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Employee Motivation Mediate the Effect of Work-Family Conflict on Employee Performance

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Abstract---This study aims to determine the effect of work-family conflict on employee performance, the effect of work-family conflict on employee motivation, the effect of motivation on employee performance, and the role of motivation in mediating the effect of work-family conflict on employee performance. The research was conducted at PT. BPR Sukawati Pancakanti with a sample of 83 people. Determination of the sample using saturated sampling. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The results show that work-family conflict has a negative and significant effect on employee performance, work-family conflict has a negative and significant effect on motivation, motivation has a positive and significant effect on employee performance, motivation is able to mediate competitively (competitive partial mediation). on the indirect effect of work-family conflict on employee performance. These results illustrate that to improve employee performance, the leadership of BPR Kanti must reduce work-family conflict, because low work-family conflict will be able to increase employee motivation in their work so that employee performance will increase both in quantity, quality, punctuality, attendance. employees, and employee cooperation.

Keywords---employee performance, motivation, Partial Least Square (PLS), Structural Equation Modeling (SEM), work-family conflict

Introduction

Employee performance is a very important component, which must be owned by an institution or company that involves human resources, including the banking industry. Performance is an important achievement that requires employees to have behavioral traits that positively and influence the achievement of organizational goals (Theresia et al., 2018). Performance is a goal-oriented process designed to ensure that organizational processes exist to maximize the productivity of employees, teams and ultimately the organization (Asbari et al., 2020). Employee performance is related to the work of company employees, work results are related to quality, quantity and timeliness, and company performance evaluation is the key to success (Irfansyah, 2020). Zafar et al. (2017) stated that employee performance is one of the keys to the success of an organization, therefore management usually looks for ways to increase the level of employee performance through various means according to the organization's mission, so that people use resources to complete tasks effectively and efficiently (Bedarkar & Pandita, 2014; Van Dolen et al., 2004).

Based on the initial interview with the Head of the HR Division, it is known that the performance of the employees of PT. BPR Sukawati Pancakanti is not yet optimal. This is a problem that must be resolved in order to optimize employee performance in achieving goals. The results of the pre-survey conducted by the interview method can be stated that there are indications of employee perceptions regarding performance that are not yet optimal, namely: completion of work by employees cannot exceed the target set by the company, employee work results are not always accepted by superiors, and not on time. in completing work. Such behavior can certainly have a negative

impact either directly or indirectly on employee performance and company performance (Daskalovska et al., 2012; Murphy & Alexander, 2000).

This phenomenon if not handled seriously will cause disruption to employee performance and affect the operations of PT. BPR Sukawati Pancakanti. Sari & Susilo (2020), state that employee performance is the result of work produced by employees in quantity and quality in carrying out the duties and responsibilities assigned to them. The phenomenon that occurs at PT. BPR Sukawati Pancakanti reflects employee performance that has not been optimal. Employee performance problems are things that are often faced by companies. This can hinder the achievement of company goals, so the company must improve the performance of each employee. The decline in employee performance can occur due to several things, one of which is the high work-family conflict and the low motivation of employees (Krishnan et al., 2011; Geladi & Kowalski, 1986).

This study uses mediating variables because there is a research gap between work-family conflict variables on employee performance. Research gaps are research gaps or gaps that can be entered by researchers according to the results of previous studies, both positive and negative research. Some of these studies include research from Ramopolii et al. (2018), which shows that testing the work-family conflict variable has a positive effect on the performance of women with multiple roles. Nabila et al. (2019), stated that there is a positive relationship between work-family conflict on the performance of employees of PT. Matahari Kahuripan Indonesia. The results of Nahwi (2017), also state that work-family conflict has a positive and significant effect on performance. Multiple roles can make it difficult for women to achieve success in the fields of work, family and interpersonal relationships at once. The results of this study are in line with research conducted by Christine et al. (2010), which states that work-family conflict has a positive influence on performance (Xiong et al., 2015; Schreiber, 2008).

