

Work-Family Conflict, Workload and Burnout as a Determinant Factor on Employee Performance (Case Study on Civil Servants in Tasikmalaya)

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ABSTRACT

The purpose of this study was to find out and analyze the effect of work-family conflict, workload, and burnout on employee performance both partially and simultaneously in Tasikmalaya. The object studied was the female civil servants in Tasikmalaya. The research method used was path analysis. Data collection was obtained through observation, questionnaires, and literature studies. The population in this study was 121 employees. The results showed that the work-family conflict, workload, and burnout had a significant and partial effect on the employee performance of the Education Department and Health Department, Tasikmalaya. The discussion showed that the key asset that is very important for the development and achievement of the goals of an organization, or company is human resources. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations.

Keywords: *Work-Family Conflict, Workload, Burnout, and Employees Performance.*

1. INTRODUCTION

A performance is one of the important things defined as the result of work in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [1] in [2]. Every organization always has a goal that every employee must have achievement because having employees who excel will provide an optimal contribution to the company. Employees who excel will have a positive impact on improving the performance of an organization or agency.

Now many companies/agencies are changing the operational concept in their human resource management. In the past, companies treated employees individually but now employees are treated as part of a group or work team within an organization, with the aim that as the group is formed, it will optimize the social, technical, and performance aspects of the individual himself in the work environment. Because a group or

work team consisting of various kinds of individuals with various backgrounds, education, and different characteristics can arise conflict at any time. If a conflict cannot be resolved properly, it will have a negative impact on the group directly and indirectly on organizational performance [3].

Based on a preliminary study conducted at the Education Department and Health Department in Tasikmalaya involving 10 female civil servants who have multiple roles, it was found that 8 female civil servants who were married had difficulty in dividing their time to carry out their duties. Some of these employees sometimes felt tired of the demands of the workload from the leadership, some others were less able to carry out their role as mothers (childcare) to the fullest due to their workload. The employee said that they left their child with other family members while they were working.

In addition to role conflict, another factor that affects employee performance is workload. A person's workload

has been determined in the form of company work standards according to the type of work given. Employee workload can occur in three conditions. First, the workload according to standards. Second, the workload is too high (over capacity). Third, the workload is too low (under capacity).

From preliminary observations regarding the level of employee workload with the Personnel Section at the Education Department and Health Department in Tasikmalaya, the results showed that the employees experienced a workload in their job. It was felt that some employees' workload was quite high. Existing human resources, both in quality and quantity, cause quite a high workload felt by employees at the Education Department and Health Department of Tasikmalaya so that employee performance must be maximized. [4].

Work fatigue can reduce activity which ultimately results in the inability to continue working optimally. Fatigue is divided into two, namely physical fatigue and mental fatigue. It is clearly impossible to separate stable emotions and mental health from fatigue because conflict and emotions are closely related to fatigue. Fatigue is a factor that reduces performance, which has an impact on the psychological condition of workers and creates boredom at work [4].

The effect of fatigue is not only a decrease in productivity, but also changes in body metabolism, and causes saturation and emotional instability (negative mood). Fatigue at work is a potential occurrence of work accidents due to decreased work alertness. Fatigue can reduce performance and increase the error rate, thereby reducing efficiency and performance. Fatigue is one of the reasons a person experiences a negative mood [4].

As for the phenomenon of employee performance which is influenced by multiples, role conflict workload, and work fatigue in female civil servants who work in the Education and Health Departments in Tasikmalaya showed that overall employees have had good behavior so that they do not interfere with the activities in the Department. However, employee performance must be more consistent with the standards that have been set.

Based on the description of the background of the problem above, it is considered important to conduct research that focuses on employee performance which will then be outlined in the form of a research proposal with the title "Dual Role Conflict, Workload and Work Fatigue as Determinants of Employee Performance (Case Study on Employees). Civil Affairs within the Education Department and Health Department in Tasikmalaya).

