Evaluating the effect of work-family conflict and emotional intelligence in workplace: review to increase employees’ performance

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Abstract. Work-family conflict appeared as a form of women emancipation that made them commit two roles simultaneously, as a house wife and as a worker. This kind of situation created an issue about the impact of the role conflict experienced by women employees towards the level of their emotional control and performance. The aim of this study was to analyze and evaluate the impact of work-family conflict and emotional intelligence towards married women employees’ job performance. This study also proposed a mediating effect of emotional intelligence. This study used a structured questionnaires to gather the required data. There were 54 married women employees in PT Telkom Regional I participated in this study. The result of this study showed that the model could explain 14.6% variance in employees’ performance. Role conflict experienced by a woman burdened her mind and affected her emotional intelligence negatively. There was no effect of work-family conflict on employees’ performance; however, the conflict significantly affected employees performance in an indirect path. The performance would lower through the decrease of employees’ emotional intelligence as the result of the conflict happened. The most important aspect increasing employees’ performance was improving their emotional intelligence while maintaining their work-family conflict.

1. Introduction
For many years Indonesia has always been embracing job segregation within the household. Women usually do house-related works while their spouse works for their livelihood [1]. Gender inequality existed within the workplace. The workplace is dominated by men while women usually stay at home doing domestic works [2]. However, people’s needs for a better life pushed another idea day by day. Nowadays, Indonesia has been able to promote gender equality within the workplace. More and more women work for their livelihood [3]. The female unemployment rate has decreased over the years [4]. By ILO MAMPU project result, it is clear that Indonesians highly express their opinion towards gender equity. Many of housewives start to work to support their livelihood [5].

Women participation in the workplace does not change their role as housewives, in fact, they have to play both roles simultaneously. They have to pull the task given as workers or employees while giving their limited time to take care of the housework. With multiple roles, they are more likely to experience the conflict of interest within themselves. They have to balance both roles. Matter of fact, the role as employees, also becomes as important as their role as housewives. Many of women workers hire a household aide to keep theirs balance. We highlight the inter-role conflict that has an incompatible task.
and has to be done at the same time for both as employees and as housewives. Work-family conflict emerges due to an incompatibility for their role. The conflict could result in negative consequences either for the work, household, even for both [6]. Many previous works investigated the effect of job performance on work-family conflict [7].

Each organization aims to get a better performance [8]. To retain the required performance, their employees have to work better. However, many works stressed out work-family conflict as important aspect that reduce employees’ performance. PT Telkom as one of the communication service providers plays an important role supporting many other organizations and required to perform better. The customer services have to have an adequate emotional intelligence while dealing with complaints. The employees are mostly women given by their nurture characteristic. However, work-family conflict may affect their emotional intelligence level as it may exhaust their mind. This study proposed a model to keep employees’ performance remain better.

2. Literature Review

2.1. Work-Family Conflict and Emotional Intelligence Level
In general, there are three forms of work-family conflict, i.e. time-based conflict, strain-related conflict, and behaviour-based conflict [9]. Each of work-family conflict may affect the employees’ emotional level. The conflict could drain most of their mind which leads to emotionally exhausted state [10]. The previous study shows that there is a significant correlation between work-family conflict and employees’ emotional intelligence level [11,12]. Emotional intelligence is an ability to cultivate the emotion to positively affect their connection with others [14]. Work-family conflict is more likely to affect exhausted mind faster as they have to focus on both roles and worry about it in the meantime. The negative impact of their exhausted mind state is an improper way to execute their emotional intelligence. They become more likely to get provoked or angered by simple things.

Work-family conflict also refer to a problem that occurs due to the task in the workplace that affects or disturbs the household role [14,15,16]. However, the source of role conflict can be from either one [17,18,19]. As a result, a high level of emotionally situation is magnitude. The conflict leads to the high level of emotional exhaust and lowers the current emotional intelligence level. Employees might get less self-control and less likely to be motivated at work.

