



Examining The Impact Of Work–Family Conflict And Work–Life Balance On Female Caddies' Performance: Evidence From PT X Surabaya

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ABSTRACT

Purpose: This study analyzes the effects of Work–Family Conflict and Work–Life Balance on the performance of female caddies at PT X in Surabaya City, aiming to understand the impact of dual-role pressures on employee performance and to support the development of effective human resource management strategies. **Methodology:** A quantitative research design was employed using a survey approach. Structured questionnaires were distributed to 58 married female caddies selected through a total sampling technique. The collected data were analyzed using Partial Least Square–Structural Equation Modeling (PLS–SEM). **Results:** The results indicate that Work–Family Conflict has a negative and statistically significant effect on employee performance ($\beta = -0.477$; $p < 0.05$). In contrast, Work–Life Balance shows a positive and significant effect on employee performance ($\beta = 0.430$; $p < 0.05$). **Findings:** These findings confirm that dual-role pressures and life equilibrium are critical determinants of performance outcomes. **Novelty & Originality:** This study provides empirical evidence by focusing on female caddies, an occupational group within the service industry that remains relatively underexplored in previous studies. **Conclusions:** The findings emphasize the importance of minimizing Work–Family Conflict and strengthening Work–Life Balance to improve employee performance through supportive organizational policies. **Type of Paper:** This paper is a research article.

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INTRODUCTION

Human resource performance plays a critical role in the service industry (Aulia et al., 2024) particularly in golf course management, where consistent service quality and intensive customer interaction are essential. At PT X Surabaya, operational demands increase during peak seasons, tournaments, and weekends, requiring caddies to perform under considerable physical and psychological pressure. Such demanding working conditions, combined with continuous outdoor activities and close interaction with customers, expose caddies especially those who are married to a higher risk of imbalance between work and family responsibilities.

Employee performance can be defined as a systematic representation of individual achievement in fulfilling assigned roles, functions, and responsibilities within an organization. Performance is evaluated based on formally established indicators and standards aimed at enhancing effectiveness and maximizing organizational productivity (Meinitasari & Chaerudin,

2022). Empirical observations at PT X Surabaya indicate a decline in the performance of female caddies, as reflected in the rising number of customer complaints, which increased from 17% in 2022 to 18% in 2023 and further to 23% in 2024. This trend is closely associated with work-family conflict and work-life balance, two key constructs in human resource management literature that directly influence employee performance. According to (Estiana et al., 2023), employee performance is measured through indicators such as Work Quality (Y.1), Working Time (Y.3), Cooperation (Y.4), Initiative (Y.5).

From a conceptual perspective, work-family conflict occurs when work demands are incompatible with personal or family obligations, thereby restricting individuals' capacity to perform both roles effectively (Permatasari & Mulyana, 2023). Prior studies consistently report that work-family conflict has a detrimental effect on employee performance (Fransisca et al., 2024). According to (Idris et al., 2023), classify work-family conflict into three dimensions: Time-Based Conflict (X1.1), Strain-Based Conflict (X1.2), and Behavior-Based Conflict (X1.3).

Conversely, work-life balance refers to an individual's ability to manage time, energy, and personal resources in a way that allows work and non-work roles to coexist harmoniously, ultimately enhancing job performance (Elisa Apriliana Rohmah et al., 2022). According to (Juniar, 2024), identifies work-life balance through four dimensions: Work Interference with Personal Life (X2.1), Personal Life Interference of Work (X2.2), Personal Life Enhancement of Work (X2.3), and Work Enhancement of Personal (X2.4). Despite the relevance of these concepts, empirical research examining work-family conflict and work-life balance within the caddy profession remains limited, even though this occupation is characterized by a unique combination of physical workload, emotional strain, and high customer service demands.