Different research results were stated by Sari et al. (2021), where work-family conflict is a common problem for female workers, especially nurse workers, where all dimensions of work-family conflict have a negative effect on performance. Previous studies from Obrenovic et al. (2020), analyzed work-family conflict and its relationship with work performance, without adequate psychological integration of factors into the research model with the result of a negative relationship between work-family conflict on performance. Research from Hendra & Made (2019) stated that work-family conflict has a significant negative effect on employee performance. The research results of Asfahyadin et al. (2017) also stated that work-family conflict has a significant negative effect on employee performance (Afandi, 2018; Afsar & Umrani, 2019; Ahmad & Taylor, 2009; Ajala, 2017).

Work-family conflict is one of the variables that affect employee performance. Work-family conflict itself is an imbalance between the time devoted to work and the time devoted to the family, causing work and family problems (Asfahyadin et al., 2017). The results of a literature review on conflict at work and conflict at home by Bakar & Salleh (2015) show that the results have a significant impact on motivation. An employee's household life greatly affects their work life, because work life depends on key aspects of work-family conflict, one of which is employee performance and motivation (Riaz et al., 2019). Work-family conflict and motivation are very important factors that affect employee welfare, such as employee welfare decreases when employees experience high levels of work-family conflict, while employee mental health increases when motivation is high (Olowodunoye, 2020).

The higher the level of work-family conflict, the greater the negative impact on employee performance. The more employees who have family problems at work, the lower the level of employee performance. Providing better motivation to employees who have a level of problems in the family will result in an increase in employee performance (Wibowo et al., 2020). Research results An et al. (2020) regarding the impact of work-family conflict is one of the important factors for predicting employee performance because when work-family conflict is higher or higher, it can cause a decrease or decrease in employee performance. Similar results from the study of Wu et al. (2018), employee performance will decrease because conflicts that arise in the family and also at work will cause high levels of fatigue for employees.

In addition to work-family conflict, motivation is also a variable that can affect employee performance. Motivating someone to achieve a goal is the key to success in achieving a goal. Palma et al. (2021), stated that many research results show a positive and significant relationship to be the key between motivation and performance. Kuswati (2020), experimentally shows that motivational factors affect employee performance both descriptively and verification, motivational results have been shown to be able to improve performance better. Wuryani et al. (2021) have a different view that strong motivation does not necessarily improve employee performance because employees will achieve good performance by doing work with discipline and responsibility. In essence, it can be explained that motivation has the ability to build an optimistic attitude towards its duties and responsibilities towards work. High employee morale will have an impact on optimizing their performance in achieving company goals (Rizkah & Cherudin., 2021).

Motivation can also minimize the effect of work-family conflict on employee performance. This finding is supported by the research of Andriani et al. (2018), which shows that there is an influence between work-family

conflict and motivational values on performance, this is because work-family conflict can encourage and change employees' understanding and can increase motivation so that employees also show high performance. Work-family conflict has a positive effect on employee performance and is mediated by motivation, playing a very significant role (Widyarini & Muafi 2021). Work life is highly dependent on key aspects of work and family relationships which are meaningful on employee performance through motivation (Riaz et al., 2019). The results of research by Liou et al. (2019) show that motivation can significantly mediate the relationship between work-family conflict and employee performance (Ayman & Antani, 2008; Allen et al., 2012).

Literature Review and Hypotheses Development

Gede (2018), in the results of her research using a sample of female workers with married status shows that work-family conflict for married female workers has a negative impact on their performance, because family relationships greatly affect their performance. The research was conducted by Zainal et al. (2020), where the research aims to examine the relationship between work-family conflict and performance among employees in the Malaysian service sector with the result that work-family conflict has a negative impact on employee performance. Yusuf & Hasnidar (2020), research aims to analyze the direct and indirect effects of family work conflict on the performance of married career women and work in state-owned banks with the results of work-family conflict having a negative effect on performance. Kenatharan (2017) found that work-family conflict has a negative and significant effect on employee performance at lower levels than employees at higher levels (Juliartini & Sintaasih, 2022; Alcivar et al., 2020).