2.2. Work-family conflict and employees’ performance level
We may notice that many of previous studies refer work-family conflict as a disturbance factor that lower overall employees’ performance level [13,14,15,16,17]. Work-family conflict may reduce their performance and should remain under control. A slightly mistake over managing employees’ work-family conflict may affect the overall organization. However, some studies showed a no significant effect of work-family conflict towards employees’ performance [18,19,20]. Work-family conflict may not directly affect their performance level. The more the employees’ focus on either role, the less likely they will be affected. Their responsibility and feeling also play the major part in this situation.

2.3. Emotional intelligence and employees’ performance level
Recent studies show a positive relationship between employees’ emotional intelligence and their performance level [22,23]. Emotional intelligence becomes the core of many important aspects of social building such as self-awareness, self-control, creativity, emotional expression, trust, integrity, and overall ability to build a connection with others in contact. Services industries needed these skills to operate smoothly. Therefore, emotional intelligence level should play an important role on employees’ performance, especially in service industries or service-related workplace.

Traits for emotional intelligence for each are mostly different [25]. The emotional intelligence level of one and another should be different. Many factors may affect their emotional intelligence. However, we learn that emotional intelligence plays an important role for their performance in many aspects [26].
Employees’ social and emotional competencies also contribute to their success factor [27]. It is clear that emotional intelligence should be emphasized based on the previous study.

3. Research Method

3.1. Research sample
The nature of this study required a purposive sampling technique to evaluate the desired situation. We focused on the work-family conflict that commonly occurred to married women employees within the firm. There were in a total of 54 married women employees within customer services division at PT Telkom Regional I Sumatera, Indonesia who participated in this study.

3.2. Location and time of conducted research
This study took place at PT Telkom Regional I Sumatera, Medan, North Sumatera. This research started in September 2016 and ended in December 2016.

3.3. Data collecting method
The data were collected using self-administered questionnaires. The questionnaires were developed based on the literature review for each variable which was adopted to satisfy the situation at PT Telkom Regional I Sumatera. The questionnaires were evaluated through validity and reliability test before administered in actual data collecting. This study also interviewed several employees to gain more information towards research variables. Also, a document study was also conducted to support our findings.

3.4. Data analysis method
The data were analyzed using path analysis method. The model proposed that emotional intelligence level served as mediating variable between work-family conflict and employees’ performance. We evaluated the direct, indirect, and total effects for each path using maximum likelihood method. We evaluated the significance of indirect effect by using Sobel’s test [25]. To assess the current situation for each variable, we used a descriptive statistics.

3.5. Research model and hypothesis
Based on our literature review, we developed the model to evaluate the mediating effect of emotional intelligence between work-family conflict and employees’ performance. Figure 1 showed the proposed model for this research.
As suggested in Figure 1, we had four hypotheses as follow.

- **H1**: Work-family conflict negatively and significantly affects employees’ emotional intelligence level
- **H2**: Work-family conflict negatively and significantly affects employees’ job performance level
- **H3**: Employees’ emotional intelligence level positively and significantly affects their job performance level
- **H4**: Employees’ emotional intelligence level significantly mediates the effect between work-family conflict to negatively affect employees’ job performance level

### 4. Result and Discussion

#### 4.1. Respondent’s characteristics

We needed to evaluate our sample characteristics to understand the relationship between work-family conflict within the workplace. As the conflict commonly occurred on married women workers, we analyzed their current household situation, such as the number of children and their youngest children’s age group.

| Number of Children | Respondent | Percentage |
|--------------------|------------|------------|
| No Children        | 0          | 0          |
| 1-2                | 28         | 52         |
| 3-4                | 17         | 31         |
| >4                 | 9          | 17         |
| Total              | 54         | 100        |

Table 1 shows that all of our respondents had at least one child in their household. As their role, women workers should take care of their children while keeping their focus at work. The presence of children should increase the conflict within themselves. Even though most of them had one or two children in their household, there were more than four children within their household (17%). However, their responsibility to look after their children should be greater.
Table 2. Respondent Based on Age of Youngest Child

| Number of Children (years old) | Respondent | Percentage |
|-------------------------------|------------|------------|
| 0-5                           | 7          | 13         |
| 6-10                          | 20         | 37         |
| 11-15                         | 19         | 35         |
| >15                           | 8          | 15         |
| Total                         | 54         | 100        |

The presence of youngest children within the household might be another factor to affect work-family conflict within married women employees. There were 13% of respondents that had children under five years old. This stage of a child should be given more attention than other child development stages. However, they also had to give their attention towards their work. There were only 15% of respondents that had the youngest child on mature stage (based on labour-force definition). Still the rest 85% of respondents had more responsibilities to look after their child than the work which possibly led to conflict.

