

Job Performance: The Role of Work-Family Conflict and Workplace Well-being in Elcorps Employees

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Abstract

Job performance is a crucial element for companies to achieve their targets. This research aims to examine the role of work-family conflict and workplace well-being on the job performance of Elcorps employees. A quantitative approach with a purposive sampling was employed, involving 81 respondents. The IWPQ, WAFCS, and the workplace well-being scale are utilized. Data were analyzed using multiple regression analysis. The findings indicate that work-family conflict and workplace well-being contribute to job performance by 33.4% ($p < .001$; $F = 19.543$; $R^2 = .334$). However, partial analysis reveals that work-family conflict does not influence the job performance of Elcorps employees. In contrast, workplace well-being emerges as a predictor of retention, contributing to the performance of Elcorps employees. These findings highlight the importance of fostering workplace well-being to enhance employee performance. Future research should explore additional factors influencing job performance.

Abstrak

Kinerja karyawan merupakan elemen penting bagi perusahaan untuk mencapai target perusahaan. Penelitian ini bertujuan untuk menganalisis peran *work-family conflict* dan kesejahteraan di tempat kerja terhadap kinerja karyawan Elcorps. Pendekatan kuantitatif dengan *purposive sampling* digunakan dengan melibatkan 81 responden. Skala yang digunakan antara lain IWPQ, WAFCS, dan skala kesejahteraan di tempat kerja. Data dianalisis dengan menggunakan analisis regresi berganda. Hasil penelitian menunjukkan bahwa *work-family conflict* dan kesejahteraan di tempat kerja berkontribusi terhadap kinerja sebesar 33,4% ($p < 0,001$; $F = 19,543$; $R^2 = 0,334$). Namun, analisis parsial menunjukkan bahwa *work-family conflict* tidak mempengaruhi kinerja karyawan Elcorps. Sebaliknya, kesejahteraan di tempat kerja muncul sebagai prediktor retensi, memberikan kontribusi terhadap kinerja karyawan Elcorps. Temuan ini menyoroti pentingnya membina kesejahteraan di tempat kerja untuk meningkatkan kinerja karyawan. Penelitian selanjutnya diharapkan dapat mengeksplorasi faktor lain yang mempengaruhi kinerja karyawan.



INTRODUCTION

The retail fashion industry in Indonesia is experiencing rapid growth, particularly in the Muslim fashion sector. Elcorps, a company that focuses on the Indonesian Muslim fashion retail industry and operates in this competitive industry, must continuously enhance its operational performance to maintain a competitive edge. The dynamic development of fashion can lead to competitive business com-

petition that encourages companies to provide quality and professional services, such as supporting product excellence, forming a pleasant store atmosphere, and providing trained staff to serve customers. This certainly requires optimal job performance.

However, over the past three years, Elcorps has faced a significant decline in employee performance, with a 5.14% decrease (Apriani, 2023). An assessment by the Human Resources Department (HRD) revealed that the average performance score of all employees in 2023 was 80%, which remains below the company's target. This decline in performance is caused by employee professionalism and the instability of achieving departmental and individual targets, seen through the tardiness of some employees in completing the tasks and challenges given. In addition, work discipline is when employees do not comply with working hours, resulting in decreased motivation and morale. Also, there are indications of internal employee conflicts that result in fatigue while working.

Employee performance is a crucial determinant of organizational sustainability, directly affecting productivity, efficiency, and goal achievement (Mustafa et al., 2024). Job performance is defined as an employee's work in carrying out tasks following the responsibilities given by the company, both in quality and quantity (Mangkunegara, 2009). The results that have been achieved must be based on specific criteria according to predetermined standards and the authority given to achieve organizational goals (Minarika et al., 2020). Job performance can determine the success of the company if the employees in it perform well (Idris et al., 2023). Employees with the best performance usually tend to be more productive, complete tasks efficiently, and maximize their abilities to achieve company targets. However, not all employees can show performance results that align with company provisions. This happens because of the different characteristics of employees due to internal and environmental influences (Azliah & Lataruva, 2021). Given these challenges, identifying the factors affecting employee performance at Elcorps is essential.