Excessive workload intensity that exceeds an individual's capacity, particularly when experienced over an extended period, is a significant factor contributing to increased work-family conflict (Soegiono & Idulfilastri, 2024). When accompanied by difficulties in proportionally allocating time between occupational demands and family responsibilities, such conditions often result in disrupted work-life balance among female employees (Anggraini & Rahmah, 2022). Based on the research gap, the present study investigates the influence of work-family conflict and work-life balance on the performance of female caddies at PT X Surabaya. The findings are expected to offer theoretical contributions by deepening the understanding of psychological dynamics in high-intensity occupations, as well as practical insights for organizations in formulating work policies that promote employee well-being and optimize performance.

METHOD

This study employed a quantitative explanatory research design to examine the effects of work-family conflict and work-life balance on employee performance among female caddies at PT X Surabaya. The independent variables consisted of work-family conflict (X1) and work-life balance (X2), while employee performance (Y) served as the dependent variable.

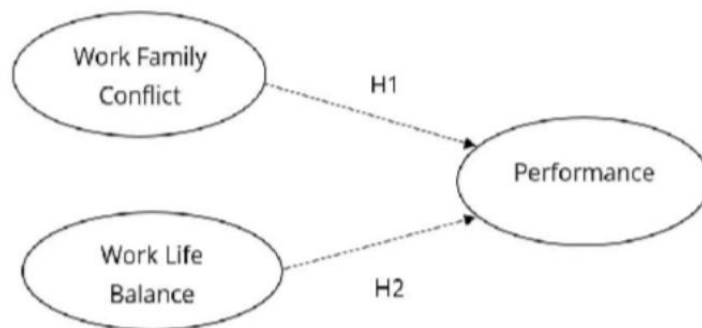
Data were collected using a structured, closed-ended questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The study population comprised 58 married female caddies working in the company's operational units, all of whom were included as respondents through a total sampling technique to enhance analytical accuracy. Questionnaire administration was conducted offline during operational hours under researcher supervision to ensure response completeness and consistency. Prior to participation, respondents were informed of the study objectives and provided their voluntary consent, and all responses were treated confidentially in accordance with ethical research standards involving human subjects.

Data analysis was conducted using Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS software, following the methodological guidelines proposed by (Hair

et al. 2021). The analysis involved evaluation of both the measurement model (outer model) and the structural model (inner model). Convergent validity was assessed using factor loadings (≥ 0.70) and Average Variance Extracted (AVE ≥ 0.50), while internal consistency reliability was evaluated through Composite Reliability and Cronbach's Alpha values (≥ 0.70). Multicollinearity was assessed through Variance Inflation Factor (VIF) values to ensure the absence of collinearity issues among constructs.

The structural model was evaluated using the coefficient of determination (R^2) and hypothesis testing was performed through a bootstrapping procedure by examining path coefficients (β), t-statistics, and p-values. Hypotheses were accepted when the statistical criteria were satisfied. This analytical approach is particularly suitable for examining complex and multidimensional latent constructs, especially within high physical and emotional work contexts such as the caddy profession, thereby supporting a comprehensive achievement of the research objectives.

Figure 1. Conceptual Framework



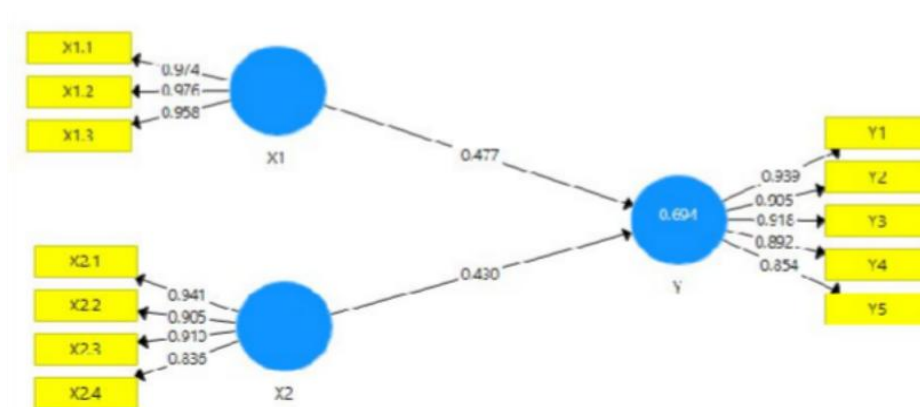
Hypothesis

1. H1 : Work family conflict has a negative effect on the performance of female caddy at PT X Surabaya.
2. H2 : Work life balance has a positive effect on the performance of female caddy at PT X Surabaya.

