

# THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE INFLUENCE OF *WORK FAMILY* CONFLICT AND JOB STRESS ON EMPLOYEE PERFORMANCE

***Nailin Nikmatul Maulidiyah<sup>1</sup>, Sri Wahyu Lelly Hana Setyanti<sup>2</sup>, Handriyono<sup>3</sup>***

<sup>1</sup>Faculty of Economics and Business, Universitas Jember, Jember, 68168, Indonesia

<sup>2</sup>Faculty of Economics and Business, Universitas Jember, Jember, 68121 Indonesia

<sup>3</sup>Faculty of Economics and Business, Universitas Jember, Jember, 68121, Indonesia

## **Abstract**

***The purpose of this study is to describe the influence of work family conflict and job stress on employee performance by organizational commitment as mediating. The type of this study is literature review. The result of this study showed that work family conflict and job stress have a negative and significant impact on employee performance, work family conflict and job stress also have a negative and significant impact on organizational commitment, organizational commitment has a positive and significant impact on employee performance.***

***Keyword: Work Family Conflict, Job Stress, Organizational Commitment, Employee Performance***

## **1.INTRODUCTION**

Human resources must be managed very well to increase the effectiveness and efficiency of an organization. Simamora (2010: 339) states that in order to keep the organization running effectively and in accordance with its objectives, the organization must have a good employee performance by carrying out task duties that have been charged in a reliable manner. According to Mangkunegara (2008: 103) performance is a work result in the quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

However, to maintain employee performance requires a good organizational commitment from employee. The higher the organizational commitment of employees, the better performance will be achieved. It is relates to the research conducted by Sunjaya *et al.* (2017) and Suryanto (2017) which stated that organizational commitment has a positive and significant effect on performance, it means if the organizational commitment of employee increase, the performance of employee will also increase. There is a gap research was found in research conducted by Mekta (2017) which showed different results, that is organizational commitment has a negative and significant effect on performance. It means if the organizational commitment of employees reduce, then the employee performance will increase. Besides organizational commitment, there are other factors that influence performance, one of them is a work family conflict.

Work family conflict is a conflict happened due to the high demands of the company so that married employees have difficulty achieving balance. This is because marriage is not a single life event, but it is a series of stages in which couples attempt to achieve a balance between dependency and autonomy as they negotiate on the issue of control, power and authority (Kovacs in Kurdek, 1999). Based on this statement, we can see that in a marriage there must be a balance and good negotiation on problems that occur in the family. This demand of balance is what usually raises conflicts for employees at work. According to Greenhaus and Beutell (1985) work family conflict (WFC) is one of the

forms of inter-role conflicts, that is pressure or role imbalance between roles in work with roles in the family. This imbalance ultimately triggers conflict, if this conflict is not managed properly it will affect the organizational commitment in accordance with research conducted by Navaratnaseelan (2013), Malik (2015), Hatam (2016), and Dana (2017) stated that work family conflict has a negative effect on organizational commitment, it means if the work family conflict increase then the commitment will reduce, on the contrary if work family conflict reduce then the commitment will increase. The research conducted by Navaratnaseelan and Elangkumaran (2013) also showed that work family conflict experienced by married medical personnel was at a higher level compared to medical personnel who were not married.

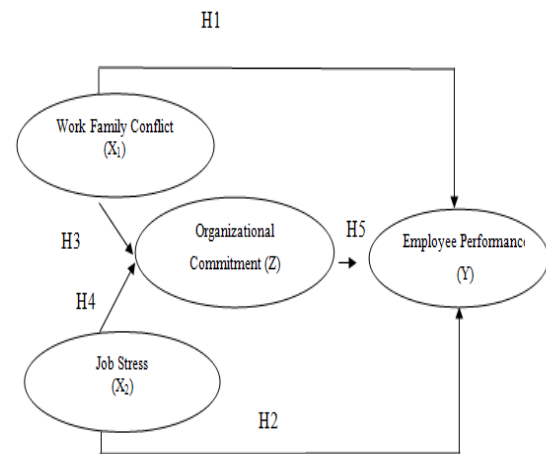
In addition, if the work family conflict occurs continuously it will cause organizational commitment reduce so that the performances of employee will also reduce that causes hampered achievements of organizational goals. This statement is consistent with the research conducted by Retnaningrum and Al Musadiq (2016), Min Ha (2015), Asfahyadin (2017), and Afrilia (2018) which showed that work family conflict has a negative effect on employee performance which means if the work family conflict increase then the performance will reduce, in the other hand if the work family conflict reduce then the performance will increase. Gap research was found in Mubassyr's (2014) study which showed a different result, that is work family conflict did not have a significant effect on performance.

Another factor that affects employee commitment and performance beside work family conflict is job stress. Job stress according to Handoko (2013, 200) is a tension condition that affects a person's thought, emotion, and condition, resulting in excessive stress that can threaten a person's ability to deal with the environment and ultimately interfere with the performance of his work. Job stress that happened on employees causes a reduce in organizational commitment and employee performance in accordance with research conducted by Alipur (2015) and Julvia (2016) which showed that job stress has a negative and significant impact on organizational commitment and performance, it means if job stress increase then organizational commitment and employee performance will reduce, on the contrary if the job stress increase then the organizational

commitment and performance of these employees will increase. Gap research was found in the research of Wibowo et al (2015) shows that job stress has a positive effect on performance, it means if the job stress increase, the performance will increase, on the contrary if job stress reduces the performance will also reduce.