H1: Work-family conflict has a negative and significant effect on employee performance.

The results of research from Adityawira & Supriyadi (2017), who examine Balinese women are currently faced with various kinds of complex role fulfillment. Besides having to work and take care of the family, Balinese women also play a role in participating in social activities in Bali. So this raises a separate role conflict for Balinese women, one of these conflicts is family work conflict. The impact of work-family conflict that can occur in Balinese women is to reduce motivation of Balinese women with the results of research that work-family conflict has a negative effect on motivation. The results of a literature review from Bakar & Salleh (2015), regarding conflicts that occur at work and conflicts that occur in the family show results that have a significant negative impact on motivation. The results of the same study from Sheaffer (2015); Hong et al. (2019), work-family conflict has a negative effect on motivation. The results of the research by Widyarini & Muafi (2021), show that work-family conflict has a negative and significant effect on motivation. Yolanda & Purba (2018), found that work-family conflict has a significant influence on motivation. Tharmalingam & Bhatti (2014), in their research found that work-family conflict is negatively related to work involvement, so it can be said that work-family conflict is negatively related to motivation, because work involvement is a source of intrinsic motivation that encourages individuals to invest time and effort in their work. And research conducted by Twinarti & Rustam (2016), found that there is a negative influence between work-family conflict and employee motivation for female employees and career women (Almer et al., 2017; An et al., 2020; Armstrong et al., 2015; Baldwin et al., 1999).

H2: Work-family conflict has a negative and significant effect on motivation.

A person's motivation to achieve a goal is the key to success in achieving goals, according to the opinion of Palma et al. (2021), many research results suggest a positive and significant relationship between motivation and performance. Research from Kuswati (2020), empirically proves that motivational factors have an influence on employee performance both descriptively and verification, with motivational results proven to be able to improve better performance. High morale owned by employees will have an impact on optimizing their performance in achieving company targets (Rizkah & Cherudin., 2021). Research from Pancasila et al. (2020), where motivation has a significant impact on increasing employee performance compared to job satisfaction. The results of research from Mansaray (2019), which discuss the relationship between motivation and performance, and established what makes motivation have a central role in getting high performance from employees in organizations with the result that motivation has a positive and significant effect on improving performance. The same result was found by Prabowo et al. (2018), that motivation has a significant effect on employee performance, it can be concluded that the application of the motivation model at Hotel Kartika Graha Malang plays a role in encouraging efforts to improve employee performance. Motivation has a very big influence on better employee performance, considering they are able to work optimally, this is in line with research conducted by Pawirosumarto et al. (2017), which states that motivation can

have a significant positive effect on employee performance (Busro, 2018; Carlson et al., 2000; Darodjat, 2015; Fahmi, 2018; George & Jones, 2005).

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

Work-family conflict has a negative effect on employee performance and is mediated by motivation which has a very significant role (Widyarini & Muafi, 2021). Riaz et al. (2019), found that motivation has a negative and debilitating influence on the relationship between work-family conflict and performance. Similarly, research by Liao et al. (2019), stated that the relationship between work-family conflict and employee performance was weakened by the presence of motivation as a moderating variable. The results of the research by Wibowo et al. (2020), stated that the role of motivation as a moderator weakens the effect of work-family conflict on employee performance. Noviari & Suaryana (2018), shows that motivation is able to mediate negatively and significantly the relationship between work-family conflict and employee performance (Ghayyur & Jamal, 2012; Ghozali, 2008; Greenhaus & Beutell, 1985; Hasibuan, 2005; Husein, 2011).

H4: Motivation mediates the effect of work-family conflict on employee performance.

Results and Discussion

Convergent validity

Convergent validity with reflexive indicators can be seen from the correlation between the indicator scores and the variable scores. Individual indicators are considered reliable if they have a correlation value above 0.50. The results of the correlation between indicators and their variables can be seen in table 1 below.