The purpose of this research is to analyze:

1. Multiple role conflicts, workload, work fatigue, and performance of employees in the Education and Health Department in Tasikmalaya.
2. The influence of dual role conflict, workload, and work fatigue on performance simultaneously and partially for employees in the Education Department and Health Department in Tasikmalaya.

Dual role conflict is a role conflict that arises between the expectations of 2 (two) different roles that are owned by a person. The dimensions of dual role conflict include time-based conflict, strain-based conflict, and behavior-based conflict.

Too much workload can cause tension in a person, causing stress. This can be caused by the level of expertise demanded being too high, the work speed may be too high, the work volume may be too much and so on [5].

The word tired (fatigue) indicates different physical and mental states, but all of them result in a decrease in work power and reduced body resistance to work [6]. Fatigue can be interpreted as a condition that is different for each individual but all of these individuals experience loss of efficiency, decreased work capacity and body resistance. Fatigue is regulated centrally by the brain, and in the central nervous system there is a sympathetic activation system and parasympathetic inhibition [4].

Performance according to [7] is a means to get better results from organizations, teams, and individuals by understanding and managing performance within the framework of goals and agreed standards and attribute requirements. Dimensions of performance according to [8] are individual factors, psychological factors, organizational factors.

2. METHODS

The research method used in this research was descriptive quantitative method. Operationalization of the variables of this study are show by Table 1 as a follow:

Table 1. Operationalization of the variables

Variable	Dimension	Indicator	Scale
Dual Role Conflict (X1) Role conflicts that arise between expectations of two different roles owned by someone	1. Time based conflict 2. Strain based conflict 3. Behavior based conflict	1.Lack of time for family 2.No time for social life 3.Use of holidays for work 4.Family problems affect work time 5.Family problems affect work productivity 6.The demands of work affect family life 7.There is an unpleasant response from family members as a result of work 8.Families often do not get support from the roles of a housewife and a wife 9.Lack of family support 10.Often feel tired after coming home from work 11.Not being able to balance work interests with family interests	Ordinal
Workload (X2) Too much workload can cause tension in a person, causing stress. [5]	1. Physical Workload 2. Mental Workload 3. Time Usage	1.Level of endurance ability in carrying out work 2.The level of physical fatigue felt when carrying out work 3.The saturation level felt when doing work 4.The level of mental pressure felt when carrying out work 5.Level of working time in the daily routine of employees 6.Duty to work on holidays	ordinal
Work Fatigue (X3) Something form of fatigue caused by someone is working too intensely, dedicated and committed, working too much and too long as well looking at needs and wants them as second things. Freudenberger in [9]	1. Work Weakenin 2. Physical Symptoms	1.Tired of the whole body 2.Reluctant to work deftly 3.Lazy 4.Nervous about something 5.Loss of attention 6.Rarely concentrate 7.It's hard to think	ordinal
Performance (Y) A description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization. [10]	1. Hard Skills 2. Soft Skills	1.Quantity 2.Quality 3.Knowledge 4.Reliability 5.Punctuality 6.Presence 7.Adjustment 8.Ability to work together	ordinal

Before analyzing the data, it is necessary to test the instrument first. The test of this instrument is to measure the validity and reliability of the research instrument. The extent to which the accuracy of the instrument to be used so that the instrument is suitable for use as a data collection tool.

Based on the above understanding, the population is an object or subject that is in an area and meets certain requirements related to the problem in the study. The target population in this study was the female state civil apparatus (ASN) in Education Department and Health Department, Tasikmalaya, which consists of 121 people.

A path analysis tool was used to determine the causal relationship between endogenous and exogenous variables, with the aim of explaining the direct and

indirect effects of a set of variables, as a causal variable to other variables which are effect variables.

3. RESULTS AND DISCUSSION

The Effect of Multiple Role Conflicts, Workload, and Work Fatigue on Performance Partially on Employees of the Health Service and Education Department of the City of Tasikmalaya

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees. In addition, Anwar [11] states that employee performance is the result of work in quality and quantity achieved by an employee in

carrying out his duties in accordance with the responsibilities given to him.

