using the Partial Least Square (PLS) application. The results of this study, namely that work-life balance, work motivation, and multiple role conflicts have a positive effect on employee performance CV. Huda Jaya Sidoarjo.

INTRODUCTION

Indonesia is one of the developing countries and is entering the era of a new industrial country, cannot be separated from the cycle of international economic activity which has many diverse dynamics where the skills and abilities of human resources are required to compete even more to increase work activities. In the cases experienced by employees of CV. Huda Jaya or Batik Tulis Al Huda, economic difficulties are one of the driving factors that make housewives from a weak economic level work. Working can help them improve the fulfillment of family needs, there are even conditions where women work because they are the only source of household income.

The ups and downs of the performance of employees CV. Huda Jaya or Batik Tulis Al Huda is caused by several factors, one of which is work-life balance. Work-life balance is the concept of balancing ambition or career with happiness, leisure time, family, and spiritual growth. With the concept of work-life balance, the company receives bonuses for increased employee performance and creativity. When an employee can balance her life between the world of work and her world, then the employee can be more productive at work Mendis (2017). According to this statement, work-life balance affects the performance of female employees. When an employee is able to balance life between their work world and their own, the employee can be more productive.

Employee productivity and performance are also influenced by work motivation factors. Motivation is a series of processes that arouse, direct, and maintain human behavior towards achieving the goals of Wibowo's (2012) attitude of employees who work to meet consumptive needs, family needs, clothing needs, and housing. In fulfilling these needs, employees are also influenced by internal and external factors that are bound by time, for example in April, employees have mortgage repayments that must be met, so they are required to work very hard to work beyond the target to meet these housing mortgage needs. Employee performance tends to increase and decrease due to employee internal and external factors and is bound by time so the increase and decrease in employee performance is influenced by physiological needs that must be met.

The cause of the unstable performance of female employees is the dual role conflict of female employees. Dual role conflict is role conflicts arise in employees, on the one hand he has to do office work, on the other hand he has to take care of his family in general, which makes it difficult to distinguish between work and family. and family interferes with work. Work interferes with family, which means most of the time and attention is spent at work, so less time with family. On the other hand, the family interferes with work, meaning that most of the time and attention is used to complete family matters, thus interfering with work. Career women have a double burden as women who work outside the home and also inside Korabik et al. (2017).

LITERATURE REVIEW

Work Life Balance

Work-life balance is something that is done by someone to create a balance between work and life or it can also be called giving the same degree of importance or value to their work and life Aggarwal (2015). Work-Life Balance is important in differentiating between work and household affairs. With the many new conflicts that have arisen as a result of WFH, it requires everyone to rearrange and utilize their emotional intelligence to apply Work-Life Balance. Amriel et al., (2020) There are at least 3 (three) indicators of McDonald and Bradley (2017) including: (1) Balance of time, (2) Balance of involvement, (3) Balance of satisfaction.

Work Motivation

Work motivation is the encouragement of an employee to act and contribute to his work by using all capabilities possessed to achieve company goals Ulfaturrosida and Swasti (2022). Work motivation itself means a feeling of enthusiasm within a person to always carry out activities with high intensity and a sense of volunteering which can affect their results at work Fianta, Adiwati & Iryanti (2021). There are at least 6 (six) indicators of Notoatmodjo (2015) including : (1) Achievement, (2) Recognition, (3) The Work Itself, (4) Responsibility, (5) Progress, (6) Individual Potential Development.

Multiple Role Conflict

Dual Role Conflict is a form of inter-role conflict in which one has limited time and the tension experienced arises due to responsibilities to the family interfering with work responsibilities Rohmah and Munawaroh (2022) or it can be concluded that dual role conflict is a demand for two domains, namely work and family that must be carried out simultaneously by someone, especially working women Buhali & Margaretha (2013) There are at least 5 (five) indicators Frone, Russel & Cooper in Roboth (2015) including (1) Pressure as a parent, (2) Marital pressure, (3) Lack of wife's involvement, (4) Lack of parental involvement, (5) Work interference.

