

## **DAMPAK KONFLIK KELUARGA KERJA DAN BURNOUT TERHADAP KINERJA KARYAWAN: MEDIASI KOMITMEN ORGANISASI**

### ***THE IMPACT OF WORK FAMILY CONFLICT AND BURNOUT ON EMPLOYEE PERFORMANCE: MEDIATION OF ORGANIZATIONAL COMMITMENT***

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#### **Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh work family conflict dan burnout terhadap kinerja yang dimediasi komitmen organisasi di rumah sakit. Jenis penelitian yang digunakan adalah penelitian kuantitatif dengan pendekatan penelitian eksplanatori. Model penelitian ini menggunakan model analisis jalur. Sampel dalam penelitian ini diambil dengan menggunakan metode probabilitas sampling dengan sampel sebanyak 82 perawat Rumah Sakit C Malang. Hasil penelitian menunjukkan bahwa work family conflict dan burnout berpengaruh signifikan terhadap kinerja karyawan. Merujuk pada variabel work family conflict dengan indikator time based konflik tertinggi yaitu waktu yang diperlukan untuk melaksanakan suatu tuntutan yang dapat berasal dari pekerjaan maupun dari keluarga yang dapat mengurangi waktu untuk melaksanakan tuntutan lainnya. Komitmen organisasi juga berpengaruh signifikan terhadap kinerja pegawai, namun tidak memediasi konflik pekerjaan keluarga terhadap kinerja pegawai. Hasil tersebut membuktikan bahwa ketika seorang karyawan mengalami benturan peran, dimana peran pekerjaan mengganggu perannya dalam keluarga dan sebaliknya peran dalam keluarga mengganggu perannya dalam pekerjaan.

**Kata Kunci:** Work family conflict; Burnout; Komitmen organisasi; Kinerja karyawan; Rumah sakit

#### **Abstract**

*This research aims to determine the effect of work family conflict and burnout on performance mediated by organizational commitment in hospitals. The type of research used is quantitative research with an explanatory research approach. This research model uses a path analysis model. The sample in this study was taken using the probability sampling method with a sample of 82 nurses from Hospital C Malang. The research results show that work family conflict and burnout have a significant effect on employee performance. Referring to the work family conflict variable with the highest time-based conflict indicator, namely the time needed to carry out a demand which can come from work or from the family which can reduce the time to carry out other demands. Organizational commitment also has a significant effect on employee performance, but does not mediate work-family conflict on employee performance. These results prove that when an employee experiences a conflict of roles, where the work role interferes with his role in the family and conversely the role in the family interferes with his role at work.*

**Keywords:** Work family conflict; Burnout; Organizational commitment; Employee performance; Hospital

## **INTRODUCTION**

The main obligations for establishing a hospital are stated in article 4 of Law no. 44 of 2009 concerning hospitals that provide, promote and prioritize health services for the community. From these regulations it can be seen that the purpose of establishing a hospital is to provide health services to the community. Therefore, to help achieve

organizational goals smoothly, attention must be paid to human resources so that they can help achieve the organization's goals (Islamiyah et al., 2021). In this case, the performance shown by a health worker towards a patient is one of the important things and influences the quality of a hospital's services (Rachmawati, 2015).

The performance of health workers is something that needs to be considered because for 24 hours health workers carry out their duties in caring for patients (Iswi, 2016) faithfully, patiently and responsively (Rachmawati, 2015). Employee performance can be influenced by several factors such as work family conflict (Ariani et al, 2017), burnout (Yeni and Idah, 2012), and organizational commitment (Mamik, 2010). Thus, to increase the success of an organization, it must start from paying attention to the performance of each employee (Robbins in Sudaryono, 2017).

One of the factors that causes employee performance to not be optimal is work-family conflict (Afrilia and Utami, 2019). According to research by Ariani et al (2017), work family conflict has a significant negative effect on performance, in this case causing decreased performance. According to Frone (1992) in Afrilia and Utami (2018), work-family conflict is a conflict between roles that occurs in nurses, where one side has to do work in the hospital and on the other side has to do work in the family as a whole or is called a dual role (Susanto, 2010), so it is difficult to distinguish between work interfering with the household and household interfering with work. Work family conflict is closely related to depression and anxiety suffered by women compared to men, because they carry out two roles at once (Agustina and Subdiya 2016). In line with research by Indriyani (2009) in Zain (2018), on the other hand, men tend to spend a lot of time on work matters.