Each individual has their respective duties and responsibilities according to the position they have, to complete the given task, of course, it must be based on the time set. Individuals are not said to be optimal at work if they do not have good behavior in their work. Good behavior at work must of course be of quality, have the ability to take the initiative and be able to work together with colleagues and superiors.

One of the reasons for such deep interest in the dual role conflict is the reality in Indonesia that the need for leaders who are able to make changes to the dimensions of life is considered still lacking. In the sense that the leader really has a dual role conflict attitude in accordance with the aspirations of various parties.

The success or failure of an organization in carrying out its duties is largely determined by the quality of its leadership because the position of the leader dominates all activities carried out. Dual role conflict is a science that studies comprehensively or thoroughly about how to direct, influence, and supervise others to do tasks in accordance with the planned orders [12].

The influence of multiple role conflict, workload, and work fatigue on performance of employees of the Health Department and Education Department in Tasikmalaya was analyzed using path analysis with the aim of testing the magnitude of the contribution shown by the path coefficient on each path diagram of the causal relationship between variables X1, X2 and X3 against the following Y:

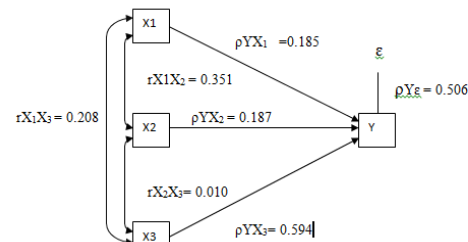


Figure 1. Path Coefficient Value between Variables X1, X2 and X3 to Y

Based on Figure 1, to analyze with path analysis, the path coefficient values are formulated into path analysis as shown in the following table 2

Table 2. Path anlyisi of the effect of multiple role conflicts, workload and work fatigue on performance

No	Influence	Information
1	Effect of X1 on Y	<p>The direct effect of X1 on Y = p_{YX1}. $p_{YX1} = 0.185 \times 0.185 = 0.034225 = 0.0342$</p> <p>Effect of X1 on Y through X2 = $p_{YX1} \cdot r_{X1X2} \cdot p_{YX2} = 0.185 \times 0.351 \times 0.187 = 0.012142845$</p> <p>Effect of X1 on Y through X3 = $p_{YX1} \cdot r_{X1X3} \cdot p_{YX3} = 0.185 \times 0.208 \times 0.594 = 0.02285712$</p> <p>Total Effect = 0.0691</p> <p>Based on the value of the total effect above, it can be seen the number of direct and indirect effects of X1 on Y.</p>
2	Effect of X2 on Y	<p>The direct effect of X2 on Y = p_{YX2}. $p_{YX2} = 0.187 \times 0.187 = 0.034969$</p> <p>Effect of X2 on Y through X1 = $p_{YX2} \cdot r_{X1X2} \cdot p_{YX1} = 0.187 \times 0.351 \times 0.185 = 0.012142845$</p> <p>Effect of X2 on Y through X3 = $p_{YX2} \cdot r_{X2X3} \cdot p_{YX3} = 0.187 \times 0.010 \times 0.594 = 0.00111078$</p> <p>Total Effect = 0.0481</p> <p>Based on the value of the total effect above, it can be seen the number of direct and indirect effects of X2 on Y.</p>
3	Effect of X3 on Y	<p>The direct effect of X3 on Y = p_{YX3}. $p_{YX3} = 0.594 \times 0.594 = 0.352836 = 0.3528$</p> <p>Effect of X3 on Y through X2 = $p_{YX3} \cdot r_{X2X3} \cdot p_{YX2} = 0.594 \times 0.010 \times 0.187 = 0.00111078$</p> <p>Effect of X3 on Y through X1 = $p_{YX3} \cdot r_{X1X3} \cdot p_{YX1} = 0.594 \times 0.208 \times 0.185 = 0.02285712$</p> <p>Total Effect = 0.3767</p> <p>Based on the total effect value above, it can be seen the number of direct and indirect effects of X3 on Y.</p>
Total Effect of X1, X2, X3 on Y		0.494
Effect of other variables not examined		0.506

Path analysis in Table 2 shows the direct and indirect effects of multiple role conflict, workload and work fatigue on employee performance, which is described as follows:

The Effect of Multiple Role Conflicts on Employee Performance Partially in the Health Department and Education Department, Tasikmalaya

Based on Table 2 it can be seen that the path coefficient value of the multiple role conflict variable on performance is 0.0342. This indicates the degree of relationship between the multiple role conflict variable and performance, while the magnitude of the effect is 0.185 (18.5%). This indicates that partial effect of dual role conflict on employee performance gave a positive contribution of 3.42%.