One of the key factors influencing employee performance is work-family conflict. Employees of Elcorps often use their time and energy to meet work demands, which results in family obligations not being fulfilled optimally. Work-family conflict is defined as interrole conflict that occurs when work and family roles are not balanced in several aspects (Greenhaus & Beutell, 1985). For example, different norms and responsibilities at work and home can make it challenging to fulfill one of the roles (Pien et al., 2021). A study shows that work-family conflict is a significant problem in companies because male and female employees must work effectively without sacrificing their family obligations (Dominica & Wijono, 2019). Therefore, Elcorps employees who constantly experience work-family conflict will impact the company's performance, which is not optimal.

Greenhaus and Beutell (1985) divided the work-family conflict into three types. First, time-based conflict occurs in Elcorps employees who spend much time in the office, so they cannot give quality time to their families. The second is pressure-based conflict, typical for Elcorps employees with heavy workloads, work deadlines, and challenges to go home with destructive emotions (Xia et al., 2018). Third, behavior-based conflict occurs because the behavior of one role differs from the expectations regarding the behavior of another (Asbari et al., 2020).

Work-family conflict can be seen through two dimensions: work interference to family conflict (WIF) and family interference to work conflict (FIW; Wu et al., 2018). WIF refers to the role of the employees in the work they carry out, which can interfere with the employees' role in the family. Studies on the relationship between work-family conflict and job performance show varying results. Some researchers found that work-family conflict negatively affects employee performance (Khomsa & Rohyani, 2021; Lengkey et al., 2020), while others argue that employees experiencing work-family

conflict exhibit increased performance due to heightened work pressure (Mujahidin & Irmawati, 2024). Given these inconsistencies, further research is necessary, particularly in the retail industry.

Workplace well-being is another significant factor affecting job performance besides work-family conflict. A positive work environment characterized by safety, mutual respect, and motivation contributes to employee satisfaction and productivity. The work environment at Elcorps is relatively safe, and there is high respect between employees. Supporting and motivating fellow employees can make Elcorps employees feel prosperous. This condition is referred to as workplace well-being. Page (2005) explains that workplace well-being is defined as happiness felt by employees related to their general feelings (core affect) and the value generated by their work, both intrinsically and extrinsically (work values). In other words, workplace well-being is defined as employees' well-being at work.

Workplace well-being can cause happiness because it helps employees get their rights and provides freedom to express themselves at work (Sari, 2022). Page (2005) states that workplace well-being has two dimensions: intrinsic and extrinsic. The intrinsic dimension relates to employees' feelings about tasks or work at the workplace. The extrinsic dimension relates to various factors present in the workplace that can influence employees in their work.

Elcorps employees who spend time in the office certainly need workplace well-being to maximize performance. Workplace well-being is considered an important component of effective business and impacts expected outcomes (Slomp et al., 2015), such as job retention and productivity at Elcorps. Workplace well-being depends on how the company provides well-being to employees as a form of reward and appreciation for contributions to the company (Hudin & Budiani, 2021).

Companies prioritizing employee well-being tend to achieve higher productivity and financial success (Aryanti et al., 2020; Hudin & Budiani, 2021). Studies have shown that workplace well-being positively influences employee performance (Rafifah et al., 2022). For example, research on teachers revealed that higher workplace well-being leads to improved job performance (Herwanto et al., 2018). However, most existing studies focus on nurses or academics, while research on private-sector retail employees remains limited.

Given the existing gaps in the literature, this research seeks to explore how work-family conflict and workplace well-being influence employee performance at Elcorps, a private Muslim fashion retail company. The research focuses on understanding whether the combination of work-family conflict and workplace well-being affects employee performance and examines each factor's contributions. Work-family conflict is considered a potential barrier that may reduce employees' effectiveness by increasing stress and disrupting focus. Conversely, workplace well-being is viewed as a positive influence that can enhance motivation, engagement, and overall productivity. This research aims to generate insights to support efforts to improve employee performance by analyzing the interplay between these two factors. The results are expected to contribute to formulating human resource strategies within the retail sector, especially in creating work environments that balance professional demands with personal life while promoting psychological well-being and organizational success.

METHODS

This research adopts a quantitative research design with a regression approach to examine how work-family conflict and workplace well-being predict job performance among Elcorps employees. Data analysis used multiple regression to assess each independent variable's contribution to job performance variations. The respondents comprised 81 Elcorps headquarters employees who met these criteria: currently or previously married and working at least eight hours daily. Respondents were se-

lected through purposive sampling, and data were collected online using a structured questionnaire distributed via Google Forms.

