

nadia almas

by Indi Artikel2

Submission date: 03-Jun-2020 02:10PM (UTC+0700)

Submission ID: 1336952758

File name: NADIA_ALMAS_AGUSTINA.pdf (996.42K)

Word count: 5400

Character count: 30488

ANALYSIS OF WORK MOTIVATION AND DUAL ROLE CONFLICT (WORK-FAMILY CONFLICT) ON CAREER WOMEN PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS THE INTERVENING VARIABLE

(Study on Female Employees of PT. PLN (Persero) at Distribution Main Unit of Central
Java and Special Region of Yogyakarta)

ABSTRACT

This research is discussed to study and to analyze the effect of work and dual role conflict (work-family conflict) variables on increasing women's motivation through organizational intervention at PT. PLN (Persero) on Distribution Main Unit of Central Java and Yogyakarta Special Region. This uses primary data sources through the distribution of research questionnaires, and secondary data through journals, books, and relevant data obtained from companies. The population used in this study is women who are married and have children.

Data collection method used in this study is the distribution of questionnaires by using census method or total sampling. The data analysis technique used in the study is by using the IBM SPSS 22 application with path analysis and multiple regression method. Data analysis conducted are such as validity test, reliability test, classic assumption test, t test, F test, determination coefficient test, and sobel test to determine the mediating effect.

The results of the statistical test analysis show that work motivation variable has a significant positive effect on the performance of career women, and has a significant positive effect on organizational commitment. Besides, dual role conflict (work-family conflict) has as a significant negative effect on the performance of career women and a significant negative effect on organizational commitment. In addition, it is also known that organizational commitment variable can mediate the relation between work motivation and work-family conflict on the performance of career women.

Keywords: Work Motivation, Work-Family Conflict, Organizational Commitment, Employee Performance

INTRODUCTION

The rapid flow of globalization followed by the movement of changes in economic and social conditions give direct effects on changes in the perspective of women in terms of mindset, role, responsibility, and self-perception (Part, 2010). According to the traditional view, the nature of a good woman is a woman who is able to accompany her husband and to raise the child perfectly. Then, this view is equated with woman's best work which is to be a housewife.

Career woman is a woman who has a professional job, is independent financially, and can be regarded as a modern woman (Latifah, 2017). In this present era, many women work both in public and private sectors. The support of technological advances also affects the increasingly fading of the partition which separates man and woman (Eyigör et al, 2020).

An organization needs human resources or better known as workforce. The workforce is an important asset for the company because it can be developed and can be a determinant of the organization's success. Human resource management also has a main goal which is to achieve maximum performance (Made Putrawan, 2019). According to Ayu *et al.*, (2019) performance is the

¹ Corresponding author

work outcome of employees who contribute to a type of work that has been done to achieve organization's goals effectively and efficiently. Employee performance is important because the organization's leaders can set benchmarks regarding the work targets that must be carried out by the organization's employees in order to achieve the main goals of the organization successfully. Employees' high performance can be made by motivation, high organizational commitment, organizational culture, employee participation in training and development, worthy salary, and leadership style applied in the organization. Employee performance can also be low; one of the factors that can affect the performance decline of a career woman is dual role conflict (work-family conflict) (Eddleston *et al.*, 2019).

Organizational commitment is one of the factors which has a significant effect on employee performance. Taba (2018) defined organizational commitment as an individual's intention that can affect the capacity of work within the organization, and can directly affect the level of welfare. Organizational commitment will lead to various reactions or behaviors in accordance with the existing levels of each employee. Organizational commitment is a strong belief, a sense of accepting the goals and the values of the organization, a willingness to make any effort or sacrifice on behalf of the organization, and a willingness to remain in the organization. Organizational commitment can be used as a benchmark in understanding employee intensity and dedication towards the organization (Marques *et al.*, 2014). Motivation can positively affect the organizational commitment of female employees. Besides, work-family conflict will lead to the low organizational commitment. It occurs because two different roles are there, so that it is quite difficult to balance both roles, namely as a mother and as a career woman.