Not only work-family conflict, performance can also be influenced by burnout or fatigue factors. Burnout is employee psychological and physical fatigue caused by work situations that are not supportive or do not meet expectations (Putra and Mulyadi 2010). According to research by Yeni and Idah (2012), burnout often slows down the rate of performance of employees which ultimately harms the organization/agency (Putra and Mulyadi 2010), causing them to be less productive (Hapsari and Nurhayati, 2016) and decreasing employee performance. (Yeni and Idah, 2012).

To minimize the occurrence of work-family conflict and burnout, organizational commitment is needed which is expected to improve nurses' performance at work. According to Mamik (2010) organizational commitment is a psychological state of an individual in an organization to side with, be loyal to, and be involved in the organization. Someone who has high commitment will maintain their performance and membership in the organization to help the success and prosperity of the organization because commitment includes an active relationship with the organization where the individual is willing to give something of themselves to help the success and prosperity of the organization (Yuliawan and Supartha, 2012).

Several previous studies conducted by Pradila (2010) and Wahyuningrum (2018) showed that work family conflict has a positive influence on performance. Meanwhile, according to Silvi Ariani et al (2017), work family conflict has a significant negative effect on performance. This is strengthened by research by Agustina and Sudibya (2018) showing that there is no influence of work family conflict on performance. However, in theory there is a clear relationship between work family conflict and performance. While the relationship between burnout has a positive influence on

employee performance (Sani, 2006; Hayati, 2018), however (Risambessy et al, 2011; Bagiada and Netra, 2019) shows that burnout does not have a significant influence on performance. In research by Mamik (2010) and Batubarra (2016) it is stated that organizational commitment has a positive influence on performance. Meanwhile, Qomariah (2012) shows that there is no influence of organizational commitment on performance.

This research focuses on female employees, especially nurses and midwives at hospitals in Malang. The hospital also implements a shift work system. This research also refers to research by Astra (2012) in Afrilia & Utami (2018) which can trigger work family conflict. Also referring to research by Houkes (2011) in Swasti et al (2017) which states that health workers who work at night often trigger burnout. Based on the phenomena and research gaps above, the researchers concluded that work-family conflict, burnout, organizational commitment influence employee performance. So the aim of this research is to examine the influence of work-family conflict, burnout, organizational commitment on employee performance. Apart from that, the aspect of renewal in this research is to make organizational commitment factors play a mediating role in employee performance.

## **THEORETICAL BASIS**

### **Work Family Conflict**

An employee whose work involvement is higher and spends more time at work experiences work family conflict (Zhou, Afrilia, and Utami, 2019) where the role pressures from work and family are incompatible in several ways (Amirudin, 2019). Work family conflict is the level of stress experienced by employees when they spend more time working (Somro, 2018). According to Gozukara & Colakoglu (2016), work-family conflict arises from conflict between roles that cannot be aligned (Franco, 2000; Bahuli and Margaretha, 2013). There are several factors that can influence work-family conflict, breduced intensity, physical and emotional exhaustion, rush to complete work, holiday schedules for family members and work do not match, things you want to do with your family are hindered (Oktarina et al, 2010 in Mubassyir and Herachwati, 2014). According to Grennhaus and Beuthell (1985) in Dewanata (2018), there are three dimensions of work family conflict, namely: time based conflict, conflict based on pressure (straid based conflict), conflict based on time (behavior based conflict).

### **Burnout**

*Burnout* is employee fatigue psychologically and physically caused by work situations that are not supportive or do not meet expectations (Putra and Mulyadi 2010). When this occurs they can lose their motivation to achieve. (Monday 2008 in Santoso et al, 2016). According to Putra and Mulyadi (2010), there are several views that cause burnout, namely: poor environmental conditions, lack of social support, unhealthy competition between co-workers, incompatibility between what the agency provides and what employees do. Meanwhile, according to Saputro (2014), there are two other factors that influence the emergence of burnout, namely: Internal Factors and External Factors. IBurnout indicators include: Emotional Exhaustion or emotional exhaustion, *Depersonalization* or avoiding the environment, Reduced Personal Accomplishment or low appreciation for self-achievement (Djara, 2013 in Dewi, 2018)

### **Organizational Commitment**

Organizational commitment is a strong belief in the organization, goals and willingness to work to maintain organizational membership (Franco, 2017; Hendri, 2019). According to Rita et al (2018), organizational commitment is loyalty and involves active relationships and making more contributions to the organization. So they want to stay and be part of the organization (Sopiah, 2008; Riani, 2014). According to Streers Porter in Puspitawati and Riani (2014) concluded that there are four factors that influence organizational commitment, namely: personal factors, organizational factors, non-organizational factors. With three k indicators affective commitment (affective commitment), continuation commitment (continuance commitment), normative commitment (normative commitment) (Ayunia, 2017).