RESULTS AND DISCUSSION

RESULTS

Figure 2. PLS Output Result Path Diagram



Based on the results of data analysis using SmartPLS, all indicators measured in this study were recorded to have outer loading values above 0.7, thus meeting the criteria for convergent validity. In the work-family conflict variable (X_1), the indicator with the highest loading value was strain-based conflict ($X_{1.2}$) at 0.976, followed by time-based conflict ($X_{1.1}$) and behavior-based conflict ($X_{1.3}$) which were also in the very good category. This value indicates that emotional and physical stress due to work is the strongest indicator in representing work-family conflict in female caddy.

For the work-life balance variable (X_2), the indicator with the highest loading value is work interference with personal life ($X_{2.1}$) at 0.941, followed by other dimensions such as personal life interference with work, work enhancement of personal life, and personal life enhancement of work. These results indicate that employees' ability to keep work from interfering with personal life is the most dominant aspect in shaping work-life balance.

For the employee performance variable (Y), all indicators, including work quality, work quantity, punctuality, cooperation, and initiative, obtained loading values exceeding 0.7, thus being categorized as valid indicators forming the construct. The indicator with the highest *loading value* was work quantity (Y_2) (insert value if necessary), indicating that the amount of work output was the most prominent factor in assessing the performance of female caddy.

Table 1. Construct Reability and Validity

Variables	Corbach's Alpha	Composite Reliability	AVE	Notes
X1	0.968	0.979	0.939	Valid & Reliable
X2	0.921	0.944	0.808	Valid & Reliable
Y	0.942	0.956	0.813	Valid & Reliable

Source: Output SmartPLS 4, 2025

The Average Variance Extracted (AVE) value for the three variables was also recorded higher than 0.5, indicating that the convergence between indicators was at an adequate level. In addition, the Composite Reliability (CR) value and each variable showed a Cronbach's Alpha value that exceeded the minimum limit of 0.7, thus meeting the internal reliability criteria, which means that all research measuring instruments can be said to be reliable. Thus, the constructs of *Work Family Conflict*, *Work Life Balance*, and *Employee Performance* were declared to meet the validity and reliability criteria to be continued to the structural model analysis (inner model).

Table 2. Variance Inflation Factor (VIF)

Indicator	VIF
X1.1	1.842
X1.2	2.315
X1.3	1.976
X2.1	2.104
X2.2	2.287
X2.3	1.654
X2.4	1.189
Y1	2.021
Y2	1.743
Y3	2.198
Y4	1.865
Y5	2.254

Source: Output SmartPLS 4, 2025

Based on the results of the multicollinearity test using the Variance Inflation Factor (VIF), all indicators of Work–Family Conflict (X1), Work–Life Balance (X2), and Employee Performance (Y) show VIF values below the recommended threshold of 5.00. Moreover, most indicators exhibit VIF values lower than 3.30, indicating a very low level of multicollinearity.

These results indicate that there is no excessive correlation among indicators within each construct, meaning that each indicator uniquely contributes to measuring its respective latent variable without overlapping effects. Therefore, it can be concluded that the measurement model is free from multicollinearity issues, and all indicators are appropriate for further analysis using the PLS-SEM approach.

Table 3. R-Square

R Square	
Y	0.694

Source: Output SmartPLS 4, 2025

An R^2 value of 0.694 indicates that the model is able to explain 69.4% of the variation in employee performance through the independent variables, namely work discipline and the physical work environment. Meanwhile, the remaining 30.6% is influenced by other factors not included in this study.