Job performance was measured using the Individual Work Performance Questionnaire (IWPQ), which was adapted by Widyastuti and Hidayat (2018) into Indonesian and can be used with conditions in Indonesia. This scale consists of 18 items with three main dimensions, namely task performance (TP), contextual performance (CP), and counterproductive work behavior (CWB). Its psychometric properties are $df = 2.018$, $GFI = .885$, $CFI = .926$, $RMSEA = .066$, and $SRMR = .067$.

Work-family conflict was measured using the Work-Family Conflict Scale (WAFCS) developed by Haslam et al. (2015) and adapted into Indonesian through expert translation, back-translation, and content validation. The scale consists of 10 items measuring two dimensions: work-to-family conflict and family-to-work conflict. Reliability analysis showed high internal consistency ($\alpha = .872$). Validity was supported by exploratory and confirmatory factor analyses, indicating a good model fit ($RMSEA = .08$; $CFI = .945$; $SRMR = .07$). The two subscales were moderately correlated ($r = .49$), confirming discriminant validity. AVE values ($WFC = .60$; $FWC = .56$) exceeded the shared variance (.24), and composite reliability values were strong ($WFC = .88$; $FWC = .86$), with all item loadings $\geq .70$.

Workplace well-being was measured using the workplace well-being scale developed by Sahrah and Dewi (2023) based on a theoretical framework by Page (2005). The scale consists of 11 items structured into two dimensions: intrinsic and extrinsic well-being. Reliability testing showed high internal consistency, with a Cronbach's alpha of .896. Convergent validity was confirmed with outer loading values ranging from .613 to .877, eliminating six items with loadings below .50. Discriminant validity was supported by AVE values above the threshold (.629 for intrinsic, .705 for extrinsic, and .580 for total), and the Fornell-Larcker criterion was met. Composite reliability values were strong (.894 for intrinsic, .878 for extrinsic, and .917 total), indicating that the scale met established psychometric standards. This research analyzed data using multiple linear regression with the JASP program.

RESULTS

Table 1.
Characteristics of Respondents

	Classifications	N	%
Gender	Male	33	41%
	Female	48	59%
Age (years)	20–30	57	70%
	31–40	21	26%
	41–50	3	4%
Length of work (years)	< 1	9	11%
	1–3	30	37%
	4–6	18	22%
	> 6	24	30%
Number of children	Not yet	27	33%
	1	33	41%
	2	17	21%
	> 3	4	5%

Table 1 shows that the majority of respondents in this research are female employees. Most respondents are aged 20–30 and are dominated by employees who have worked for over 3 years. Additionally, most of them also have children.

Based on Table 2, the number of valid data points is 81. The performance variable has a mean value of 55.185, the work-family conflict variable has a mean value of 27.543, and the workplace well-being variable has a mean value of 43.605.

Table 2.
Descriptive Analysis

Variables	N	Mean	SD
Job performance	81	55.185	9.877
Work-family conflict	81	27.543	10.302
Workplace well-being	81	43.605	6.344

Furthermore, most Elcorps employees’ work-family conflicts (68%) and workplace well-being (65%) fall into the moderate category. Similarly, 62% of the employee performance variable is moderate (see Table 3).

Table 3.
Results of Research Data Categorization

Category	Job Performance		Work-Family Conflict		Workplace Well-Being	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Low	10	12	10	12	10	12
Medium	50	62	55	68	53	65
High	21	26	16	20	18	22

Table 4 shows the normality test results with p-values > .05 for all variables, indicating that all variables are normally distributed.

Table 4.
Kolmogorov-Smirnov

Variables	<i>p</i>	Description
Job performance	.373	Normal
Work-family conflict	.144	Normal
Workplace well-being	.659	Normal

Table 5 shows the linearity test results, which show that the linearity of the performance variable with work-family conflict and performance with workplace well-being has been met.

Table 5.
Result of Linearity Test

Linearity	<i>p</i>	Description
Performance → Work-family conflict	.000	Linear
Performance → Workplace well-being	.004	Linear

The multicollinearity test results show a VIF value of 1.061 (< 10), indicating no multicollinearity among the independent variables in this research. The heteroscedasticity test is also met because the points or plots are randomly dispersed. Therefore, this research has met all assumption tests.

Table 6 shows that the variables work-family conflict and workplace well-being simultaneously and significantly contribute to employee performance ($p < .001$; $F = 19.543$; $R^2 = .334$) with a contribution of 33.4%.

