

## The Effect Of Work-Family Conflict And Work Stress On Employee Performance During The Covid-19 Pandemi (Study on Employees of PT. Kreasi Kotak Megah)

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### ABSTRACT

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Performance is the result of work that can be achieved by an employee in a company in accordance with the goals and standards set by the company. Optimizing performance, employees must be supported by excellent physical and psychological conditions. One that affects the psychological condition of employees is work-family conflict and work stress. Work-family conflict is a conflict between work and family roles that arise from home, while work stress arises from the company. If work-family conflict and work stress are high, it will cause employees not to focus on doing their jobs which will have an impact on employee performance. This study aims to analyze the effect of work-family conflict and work stress on the performance of employees of PT. Kreasi Kotak Megah The creation of the Tanjung Morawa during the covid-19 pandemic. This study uses quantitative methods involving 67 respondents as research samples. Sampling was done through a simple random sampling technique. Collecting data using a questionnaire distributed to respondents. The data analysis method used is validity test, reliability test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results of this study indicate that the variables of work-family conflict and work stress together have a significant effect on employee performance. The influence given by the work-family conflict and work stress variables contributed 29.2% to the employee performance variable. The data analysis method used is validity test, reliability test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results of this study indicate that the variables of work-family conflict and work stress together have a significant effect on employee performance. The influence given by the work-family conflict and work stress variables contributed 29.2% to the employee performance variable. The data analysis method used is validity test, reliability test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results of this study indicate that the variables of work-family conflict and work stress together have a significant effect on employee performance. The influence given by the work-family conflict and work stress variables contributed 29.2% to the employee performance variable.

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### INTRODUCTION

During the Covid-19 pandemic, there were many impacts that greatly affected the

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performance of employees at the company, such as concerns that workers would be exposed to the Covid-19 virus, government regulations regarding social distancing and wearing masks, online learning systems for school children and so on, of course this will affect the mentality of employees, as well as increasing employee focus on family which will affect employee performance. This is evidenced by the results of a survey by the Management Education and Development Foundation (PPM) on workers conducted in June 2020 which showed that 80% of workers experienced symptoms of stress during the Covid-19 pandemic, which means more work stress occurred during the Covid-19 period. The age range of workers who experience stress is between the ages of 26-35 years by 83%, 36-45 years by 79%, and under the age of 25 by 78%. The majority of stress experienced by respondents occurred due to worries about their own health and that of their family members (59%) and fear of being infected with the SARS-CoVid virus by 56%.

Because of this, it is important for companies to pay attention to what are the impacts during the Covid-19 pandemic related to employee performance, because it is employee performance that determines the quality and quantity of an employee's work and will determine the stability of a company. PT. Kreasi Kotak Megah is one of the companies that does not implement policies related to reducing the spread of Covid-19 in companies such as: Work From Home (WFH) and reducing working hours, which of course will have an impact on workers' concerns that they will be exposed to and transmit the Covid-19 virus. In addition, from the results of pre-research, a problem was found related to employee performance during the Covid-19 pandemic at PT. Kreasi Kotak Megah.

## LITERATURE REVIEW

### *Work-Family Conflict*

Work and family are two areas where humans spend most of their time. Although different, work and family are interdependent on each other as they are related to fulfilling one's life. Through work, a person changes not only the environment but also himself, enriches and grows his life and enthusiasm, by working he can provide for the basic needs of the family. Meanwhile, the family is seen as the first and most important thing in human society. Family is also associated with affection where a person can develop himself and gain self-fulfillment, and is an important place for happiness and hope. The family determines how good a person's human society is and its influence on business and the economy. Jamadin, et al (2017), said that work and family are the most important parts of human life that cannot be easily separated. When trying to balance work and family, it often ends in conflict and dilemma in giving priority to both roles. Although being involved in both roles can have a positive effect on the individual, if workers cannot balance the responsibilities associated with both roles, the potential for conflict between the roles will increase, this kind of situation is called work-family conflict. often ends in conflict and dilemma in giving priority to both roles. Although being involved in both roles can have a positive effect on the individual, if workers cannot balance the responsibilities associated with both roles, the potential for conflict between the roles will increase, this kind of situation is called work-family conflict. often ends in conflict and dilemma in giving priority to both roles. Although being involved in both roles can have a positive effect on the individual, if workers cannot balance the responsibilities associated with both roles, the potential for conflict between the roles will increase, this kind of situation is called work-family conflict.

