

## **Work-Family Conflict, Readiness for Change and Employee Performance Relationship During the Covid-19 Pandemic**

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**Abstract:** This study aimed to measure the effect of work-family conflict on employee performance of the part-time employee of a packaging industry in Tangerang which are mediated by readiness for change. Data collection was done by simple random sampling technique and the returned and valid questionnaire results were 143 participants. Data processing was used SEM method with SmartPLS 3.0 software. The results of this study concluded that work-family conflict have negative and significant effect on the employee performance, but work-family conflict have a positive and significant effect on readiness for change. Also, this research found that readiness for change have a positive and significant effect on relationship work-family conflict and employee performance. Readiness for change as fully mediator. This new research proposed a model for building employee performance among the part-time employee of a packaging industry in Tangerang through enhancing work-family conflict management practice with readiness for change as a mediator. This research could pave the way to improve employee readiness in facing the era of industrial revolution 4.0.

**Keywords:** *Employee Performance, Readiness for Change, Work-Family Conflict*

### **INTRODUCTION**

As the dominant family model, productive family structures are beginning to replace conventional family structure, leading to a transition in the family model. The role of men as breadwinners and the role of women as caregivers and housewives define the conventional family structure (Sharma, Chakrabarti, & Grover, 2016). The conventional view considers that a woman does not need to study as much as possible since a woman becomes just a housewife in the end. So when a woman wants to channel her talents by working, the local group tends to stigmatize them and they are seen as putting their duties as housewives aside (Huges & Muñoz Guzmán, 2016).

The stigma that develops in this culture is increasingly shifted by more mainstream thought as time goes on. Since the presence of equal rights between men and women in social life, numerous women have begun to develop their talents, one of which is to work beyond the home (Sultana, 2010). Both men and women play multiple roles as parents and workers in this era of globalization. In formal non-educational professional staff, multiple studies explore work-family conflict (hereinafter referred to as WFC) and have rarely investigated WFC on individuals in

the teaching profession. In fact, in all professions, WFC might occur, not excluding educators and teachers (Asbari, Bernarto, et al., 2020). The forms of conflict associated with the dilemma of women's roles between household and workplace are defined by (Greenhaus & Beutell, 1985). First, time-based conflict, which arises when time is used to serve one role and cannot be used to accomplish other roles, including the distribution of time, resources and possibilities between work and domestic roles (Vickovic & Morrow, 2020). Second, strain-based conflict, referring to the emergence of stress or emotional state created by one role, making it difficult for an individual to satisfy another role's requirements. A mother who works all day long, for instance, might feel exhausted, and it makes it almost impossible for her to sit with her child comfortably in order to finish her domestic chores. Third, behavior-based conflict is a conflict that occurs when behavioral expectations differs from other role-behavioral expectations. The mismatch in individual behavior at work and at home due to discrepancies in a professional woman's behavioral rules is typically difficult to change between the positions she performs with each other (Alvesson & Sveningsson, 2015).

In one of the many roles played, being a wife, parent and employee at the same time will result in disharmony. The double role of female workers, which would include the work-family dispute, is one of the problems that occur. Work-family conflict is a form of conflict between roles, including the burden or imbalance of roles between career paths and family roles (Lyu & Fan, 2020; Zhang, Griffeth, & Fried, 2012). Because of the excessive time and effort spent working, high working hours and heavy workloads are a clear indication of a work-family dispute. This leads to a lack of time and resources for family activities to be carried out (Greenhaus & Beutell, 1985).

There are several factors that could cause conflict to emerge, according to the results of preliminary observations made, i.e. the first is due to financial conditions (Andrews et al., 2017). The financial state of the husband does not satisfy the family's needs, therefore the husband demands that a wife in the household also intervene to help meet the financial needs of the family (Poduval & Poduval, 2009). The financial situation herein is not just the key factor that causes tensions between work and family. The restricted educational factor is another factor which might cause work-family tension in the family (Ahmad, 2008; Kremer, 2016).

Numerous husbands or family heads have only graduated from junior high school or high school in households with economic difficulties. Of course, with such a level of education, the ability of a husband to handle family disputes is diminishing, accordingly misunderstandings between husband and wife frequently arise. Conflicts resulting from different variables in the family undoubtedly have an impact on the productivity of the wife. The capacity of a woman who works as an employee is therefore required to create harmony between work and family (Crosbie & Moore, 2004). The husband's health issues are the next component that causes work-family conflict (Kasper, Meyer, & Schmidt, 2005). The husband's health issues lead to the failure of the husband to find decent jobs. The husband then becomes, in fact, a burden to the family.

Research conducted by Gözükarar and Çolakoğlu (2016) shows that there is no substantial association between workplace family conflict and employee performance. The other side of the conflict might still affect performance.

