

## **The Influence of Work-Family Conflict on Employee Performance at Perumda Air Minum Tirta Mangutama Badung Regency**

**I Putu Yudi Pramana<sup>1\*</sup>, I Gede Putu Kawiana<sup>2</sup>, and Putu Yudy Wijaya<sup>3</sup>**

<sup>1</sup>Master of Management Study Program Faculty of Business Economics and Tourism, Hindu University of Indonesia, Indonesia

<sup>2</sup>Master of Management Study Program Faculty of Business Economics and Tourism, Hindu University of Indonesia, Indonesia

<sup>3</sup>Master of Management Study Program Faculty of Business Economics and Tourism, Hindu University of Indonesia, Indonesia

<sup>1</sup> E-mail: [yudipramana001@gmail.com](mailto:yudipramana001@gmail.com)

<sup>2</sup>E-mail: [igp.kawiana@unhi.ac.id](mailto:igp.kawiana@unhi.ac.id)

<sup>3</sup>E-mail: [yudywijaya333@unhi.ac.id](mailto:yudywijaya333@unhi.ac.id)

### **ABSTRACT**

Perumda Tirta Mangutama faces several complex challenges, including service disruptions and infrastructure issues. This is reflected in the significant fluctuations in the number of complaints received each year and work family conflict is one of the causes of this problem, especially the decline in employee performance. So this research aims to assess The Influence of Work-Family Conflict on Employee Performance at Perumda Air Minum Tirta Mangutama Badung Regency. The data in this research was then analyzed using descriptive analysis and inferential analysis, especially Partial Least Squares (PLS). This research can formulate conclusions in the form of a real relationship between work family conflict and employee performance so that it becomes a special attention to improving the quality of the Perumda Air Minum Tirta Mangutama in Badung Regency.

**Keywords:** Employee Performance, Perumda, Tirta Mangutama, Work-Family Conflict

\*Corresponding Author:

E-mail: [yudipramana001@gmail.com](mailto:yudipramana001@gmail.com) (I Putu Yudi Pramana)

Master of Management Study Program Faculty of Business Economics and Tourism, Hindu University of Indonesia, Indonesia

### **1. INTRODUCTION**

In today's increasingly intense business competition, companies must strive to achieve optimal performance. According to Mangkunegara (2017), performance refers to the quality and quantity of work an employee accomplishes while carrying out their duties in line with assigned responsibilities. Consequently, performance is a key factor in a company's growth. Employee performance is an essential element for any institution or

company that relies on Human Resources (HR).

Human resources play a vital role in determining the effectiveness of a company's operations. Every organization consistently seeks to enhance employee performance in order to achieve its objectives. Various strategies are implemented to improve performance, including counseling to identify the factors contributing to a decline and addressing them through appropriate motivation.

Fundamentally, human resources are responsible for designing, implementing, managing, and maintaining the company's systems. Therefore, it is crucial for every company to optimize employee performance to gain a competitive advantage.

Perumda Air Minum Tirta Mangutama of Badung Regency is a regional company, formerly known as PDAM, that has been in operation since the Dutch colonial era, around 1932. At that time, the drinking water supply system was referred to as the State Drinking Water Company, utilizing raw water from the Riang Gede spring in Tabanan Regency. In 1945, following Indonesia's independence, the State Drinking Water Company was restructured and placed under the management of the Department of Public Works and Electricity. Later, in 1975, the company was renamed the Level II Badung Drinking Water Company, as stipulated in the Decree of the Directorate of Sanitary Engineering No. 93/KPTS/1975, dated October 21, 1975. The official name "Level II Badung Regional Drinking Water Company" was changed to PDAM Badung Regency in 2011 through Regional Regulation No. 9. Following the issuance of Government Regulation No. 54, which required PDAMs to be transformed into Regional Public Companies (Perumda), the company was officially renamed Perumda Air Minum Tirta Mangutama Badung Regency in 2019, based on Regional Regulation No. 7 of 2019. With the vision of "Achieving Excellent Service Towards an International Standard Company," Perumda Air Minum Tirta Mangutama Badung Regency continues to improve and maintain employee performance to achieve its corporate goals.

Perumda Tirta Mangutama faces several complex challenges, including service disruptions and infrastructure issues. This is reflected in the significant fluctuations in the number of complaints received each year. In 2021, the number of complaints reached its peak at 2,900 cases, with 2,896 successfully resolved and four remaining unaddressed. Although the number of complaints declined during the 2022-2024 period, some issues still remained unresolved.