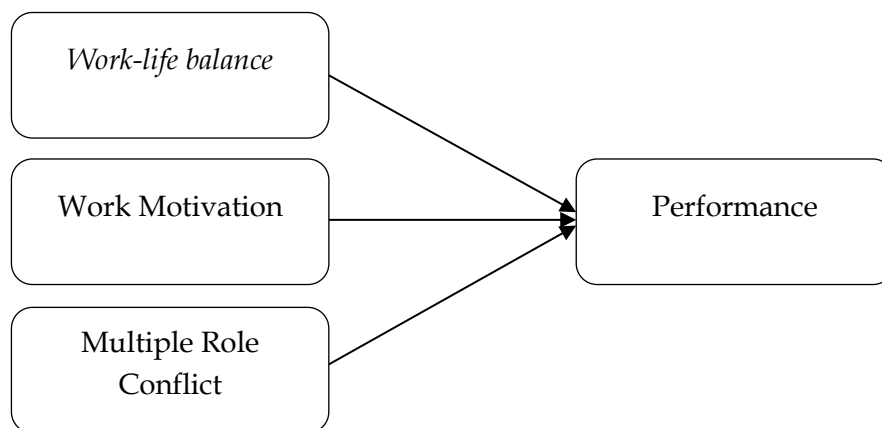


Figure 1. Conceptual Framework

METHODOLOGY

This research method uses a quantitative approach that uses a causality relationship with two independent variables and the dependent variable. The independent variables consist of work-life balance (X1), work motivation (X2), and multiple role conflict (X3) while the dependent variable uses employee performance (Y). The data in this study used primary data obtained through questionnaires. The population of this research is employees of CV. Huda Jaya in Sidoarjo obtained as many as 55 people. This sample uses purposive sampling because the sample is used with certain considerations or criteria. The total number of female employees at CV Huda Jaya is 51 female employees who are married and 4 male employees who are married. So that the number of samples that meet the criteria and become the object of research is 51 female employees who are married. Data from the questionnaire uses a Likert scale assessment, the Likert weighting technique is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. Sugiyono (2017) The Likert scale has alternative answers, namely:

1. Strongly Disagree
2. Disagree (TS)
3. Neutral (N)
4. Agree (S)
5. Strongly Agree (SS).

From the results of the questionnaire answers that have been given to respondents, the data is processed to find the influence between variables using Partial Least Square (PLS) software. The PLS method is based on a change in analysis from an estimated measure of the model parameter to a measure of relevant accuracy. Therefore, the focus of the analysis shifts from the estimation and interpretation of meaningful parameters to the validity and accuracy of the predictions.

RESULT

Data regarding the condition of the respondents which were circulated on May 28 2023 to June 15 2023 can be known through the respondents' answers from the statements submitted through the media questionnaire. The number of respondents used as a sample was 51 people. Then, the results of processing the questionnaire data using PLS software are as follows

PLS Measurement Model (Outer Model)

Outer Loading

Tabel 1

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)
X1.1<-Work-life balance (X1)	0,837	0,826	0,088	9,566

X1.2<- <i>Work-life balance</i> (X1)	0,886	0,887	0,044	19,997
X1.3<- <i>Work-life balance</i> (X1)	0,877	0,877	0,046	18,895
X2.1<- <i>Work Motivation</i> (X2)	0,862	0,857	0,045	19,304
X2.2<- <i>Work Motivation</i> (X2)	0,824	0,827	0,061	13,407
X2.3<- <i>Work Motivation</i> (X2)	0,813	0,803	0,071	11,507
X3.1<- <i>Multiple role conflict</i> (X3)	0,883	0,897	0,032	27,906
X3.2<- <i>Multiple role conflict</i> (X3)	0,828	0,800	0,085	9,688
X3.3<- <i>Multiple role conflict</i> (X3)	0,807	0,789	0,099	8,176
Y1.1<- <i>Employee Work</i> (Y)	0,782	0,791	0,051	15,362
Y1.2<- <i>Employee Work</i> (Y)	0,777	0,770	0,075	10,339
Y1.3<- <i>Employee Work</i> (Y)	0,831	0,839	0,043	19,554
Y1.4<- <i>Employee Work</i> (Y)	0,789	0,777	0,055	14,408
Y1.5<- <i>Employee Work</i> (Y)	0,847	0,852	0,035	24,147