4.2. Current situation
In order to fully understand the current situation within PT Telkom Regional I Sumatera based on employees’ work-family conflict, emotional intelligence, and their job performance, we evaluated each variable score as given in Table 3.

Table 3. Descriptive Statistics Result

| Variable                | Min  | Max  | Mean | Deviation |
|-------------------------|------|------|------|-----------|
| Work-Family Conflict    | 3.27 | 4.72 | 3.93 | 0.34      |
| Emotional Intelligence  | 3.08 | 4.75 | 4.01 | 0.31      |
| Job Performance         | 2.44 | 4.67 | 3.71 | 0.56      |

Table 3 shows that on average our respondents had a high level of work-family conflict. The least perceived conflict score in 3.27 of 5.00 still indicated work-family conflict within PT Telkom Regional I Sumatera. As expected, their household situation also reflected a possibility of perceived conflict. Employees’ emotional intelligence level score was quite high with the average value of 4.01. Even though they had work-family conflict, they still retained high emotional intelligence which was also a good sign for our study. Still, their job performance level was fluctuated with a range score between 2.44 to 4.67. Some employees scored a quite low performance while others scored a higher performance. On average they had the score of 3.71 which still represented a good level of overall performance.

4.3. Path analysis
Our study showed that work-family conflict could explain for 18.4% of variance within employees’ emotional intelligence. Another 81.6% was affected by other variables which were not included in our proposed model. Also, both work-family conflict and emotional intelligence level could explain in a total of 14.6% variance of employees’ job performance level. Another 85.4% were affected by other variables outside our proposed model. However, the model given in our study explained more about the relationship between work-family conflict, emotional intelligence, and job performance.

Figure 2 showed the AMOS output for path model estimate in our proposed model. Table 4 summarized the AMOS output estimate and hypothesis testing.
Table 4. Path Analysis Estimate and Hypothesis Testing

| Dependent Variable | Independent Variable | Estimate | S.E  | C.R. | P-value | Testing |
|--------------------|----------------------|----------|------|------|---------|---------|
| Emotional Intelligence | Work-family Conflict | -.461    | .133 | -3.459 | ***     | Accepted |
| Job-Performance     | Work-family Conflict | -.027    | .231 | -1.16 | .908    | Rejected |
| Job-Performance     | Emotional Intelligence | .573    | .215 | 2.663 | .008    | Accepted |

Indirect Effect | -.264 | .034* | Accepted |

*Mediation Significance Level Using Sobel Test

Table 4 shows that work-family conflict had a negative and significant effect towards employees' emotional intelligence level. Therefore our first hypothesis was supported. There was enough evidence to accept the effect of work-family conflict to emotional intelligence. However, there was almost no effect between work-family conflict to employees’ job performance level. Hence, there was not enough evidence to accept the effect between work-family conflict towards employees’ job performance level. Our second hypothesis was rejected. Emotional intelligence had a positive and significant effect towards employees’ job performance level. There was enough evidence to state that emotional intelligence positively affects employees’ job performance level. The third hypothesis was supported. Sobel test showed that our indirect path had a negative and significant effect. Thus, our fourth hypothesis was supported.

4.3.1. Direct, indirect and total effect.

Our proposed model showed that there was an indirect effect between work-family conflict and job performance level through an effect of emotional intelligence level. Work-family conflict negatively affected employees’ emotional intelligence level. The higher the conflicts were, the lower their emotional intelligence which also lowered employees’ job performance level thoughtfully. Table 5 summarized the direct, indirect, and total effect.
Table 5 shows that even though there was almost no effect of work-family conflict on job performance directly, there was a huge impact indirectly through emotional intelligence level. As high as 90% of its total effect was affected through indirect effect. Emotional intelligence fully mediated the effect of work-family conflict towards employees’ job performance level. Still, employees’ job performance level was mainly affected by their emotional intelligence.