Meanwhile, Goudarzi et al. (2017) research shows that work family conflict is correlated with employee performance, it is just a negative relationship. Mauno & Ruokolainen (2017) published subsequent research showing that a lack of support for work-family conflict seems to have a major performance risk. This shows that disputes with the work family have a major connection with success (Geroda & Puspitasari, 2017; Ru Hsu, 2011) There is a hypothesis from some of the above studies about the impact of working family conflict on employee performance variables. Conflict can also influence mental readiness to change, as research has shown that work-family conflict has a substantial impact on readiness for change, as numerous work-family conflict studies are addressed (Braun & Nieberle, 2017; Dai, Chen, & Zhuang, 2016; Geroda & Puspitasari, 2017; Mansour & Tremblay, 2016). This study seeks to determine the work-family conflict of female employees in Indonesia in relation to their readiness to change and their results, based on this definition.

## METHODS

This research approach used quantitative design. Data was collected by distributing questionnaires to all packaging industry employees in Tangerang City. The instrument used to measure work-family conflict was adapted from Netemeyer, Boles, & McMurrin (1996) using five items (WFC1-WFC5). The readiness to change was adapted from Holt, Armenakis, Feild, & Harris (2007) using seven items (KUB1-KUB7). Employee performance was adapted from (Bernardin & Russel, 1993) using six items (KK1-KK6). The research model can be seen as in Figure 1. The method for processing data was performed by using PLS and using SmartPLS version 3.0 software. The population of this study amounted to 227 people. The questionnaire was distributed using simple random sampling technique. The results of the questionnaires that were returned were as many as 143 respondents.