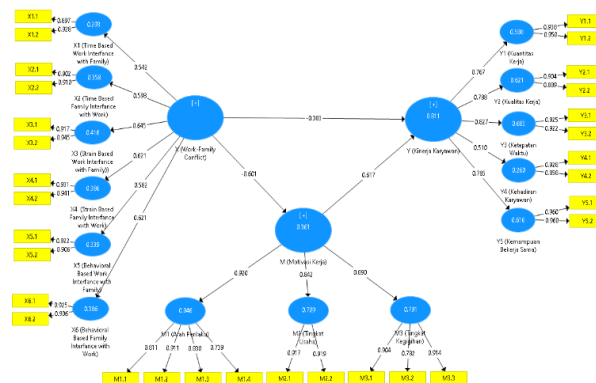
Table 1
Convergent Validity

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
M <- M (Motivation)	1.000	1.000	0.000		
M1.1 <- M1	0.811	0.806	0.051	15.756	0.000
M1.2 <- M1	0.911	0.909	0.020	46.614	0.000
M1.3 <- M1	0.830	0.831	0.032	25.800	0.000
M1.4 <- M1	0.739	0.740	0.045	16.442	0.000
M2.1 <- M2	0.917	0.916	0.015	59.512	0.000
M2.2 <- M2	0.919	0.918	0.019	48.885	0.000
M3.1 <- M3	0.904	0.904	0.017	54.514	0.000
M3.2 <- M3	0.782	0.781	0.041	19.056	0.000
M3.3 <- M3	0.914	0.914	0.023	40.120	0.000
X <- X	1.000	1.000	0.000		
X1.1 <- X1	0.897	0.892	0.033	27.252	0.000
X1.2 <- X1	0.928	0.929	0.017	53.939	0.000
X2.1 <- X2	0.902	0.900	0.027	33.878	0.000
X2.2 <- X2	0.910	0.907	0.030	30.379	0.000
X3.1 <- X3	0.917	0.914	0.032	28.897	0.000
X3.2 <- X3	0.945	0.945	0.012	81.475	0.000
X4.1 <- X4	0.931	0.931	0.017	55.634	0.000
X4.2 <- X4	0.941	0.941	0.012	80.040	0.000
X5.1 <- X5	0.922	0.922	0.017	55.086	0.000
X5.2 <- X5	0.906	0.906	0.025	35.621	0.000
X6.1 <- X6	0.925	0.925	0.029	31.716	0.000
X6.2 <- X6	0.906	0.909	0.025	35.876	0.000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T ((O/STDEV))	Statistics	P Values
Y <- Y	1.000	1.000	0.000			
Y1.2 <- Y1	0.950	0.951	0.010	96.228		0.000
Y2.1 <- Y2	0.904	0.904	0.019	48.593		0.000
Y2.2 <- Y2	0.889	0.891	0.021	41.656		0.000
Y3.1 <- Y3	0.925	0.924	0.017	52.922		0.000
Y3.2 <- Y3	0.922	0.922	0.018	51.410		0.000
Y4.1 <- Y4	0.928	0.930	0.020	46.054		0.000
Y4.2 <- Y4	0.858	0.855	0.053	16.071		0.000
Y5.1 <- Y5	0.960	0.961	0.011	87.301		0.000
Y5.2 <- Y5	0.960	0.960	0.012	78.204		0.000
Y1.1 <- Y1	0.938	0.938	0.018	52.439		0.000

Primary Data, 2022

The results of the convergent validity test in table 1 show that all values of the outer loading indicator variable have a value greater than 0.50 with a p value of 0.000 less than 0.05. Thus, it can be concluded that all indicators have met the convergent validity requirements. The results of the convergent validity test can be seen in the following picture.