This situation indicates that employee performance in delivering services to the public has not yet been fully optimized. The inability to efficiently handle all complaints suggests that various factors may be affecting the company's effectiveness in addressing consumer concerns. Based on surveys and interviews with employees, key challenges include an imbalanced customer-to-employee ratio leading to workload distribution issues, ineffective communication between divisions, and insufficient oversight by the technical department in managing these problems. As a result, employee performance in these critical areas remains suboptimal. A decline in employee performance can be influenced by various factors, one of which is high work-family conflict coupled with low work motivation. Work-family conflict refers to an imbalance between the time dedicated to work and the time allocated for family, leading to challenges in both professional and personal life (Asfahyadin *et al.*, 2017). Considering this phenomenon and the existing research gap on the impact of work-family conflict on employee performance, the researcher has chosen to explore the topic: "The Influence of Work-Family Conflict on Employee Performance

at Perumda Air Minum Tirta Mangutama Badung Regency".

## 2. METHODS

Perumda Tirta Mangutama Badung Regency which is located on Jalan Belalu No.3, Denpasar is the location chosen to conduct research. This research uses a quantitative approach with the help of descriptive and inferential data analysis. Quantitative analysis involves numerical depiction which can then explain the influence between dependent and independent variables numerically (Rahyuda, 2019). This research was specifically designed to assess the impact of work-family conflict on employee performance.

The data in this research was then analyzed using descriptive analysis and inferential analysis, especially Partial Least Squares (PLS). The purpose of using descriptive analysis is to explain, compare and describe the data obtained and the results of data analysis with the situation in the

field and previous theories (Sugiyono, 2018). The use of PLS in this research is because PLS is able to analyze a relatively small number of samples and does not have strict rules. This is very appropriate considering that this research was conducted at companies that relatively have a population that is not too large.

## 3. RESULT AND DISCUSSION

### 3.1 Outer Model

The assessment of the outer model aims to measure the validity of the data using indicators of convergent validity, discriminant validity and the square root of the average variance extracted (AVE), while reliability is measured through composite reliability.

#### 3.1.1. Convergen validity

Table 1 illustrates that all indicators that measure performance variables have convergently valid other loading values because they have factor loading values of more than 0.50.

Table 1  
Convergen validity

Indicator	Employee performance (Y)	Work Family Conflict (X)
X1.1		0.950
X1.2		0.948
X2.1		0.891
X2.2		0.894
X3.1		0.922
X3.2		0.927
X4.1		0.999
X4.2		0.999
X5.1		0.931
X5.2		0.934
X6.1		0.922
X6.2		0.925
Y1.1	0.956	
Y1.2	0.96	
Y2.1	0.995	
Y2.2	0.995	
Y3.1	0.982	

Indicator	Employee performance (Y)	Work Family Conflict (X)
Y3.2	0.981	
Y4.1	0.955	
Y4.2	0.953	
Y5.1	0.986	
Y5.2	0.986	

### 3.1.2. Discriminant Validity

Tabel 2  
Fornell-Larcker Criterion Test

Indicator	X	Y
X	0.807	
Y	-0.667	0.929

The Fornell-Larcker Criterion value depicted in table 2 can be seen that the square root of the Average Variance Extracted (AVE) for each construct

relationship exceeds 0.70. This value shows that the model chosen in this research has a very good discriminant validity value.

### 3.1.3. Composite reliability band bCronbach's Alpha

Table 3  
Composite reliability band bCronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha
Work Family Conflict	0.700	0.790
Employee Performance	0.787	0.737

### 3.2. Inner bModel

Inner model evaluation is also often referred to as structural measurement, which is a test carried out by looking at the R square value of the relationship between

a variable. The criteria for this evaluation are if the r square value is above 0.50 then the simultaneous relationship between the constructs is said to be significant and vice versa.

#### 3.2.1 R-square test

Tabel 4  
R-square

	R Square	R Square Adjusted
Employee performance (Y)	0,606	0,601

The r square value shown in table 4 is 0.606 or 60.6%. This value meets the requirements requested based on the inner

model test criteria. However, the relationship between the two constructs is

not very significant because it shows 39.4% influence outside the model.

### 3.3. The Influence of Work-Family Conflict on Employee Performance at Perumda Air Minum Tirta Mangutama Badung Regency

Tabel 5  
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Work Family Conflict (X) -> Employee performance (Y)	-0,393	-0,391	0,090	4,362	0,000

The depiction shown in table 5 is the significant influence between work family conflict and employee performance. This depiction can be assessed based on the p-value which shows a value of 0.000 or less than 0.05 and a t statistic that is greater than 1.96. Based on these values, Perumda management must pay attention to the relationship between employees so that harmony can be achieved in order to avoid internal conflict or friction between employees, both superiors and subordinates or at the same employee level. Apart from that, work-family conflict indicators that have values below the average, namely the Strain-based work interference with family dimension, the Straid-based family interference with work dimension, and the Behavioral-based work interference with family dimension need to be given detailed attention by management.

## 4. CONCLUSIONS

This research can formulate conclusions in the form of a real relationship between work family conflict and employee performance so that it becomes a special attention to improving the quality of the Perumda Air Minum Tirta Mangutama in Badung Regency.

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