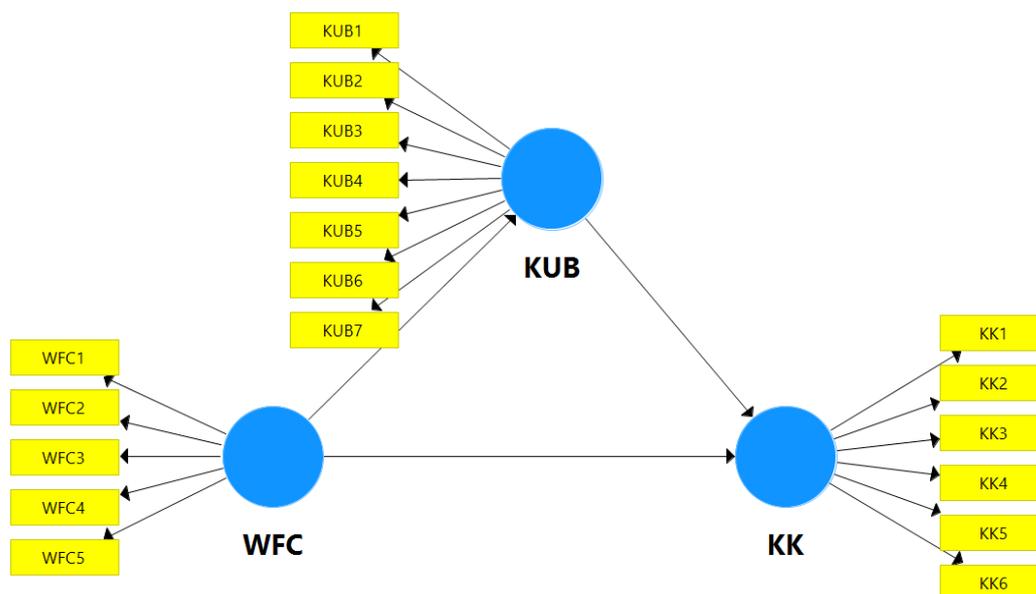


Figure 1. Research Model

## RESULTS & DISCUSSION

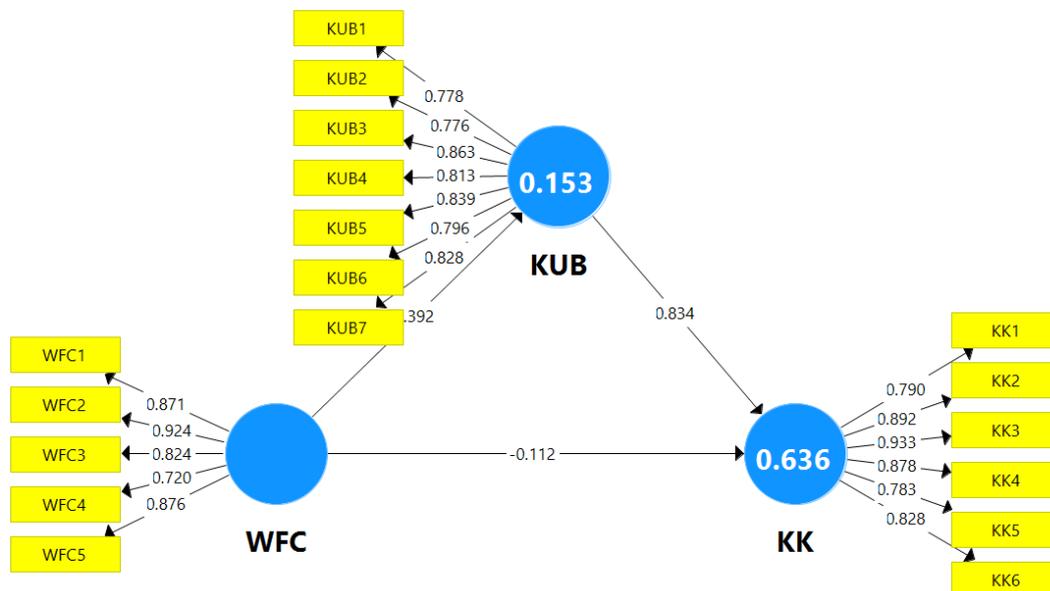
### Respondents Description

**Table 1.** Sample Description

	Criteria	Amount	%
Age (per November 2019)	< 20 years old	36	25.4%
	20 - 30 years old	67	46.6%
	> 30 years old	40	28.0%
The period of service as a contract employee	< 1 year	51	35.7%
	1-2 years	69	48.5%
	> 3 years	23	15.8%
Latest degree	≥ Bachelor's degree	0	0%
	Senior High School	125	87.5%
	Junior High School	18	12.5%

### Test Results of the Validity and Reliability of Research Indicators

The measurement model testing stage included testing for convergent validity, discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values were used. The results of the PLS analysis could be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.



**Figure 2.** Valid Research Model

### Convergent Validity Testing

Convergent validity test was performed by identifying at the loading factor value of each indicator towards the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 2012; Hair, Hult, Ringle, & Sarstedt, 2013). In this study, the minimum limit for the accepted loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2012). After undergoing through SmartPLS 3.0 processing, it turns out that all indicators have a loading factor value above 0.5 and

even match the requirements for an AVE value above 0.5. The fit or valid model of this study can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 2.

**Table 2.** Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Work-Family Conflict (WFC)</i>	WFC1	0.871	0.913	0.926	0.716
	WFC2	0.924			
	WFC3	0.824			
	WFC4	0.720			
	WFC5	0.876			
Readiness for change (KUB)	RFC1	0.778	0.915	0.932	0.662
	RFC2	0.776			
	RFC3	0.863			
	RFC4	0.813			
	RFC5	0.839			
	RFC6	0.796			
	RFC7	0.828			
Employee performance (KK)	KK1	0.790	0.924	0.941	0.727
	KK2	0.892			
	KK3	0.933			
	KK4	0.878			
	KK5	0.783			
	KK6	0.828			

**Table 3.** Discriminant Validity

Variables	KK	KUB	WFC
Readiness for change (KK)	<b>0.852</b>		
Employee performance (KUB)	0.790	<b>0.814</b>	
<i>Work-Family Conflict (WFC)</i>	0.214	0.392	<b>0.846</b>

**Table 4.** Collinearity Statistics (VIF)

Variables	Readiness for change (KUB)	Employee performance (KK)
Readiness for change (KUB)		1.181
<i>Work-Family Conflict (WFC)</i>	1.000	1.181

### Discriminant Validity Testing

Discriminant validity was performed to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between this construct and other constructs (values below the diagonal) (Ghozali, 2012). The results of discriminant validity testing were administered by using the AVE square value, specifically by identifying

at the Fornell-Larcker Criterion Value obtained as shown in Table 3. The results of the discriminant validity test in table 3 above show that all constructs obtained an AVE square root value above the correlation value with other latent constructs (Fornell-Larcker criteria). Likewise, the cross-loading value of all items of an indicator is greater than other indicator items as mentioned in Table 4, therefore it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981). Furthermore, a collinearity evaluation was carried out to determine whether there is collinearity in the model. To find collinearity, it is necessary to calculate the VIF for each construct. If the VIF score is higher than 5, then the model has collinearity (Hair et al., 2013). As shown in Table 4, all VIF scores are less than 5, meaning that this model does not have a collinearity problem.

### Construct Reliability Testing

Construct reliability could be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha value is more than 0.7 (Ghozali, 2012). The reliability test results in Table 2 above show that all constructs have composite reliability and Cronbach's alpha values are greater than 0.7 ( $> 0.7$ ). In conclusion, all constructs have met the required reliability.