Motivation has a strong relation with organizational commitment and employee performance (Yousaf, Yang, & Sanders, 2015). Through motivation, female employees can be encouraged to behave happily and comfortably, so that it will motivate them to devote their best performance. The research conducted by Yousaf *et al.* (2015) classified work motivation into two forms namely intrinsic motivation and extrinsic motivation. Kroll and Porumbescu (2019) classified motivation into 3 (three) forms, namely intrinsic motivation, extrinsic motivation, and prosocial motivation. Prosocial motivation is a willingness to make effort so that it can benefit other people. High work motivation will have positive effects such as supporting employee retention, increasing job satisfaction, increasing organizational commitment, and maximizing work outcomes so that the main goals of the organization can be achieved.

On the other hand, there is a factor that can affect the decline in commitment and performance of female employees, namely dual role conflict (work-family conflict). Rhee, *et al.* (2019) argued that the dual role conflict faced by a career woman gives effect on the degree of flexibility in work such as concentration disruption, high absenteeism, unfulfilled performance target, low job satisfaction, and the worst impact is turnover. According to Greenhaus & Beutell (cited in McDowell *et al.*, 2019), dual role conflict (work-family conflict) is a role pressure which is caused by work and family, which is generally antithetical in some ways so that it causes certain consequences. Job demands can be in the form of workloads such as task deadline, time, energy, and thought. Family demands are extra time spent caring for a husband and child, energy to manage the house, and the frequency of the level of affection that must be devoted to the child and husband. This role conflict must be paid attention, because if the role conflict is out of the control, it will not be good for female employees such as the onset of work stress and the decrease of household life quality so that it becomes less harmonious and the performance of female employees will decrease as well.

Based on the interview done with the staff in Human Resource Department, there is a phenomenon of the company in which the turnover rate of female employees at PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta within 1 year is extremely significant, and the achievement of employee performance target is not yet maximum. It indicates that there are problems with organizational commitment and employee performance. Based on the explanation and phenomena aforementioned, the researchers are willing to examine the relation among related variables namely work motivation, dual role conflict (work-family conflict), organizational commitment, and employee performance.

THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

The Effect of Work Motivation on Employee Performance

Motivation is one of the important roles in the success of employee performance. It will form a positive behavior that gives an effect such as a sense of enthusiasm in completing work. According to Said *et al* (2015), work motivation has a positive and significant effect on employee performance. Work motivation is a process where an individual has the willingness to meet his needs. Individual needs can be in the form of life, safety, social, self-esteem and self-actualization. These needs will direct individuals to make efforts in their careers that can be done in the performance of their work. Motivated employees tend to be more productive than unmotivated employees. In the research done Kuvaas *et al* (2017), it is also found that intrinsic motivation links positively to organizational performance and commitment.

The research conducted by Matar *et al* (2019) found that intrinsic motivation positively affects employee performance. It is explained by the fact that tasks are more pleasing, and employees find the work meaningful, interesting, and tremendously inspiring. Likewise, it is found that extrinsic motivation positively affects employee performance. This is explained by the fact that more employees get extra wages when doing more work, the employee will assume that it is important to have external incentives, more employees fulfill their responsibilities, fulfill all formal performance requirements, complete their tasks, and are encouraged to work harder. The researches done by Setiawan *et al* (2020) and Theoharis *et al* (2016) also have proven that motivation has a positive and significant effect on employee performance.

Based on the description above, the hypothesis formulation is as follows:

H1: Work motivation has a positive and significant effect on employee performance.

The effect of Work-Family Conflict on Employee Performance

Work- Family Conflict is often perceived by a career woman. Three types of conflict that occur in career women are conflict in the form of being difficult in dividing time between work and family, conflict in the form of pressure in performing two different roles simultaneously, and challenges in balancing behavior between work and family. In the workplace, dual role conflict can affect employee performance negatively. Wijayati *et al* (2020) found that work-family conflict has a significant negative effect on job performance. In other words, the high family conflict in the workplace environment will interfere with the achievement of performance targets in the organization. Riana *et al* (2019) and Zain and Setiawati (2019) also stated that work-family conflict has a significant negative effect on job satisfaction and employee performance.