Table 6.
Multiple Regression Test

R	R²	F	p
.578	.334	19.543	< .001

Based on Table 7, the regression equation in this research is $Y = 24.777 - 0.162X_1 + 0.800X_2$, where $X_1 =$ work-family conflict and $X_2 =$ workplace well-being. This means that if the work-family conflict variable increases by 1 point, the performance of Elcorps employees will decrease by .162. Conversely, suppose the workplace well-being variable increases by 1 point. In that case, the job performance will increase by .800. Work-family conflict contributes 4.93% to the job performance of Elcorps employees, while workplace well-being contributes 28.48%.

Table 7.
Partial Regression

Predictor	p	B	β	Zero-order	SE
Constant		24.777			
Work-family conflict	.080	-.162	-.169	-.292	4.93%
Workplace well-being	< .001	.800	.514	.554	28.48%

Based on Table 7, work-family conflict cannot be a single predictor of job performance ($p = .08$). On the other hand, workplace well-being can be a single predictor of job performance in Elcorps ($p < .001$).

Table 8.
Partial Analysis of the Work-Family Conflict Dimensions

Predictor	t	p
Family interference to work (FIW)	.135	.893
Work interference to family (WIF)	-2.178	.032

An additional analysis was conducted to examine the role of each dimension of the independent variables. Table 8 shows the role of the dimensions of the work-family conflict variable on the performance of Elcorps employees, indicating that the WIF dimension has a role in job performance ($p = .032$; $t = -2.178$). Table 9 shows that the intrinsic workplace well-being dimension significantly contributes to job performance in Elcorps ($p < .001$; $t = 4.598$).

Table 91.
Partial Analysis of Workplace Well-Being Dimensions

Predictor	t	p
Intrinsic workplace well-being (IWWB)	4.598	< .001
Extrinsic workplace well-being (EWWB)	-.163	.871

DISCUSSION

Based on this research, it was found that work-family conflict cannot be a single predictor of job performance in Elcorps. Work-family conflict does not significantly affect job performance. This means that the level of conflict experienced by employees in fulfilling their roles, whether at work or in the

family, does not contribute to their performance. These results show that work-family conflict did not significantly affect job performance (Lengkey et al., 2020). Similarly, a study on employees of PT Bank Mega Tbk found the same result, indicating that work-family conflict does not significantly influence and, therefore, cannot enhance job performance (Burhanuddin et al., 2018).

The results regarding respondent characteristics, dominated by women and employees with children, do not show a decisive role in the level of work-family conflict experienced by employees. This is consistent with previous research stating that demographic factors do not significantly affect work-family conflict (Anggraeni & Wahyuni, 2019; Yeni & Rahmi, 2023). Although work-family conflict tends to reduce employee job performance ($SE = 4.93\%$), Elcorps employees can prioritize between family and work. Company policies such as leave, religious support, and work flexibility can benefit employees. Therefore, even though women dominate the sample, the level of work-family conflict does not show a significant difference.

An additional analysis was conducted with a partial test of each work-family conflict dimension, including FIW and WIF. It was found that only the WIF dimension significantly and negatively impacts job performance. Most employees experiencing WIF are in the moderate category. Among this group, 30 showed moderate job performance, 12 showed low job performance, and 6 showed high job performance. This indicates that WIF contributes to work-family conflict and influences the job performance of Elcorps employees.

WIF is conceptualized as job demands that can interfere with family roles (Wu et al., 2018). Employees spend much time at work, making the time spent with family suboptimal. Employees who do not allocate quality time with their families may feel guilty and fearful of failing to meet family responsibilities, affecting their focus at work. This aligns with previous research on nurses, where job demands make it difficult for them to spend time on themselves and their families, causing various household responsibilities to be neglected (Purnomo et al., 2021; Zain & Setiawati, 2019).

The negative effects of WIF can lead to ongoing stress and fatigue for Elcorps employees. Employees facing work-family conflict tend to feel stressed and experience emotional disturbances and fatigue, which can reduce their focus and energy for their work (Hendra & Made, 2019; Obrenovic et al., 2020). Additionally, excessive workload, high pressure, and lack of autonomy at work can cause employee frustration (Mansour & Tremblay, 2016). Conversely, employees who believe that the organization cares about their personal lives by implementing family-friendly policies can reduce conflict, allowing them to focus more on their work (Gede, 2018).