### Employee performance

In essence, performance is the result of work achieved by someone in accordance with established standards and criteria (Mamik, 2010). Meanwhile, according to Noor and Juliyansyah (2013) in Hayati and Fitri (2018) performance is a description of the level of a program as outlined through an organization's strategic planning. There are five factors that influence performance, including: personal factors, leadership factors, team factors, system factors, contextual factors. According to Mathis and Jackson (2001) in Ayu (2017) there are five types of indicators, namely: quantity, quality, timeliness, attendance, effectiveness.

### Method

The type of research used is quantitative research with research method that focuses on testing theory and is measured through variables in numerical form and uses data analysis according to statistical procedures. This research model uses a path analysis model to determine the direct and indirect influence of the hypothesized variables. In this research there are four variables, namely, the independent variable (work family conflict and burnout), the dependent variable (nurse performance), and the mediating variable (organizational commitment). The research sampling technique uses the probability sampling method. Sehe continued, 82 samples or the entire population were taken to be used as research subjects with research objects at one of the class C hospitals located in Malang.

## DISCUSSION

### Validity and Reliability Test

Based on research results, the variables work family conflict (X1), burnout (X2), organizational commitment (Z), and employee performance (Y) prove that the sig value is  $<0.05$  so it is valid and appropriate for the targeted respondents, (Sugiyono 2017).

*Table 1. Reliability Test*

| Variable                      | Cronbch Alpha | Information |
|-------------------------------|---------------|-------------|
| Work Family Conflict (X1)     | 0.903         | Reliable    |
| Burnout (X2)                  | 0.914         | Reliable    |
| Organizational Commitment (Z) | 0.828         | Reliable    |
| Performance (Y)               | 0.852         | Reliable    |

Source: Data Processed: 2020

Based on the data in the table above, it proves that all variables, namely work family conflict (X1), burnout (X2), organizational commitment (Z) and employee performance (Y) have Cronboch alpha values > 0.06 so they are declared reliable.

**Classic assumption test**

**Normality test**

**Table 2. Kolmogorov-Smirnov Test Results**

|                          |                | Unstandardized Residuals |
|--------------------------|----------------|--------------------------|
| N                        |                | 82                       |
| Normal Parameters, b     | Mean           | .0000000                 |
|                          | Std. Deviation | 2.98781312               |
| Most Extreme Differences | Absolute       | .095                     |
|                          | Positive       | .047                     |
|                          | Negative       | -.095                    |
| Statistical Tests        |                | .095                     |
| Asymp. Sig. (2-tailed)   |                | .065c                    |

Source: spss output 14, 2020

Based on the table above, it shows that the Kolmogorov Sminorov significance value is 0.065, which is greater than 0.05, so the normality assumption is met.

**Heteroscedacity Test**

According to Sugiyono (2018), the aim is to test whether in the regression model there is inequality of variance from the residuals of one observer to another observation. According to Sani and Maharani (2013), the spearmen rank test was used in testing.

**Table 3. Heteroscedacity Test Results**

| Variable                  | Sig Rank Spearman's | Information      |
|---------------------------|---------------------|------------------|
| Work family conflict (X1) | 0.078               | Homoscedasticity |
| Burnout (X2)              | 0.231               | Homoscedasticity |

Data source: diolah 2020

Based on the table above, it shows that all the significance values of the independent variables, namely work family conflict and burnout, are > 0.05 so that all independent variables do not contain heteroscedasticity.

**Path Analysis Test (path analysis)**

Path analysis is an analysis used to determine the cause and effect of multiple regression (Sani and Maharani 2013) is an extension of linear regression (Ghozali 2018).

**Coefficient of Determination Results**

The R2 coefficient of determination test was carried out to determine how much the model contributed to explaining the variance of the dependent variable (Ghozali, 2011 in Agustina 2017).