Table 4. Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work-Family Conflict (X1) -> Employee Performance (Y)	-0.477	-0.464	0.152	3,129	0.002
Work Life Balance (X2)-> Employee Performance (Y)	0.430	0.447	0.146	2,945	0.003

Source: Output SmartPLS 4, 2025

The relationship between work–family conflict (X_1) and employee performance (Y) shows a path coefficient of -0.477 , indicating a negative effect. The statistical test results demonstrate that the t-statistic value is 3.129, which exceeds the critical value of 1.96, and the p-value is 0.002, which is below the significance level of 0.05. Since the t-statistic > 1.96 and $p < 0.05$, the effect of work–family conflict on employee performance is statistically significant. Therefore, work–family conflict has a significant negative influence on employee performance, and the hypothesis proposing a negative effect is supported and accepted.

Furthermore, the relationship between work–life balance (X_2) and employee performance (Y) yields a path coefficient of 0.430, indicating a positive effect. The t-statistic value is 2.945, which is greater than the critical threshold of 1.96, and the p-value is 0.003, which is lower than 0.05. As the t-statistic > 1.96 and $p < 0.05$, the relationship is statistically significant. Thus, work–life balance has a significant positive effect on employee performance, and the hypothesis proposing a positive effect is accepted.

DISCUSSION

The Influence of Work-Family Conflict on Employee Performance

The findings of this study indicate that increased difficulty in managing time and role demands between work and family is associated with lower employee performance. This result supports previous studies by (Sari & Santoso, 2024)) as well as (Hidayah & Adi, 2024) , which emphasize that conflicts arising from competing work and family roles reduce employee productivity and hinder task completion. In this study, strain-based conflict emerged as the most dominant indicator, reflecting the physical and emotional exhaustion experienced by female caddies due to demanding work conditions.

From a theoretical perspective, this finding can be explained through *Role Conflict Theory*, which posits that individuals experience stress and reduced effectiveness when they are unable to meet incompatible role expectations simultaneously. Moreover, this result aligns with the *Conservation of Resources Theory* (Hobfoll, 1989), which suggests that individuals strive to acquire and preserve personal resources such as energy, time, and emotional stability. When these resources are depleted due to persistent work-related stress, employees experience fatigue and diminished performance capacity.

The caddy profession requires prolonged physical activity, continuous customer interaction, and emotional regulation to maintain service quality. Extended working hours, exposure to environmental conditions, and the obligation to maintain a friendly demeanor can accelerate resource depletion, leading to reduced focus, emotional irritability, and declining service quality. Therefore, the observed decrease in performance is not merely operational but reflects deeper psychological strain resulting from unresolved work-family conflict.

The Influence of Work Life Balance on Employee Performance

This study also identified that improving the balance between work and personal life demands is directly proportional to improved employee performance. This finding is consistent with research conducted by Rahmayati (2021) and Izzati (2024) , which found that *work-life balance* increases motivation, job satisfaction, and performance quality. The most influential indicator was *Work Interference with Personal Life*, which explains that when work life does not interfere too much with family life, employees can work more calmly, focused, and enthusiastically. Most respondents stated that having sufficient rest time makes them more prepared to serve customers and perform better.

In the grueling job of caddying, work-life balance is crucial for maintaining mental and physical well-being. These results indicate that, while not the sole factor, work-life balance is still a significant contributor to improved performance, especially for physically and emotionally demanding jobs like female caddying.

CONCLUSION

The findings of this study confirm that conflict between work demands and family roles has a significant impact on the performance of female caddy employees. When work responsibilities interfere with family obligations, employees tend to experience psychological strain, fatigue, and reduced concentration, which ultimately lowers work discipline and task accuracy. Conversely, employees who are able to maintain a balance between work and personal life demonstrate higher motivation, better emotional regulation, and more consistent performance. These results support the *Conservation of Resources Theory*, which posits that excessive role demands deplete individual resources such as energy and emotional capacity,

thereby reducing performance efficiency. At the same time, work-life balance serves as a mechanism for conserving and restoring these resources, enabling employees to perform more effectively in high-intensity service roles.

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