The regression test results in this research show that workplace well-being has a positive and significant impact on the job performance of Elcorps employees. Workplace well-being can be a single predictor influencing the job performance of Elcorps employees. Based on these results, it can be interpreted that if the workplace well-being experienced by employees increases, it will contribute to an increase in the job performance of Elcorps employees and vice versa. Employees feel satisfied with the level of autonomy the company provides, the opportunities to use their skills, and the appropriate work flexibility.

The analysis results of workplace well-being and job performance are supported by previous studies, which show that workplace well-being has a positive and significant impact on the job performance of non-civil servant employees at Jenderal Soedirman University (Rizki et al., 2021). The results of the analysis on workplace well-being and job performance are supported by previous studies indicating that workplace well-being positively and significantly impacts job performance among non-civil servant employees at Jenderal Soedirman University (Rizki et al., 2021). These results demonstrate that higher levels of employee well-being can enhance performance. Other research also

found that workplace well-being positively and significantly affects job performance (Meidina & Laura, 2022). Furthermore, Meidina and Laura (2022) explained that employees feel safe and comfortable with their jobs because they are confident in their ability to complete tasks, and the company's support significantly boosts their motivation.

The dimensions of the workplace well-being variable, including IWWB and EWWB, were also measured, and the results showed that the IWWB dimension contributes the most to the job performance of Elcorps employees. The IWWB dimension plays a positive and significant role in job performance. This is reinforced by the fact that most Elcorps employees fall into the moderate IWWB category, with seven employees showing high performance, 32 employees showing moderate performance, and eight employees showing low performance. Additionally, most employees with high IWWB demonstrate high performance. Therefore, the intrinsic dimension can contribute to workplace well-being and enhance job performance.

IWWB is a dimension that resides within the employees and is not influenced by external factors. Elcorps employees feel a strong sense of responsibility towards their work, recognizing that their jobs are very meaningful to their families. Moreover, the employees can demonstrate independence in performing their tasks, have a high desire to achieve, and are aware of maximizing their abilities and skills at work. Supported by research conducted on employees of PT. TPAL, IWWB is the highest factor in depicting workplace well-being (Ririmasse & Sukmarani, 2022). Other studies also state that the intrinsic dimension contributes the most to workplace well-being (Marpaung & Simarmata, 2020).

Based on the result, it was found that these two variables play a significant role in job performance. This indicates that work-family conflict and workplace well-being can improve Elcorps' job performance. When employees experience conflict and simultaneously have high workplace well-being, their performance can improve. Conversely, employees' performance will decline if they face work-family conflicts and have low workplace well-being. However, if work-family conflict is not accompanied by workplace well-being, it cannot directly enhance or decrease performance. Previous studies have examined similar variables in research on elementary school teachers, finding that low workplace well-being and work-family conflict experienced by teachers led to suboptimal performance (Herwanto et al., 2018).

Work-family conflict experienced by employees can negatively impact performance, affecting the company's target achievement. It is challenging for employees to balance work and family demands. High conflict in work and family environments can lead to stress, impacting employees' performance in fulfilling their responsibilities (Mujahidin & Irmawati, 2024). Elcorps has motivated and encouraged its employees through monthly spiritual programs called KANTIN (routine studies) to minimize these negative impacts. Additionally, the company facilitates bonding programs such as team-building activities, social events, and monthly sports activities to enhance workplace well-being.

Providing well-being to employees aims not only to improve performance but also to support employees in fulfilling their needs and responsibilities to the company and reducing turnover (Hudin & Budiani, 2021). Companies that create a healthy work environment can motivate employees to maximize their potential, thereby enhancing performance and reducing work-family conflict that leads to negative behavior (Obrenovic et al., 2020). This is supported by respondent descriptions showing that most respondents have remained with the company for over 3 years. Therefore, the workplace well-being factor is highly regarded as it significantly influences employees' performance towards the company.

CONCLUSION

Based on the research, it can be concluded that work-family conflict and workplace well-being significantly affect job performance. However, work-family conflict alone cannot predict performance, while workplace well-being plays a significant and positive role in job performance. The higher the workplace well-being, the more productive the employees become. Work-family conflict should be explored further to understand how it affects various aspects of Elcorps employees' lives. Measuring the extent of employees' conflicts and their impact on job performance is essential. It is recommended that the company conduct regular well-being surveys to identify areas for improvement and adopt family-friendly policies to reduce work-family conflict. Future research should also involve more unmarried subjects or respondents, as the limitation of this research is the selection of married respondents, which neglects the broader context of work-family conflict. Additionally, WIF and IWWB dimensions can be used as predictor variables.

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