Primary Data, 2022

Figure 1. PLS Algorithm Model

Discriminant validity

One method to assess discriminant validity is to compare the square root of the average variance extracted (\sqrt{AVE}) for each variable with the correlation between the variables and other variables in the model. The model has sufficient discriminant validity if the square root of the AVE for each variable is greater than the correlation between the variables and other variables in the model. The results of the discriminant validity test can be seen in table 2 as follows:

Table 2
Discriminant Validity

	Average Variance Extracted (AVE)	Akar AVE
M	1,000	1,000
M1	0,680	0,825
M2	0,842	0,918
M3	0,755	0,869
X	1,000	1,000

	Average Variance Extracted (AVE)	Akar AVE
X1	0,833	0,913
X2	0,821	0,906
X3	0,867	0,931
X4	0,876	0,936
X5	0,836	0,914
X6	0,838	0,916
Y	1,000	1,000
Y1	0,892	0,944
Y2	0,804	0,897
Y3	0,853	0,923
Y4	0,799	0,894
Y5	0,921	0,960

Based on table 1, it can be explained that the AVE value of the work-family conflict variable, motivation and employee performance is greater than 0.5, thus, all variables in the model tested meet the criteria of discriminant validity. The model is said to be good if the AVE of each variable is greater than 0.50. The output results show that the AVE value of all variables is greater than 0.50 so that the model can be said to be valid (Jeong & Lam, 2016; Johari et al., 2018; Kasmir, 2016; Koopmans et al., 2011; Korabik et al., 2017).

Composite reliability and Cronbach alpha

In addition to the validity test, a variable reliability test was also carried out which was measured by two criteria, namely composite reliability and Cronbach's alpha from the indicator block that measured the variable. Variables are declared reliable if the value of composite reliability and Cronbach's alpha is above 0.70. The output results can be seen in table 2 below.

Table 3
Reliability

	Cronbach's Alpha	Composite Reliability	Ket
M	1.000	1.000	Reliabel
M1	0.841	0.894	Reliabel
M2	0.813	0.914	Reliabel
M3	0.835	0.902	Reliabel
X	1.000	1.000	Reliabel
X1	0.801	0.909	Reliabel
X2	0.782	0.902	Reliabel
X3	0.848	0.929	Reliabel
X4	0.858	0.934	Reliabel
X5	0.804	0.911	Reliabel
X6	0.808	0.912	Reliabel
Y	1.000	1.000	Reliabel
Y1	0.879	0.943	Reliabel
Y2	0.756	0.891	Reliabel
Y3	0.827	0.920	Reliabel
Y4	0.754	0.888	Reliabel
Y5	0.915	0.959	Reliabel

Primary Data, 2022

The output results of composite reliability and cronbachs alpha of work-family conflict, motivation, and employee performance are all above 0.70. Thus, it can be explained that all variables have good reliability (Kusuma & Mashariono, 2016; Latan, 2012; Liftyawan et al., 2020; Mathis & Jackson, 2006; Moehariono, 2014).

Evaluation of structural model or inner model

In this structural model, there are two dependent variables, namely: motivation (M) and employee performance (Y). The coefficient of determination (R2) of each dependent variable can be presented in table 4 below.

Table 4
R-Square

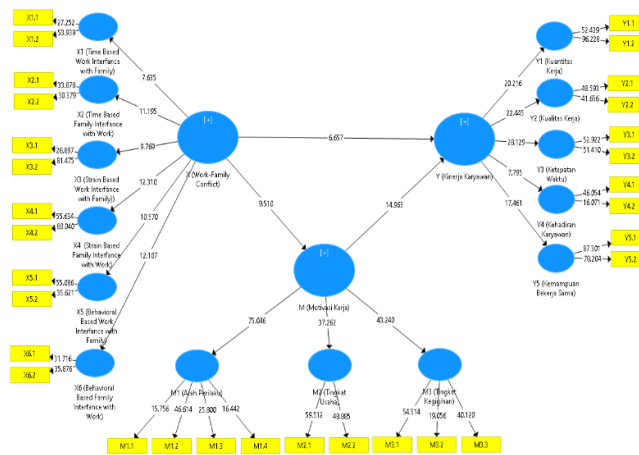
Variable	R-square	R-square Adjusted
M	0.361	0.356
Y	0.811	0.808