The indirect effect of the dual role conflict variable on performance through the workload variable is 0.0121 meaning that the dual role conflict indirectly contributes 1.21% to the performance through the workload variable. The indirect effect of dual role conflict on performance through work fatigue is 0.0228 (2.8%), meaning that dual role conflict indirectly contributes 2.8% to performance through work fatigue.

The total effect of dual role conflict on performance is 0.0691, meaning that the effect of multiple role conflict on performance through workload and work fatigue gives a positive contribution of 6.9%.

To determine the level of significance of the partial effect of multiple role conflict on performance, a t-test was carried out at degrees of freedom=0.05 (5%). Based on the calculation results of the SPSS application, t-count=2,571 with a probability value (sig.)= 0.011 which is smaller than 0.05 and greater than t-table which is 1.979, meaning that partially the multiple role conflict variable has a positive and significant effect on employee performance at the Health Department and Education Department, Tasikmalaya, which also means that the hypothesis proposed, "Dual role conflict partially has a positive effect on employee performance at Health Department and Education Department, Tasikmalaya" has been tested and can be accepted.

Dual role conflict is a role conflict that arises between the expectations of 2 (two) different roles that a person has.

According to [13] in his research entitled "The Effect of Role Conflict on the Performance of Career Women at Sam Ratulangi University Manado" tried to determine the effect of role conflict on the performance of career women at Sam Ratulangi University Manado by using descriptive methods and simple regression approaches.

The Effect of Workload on Employee Performance Partially at the Health Department and Education Department, Tasikmalaya

Based on Table 2 it can be seen that the path coefficient value of the workload variable on performance is 0.0349. This shows the degree of relationship between the workload variable and performance, while the magnitude of the effect is 0.187 (18.7%). This indicates that partially workload gave a positive contribution of 18.7% on employee performance.

The indirect effect of the workload variable on performance through the multiple role conflict variable is 0.0121 (1.21%), meaning that the workload indirectly contributes 1.21% to the performance through the multiple role conflict variable. The indirect effect of workload on performance through work fatigue is 0.0011, meaning that the workload indirectly contributes (0.11%) to performance through work fatigue.

The total effect of workload on performance is 0.0481, meaning that the effect of workload on performance through dual role conflict and work fatigue has a positive contribution of 4.8%.

To determine the significance level of the effect of partial workload on performance, a t-test was carried out at degrees of freedom = 0.05 (5%). Based on the calculation results of the SPSS application, t-count = 2.659 with probability value (sig.) = 0.009 which is smaller than 0.05 and greater than t-table, 1.979, meaning that partially the workload variable has a positive and significant effect on employee performance at the Health Department and Education Department, Tasikmalaya. This means that the hypothesis proposed, "Workload partially has a positive effect on employee performance at the Health Department and Education Department, Tasikmalaya" has been tested and can be accepted.

The results of the partial test prove that the workload has a significant effect on performance. Workload is too much work that can cause tension in a person, causing stress. This can be caused by the level of expertise demanded is too high, the work speed may be too high, the work volume may be too much and so on.

The work ability of a worker differs from one another and is highly dependent on the skill level, physical fitness, age, and body size of the worker concerned.

In accordance with research conducted by [14] that a person's workload has been determined in the form of company work standards according to the type of work. Workloads that are too heavy or light will have an impact on work inefficiency. A workload that is too light means that there is an excess of manpower. This excess causes the organization to have to pay more employees with the same productivity so that with a small number of employees, it can cause physical and psychological

fatigue for employees. Finally, employees become unproductive because they are too tired.