Outer loading is the first test carried out in testing between variables in this study. The results of the outer model test are as follows: An indicator can be declared valid if it has a factor loading value of more than 0.5. Based on the test results listed in Table 1, it can be seen that all variables have a factor loading value of more than 0.5. It can be concluded that all indicators of the variables used have fulfilled convergent validity or good validity.

Discriminant Validity

Table2

	Average Variance Extracted (AVE)
Employee Work (Y)	0,649
Multiple role conflict (X3)	0,705
Work Motivation (X2)	0,694
<i>Work-life balance</i> (X1)	0,752

Based on Table 2, the four variables show a value of more than 0.5, indicating good adequacy of validity for latent variables.

Composite Reliability

Table 3

	Composite Reliability
Employee Work (Y)	0,902
Multiple role conflict (X3)	0,878
Work Motivation (X2)	0,872
Work-life balance (X1)	0,901

Based on Table 3, the three variables show a composite reliability value above 0.70 so it can be said that all variables in this study are reliable.

Latent Variable Correlations

Table 4

	Kinerja Karyawan (Y)	Konflik peran ganda (X3)	Motivasi Kerja (X2)	Work-life balance (X1)
Kinerja Karyawan (Y)	1,000	0,482	0,559	0,474
Multiple role conflict (X3)	0,482	1,000	0,279	0,032
Work Motivation (X2)	0,559	0,279	1,000	0,145
Work-life balance (X1)	0,474	0,032	0,145	1,000

The highest correlation value between the variable Work motivation (X2) and Employee performance (Y) is 0.559, it can also be said that among the variables of the research model, the relationship between the Motivation variable is 0.559. work (X2) and Employee performance (Y) show a stronger relationship than the relationship between the remaining variables, which can also be understood that in this research model, the level of The employee's job performance is more influenced by the Work motivation variable than the other variables.

PLS Model Analysis

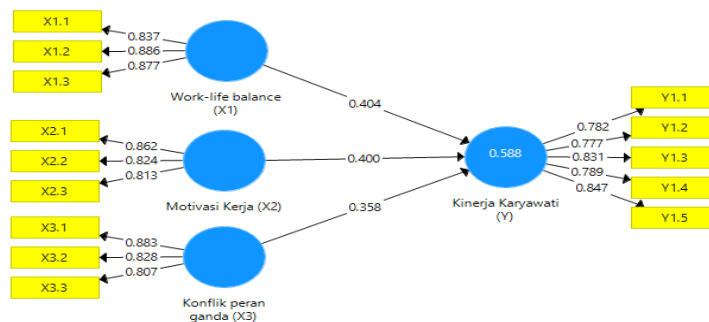


Figure 2. PLS Output Results Path Diagram

From Figure 2, it can be seen that the biggest indicator of the work-life balance variable is the X1.2 indicator or the balance of involvement, while the work motivation variable is the X2.1 indicator or the work itself. In the multiple role conflict variable, the biggest indicator is indicator X3.1 or pressure as a parent. So that the indicators of the balance of involvement, work itself, and belief in pressure as a parent have the greatest contribution to the influence of the variable work-life balance, work motivation, and multiple role conflict on employee performance.

Evaluation of Structural Model Testing (Inner Model)

Table 5

	R Square
Employee Performance (Y)	0,588

The value of $R^2 = 0.588$. It can be interpreted that the model can explain the phenomenon of employee performance which is influenced by independent variables including work-life balance, work motivation and multiple role conflict with a variance of 58.8% while the remaining 41.2% is explained by other variables outside this study.