Based on table 4, the model of the effect of work-family conflict on motivation gives an R-square value of 0.361 which can be interpreted that the variability of the work-family conflict variable can be explained by the variability of the work-family conflict variable of 36.1 percent, while 63.9 percent is explained by the variable other than those studied. Furthermore, the model of the effect of work-family conflict and motivation on employee performance gives an R-square value of 0.811 which can be interpreted that the variability of the employee performance variable can be explained by the variability of the work-family conflict variable, and motivation of 81.1 percent, while the remaining 18.9 percent is explained by other variables outside the study. To measure how well the observed values are generated by the model as well as its parameter estimates, it is necessary to calculate Q-square (Q2) as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - (R_1)^2) (1 - (R_2)^2) \\
 &= 1 - (1 - 0,361) (1 - 0,811) \\
 &= 1 - (0,639) (0,189) \\
 &= 1 - 0,121 \\
 &= 0,879
 \end{aligned}$$

The value of Q2 has a value with a range of $0 < Q^2 < 1$, where the closer to 1 means the better the model. The results of these calculations obtained the value of Q² is 0.879 so it can be concluded that the model has very good predictive relevance. Thus, it can be explained that 87.9 percent of the variation in employee performance is influenced by work-family conflict, and motivation, while the remaining 12.1 percent is influenced by other variables not examined in this study (Pawirosumarto et al., 2017; Pradhan & Jena, 2017; Rahayu & Hidayat, 2021; Rahyuda & MSIE, 2016).

Direct Effect



Primary Data, 2022
Figure 2. Empirical Model of Direct Effect

In Figure 2 it is explained that work-family conflict has a direct effect on employee performance with a statistical t value of 6.657. Work-family conflict has a direct effect on motivation with a t-statistic value of 9.510. Motivation has a direct effect on employee performance with a statistical t value of 14,963.

Table 5
Total Effect

Variable	Path Coefficient	t Statistics	P Value	Description
<i>Work-family conflict</i> (X ₁) → Performance (Y ₂)	-0.383	6.657	0.000	H1 accepted
<i>Work-family conflict</i> (X ₁) → Motivation (Y ₁)	-0.601	9.510	0.000	H2 accepted
Motivation (Y ₁) → Performance (Y ₂)	0.617	14.963	0.000	H3 accepted

Primary Data, 2022

The Effect of Work-Family Conflict on Employee Performance

The Effect of Work-Family Conflict on Employee Performance Through Motivation Hypothesis testing on the effect of work-family conflict on employee performance resulted in a correlation coefficient of -0.383, then work-family conflict had a negative effect on employee performance. The value of t-Statistics is 6.657 (> t-critical 1.96) with a p value of 0.000 < 0.050, then the effect of work-family conflict on employee performance is significant. Thus, hypothesis 1 (H1) which states that work-family conflict has a negative and significant effect on employee performance is accepted. The results of the analysis show that work-family conflict has a negative and significant effect on employee performance. These results indicate that the higher the work-family conflict experienced by the employee, the worse the employee's performance will be. Based on the characteristics of respondents at PT. BPR Sukawati Pancakanti shows that the characteristics of marital status have the majority of respondents with marital status. This shows that the majority of employees can have role conflicts between work and family (Rathi & Barath, 2013; Robbins & Judge, 2008; Sapada et al., 2018; Sinambela, 2021; Sutrisno, 2019).

The results showed that the perception of employees of PT. BPR Sukawati Pancakanti related to work-family conflict is low. There are 6 out of 12 indicators of work-family conflict that need to be maintained to improve employee performance, namely employees are not too tired when they come home from work, employees do not feel pressure at work that causes stress, employees are never preoccupied with family matters at work, responsibilities family responsibility does not make it difficult for employees to concentrate on their work, the problem-solving style that employees use at work is effective in solving problems at home, effective behavior of employees at work can help them become better family members. This indicator can improve employee performance because it has a value below the average, so the lower the work-family conflict experienced by the employee, the better the employee's performance.