Vol *et al* (2020) stated that work-family conflict has a significant negative effect on the performance of married female employees. Many of the career women who are classified as young mothers have children in the age range of 1-5 years old. Besides children, the role and the support of husband is also extremely important for women's careers. Without the support of the husband, work-family conflict can increase given that the husband also works. Ajala (2017) states the same thing that work-family conflict has a significant negative effect on the work performance of working mothers.

Based on the description above, the hypothesis formulation is as follows:

H2: Dual role conflict (work-family conflict) has a negative and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

Some researchers have examined the relation between organizational commitment and employee performance, and the evidence has shown that organizational commitment is a determinant of employee performance. Oyewobi *et al* (2019) stated that organizational commitment can positively and significantly improve employee performance. Because, with high organizational commitment, employees will have confidence that they are able to achieve organizational goals by exerting every effort they have as maximum as possible. Organizational commitment forms an engagement between employees and organization which is certainly beneficial and can have a positive effect in the form of satisfying work outcomes. Soomro and Shah (2019) and Laura and Setiawan (2020) also stated that organizational commitment has a



positive and significant effect on employee performance. Employees who have high organizational commitment will be more creative and more stable in completing tasks and can be trusted to be a leader.

The research conducted by Imamoglu *et al* (2019) and Princy and Rebeka (2019) found that organizational commitment is positively related to employee performance in the organization. Employee commitment will prevent employees from high absenteeism, tardiness, and turnover. Organizational commitment in this research is also affected by job satisfaction. Therefore, employee's job satisfaction will increase employee commitment and indirectly improve work outcomes.

Based on the description above, the hypothesis formulation is as follows:

H3: Organizational commitment has a positive and significant effect on employee performance.

The Effect of Work Motivation on Organizational Commitment

Employee is an important asset for the organization because he/she contributes to the success of the organization. Employee plays an effective role and is considered as valuable resource in an organization. Therefore, through participation and organizational commitment, organization can have a competitive superiority. According to Kroll and Porumbescu (2019), work motivation is extremely important in affecting employees on energizing on thinking, reducing desires and overcoming negative emotional reactions. Therefore, managers must be aware of the concept of need or motive to understand employee behavior in the workplace to avoid demotivation. Work motivation can be provided through wages, work bonuses, facilities, training programs, attention, and comfortable organizational environment.

Princy and Rebeka (2019) explained that there is a positive relation between work motivation and employee organizational commitment. When employees are motivated by worthy salary and appreciation, organizational commitment will increase in which it indirectly increases performance. Salleh *et al* (2016), Potipiroon and Ford (2017), and George and Sabapathy (2011) also stated that work motivation has a positive and significant effect on organizational commitment. According to Gheitani *et al* (2019), there is a positive relation between intrinsic motivation and significant organizational commitment. The result is same as the result of the research done by (Karatepe and Tekinkus, 2006). Extrinsic motivation and intrinsic motivation have positive and significant effects on Work Performance and Organizational Commitment (Taba, 2018). The intrinsic motivation of the organization includes work completion, promotion, and appreciation. The positive effect of extrinsic motivation can be through organizational structure, wages, benefits and bonuses, which significantly affect organizational commitment on employee sustainability or loyalty.

Based on the description above, the hypothesis formulation is as follows:

H4: Work motivation has a positive and significant effect on organizational commitment.

The Effect of Work-Family Conflict on Organizational Commitment

Work-family conflict is a stress that frequently occurs between work and family (Greenhaus and Beutell, 1985). This conflict is more dominated by career women who are married and have children. The length of working hours and the poor organizational policy will negatively affect the organizational commitment of female employees in which the needs of life or the nature of women is to be able to create a balanced life between meeting family needs and work needs. Farradinna and Halim (2016) stated that there is a significant negative relation between work-family conflict and organizational commitment. This is similar to the results of the research conducted by (Qureshi, Lambert, & Frank, 2019) and (Spanuth and Wald, 2017) stating that work-family conflict has a significant negative effect on organizational commitment. The demand for imbalance between office tasks and household tasks is linked to a number of assumptions as a measure of the causes of the decline of commitment to the organization which results in job dissatisfaction, poor performance, and pressure as the causes of work stress.