### **Work Stress**

In everyday life we often encounter people who experience stress. The stress is not only in socio-economic life but also in work. Work that is too difficult and stressful surroundings can also cause stress at work. Many people are not aware of the symptoms of stress in their lives, even though if we know earlier about the symptoms of stress we can prevent them. This prevention can be done with the intention of ensuring safety and comfort at work. If someone who is stressed appears at work, it will greatly disrupt work stability.

To maintain stability at work, one's soul must also be stable so that there is a harmonious synchronization between psychological factors and the conditions that arise. Therefore, it is necessary to pay more attention to the environment that can affect one's psyche (mental) to prevent stress. However, it cannot be denied that work stress is bound to happen to all employees. Employees experience stress because of the influence of the work itself and the work environment.

**Employee performance**

Performance is very important for every organization, therefore to achieve strategic goals, it requires the ability to manage employee performance effectively and appropriately. In such a management style, it must always be aligned with the needs of the organization, to achieve long-term success (Bukit et al., 2017: 83).

In essence, employee performance is the result of work achieved by employees in carrying out their duties in accordance with the standards and criteria set for the job. Performance is one of the total collections of work that exists in workers for the tasks given. Then performance is a function of motivation and ability to complete a task or job, a person must have a degree of willingness and level of ability (Kawiana, 2020: 255). Rivai and Fawzi (Bukit et al., 2017: 87) state that performance is a person's willingness to carry out an activity and perfect it in accordance with his responsibility for the expected results. If it is associated with performance as a noun, where one of the entries is the result of something done,

**Framework of thinking**

In this study there are several variables that have been used as the basis of research theory. The X1 variable of this study is Work-Family Conflict, the X2 variable of this study is Job Stress, and the Y variable of this study is Employee Performance. The researcher describes the framework of this research as follows:

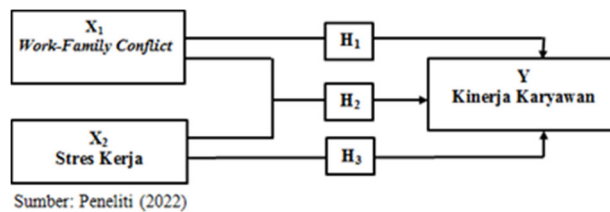


Figure 1 Thinking Framework

Based on this framework, it can be seen that the work-family conflict variable (X1) has a partial effect on the employee performance variable (Y) or Ha1 is accepted, then it is known that the work stress variable (X2) has a partial effect on the employee performance variable (Y) or Ha2 accepted, then the variable work-family conflict (X1) and work stress (X2) simultaneously affect employee performance (Y) or Ha3 is accepted.

**METHODS**

The form of this research is a quantitative research with an associative approach. associative approach is research that aims to determine the effect of two or more variables. This study will explain the relationship between influencing and being influenced by the variables to be examined (X), namely work-family conflict and work stress, variable (Y) employee performance. Quantitative approach is used because the data will be used to determine

Determination of the sample in this study can be described as follows:

$$n = \frac{205}{1 + 205 (0.10)^2}$$

n=67

According to the sample calculation, the number of samples in this study that must be taken from a large population of 205 employees is 67 respondents.

The instrument test was carried out to test statements in a questionnaire or questionnaire that had been prepared previously by researchers in examining the effect of work-family conflict and work stress on the performance of PT Kreasi Kotak Megah employees. Instrument test was carried out to determine the feasibility of the instrument so that it can be used as an instrument in research. The instrument test was carried out through validity and reliability tests.

The analysis technique in this study uses multiple linear regression analysis, which is a form of development of simple linear regression, where there is one response variable (dependent) with more than one predictor variable. Or it can be said, multiple linear regression analysis is used to examine the relationship between one dependent variable and two or more independent variables formulated in the form of the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

- Y : Employee Performance
- b : Regression coefficient
- a : Constant
- X1 : *Work-Family Conflict*
- X2 : Work Stress

## RESULTS AND DISCUSSION

### Multiple Linear Regression Analysis

The results of the late classical assumption test show that the regression model in this study is feasible to use because it is free from data normality problems. No show multicollinearity symptoms, and also does not show heteroscedasticity symptoms. This multiple linear regression analysis aims to examine the effect of the independent variables, namely *Work-Family Conflict* (X1) and Job Stress (X2) on the dependent variable Employee Performance (Y). The results of the multiple linear regression analysis test in this study will be presented as follows:

In the regression equation it can be concluded:

1. The constant coefficient is 11.835 which means that if the independent variables *Work-Family Conflict* (X1) and Work Stress (X2) are zero, then the Employee Performance value will still be 11.835.
2. Regression coefficient *Work-Family Conflict* (X1) is 0.364, which means that for every increase in the X1 variable by one unit, the Employee Performance (Y) has decreased by 0.364. The value of the *Work-Family Conflict* variable (X1) on the Employee Performance variable (Y) is positive, meaning that the higher the value of the X1 variable, the lower the value of the Y variable.
3. The regression coefficient for the Job Stress variable (X2) is 0.579, which means that for every increase in the X2 variable for one unit, the Employee Performance variable (Y) has decreased by 0.579. The value of variable X2 on variable Y is positive, meaning that the higher the value of variable X2, the lower the value of variable Y.

### Hypothesis test

The hypothesis can be said to be a temporary answer because it is still based on assumptions and theory alone. To find out the truth of a hypothesis, it is necessary to do some testing first. This study will use partial testing (T test) and simultaneous testing (F test) to prove the truth of the hypothesis in this study.

**Partial Significance Test (T Test)**

T test is used to find out the effect of the Work-Family Conflict variable (X1)

Table 1. T test

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	11,835	4,955		2,389	.020
Work-Family conflict	.364	.158	.246	2,305	.024
Work Stress	.579	.138	.447	4,193	.000
a. dependent Variables: K	employee	n			
	performance				

Based on the results of the regression test, the multiple linear regression analysis model used in this study can be formulated as:

$$Y = 11.835 + 0.364X_1 + 0.579X_2$$

and Job Stress (X2) partially on Employee Performance variable (Y) whether it has a significant effect or not. The significance level used is 5% or 0.05 (two tailed test) with degrees of freedom  $df = nk = 65$ , then a ttable value of 1.998 can be obtained.

Based on the results of the t test in table 4.45 it can be concluded that:

1. The results of testing the Software Statistics program for the Work-Family Conflict variable (X1) on Employee Performance (Y) obtained a tcount of 2.305 where the tcount is greater than the ttable value of 1.998 ( $2.305 > 1.998$ ) with a significance value greater than 0, 05 ( $0.024 < 0.05$ ) and a positive regression coefficient of 0.364. This shows that the variable Work-Family Conflict (X1) has a significant effect on Employee Performance (Y). From these results it can be concluded that  $H_{a1}$  is accepted and  $H_{01}$  is rejected.
2. Based on the test results using the Statistical Software program for the Job Stress variable (X2), a tcount value of 4.193 is obtained, which means that it is greater than the ttable value of 1.998 ( $4.193 > 1.998$ ) with a significance value less than 0.05 ( $0.000 < 0.05$ ) and a positive regression coefficient of 0.579. This shows that the variable Job Stress (X2) has a significant effect on Employee Performance (Y). From these results it can be concluded that  $H_{a2}$  is accepted and  $H_{02}$  is rejected.

**Simultaneous Test (Test F)**

Simultaneous test (F test) was conducted to see whether the independent variables, namely Work-Family Conflict (X1) and Work Stress (X2) have an overall or joint effect on the dependent variable, namely Employee Performance (Y). Decision making on the test F is based on several criteria, namely:

Based on the results of data processing in table 4.46 it can be seen that the Fcount value obtained is equal to 14,590, which means that the Fcount value is greater than the Ftable value, that is  $14,590 > 3.14$  or based on the sig. namely  $0.000 < 0.05$ . These results mean that the independent variables namely Work-Family Conflict (X1) and Work Stress (X2) have a simultaneous effect on the dependent variable, namely Employee Performance (Y).

**Determination Coefficient Test (R2)**

**Test Results for the Coefficient of Determination (R2)**

(X) affects the dependent variable (Y), then  $H_0$  is rejected. Vice versa so that  $H_0$  is accepted.

1. If the significance (sig.)  $< 0.05$  then  $H_0$  is rejected or significant. Otherwise  $H_0$  is accepted.
2. With a significance level of 5% or 0.05.