The results of this study are in line with the research of Zainal et al. (2020); Sari et al., (2021); Hendra & Made, (2019); Gede (2018); Asfahyadin et al. (2017) which states that work-family conflict has a significant negative effect on employee performance. In addition, Obrenovic et al. (2020) mentions work-family conflict and its relationship with work performance, without adequate psychological integration of factors into the research model with the result of a negative relationship between work-family conflict on performance.

The Effect of Work-Family Conflict on Motivation

Hypothesis testing on the effect of work-family conflict on motivation resulted in a correlation coefficient of -0.601, so work-family conflict had a negative effect on motivation. The value of t-statistics is 9.510 (> t-critical 1.96) with a p value of 0.000 < 0.050, then the effect of work-family conflict on motivation is significant. Thus, hypothesis 2 (H2) which states that work-family conflict has a negative and significant effect on motivation is accepted. The results of the analysis show that work-family conflict has a negative and significant effect on motivation. These results indicate that the higher the work-family conflict experienced by employees, the lower the employee's motivation. Based on the characteristics of respondents at PT. BPR Sukawati Pancakanti shows that the characteristics of the number of children have the majority of respondents, namely 2 children. This shows that the majority of employees can have a high level of perception of the work-family conflict variable (Husein, 2011; Veronica, 2018; Yusuf & Al Arif, 2015).

The results showed that the perception of employees of PT. BPR Sukawati Pancakanti related to work-family conflict is included in the low category. There are 6 out of 12 indicators of work-family conflict that need to be maintained to increase employee motivation, namely employees are not too tired when they come home from work, employees do not feel pressure at work that causes stress, employees are never preoccupied with family matters at work, family responsibilities do not make it difficult for employees to concentrate on their work, the problem-solving style that employees use at work has been effective in solving problems at home, effective behavior of employees at work can help them become better family members. This indicator can increase motivation because it has a value below the average, so the lower the work-family conflict experienced by employees, the higher the motivation of employees.

These results are in line with several previous studies, namely: [Adityawira & Supriyadi \(2017\)](#); [Bakar & Salleh \(2015\)](#); [Sheaffer \(2015\)](#); [Hong et al. \(2019\)](#); [Widyarini & Muafi \(2021\)](#), who state that work-family conflict has a significant negative effect on motivation. [Tharmalingam & Bhatti \(2014\)](#), in their research stated that work-family conflict is negatively related to work involvement, so it can be said that work-family conflict is negatively related to motivation, because work involvement is a source of intrinsic motivation that encourages individuals to invest time and effort in their work.

The Effect of Motivation on Employee Performance

Hypothesis testing on the effect of motivation on employee performance produces a correlation coefficient value of 0.617, so motivation has a positive effect on employee performance. The t-statistical value obtained is 14,963 ($>$ t-critical 1.96) with a p value of 0.000 $<$ 0.050, then the effect of motivation on employee performance is significant. Thus, hypothesis 3 (H3) which states that motivation has a positive and significant effect on employee performance is accepted. The results of the analysis show that motivation has a positive and significant effect on employee performance. These results indicate that the higher the motivation experienced by employees, the better the employee's performance will be. Based on the characteristics of respondents at PT. BPR Sukawati Pancakanti shows that the characteristics of tenure have the majority of respondents with 6-10 years of service. This shows that the majority of employees have a high level of motivation considering that the career path to become a permanent employee is not easy.

The results showed that the motivation of the employees of PT. BPR Sukawati Pancakanti is included in the very high category. High motivation causes good employee performance results. Companies can improve employee performance to be very good by paying attention to 5 of 9 motivation indicators, namely employees can follow applicable regulations, employees can behave cooperatively with fellow co-workers, employees can have the perception that skipping work is a waste of time, employees are serious in completing their work, employees always try not to make mistakes at work. These indicators can improve employee performance because it has a value above the average, so the higher the employee's motivation, the better the employee's performance. These results are in line with several previous studies ([Palma et al. 2021](#); [Pancasila et al. 2020](#); [Mansaray, 2019](#); [Prabowo et al., 2018](#); [Pawirosumarto et al. 2017](#)). [Kuswati \(2020\)](#), empirically proves that motivational factors have an influence on employee performance both descriptively and verification, with motivational results proven to be able to improve better performance. High morale owned by employees will have an impact on optimizing their performance in achieving company targets ([Rizkah & Cherudin., 2021](#)).