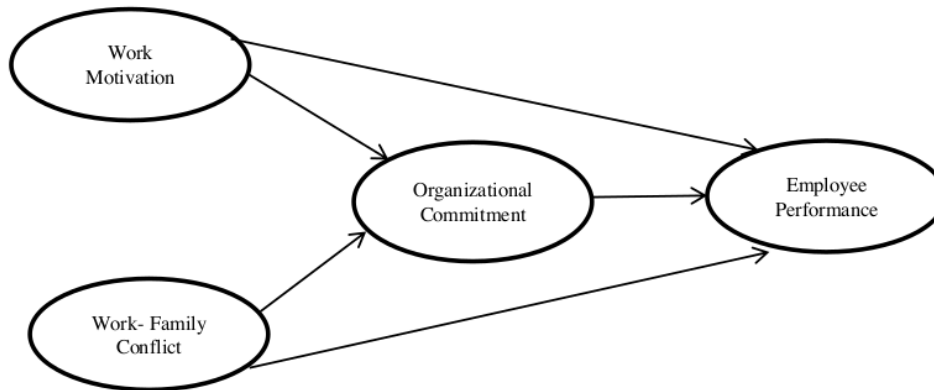
Chan and Ao (2019) also expressed that employees who perceive a high work-family conflict tend to have low organizational commitment. However, a good organizational strategy or policy may reduce work-family conflict. Family-friendly strategy including assistance and

arrangement is intended to help employees who experience difficulties in maintaining a balance among family, work and personal time such as adequate work holidays and flexible working hours. Hence, it has a positive effect and can increase organizational commitment of female employees. Therefore, to encourage employees to remain within the organization, the manager must be more responsive to aspects related to work-family conflict.

Based on the description above, the hypothesis formulation is as follows:

H5: Work-family conflict has a negative and significant effect on organizational commitment.

Figure 1
Research Model



Source: (Rita, Randa Payangan, Rante, Tuhumena, & Erari, 2018); (Theoharis *et al.*, 2016); (Kuvaas *et al.*, 2017); (Said *et al.*, 2015); (Matar *et al.*, 2019); (Setiawan *et al.*, 2020), (Wijayati *et al.*, 2020); (Zain and Setiawati, 2019); (Riana, 2019); (Kengatharan, 2017); (Ajala, 2017), (Laura and Setiawan, 2020); (Oyewobi *et al.*, 2019); (Soomro and Shah, 2019); (Imamoglu *et al.*, 2019); (Princy and Rebeka, 2019), (Salleh *et al.*, 2016); (Gheitani *et al.*, 2019); (Taba, 2018); (Potipiroon & Ford, 2017); (C. Li *et al.*, 2013); (Casper, Harris, Taylor-Bianco, & Wayne, 2011); (Spanuth and Wald, 2017); (Qureshi *et al.*, 2019); (Chan and Ao, 2019).

RESEARCH METHOD

Research Variables

In this study, the variables used are independent variable, dependent variable, and intervening variable. The independent variables used are work motivation and dual role conflict (work-family conflict); the dependent variable used is employee performance; and the intervening variable used is organizational commitment.

Table I
Variables and Indicators

Variables	Definition	Measurement Indicators
Work Motivation (X1)	Motivation is a set of processes related to a type of power that energizes behavior and directs it towards certain achievements and goals. Baron (cited in Kuranchie, 2015)	X1.1 = Family Support. X1.2 = Basic Salary. X1.3 = Environment in Workplace. X1.4 = Safety Guarantee. X1.5 = Self-Development Opportunity. (Lorincová <i>et al.</i> , 2019)
Dual Role Conflict (Work- Family Conflict) (X2)	Work-Family Conflict is a conflict between roles in which there are demands between work	X2.1 = Lack of family quality time due to long working hours. X2.2 = Work demands interfere