## 2. CONCEPTUAL FRAMEWORK

The purpose of this study was to determine the effect of work family conflict and job stress on employee performance by organizational commitment as an intervening variable. This conceptual framework showed the direct effect and indirect effect of work family conflict ( $X_1$ ) and job stress ( $X_2$ ) on employee performance ( $Y$ ) by organizational commitment as an intervening variable ( $Z$ ).



Conceptual Framework of Research

## 3. DISCUSSION

### 3.1. The Influence of Work Family Conflict on Organizational Commitment

According to Greenhaus and Beutell (1985) Work Family Conflict is an imbalance situation between roles in work and roles in the family. Long working hours and heavy workload can cause a work family conflict (WFC), because excessive time and effort is used to work resulting in a lack of time and energy that can be used to carry out family activities. If this conflict is not immediately addressed properly, it will immediately has a negative impact on organizational commitment in accordance with the research conducted by

Navaratnaseelan and Elangkumaran (2013), Malik et al (2015), Hatam et al (2016) and Dana (2017) showed that work family conflict has a negative and significant impact on organizational commitment, it means if the work family conflict increase then organizational commitment will increase, on the contrary if the work family conflict so reduce then the organizational commitment will reduce.

### **3.2. The Influence of Job Stress on Organizational Commitment**

Fontana in Anatan and Ellitan (2009: 73) argues that the impact of job stress is organizational problems including reduced job satisfaction, reduced commitment, reduced loyalty to the organization and reduced work productivity resulting in increased absenteeism and turnover. The increase of job stress causes a reduced in organizational commitment. If the organizational commitment increase, employees will feel comfortable in working so that they can reduce the level of job stress, this is in accordance with the research conducted by Caesarani and Riana (2016), Alipour and Monfared (2015), Bhatti et al (2016) and Wibowo (2015 ) which states that job stress has a negative and significant impact on organizational commitment. It means if the the job stress increase then the organizational commitment will reduce, on the contrary if the job stress reduce then the organizational commitment will increase.

### **3.3. The Influence of Work Family Conflict on Employee Performance**

Schieman *et al.* (2003) states that households and overlapping jobs can reduce performance. The difficulty of balancing work and family matters can lead to work family conflicts which in turn can affect performance. This conflict if not immediately controlled properly will negatively affect performance in accordance with the research of Ha and An (2015), Retnaningrum and Almusadieq (2016) and Asfahyadin *et al.* (2017) showed that work family conflict has a negative and significant impact on employee performance. It means if the work family conflict increase then the performance will reduce, on the contrary if the work family conflict reduce then the performance will increase. The research conducted by Mubassyir and Herachwati (2014) did not show the same results, the work family conflict did not have a significant impact on employee performance.

### **3.4. The Influence of Job Stress on Employee Performance**

Job stress has a negative impact on employee performance. When employees do not feel stress, these employees can generally work well and their work results are also satisfactory. However, when job stress exceeds the maximum limit, the employee performance will reduce automatically. Stress according to Handoko (2014: 200) is a condition of tension that affects emotions, thought processes and one's condition. As a result, a too high stress can threaten a person's ability to deal with the environment, which ultimately interferes with the implementation and completion of his tasks, which means disrupting his performance. Research conducted by Pamungkas (2016) showed that job stress does not affect employee performance. The research conducted by Nurhuda (2016) showed that job stress has a positive and significant impact on performance. It means if the job stress increase then the employee performance will increase, on the other hand, if the job stress reduce then the employee performance will reduce, but the research conducted by Julvia (2016) and Aslihah (2015) showed that job stress has a negative and significant impact on employee performance, it means if job stress increase then the employee performance will reduce, on the contrary if job stress reduce then employee performance will increase.

### **3.5. The Influence of Organizational Commitment on Employee Performance**

According to Daft (2003) organizational commitment is an important attitude that affects performance. Daft defines organizational commitment as high loyalty and involvement in the organization. The companies are required to be able to maintain their employees to carry out tasks that have been given and make employees stay to work without reducing the performance of these employees. This increasing of commitment will make the employee to be loyal to the company, so that it will improve the employee performance. The performances that continuously increase will have an impact on the progress of the company. As a result commitment is necessitated as an indicator of employee work in order to work optimally to increase productivity and effectiveness of the company. This statement consistent with the research of Sunjaya *et al.* (2017), Saryanto and Amboningtyas (2017), and Nining et al (2018) which

showed that organizational commitment has a positive and significant impact on employee performance, it means if the organizational commitment of employees, increase then the employee performance will increase, on the contrary if the the organizational commitment of employees, reduce then the employee performance will reduce. Research conducted by Mekta and Siswanto (2017) showed different results that organizational commitment has a negative and significant impact on employee performance, it means if the organizational commitment reduce then employee performance will increase, on the contrary if the organizational commitment increase then the employee performance will reduce.

#### 4.CONCLUSION

Work family conflict has a negative and significant influence on organizational commitment, job stress has a negative and significant influence on organizational commitment, , work family conflict has a negative and significant influence on the employee performance, job stress has a negative and significant influence on the employee performance, organizational commitment has a positive and significant influence on the employee performance.

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