Indirect Effect

Table 6
Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X (Work-family conflict) -> M (Motivation) -> Y (Performance)	-0.371	-0.373	0.045	8.228	0.000

Primary Data, 2022

The Effect of Work-Family Conflict on Employee Performance Through Motivation as Mediator

Work-family conflict on employee performance through motivation has a correlation value of -0.371 with a t statistic of $8.228 > 1.96$, and a p value of $0.000 < 0.050$, so there is a significant negative indirect effect between work-family conflict on employee performance through motivation. The results of the analysis show that motivation is able to mediate competitive partial mediation on the indirect effect of work-family conflict on employee performance. Hair et al. (2021) stated that competitive mediation provides support for the hypothesized mediating effect, but also suggests that other mediators may be present whose signs of indirect effect are the same as that of direct effect. This means that when employees feel low work-family conflict, it will increase employee motivation which then has an impact on increasing employee performance.

The results showed that the work-family conflict felt by the employees of PT. BPR Sukawati Pancakanti is classified as low and the motivation of employees is included in the very high category, low work-family conflict can improve employee performance with very high motivation owned by employees. To improve employee performance, companies must be able to reduce work-family conflict felt by employees by maintaining indicators of motivation that can reduce work-family conflict, namely employees can follow applicable regulations, employees can behave cooperatively with fellow co-workers, employees can have the perception that skipping work is futile, employees are serious in completing their work, employees always try not to make mistakes at work. These indicators can reduce work-family conflict and improve employee performance because they have above average scores. The results of this study support the study of Widyarini & Muafi (2021); Riaz et al. (2019); Liao et al. (2019); Wibowo et al. (2020), which states that motivation is able to mediate the effect of work-family conflict on employee performance. Andriani et al. (2018), states that there is an influence between work-family conflict and motivational values that have an impact on performance, this is because work-family conflict is able to encourage and change employee understanding and is able to increase motivation, so it will show high employee performance as well.

Conclusion

This study shows that work-family conflict has a negative and significant effect on employee performance, work-family conflict has a negative and significant effect on motivation, motivation has a positive and significant effect on employee performance, motivation is able to mediate competitively (competitive partial mediation). on the indirect effect of work-family conflict on employee performance. This research also contributes to role theory, where role theory helps explain how people participate by identifying certain roles because people tend to develop identities from their performance across roles, when the expected behavior of individuals is inconsistent, they will experience stress, depressed, become dissatisfied, and their performance will be less effective. The existence of low work-family conflict felt by employees will increase motivation and employee performance. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to employee performance and enrich empirical studies related to the role of motivation in mediating the effect of work-family conflict on employee performance.

Managerial Implications

The results of this study can practically be used by the leadership of PT. BPR Sukawati Pancakanti as input and consideration related to policy making in an effort to optimize employee performance. The leadership of BPR Kanti should pay attention to the work-family conflict felt by employees, so that employees do not feel stressed which causes their performance to decrease due to the role conflict they face between family and work. Furthermore, it is seen from motivation where the leadership of BPR Kanti is required to pay attention to aspects related to employee motivation, such as the work itself, salary or rewards, promotion opportunities or opportunities, and co-workers. By paying attention to this, the leadership of BPR Kanti can optimize the performance of already good employees for the better.

Research Limitations

The scope of the research is only carried out on the scope of employees with permanent employee status in the Head Office of PT. BPR Sukawati Pancakanti, so that the results of the research may have different results if carried out on permanent employees and contract employees in all work units and branch offices at PT. BPR Sukawati Pancakanti. This study is only limited to examining the effect of work-family conflict and motivation variables on employee

performance, while there are many other factors that influence employee performance that are not examined in this study.

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