	and family that interfere with each other due to an inappropriate role pressure from the work and family domain and cause bad simultaneous effects. Greenhaus and Beutell (cited in Charkhabi & Ceschi, 2016)	with family life. X2.3 = Work limits activities with family. X2.4 = Job demand affects emotional behavior when at home. X2.5 = Exhaustion after work. (Rasheed et al., 2018)
Organizational Commitment (Y1)	Organizational commitment is a strong belief and acceptance of the goals and values of the organization; a willingness to make considerable effort on behalf of the organization, and a definite willingness to maintain organization membership. Porter (cited in Marques <i>et al</i> , 2014)	Y1.1 = Organization is meaningful for individuals. Y1.2 = Value equality between individual and organization. Y1.3 = A sense of caring about the fate of the organization. Y1.4 = A sense of pride for the organization. Y1.5 = A strong sense of belonging. (Jung and Yoon, 2016)
Employee Performance (Career Woman) (Y2)	Employee performance is the result obtained from the function of work or activities carried out as behaviors and results that provide benefits to individuals and organizations. (Theoharis et al., 2016)	Y2.1 = Work outcome quantity. Y2.2 = Work outcome quality. Y2.3 = Initiative. Y2.4 = Knowledge of the work done. Y2.5 = Reliability. (Setiawan et al., 2020)

Population and Sample

Population, according to Sugiyono (2014), is a region of generalization consisting of objects or subjects that have similar characteristics and qualities that have been determined by researchers to be analyzed and to make a conclusion. The population used in the study was all female employees of PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta and PLN Office in Customer Service Implementing Unit of Semarang who are married and have children consisting of 76 employees. Sample is a sub-set of the population where the sample consists of several members selected from the population (Ferdinand, 2014). Sampling in this study used a total sampling technique or census. Total sampling or census is the use of samples in accordance with the total population. The use of this method is applied if the members of the population are relatively small or easily accessible (Sugiyono, 2014).

Analysis Method

Analysis technique used in this study is Multiple Linear Regression Analysis with path analysis method which is processed through the SPSS 22 program. This technique of Multiple Linear Regression analysis was used to test the effect of work motivation and work-family conflict on organizational commitment; while, to test the effect of organizational commitment variable as intervening variable, the path analysis method and sobel test were used.

RESEARCH RESULTS AND DISCUSSION

Reliability Test

Reliability test is a tool to measure a questionnaire as an indicator of a variable or construct. To test the reliability of each instrument in a study, the Cronbach Alpha formula is used. If Cronbach Alpha (α) is > 0.70 , the questionnaire is considered consistent or reliable (Ghozali, 2018).

Table II
Reliability Test

Indicators	Cronbach's Alpha	Critical Alpha	Remarks
Work Motivation	0,893	0,70	Reliable
Dual Role Conflict (Work- Family Conflict)	0,915	0,70	Reliable
Organizational Commitment	0,906	0,70	Reliable
Employee Performance	0,892	0,70	Reliable

Source: Processed primary data, 2020

Based on the table, it can be seen that all the variables examined in the study gives a Cronbach's alpha value above 0.70 so that the data are regarded reliable.

Analysis of Multiple Linear Regression Equation

Multiple regression analysis is an analysis used to find out how significant the effect of independent variables specifically work motivation (X_1) and dual role conflict (work-family conflict) (X_2) on intervening variable namely organizational commitment (Y_1) on the dependent variable namely employee performance (Y_2) by using the SPSS version 22 program.

Table III
Multiple regression coefficients and t-test results
The First Regression
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.917	1.924		6.195	.000
1 Work Motivation	.567	.069	.664	8.273	.000
Work-Family Conflict	-.161	.060	-.216	-2.692	.009

a. Dependent Variable: Organizational Commitment

Source: Processed primary data, 2020

Table IV
Multiple regression coefficients and t-test results
The Second Regression

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	8.183	2.028		4.035	.000
Work Motivation	.243	.081	.294	2.988	.004
1 Work-Family Conflict	-.138	.054	-.191	-	.012
Organizational Commitment	.469	.100	.484	4.699	.000

a. Dependent Variable: Employee Performance
Source: Processed primary data, 2020

Based on the table, it can be known that the regression equation formed is:

$$Y_1 = 0,664 X_1 - 0,216 X_2 + e$$

$$Y_2 = 0,294 X_1 - 0,191 X_2 + 0,484 Y_1 + e$$

X_1 = Work Motivation

X_2 = Dual Role Conflict (Work- Family Conflict)

Y_1 = Organizational Commitment

Y_2 = Employee Performance

Based on the equation above, it shows that:

The work motivation variable has a positive coefficient direction while the dual role conflict variable (work-family conflict) has a negative coefficient direction on the organizational commitment variable. The coefficient of work motivation results in a positive value of organizational commitment of 0.664; meaning that every increase in work motivation with the assumption that other variables are fixed, organizational commitment will increase; while the coefficient of dual role conflict (work-family conflict) results in a negative value of organizational commitment of -0.216; this means that every increase in dual role conflict (work-family conflict) with the assumption that other variables are fixed, the organizational commitment will decrease, and vice versa. The results of t-count also indicate that the value of t count > t table is 1.192 and a significance value is < 0.05 which means that H_a is accepted and the independent variable is a significant explanator of the dependent variable. The work motivation and dual role conflict (work-family conflict) variables affect organizational commitment.

Work motivation and organizational commitment variables have positive coefficient direction on employee performance, while the work role conflict variable has a negative coefficient direction on employee performance. Work motivation coefficient results in a positive value on employee performance of 0.294, meaning that every increase in perception of work motivation with the assumption that other variables are fixed, the employee performance will increase. The coefficient of dual role conflict (work-family conflict) results in a negative value on employee performance of 0.191, meaning that every increase in perception of work-family conflict with the assumption that other variables are fixed, the employee performance will decrease; then, the coefficient of organizational commitment results in a positive value on employee performance of 0.484, meaning that every increase in organizational commitment with the assumption that other variables are fixed, the employee performance will increase. The results of t count also indicate that the value of t count > t table which is 1.993 and a significance value is <0.05 meaning that H_a is accepted and the independent variable is a significant explanator of the dependent variable. The

variables of work motivation, dual role conflict (work-family conflict) and organizational commitment affect employee performance.

Coefficient of Determination Test (R^2)

Coefficient of determination test (R^2) is conducted to measure how big or how far the model's ability to explain variations in the dependent variable (Ghozali, 2018). The results of this study indicate that R^2 in equation I is 0.555 and in equation II is 0.655 which means that the ability of the model can explain the variation of the dependent variable by 55.5% and 65.5%, namely the variables of work motivation and work-family conflict on organizational commitment, and work motivation, dual role conflict, and organizational commitment on employee performance.

Simultaneous Test (F)

Simultaneous test on the effect of independent variables on dependent variable is done by using F test. The results of statistical calculation show the value of F count in equation I = 47.842 with a significance value of 0.000 and F count in equation II = 48.523 with a significance value of 0.000. Both of these equations have significance values of less than 0.05; this means that the hypothesis stating that variations in employee performance can be explained by perceptions about work motivation, dual role conflict (work-family conflict), and organizational commitment.

Sobel Test

Sobel test is done by testing the strength of the indirect effect of the independent variable (X) on the dependent variable (Y_2) through the intervening variable (Y_1). Based on the calculation of the sobel test, the value of t count > t table is 1.993 on the effect of X_1 on Y_2 through Y_1 , which means that organizational commitment is proven to mediate the effect of work motivation on employee performance. Besides, on the effect of X_2 on Y_2 through Y_1 , it is also found that the value of t count > t table is 1.993, which means that organizational commitment is proven to mediate the effect of dual role conflict (work-family conflict) on employee performance.

CONCLUSION

In this research model, it is conducted with four variables consisting of two independent variables specifically work motivation and dual role conflict (work-family conflict), one intervening variable specifically organizational commitment and one dependent variable specifically employee performance. Based on the results of the research that has been done, it can be concluded that the first hypothesis is accepted. Work motivation is proven to have a positive and significant effect on employee performance. It indicates that the better work motivation perceived by employees the more improving the employee performance will be. Empirically, the results of this research support the research conducted by Setiawan et al (2020) and Said et al (2015). In the second hypothesis, dual role conflict (work-family conflict) is proven to have a negative and significant effect on employee performance. This proves that the higher the dual role conflict (work-family conflict) perceived by female employees, the lower the employee's performance will be. The results of this research support the results of the study conducted by Ajala (2017) and Wijayati et al (2020). In the third hypothesis, organizational commitment is proven to have a positive and significant effect on employee performance. The higher the organizational commitment the employee has, the more improving the employee performance will be. The results of this study support the results of the research of Imamoglu et al (2019), Soomro and Shah (2019), and Princy and Rebeka (2019).