In determining the value of Ftable based on several conditions, namely:

$$\text{Numerator Degree} = k - 1 = 3 - 1 = 2$$

Based on the results of data processing, it can be seen that the value of R is of 0.560, where the value of this coefficient shows the relationship between Work-Family Conflict and Job Stress on Employee Performance which is quite close because the closer the R value is to one, the better the model is used. The Adjusted R Square value or the coefficient of determination above shows that the Work-Family Conflict and Work Stress variables can explain the Employee Performance variable by 29.2%, while the remaining 70.8% is influenced by other variables such as work motivation, compensation, work environment and other variables not discussed in this study.

## Discussion

The discussion in this study will be explained through hypothesis from research according to data analysis that has been done before and correlated with previous research and supported by theoretical. For more details, it can be described as following :

### Effect of Work-Family Conflict on Employee Performance

*Work-Family Conflict* is a form of role conflict in which the demands of the roles of work and family mutually cannot be aligned in several ways. This usually occurs when a person tries to fulfill the demands of a role in work and the effort is influenced by the ability of the person concerned to meet the demands of his family, or vice versa, where fulfilling the demands of a role in the family is influenced by the person's ability to meet the demands of his work.

(Darmawati, 2019:12). In this study, researchers used 3 indicators of Work-family conflict proposed by Greenhaus and Beutell, namely: Time based conflict, Strain based conflict, and Behavior based conflict.

Based on the results of this study, it was found that the most influential indicator was time-based conflict with the respondent's answer that during the Covid-19 pandemic, employees used their days off to work so they did not have vacation time for their families with 41.8% of respondents responding in agreement. Employees at PT. Kreasi Kotak Megah in the production division works 6 days, namely Monday to Saturday, but if the level of demand for production is high, then employees will be asked to work on Sundays to fulfill production request. Whereas in the administrative division, employees work 5 days a week, but if work piles up, the administrative division employees will work on Saturdays and Sundays. This causes the roles carried out by married employees not to support each other with the work carried out by employees of PT. Kreasi Kotak Megah. Married employees have great control over their families, considering that the time spent fulfilling work demands and psychologically family demands are each counted in one domain, especially for female employees who will be doing two full-time jobs: for the household and for the family. work, not only female employees, male employees also have an important role in the family, child development, the role of men as family leaders, as well as being a child who takes care of parents who may be sick is very much needed. Therefore, holidays used for work by employees can cause conflict in terms of time-based conflict which can reduce the performance of employees of PT. Kreasi Kotak Megah.

Based on the respondents' answers through a questionnaire given by the researcher, it was found that work-family conflict (X1) has a positive effect on employee performance (Y) as evidenced by the tcount value greater than the ttable value of 1.998 (2.305 > 1.998) with a significance value less than 0.05 (0.024 < 0.05) and the regression coefficient is positive at 0.364. This shows that the variable Work-Family Conflict (X1) has a positive and significant effect on Employee Performance (Y). These results indicate that Ha1 is accepted, namely "There is an influence of the Work-Family Conflict variable on employee performance during the Covid-19 period at PT. Kreasi Kotak Megah".

The results of this study support previous research conducted by Dara Elvira Daudry (2019) concerning "The Effects of Work-Family Conflict and Self-Efficacy on the Performance of

Female Employees at PT. Bank Syariah Mandiri Medan" which states that work-family conflict has a significant and significant effect on employee performance.

### **Effect of Job Stress on Employee Performance**

Based on the data that has been previously tested, it can be seen that all statements contained in the independent variables, namely work-family conflict (X1) and work stress (X2) as well as in the dependent variable, namely employee performance (Y) are valid and reliable so that they can be used in this research. Beehr and Newman (Trisnawati et al., 2021: 54) define work stress as a condition that arises from interactions between humans and work and is characterized by human changes that force people to deviate from their normal functions. In this study, work stress was measured using 4 indicators proposed by the mangkunegara, namely workload, working time, feedback, and responsibility.

Based on the results of this study, it was found that the most influential indicator was responsibility with the respondent's answer that during the Covid-19 pandemic employees bore greater risks than they should have accepted with 79.1% of respondents responding in agreement. This can be seen from the company's policy of not being able to implement the WFH (Work-From Home) work system and reducing working hours due to production demands during the co-19 pandemic, so that the risk that employees have is greater to be exposed to co-19 because they are still interacting socially. directly with other employees who could have been exposed to this virus beforehand. In addition, not only employees are at risk of being exposed, but families who interact directly with these employees can also be exposed.