### Hypothesis Testing

Hypothesis testing in PLS was also known as the inner model test. This test included a significance test for direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. To determine the effect of transformational leadership on employee performance through readiness for change as a mediating variable, a direct and indirect effect test was required. The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and significance test values were obtained as shown in Table 5 and Table 6.

**Table 5.** *R Square Values*

	R Square	R Square Adjusted
Readiness for change (KUB)	0.153	0.148
Employee performance (KK)	0.636	0.631

**Table 6.** *Hypotheses Testing*

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	WFC -> KK	-0.112	0.049	2.272	0.023	Supported
H2	WFC -> KUB	0.392	0.058	6.734	0.000	Supported
H3	KUB -> KK	0.834	0.054	15.323	0.000	Supported
H4	WFC -> KUB > KK	0.327	0.054	6.043	0.000	Supported

Based on Table 5, the R-Square value of readiness to change (KUB) was 0.153 which means that the variable readiness to change (KUB) could be explained by the work-family conflict (WFC) variable of 15.3 percent, while the remaining 84.7 percent is explained by variables others that were not discussed in this study. The R

Square value of employee performance (KK) was 0.636 which means that the employee performance variable (KK) could be explained by the work-family conflict (WFC) variable and the readiness to change (KUB) of 63.6 percent, while the remaining 36.4 percent is explained by other variables. which was not discussed in this study. Meanwhile, Table 6 shows the t-statistics and p-values which show the influence between the research variables that have been mentioned.

Accordingly, the statistical calculations summarized in Table 6 concluded that work-family conflict has a significant negative effect on the performance of contract employees in the industry. It is further evidenced by the t-statistics value of 2.272 which is greater than 1.96 and the p-value of 0.023 which is smaller than 0.05. That is, the first hypothesis (H1) was accepted. This finding is consistent with the results of previous research from several researchers (Asbari, Bernarto, et al., 2020; Asbari, Pramono, et al., 2020; Sutardi et al., 2020; Yuwono, Novitasari, Sutardi, Mustofa, & Asbari, 2020). This means that work-family conflicts experienced by employees have significantly affected the performance of employees in the industry.

Based on the statistical calculations summarized in Table 6, it is concluded that work-family conflict positively and significantly affects the readiness for change of contract employees in the industry. It is further evidenced by the t-statistics value of 6.734 which is greater than 1.96 and the p-value of 0.000 which is smaller than 0.05. That is, the second hypothesis (H2) was accepted. This finding is in accordance with the conclusions of empirical and theoretical findings from previous research from Astuti & Khoirunnisa (2020), Fitriana & Sugiyono (2019) and Mahessa & Nrh (2017) which confirms that work-family conflict significantly affects the readiness for change of contract employees.

Additionally, from the table 6, it can be concluded that readiness for change positively and significantly affects employee performance in the industry. It is further evidenced by the value of t-statistics 15.323 which is greater than 1.96 and a p-value of 0.000 which is smaller than 0.05. That is, the third hypothesis (H3) was accepted. The conclusion of this study supports what has been found in previous research, that readiness to change has a positive and significant effect on performance (Banjongprasert, 2017; Katsaros, Tsirikas, & Kosta, 2020). Based on the statistical calculations summarized in Table 6, it is concluded that the readiness to change positively and significantly affects employee performance through readiness for changes to contract employees in the industry. It is further evidenced by the t-statistics value of 6,043 which is greater than 1.96 and the p-value of 0,000 which is smaller than 0.05. Therefore, the third hypothesis (H4) was accepted. The conclusion of this study supports what has been discovered in previous research by Katsaros et al. (2020) which concluded that readiness to change is able to mediate the relationship between the influence of leadership on employee performance. In this study, the role of readiness to change is a partial mediation.

## CONCLUSION

Based on the results of this study, it is concluded that work-family conflict has a negative and significant impact on the performance levels of contract employees in the packaging industry. This means that the higher the family conflict experienced

by an employee, the lower the employee's performance would be. However, the confidence and enforcement of readiness for change in employees could improve performance. There are interesting things that can be considered from the results of this study, that in the era of the Covid-19 pandemic, work-family conflict has a very significant effect on employee performance. On the other hand, work-family conflict is also able to have a positive and significant impact on readiness for change in employees during the Covid-19 pandemic, why is that so? The answer is, in this pandemic, the reality of life forces employees to sincerely accept the pandemic conditions that are not only affecting Indonesia, but also the world. With this awareness, employees are increasingly trying to survive and adapt to changes due to the Covid-19 pandemic. This study found evidence that readiness for change is able to fully mediate the relationship between work-family conflict and employee performance.

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