In the fourth hypothesis, it is also found that work motivation is proven to have a positive and significant effect on organizational commitment. The stronger the work motivation of employees, the higher the organizational commitment of employees will be. The results of this study support the results of the research conducted by Gheitani et al (2019). In the fifth hypothesis, dual role conflict (work-family conflict) is proven to have a negative and significant effect on organizational commitment. The higher the dual role conflict (work-family conflict) perceived by female employees, the more reducing the level of organizational commitment of employees will be. The results of this study support the research conducted by Chan and Ao (2019) and Spanuth and Wald (2017). The variable of organizational commitment is proven to be successful in mediating

the effect between work motivation and employee performance variables. It means that the organizational commitment relation can be affected by work motivation in the company and will have an effect on employee performance. Through good motivation, it can trigger to increase organizational commitment in the employees of PT. PLN (Persero) and this will have an effect on better employee performance. The organizational commitment variable is also proven to be successful in mediating the effect between dual role conflict (work-family conflict) and employee performance variables. It means that organizational commitment relation can be affected by dual role conflict (work-family conflict) in the company and will have an effect on employee performance. Through high dual role conflict (work-family conflict), it can trigger to reduce the level of organizational commitment to the employees of PT. PLN (Persero) and this will have an effect on employee performance which is not optimal.

SUGGESTIONS

As a managerial implication for the company, based on this research, is that to improve employee performance at PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta, the management needs to pay attention on factors of work motivation, dual role conflict (work-family conflict), and organizational commitment.

Based on the research findings sourced from the respondents' answers on the questionnaire, many respondents expected PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta to be able to provide work motivation through rewards given periodically for employee performance, work tenure, and performance results; to establish active communication between employers and employees; to form a work team that has active synergy; to make a conducive work environment and organizational culture; to control every employee to participate in training and development activities organized by the organization; to provide adequate facilities and infrastructure to provide job duties in accordance with employee capabilities; to provide support and appreciation such as acknowledgment, praise, employers' appreciation, worship travel, and position promotion.

The company is expected to be able to provide better efforts to overcome dual role conflict (work-family conflict), to plan family-friendly policies for female employees which are better defined, clearer, and more directed so that it can provide a sense of peace at work. It is essential for PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta to put more attention and understanding on female employees, to listen to every problem and idea of every employee, to perform optimal time management, to establish good communication, to motivate employees regularly to keep their enthusiasm at work, to make a pleasant work environment, to remove overtime schedules or training on holidays, and to make policies related to work placement that must be adapted to the domicile of the employee's family residence, and to hold regular gathering or travel activities in order to reduce the pressure of dual role conflict.

Regarding to organizational commitment, the company is expected to be able to increase remuneration in the form of money to employees who have been contributing so that the feeling of happiness and satisfaction can be made; to make a work culture that respects and tolerate among employees; to reduce ego of each unit; to reduce inequality or gap among units; to build synergy, cohesiveness and togetherness, gathering, communication and good coordination; the employers always provide feedback on employees' performance results and provide opportunities for employees to express their opinions or inputs so that the employees feel more valued; to make changes on policies that have not been in accordance with current conditions; to pay attention on every employee; to make a positive work ethic; to increase welfare for employees and public; to increase trust, and to distribute roles in accordance with capabilities.

The management needs to pay attention to factors that can improve employee performance to provide benefits and to achieve the main goals of the organization. PT. PLN (Persero) at Distribution Main Unit of Central Java and Special Region of Yogyakarta can give fair rewards, pay more attention on employee welfare and provide employee rights in accordance with predetermined standards in order to form work motivation and high organizational commitment and reduce dual role conflict (work-family conflict) perceived by female employees, so that it leads to satisfactory employee performance.

ORIGINALITY REPORT

21%

SIMILARITY INDEX

9%

INTERNET SOURCES

13%

PUBLICATIONS

14%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

6%

★ Raziki Waldan. "The Effect of Leader Support and Competence to the Organizational Commitments on Employees Performance of Human Resources Development Agency in West Kalimantan", Jurnal Ekonomi Bisnis dan Kewirausahaan, 2020

Publication

Exclude quotes Off

Exclude bibliography Off

Exclude matches Off