**Table 4. Determination Coefficient**



| <b>Influence</b>   | <b>R Square</b> |
|--|-----------------|
| <i>Work family conflict, burnout, organizational commitment to nurse performance</i> | <b>0.286</b>    |

Source: data processed by researchers, 2020

Based on the results of the R-Square value above in testing the influence of the variables work family conflict, burnout and organizational commitment on employee performance. The coefficient is 0.286, this shows that 28.6% of employee performance is influenced by work family conflict, burnout and organizational commitment. Hypothesis test

If the t-statistic value is greater than the t table value, namely 1.663 and the significance value is <0.05, which shows a significant influence.

**Table 5. Hypothesis Testing Results**

| <b>Hypoth esis</b> | <b>Influence</b> | <b>Coefficien t</b> | <b>t Statistics</b> | <b>significance</b> | <b>Information</b> |
|--------------------|------------------|---------------------|---------------------|---------------------|--------------------|
| 1                  | X1→Y             | -0.303              | -3,035              | 0.003               | Significant        |
| 2                  | X2→Y             | -0.207              | -2,075              | 0.041               | Significant        |
| 3                  | Z→Y              | 0.270               | 2,761               | 0.007               | Significant        |
| 4                  | X1→Z→Y           | -0.125              | 1,098               | 0.232               | Not Significant    |

**The Effect of Work Family Conflict (X1) on Employee Performance (Y)**

Based on the test results, it was found that the t statistic of -2.086 was greater than the t table of 1.663 and the sig value was 0.003 < 0.05. The work family conflict variable had an effect on the employee performance variable. Based on the research results, it was found that the work family conflict variable had an influence on the performance of hospital employees in Malang. These results prove that work family conflict experienced by employees can reduce performance in their work. The results of this research are also in line with research conducted by Bahuli and Margaretha (2013); Ariani et al (2017) found that work family conflict had a significant positive effect on the performance of female employees.

**Effect of Burnout (X2) on Employee Performance (Y)**

Based on the test results, it was found that the t statistic -2.075 was greater than 1.663 and the sig value was 0.041 < 0.05. The burnout variable had a significant effect on the performance variable. So it can be interpreted that increasing burnout will reduce employee performance. This research states that work fatigue occurs to an individual emotionally, physically and mentally excessively and for a long time. The results of this research are in line with research conducted by Sani (2012) and Santoso (2016) that burnout has a significant effect on performance. This can also be proven from the distribution of questionnaires carried out, which shows the influence of decreased performance caused by burnout. Another factor in the occurrence of burnout can be influenced by the employee's length of service. Where employees who have worked in hospitals in Malang for less than 2 years are still adapting to the environment and their work becomes a workload, which has an impact on decreasing employee performance.

**Influence of Organizational Commitment (Z) on Employee Performance (Y)**

Based on the test results, it was found that the t statistic of 2,761 was greater than 1,663 and the sig value was 0.007 < 0.05, so it could be said that the organizational

commitment variable had a significant influence on the employee performance variable. The results of this research are also in line with research conducted by Mamik (2010) and Batubara (2016). This is because the company provides opportunities for employees to be promoted to higher positions, with the hope that employees can help the company to achieve success.

### **Organizational Commitment (Z) mediates Work Family Conflict (X1) on Employee Performance (Y).**

From the Sobel test table above, it can be concluded that from the results of the Sobel test statistic model 1, the Z value is  $1.021 < t$  table 1.663 with a significance level of 5%, so it can be concluded that organizational commitment is unable to mediate the influence of work family conflict on employee performance. In this research, organizational commitment cannot mediate between work family conflict and employee performance. The results of research in the field prove that when an employee experiences a clash of roles, where the work role interferes with his role in the family and vice versa, the role in the family interferes with his role at work, this is making the employee unable to concentrate on his commitment to work or in other words unable to work optimally

### **CONCLUSION**

Based on the results of research at Hospital, several conclusions were obtained: Work family conflict, burnout and organizational commitment have a significant effect on employee performance. However, organizational commitment is not able to mediate between work family conflict variables and performance variables. Referring to the work family conflict variable (work-family conflict) in the highest category with the highest indicator of time-based conflict, which is the time needed to carry out one demand, which can come from work or from the family, which can reduce the time to carry out other demands. However, with the R-Square value being quite low, researchers suggest adding turnover, work stress and motivation variables. You can also look at the role of organizational commitment in the research model.

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