Based on the test results using the Statistical Software program for the Job Stress variable (X2) a tcount value of 4.193 is obtained, which means that it is greater than the ttable value of 1.998 ( $4.193 > 1.998$ ) with a significance value smaller than 0.05 ( $0.000 < 0.05$ ) and a positive regression coefficient of 0.579. This shows that the variable Job Stress (X2) has a positive and significant effect on Employee Performance (Y). From these results it can be concluded that Ha2 is accepted. This indicates that the variable work stress (X2) has an effect and is significant on employee performance (Y). These results indicate that Ha2 is accepted, namely "There is an influence of the work stress variable on employee performance variables during the Covid-19 period at PT. Kreasi Kotak Megah".

The results of this study support previous research conducted by Meiriyand Ananda Amin Surya (2021) regarding "The impact of work-family conflict and work stress on the performance of mothers working at home during the Covid 19 pandemic in the city of Medan" which stated that work stress had a significant and significant effect on performance. employee.

### **Effect of Work-Family Conflict and Work Stress on Employee Performance**

Based on the data that has been obtained through several previous tests, it is known that all statements on the variable work-family conflict (X1), work stress (X2), and employee performance (Y) are valid and reliable so that all data can be used in this study. According to Kawiana (2020) In essence, employee performance is the work achieved by employees in carrying out their duties according to the standards and criteria set for the job. In this study, the indicators used were quantity, quality, timeliness, and interpersonal impact.

Based on the previous elaboration, it can be concluded that work-family conflict (X1) and work stress (X2) together have a significant effect on employee performance variable (Y). This happens because employees who are married are faced with family conflicts, one of which is taking care of family needs. It is these work and family matters that can lead to work-family conflict, where work matters interfere with family life and family matters interfere with work matters which in turn can affect performance. Meanwhile, on the other hand, work stress factors can also affect employee performance. The stress that occurs will have a very significant impact on efforts to achieve company goals, one of which is low employee performance. Employees who are married, their role will be divided with their role as parents so that sometimes it can interfere with activities and concentration in their work. The higher the work

stress, the lower the employee's performance. Employees who have high family conflict and are experiencing severe stress will result in decreased performance. Decreased employee performance can be seen from decreased morale, disturbed health, frequent lateness to work, absenteeism from work, difficulty making decisions, reckless mistakes, negligence in completing work, forgetting promises that have been made and failures themselves, difficulties relating to others, and worries about mistakes being made.

The results showing that the variable work-family conflict and work stress simultaneously affect the employee performance variable can be seen in the results of the simultaneous test (F test) and the coefficient of determination test (R<sup>2</sup>). In the simultaneous test results (F test) it was found that work-family conflict and work stress on employee performance showed a *F*hitung value greater than the *F*table value of 14.590 (14.590 > 3.14), while a significant value of 0.000 was smaller than the level alpha 0.05. The results of this study are in line with research conducted by Dewanta (2018) which found that work-family conflict and work stress both affect employee performance. Based on the results of the determination test in this study using Adjusted R Square which is equal to 0.560 which shows that the influence exerted by all X variables is 29.2% while the remaining 70.8% is influenced by other variables not examined in this study. This shows that the hypothesis can be accepted, where Ha3 is "There is an influence of work-family conflict and work stress on employee performance at PT. Kreasi Kotak Megah." which means if the variable work-family conflict and work stress increases, it will have a negative impact on employee performance.

## CONCLUSION

Based on the results of the research and discussion of the effect of work-family conflict and work stress on employee performance during the Covid-19 period at PT. Kreasi Kotak Megah, the conclusion that can be drawn in this study is that work-family conflict has a positive and significant effect on employee performance PT. Kreasi Kotak Megah. So it can be concluded that Ha1 is accepted and H01 is rejected. This shows that the higher the value of work-family conflict, the lower the value of employee performance at PT. Kreasi Kotak Megah.

The work stress variable has a positive and significant effect on the performance of employees of PT. Kreasi Kotak Megah. The variables work-family conflict and work stress simultaneously influence the performance of employees at PT. Kreasi Kotak Megah. The results of the coefficient of determination show that the relationship formed is a very close relationship. This is proven through a simultaneous test (F test) which shows that the value of *F*count > *F*table (14,590 > 3.14) with a significance level of 0.000 (Sig. <0.05). The coefficient of determination test also shows that the Adjusted R Square value indicates that the work-family conflict and work stress variables can explain the employee performance variable by 29.2%. Based on this, it can be concluded that the hypothesis Ha3 is accepted and H03 is rejected.

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