Based on the results of the study, [15] stated that the workload variable had a negative and significant influence on employee performance. The workload had a negative but significant value because if the workload received is too large, it will cause work stress that can affect employee performance. It is necessary to continuously evaluate and monitor the workload of employees so that they remain within reasonable limits and in accordance with the tasks that have been given. A normal workload can maintain employee performance because employees will feel comfortable and not experience stress at work so that their performance will be better.

The Effect of Work Fatigue on Employee Performance Partially at the Health Department and Education Department, Tasikmalaya

Based on table 2 it can be seen that the path coefficient value of the work fatigue variable on performance is 0.3528. This shows the degree of relationship between the work fatigue variable and performance. While the magnitude of the effect is 0.594 (59.4%), which shows that partially the work fatigue effect on employee performance has a positive contribution of 59.4%.

The indirect effect of work fatigue on performance through the multiple role conflict variable is 0.022 (2.2%), meaning that indirectly work fatigue contributes 2.2% to the performance through the multiple role conflict variable. The indirect effect of work fatigue on performance through workload is 0.0011 (0.11%), meaning that it indirectly contributes 0.11% to performance through workload. The total effect of work fatigue on performance is 0.3767, meaning that the effect of work fatigue on performance through multiple role conflicts and workload provides a positive contribution of 37.67%.

To determine the level of significance of the effect of partial workload on performance, a t-test was carried out at degrees of freedom=0.05 (5%). Based on the calculation results of the SPSS application, it was obtained t-count=8.818 with a probability value (sig.)=0.000 which is smaller than 0.05 and greater than t-table (1.979), meaning that partially the work fatigue variable has a positive and significant effect on employee performance at the Health Department and City Education Department in Tasikmalaya. This means that the hypothesis proposed, "Work fatigue partially has a positive effect on employee performance at the Health Department and Education Department in Tasikmalaya" has been tested and can be accepted.

In line with the research conducted by [16] on 'The relationship between work fatigue and the performance of nurses in the inpatient ward of the Fatimah Islamic

Hospital, Cilacap Regency', that there was a relationship between work fatigue and performance. The level of fatigue was 63.8%, and classified as a high level of fatigue. The performance level of nurses in the Fatimah Islamic Hospital ward was 67.5%, and classified as a poor performance level. The results of a temporary survey at Pancaran Kasih General Hospital GMIM Manado revealed that there were 135 nurses working in the inpatient department, including the head of the room in 11 inpatient rooms. In October 2017 the number of patients admitted as many as 972 and patients discharged both alive and dead as many as 993.

Multiple Role Conflicts, Workload, and Work Fatigue on Simultaneous Performance of Employees of the Health Service and Education Department of the City of Tasikmalaya

The effect of multiple role conflicts, workload, and work fatigue on employee performance at the Health Department and Education Department in Tasikmalaya can be known through path analysis that describes the direct and indirect effects of each variable (dual role conflict, workload and work fatigue) on employee performance.

The test can be carried out in two ways, comparing the magnitude of the research F number with the F table and comparing the calculated significance level (sig) number with a significance level of 0.05 (5%). Calculating F research from SPSS obtained a number of 38.123 then calculating F table with Degrees of Freedom (DK) provided that the number of variables -1 or 4-1=3, and the number of cases -3 or 121-3=118. With these provisions, the number is obtained F table of 2.45. So that Fcount is 38.123> Ftable is 2.68. This is supported by the calculation of a significance number of 0.000<0.005.

From the results of the calculation of the influence of the independent variable partially, it was found that the work fatigue variable had the greatest effect on employee performance at the Education Department and Health Department in Tasikmalaya, with the score of 0.594.

The key asset that is very important for the development and achievement of the goals of an organization or company is human resources. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations.

4. CONCLUSIONS

Based on the results of the analysis and discussion adapted to the problems studied, it can be concluded that respondents' responses regarding dual role conflict, workload, work fatigue and employee performance of the Health Department and Education Department of Tasikmalaya resulted in a score that was included in the fairly high category.

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