Hypothesis Test

Table 6

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Values
(X1) -> (Y)	0,404	0,436	0,109	3,693	0,001
(X2) -> (Y)	0,400	0,383	0,111	3,616	0,001
(X3) -> (Y)	0,358	0,358	0,148	2,412	0,020

DISCUSSION

Effect of Work-Life Balance on Employee Performance

Work-life balance is a condition where an employee or an individual tries to create a balance between work and personal life Wardani & Firmansyah (2021). When an employee is able to have a life balance between the world of work and their own, the employee can be more productive, can be motivated to carry out their responsibilities within the company, and can reduce stress at work. It can also improve employee performance in achieving company goals.

In this study, It has been proven that the better the work-life balance, the better the employee's performance in the company.

The results of testing the hypothesis using the Bootstrapping method prove that work-life balance affects the performance of employees CV. Huda Jaya in Sidoarjo City so that the first hypothesis is accepted. This means that the better the work-life balance felt by employees, the better their performance and productivity. This can be seen from the activeness of female employees in participating in activities related to work and outside of work such as workshops, gatherings, recreation and family. Employees who can balance the role involvement of activities at work and activities outside of work will make employees more systematic in carrying out each role so that one role and the other roles can support each other. If one role with another role can support each other, then the employee tends to be more calm and productive towards each role. If this is achieved, of course, the performance of female employees towards work will also increase

This is in line with research conducted by Arifin and Muharto (2022) with the title "The Effect of Worklife Balance on Employee Performance (Study at PT. Livia Mandiri Sejati Pasuruan)". Research conducted by Ramdhani and Rasto (2021) with the title "Work-Life Balance as a Factor Affecting Employee Performance" also shows the same result that Work-Life Balance has a positive and significant effect on Employee Performance. This is also shown in research conducted by Indirasari and Madiana (2022) with the title "The Effect of Work-Life Balance and Employee Engagement on Employee Performance at Pt. Bank Mandiri (Persero) Tbk Jakarta Pondok Indah Priority Outlet.

The Effect of Work Motivation on Employee Performance

Work motivation is the encouragement or enthusiasm that arises in people or employees to do something or work due to external stimuli, both from superiors and the working environment, and is facility to meet needs and satisfaction and take responsibility for the task. introduced and implemented within the organization. Every employee needs positive encouragement in carrying out work. These individual needs will affect his morale. Providing motivation aims to encourage employees to be more enthusiastic and enthusiastic at work

The results of testing the temporary hypothesis using the bootstrapping method prove that work motivation affects the performance of employees CV. Huda Jaya in Sidoarjo City Therefore, the second hypothesis is accepted. This means the greater the motivation for affiliation needs that are met, the greater the quality of performance produced by female employees. This can be seen from the persistence of female employees in accepting work challenges such as quite complicated motives. The willingness of employees to continue to develop creates a climate of good work motivation for the company. With motivation, these employees have high morale and have a good effect on employee performance.

This is in line with research conducted by Ulfaturrosida and Swasti (2022) with the title "The Influence of Technical Competence, Attitudes, and

Work Motivation on Employee Performance in the Production Department of CV. Gudange Tahu Takwa Kediri". Research conducted by Mundung, Trang and Lumintang (2022) with the title "The Influence of Work-Life Balance, Leadership and Work Motivation on the Performance of Office Employees of the Ministry of Religion in Minahasa" also shows the same result that Work Motivation has a positive and significant effect on Employee Performance. This is also shown in the research conducted by Larasati and Gilang (2014) with the title "The Influence of Work Motivation on Employee Performance in the Telkom Region, West Java North West (Witel Bekasi)".