4.3.2. Discussion

Our study showed a negative and significant effect of work-family conflict on employees’ emotional intelligence level. The more conflicts perceived, the lower their emotional intelligence will be. Work-family conflict leads to a stressful situation which drains employees’ mind. The environment situation within both household and workplace shaped their emotional intelligence level. A stressful situation in household can be brought up in workplace which affect their self-control and emotional intelligence. Employees should manage their perceived conflict well. If they could not maintain their conflict well, it will exhaust their mind and body and will worsen their emotional intelligence level as well. A lower emotional intelligence will affect their self-awareness and overall ability to maintain a good connection with others. It should be avoided. Work-family conflict makes employees hard to keep a balanced work between both roles simultaneously. They will be likely to get a less time to be together with their family. In fact, they have children that should be taken care. It is a hard decision to prioritize between work and family, as the work itself also supports their family. Our study supported the previous study which stated a negative relationship between work-family conflict and emotional intelligence level [10, 11, 12].

The work-family conflict did not directly affect employees’ job performance level. It was interesting findings that we could elaborate the fact that work-family conflict occasionally did not affect employees’ job performance level [18,19,20]. For several employees, their work will mainly support their livelihood. This situation leads to a higher magnitude of maintaining better work even under work-family conflict situation. A well-managed and balanced work-family conflict will not affect their performance directly. They have children to be taken care of, and it required a better financial support. They have to work better to get a better payment for the work. They could not afford to lose the job even if they are under such a conflicted situation as it also supports their role within the household. Thus, work-family conflict can suppress to almost no effect towards employees’ job performance level.

Employees’ emotional intelligence level positively affected their job performance level. The better their emotional intelligence is, the higher their overall job performance level will be. Our study also showed that emotional intelligence played a greater role while affecting their job performance. As we defined, emotional intelligence will affect their ability to express emotion, maintain self-awareness and hold their self-control while communicating with others. It played a role in customer services division as they work directly in contact with people. A complaining customer might be well taken care of if the employees could suppress the customers’ negative emotion while maintaining the positive attitude towards the employees. Our research supported the previous study stating that emotional intelligence levels positively correlated with their performance [22, 23,24,25,26].

Sobel test showed that there was a significant indirect effect of work-family conflict on employees’ job performance through their emotional intelligence level. The indirect effect contributed for 90% of its total effect towards job performance. Hence, we could say that emotional intelligence level perfectly...
or fully mediated the effect of work-family conflict to employees’ job performance level. While it was stated before that there is no direct effect of work-family conflict on job performance level, we can still confirm that there was an undesired and destructive effect of work-family conflict towards employees’ job performance level [13,14,15,16,17,18]. Work-family conflict will exhaust employees’ mind and body faster which leads to a lower emotional intelligence level. Their ability to maintain their calmness, self-awareness, and self-control will be significantly worsened as their mind gets exhausted. It will lead to a bad performance at work. They may not be able to maintain the good performance for a long time if they start to get exhausted from managing work-family conflict. As soon as their endurance or resistance towards the conflicts worn-off, their emotional intelligence will negatively affect and lead to an undesirable bad performance. We should keep an eye for employees’ work-family conflict.

5. Conclusion
This paper showed that work-family conflict might not directly affect employees’ job performance level. However, it was clear that, indirectly, the perceived conflicts negatively affected their job-performance level. The conflict would exhaust employees’ mind and lower their overall emotional intelligence. The lower their emotional intelligence was, the lower their performance would be. The Managerial division should pay more attention to manage employees’ work-family conflict as we found out that there was a high level of conflict perceived within employees. Lastly, emotional intelligence played a major role that affected employees’ job-performance level. There should be more training to develop employees’ emotional intelligence level to a higher level.

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