Effect of Multiple Role Conflict on Employee Performance

Conflicts can arise when two or more needs arise at the same time or two different interests meet, and can have a negative effect Muspawi, (2014). Work-family conflict describes the conflict between work duties at work or work life and work duties at home. The more time spent at work, the less time spent with family. As the researcher assumes, it is female employees who find themselves in multi-role conflict due to difficulties in fulfilling the tasks or demands of different roles at the same time. Female employees are expected to be able to fulfill their duties, both in the family and in the office. On the other hand, it is also required to provide professional performance.

The results of temporal hypothesis testing by Bootstrapping method demonstrate that multi-role conflict affects employee performance CV. Huda Jaya in the town of Sidoarjo. Therefore, the third hypothesis is accepted. This means dual role conflict that the employee of CV. Huda Jaya feels that this is caused by the pressure of housework which cannot be fulfilled by female employees so that in carrying out work at the company, female employees still imagine the role of a housewife. This role conflict occurs because the time used to fulfill one role cannot be used to fulfill another role, whereas in this study it is the opposite where someone who has time-based pressure has a positive impact on their performance, where they get better at work and as soon as possible to can return home to use the time available for other matters.

This is consistent with research done by Karomah (2019) entitled "Analysis of the Influence of Multiple Role Conflicts and Work Stress on the Performance of Married Female Employees (Study at PT. Sukorintex Batang)". Research conducted by Martha and Prahastha (2023) entitled "The Influence of Multiple Role Conflicts and Work Stress on the Performance of Female Employees at the Library and Archives Service of West Sumatra Province" also shows the same result that Dual Role Conflict has a positive and significant effect on Employee Performance. This is also shown in research conducted by Pratama, Fatkhurrokhman and Bagus (2023) with the title "The Effect of Dual Role Conflict and Work Stress on the Performance of Female Employees at Muhammadiyah University of Gombong".

CONCLUSIONS AND RECOMMENDATIONS

From the results of the tests carried out, it can be concluded that work-life balance, work motivation and many role conflicts affect employee performance CV. Huda Jaya Sidoarjo. In other words, the more employees feel for work-life balance, the higher their performance and productivity will be. This is evident in the participation of female employees in work-related and non-work-related activities such as seminars, meetings, hobbies and family.

The greater the motivation for affiliation needs that are met, the greater the quality of performance produced by female employees. This can be seen from the persistence of female employees in accepting work challenges such as quite complicated motives. The willingness of employees to continue to develop creates a climate of good work motivation for the company. With motivation, these employees have high morale and have a good effect on employee performance.

The dual role conflict that employees of CV. Huda Jaya felt that it was caused by the burden of housework that could not be fulfilled by female employees, so that in carrying out work at the company, female employees still imagined the role of a housewife. This role conflict occurs because the time used to fulfill one role cannot be used to fulfill another role, where in this study it is the opposite where someone who has time-based pressure actually has a positive impact on their performance, where they get better at work and as soon as possible to can return home to use the time available for other matters.

From the researcher's test results, it can be concluded that among the three variables that have the most influence on employee performance, it is work-life balance. This means that the performance of employees CV. Huda Jaya is increasing when employees feel that work-life balance can be fulfilled properly. Employees feel they can handle personal and work matters together so that employee performance can meet company targets. This can be seen in employees who feel active in activities related to work and personal activities. From the results of this study, to create a good work-life balance for female employees, the authors suggest a CV. Huda Jaya to pay more attention to the balance of employee involvement in activities in personal activities and work-related activities such as gatherings, evaluations, recreation and immunizations.

FURTHER STUDY

Companies should be able to pay attention to the activeness of female employees in activities within the scope of work and outside of work so that work-life balance can be achieved properly for subordinates. The company is expected to be able to provide affiliation needs in the form of job challenges that can hone the skills of female employees at work so that employees feel motivated to develop to be better at work. It is hoped that the company can appeal to CV employees CV. Huda Jaya to be able to divide tasks for work and family so that female employees can minimize the occurrence of multiple role conflicts. For further research, it is also planned to be able to conduct the research by adding leadership variables. For further research, it is also expected to be able to conduct research by developing study designs involving conditional variables such as moderator/intervention variables.

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