

The Role of Organizational Commitment in Mediating the Effect of Work-Family Conflict and Work Stress on Employee Performance (Study at the Faculty of Cultural Sciences, Udayana University)



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ABSTRACT: Goal setting theory explains that a person's behavior is determined by values and goals. Goals set influence actual behavior, which is governed by ideas and intentions, thereby influencing actions and performance. Effective control of work-family conflict and work stress improves performance. Human Resource Management involves planning, organizing, implementing, and controlling human resources to achieve organizational goals efficiently. Work-family conflicts, such as heavy workloads and family responsibilities, and work stress reduce motivation and performance. Organizational commitment, including loyalty and work motivation, helps employees overcome conflict and stress and maintain good performance. The respondents in this research were employees at the Faculty of Cultural Sciences, Udayana University. The number of respondents in this study was 52 respondents using nonprobability techniques, namely saturated samples or often called total sampling. This research uses Structural Equation Modeling (SEM) analysis from the Smart PLS program. The results of this study indicate that work-family conflict and work stress have a negative and significant effect on organizational commitment. Work-family conflict and work stress have a negative and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment is not proven to play a mediating role in the indirect effect of work-family conflict on employee performance. The effect of the mediating role of organizational commitment on the indirect influence of work-family conflict on employee performance has a direct effect without going through the mediating role of organizational commitment. Organizational commitment has been proven to play a mediating role in the influence of work stress on employee performance. The effect of the mediating role of organizational commitment on the indirect influence of work stress on employee performance is partial complementary mediation.

KEYWORDS: work-family conflict, work stress, organizational commitment, and employee performance

INTRODUCTION

Humans play a very important role in achieving organizational goals and humans are creatures who have many interests in their lives. If these interests cannot be fulfilled or realized it will lead to conflict. Both in everyday life, in the work environment and family environment. The dual role is bi-directional, meaning that family can influence work needs (family work conflict), and work can influence family fulfillment (work family conflict). High work Family conflict in the world of work is one of the factors that triggers stress. Because the higher the work family conflict experienced by an individual, the stress level will increase. This tendency occurs because the working hours and workload of a worker are too dense, all attention and thoughts are too devoted to one role only (Arvakni, 2020).

The limited time a person has in a role often results in limited time for family and vice versa, for example scheduled workplace responsibilities will make it physically impossible for an employee to stay and care for a sick child. Strain in one role ultimately affects the performance of another role, for example stress at work may make it more difficult to sit patiently with a child with homework.

According to Idris, et al (2023) work family conflict is a situation where individuals face difficulties carrying out multiple roles, where the demands of work hinder the individual's ability to fulfill their role as a family member, and vice versa. This conflict

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arises because fulfilling demands in one domain (work/family) uses up limited resources such as time, energy and mental health. If these resources are used to the point where it is not possible to meet demands in other domains (family/work), the individual experiences work family conflict. Work family conflict reflects an impasse between work demands and family responsibilities, creating interference between roles arising from incompatible role pressures from work and family issues. The demands experienced by employees in carrying out their work result in reduced roles and responsibilities for the family (Karatepe in Liftyawan, et al, 2020). Work family conflict often arises due to work that has inflexible, irregular working hours, long working hours, high workload, work stress experienced, personal conflicts at work, career changes, official travel, or unsupportive company superiors. Employees who experience prolonged work family conflict will have an impact on employee performance and overall company productivity (Idris, et al, 2023) .

An employee is expected to work effectively and professionally, regardless of marital status. However, challenges arise especially for married employees, because they also have to meet family demands. Role conflict occurs when family matters interfere with work (Work-Family Conflict), because the employee's focus is divided between work duties and family responsibilities. This creates difficulties in distinguishing whether work interferes with family or vice versa (Kuswinarno, 2021). The emergence of work family conflict can result in decreased performance.

This is in line with research conducted by Kuswinarno & Indirawati (2021) which states that work-family conflict has a partial negative and significant effect on the performance of career women. A similar thing was stated by Asbari, et al. (2021) who concluded that work-family conflict has a significant negative effect on the performance of contract employees in industry. This is reinforced by research conducted by Lestari (2021), in his research concluding that work-family conflict has a significant negative effect on employee performance. Meanwhile, Candra, et al (2022) in their research concluded that work-family conflict has a positive effect on employee performance through organizational commitment as an intervening variable at the Bondowoso Regency Community and Village Empowerment Service. However, this is different from the results of research conducted by Liftyawan, et al (2020), which states that conflict between work-family does not affect employee performance, meaning that employees who experience work-family conflict do not affect employee performance because the employee's attitude is professional and responsible for their work. Emotions have no effect on performance, meaning that employees who experience emotional exhaustion continue to work according to their duties and responsibilities so that employee performance does not decline.

Stress is one of the main problems that is difficult to avoid at work (Soelton et.al. , 2020). Leaders can always give excessive workloads to employees which then makes employees stressed at work which can have an impact on reducing employee performance (Adhisty, et al, 20 22). Basically There are various sources of stress, namely those originating from within work and those originating from outside work . Various things can be a source of stress that originates from work can also vary, such as time pressure, a work climate that can cause feelings of insecurity, lack of information that comes from feedback about one's performance, poor supervision/supervision , work/task loads that are too heavy , imbalance between authority and responsibility. , unclear role of employees in the overall activities of the organization , achievements caused by intervention from other parties which is too frequent so that a person feels disturbed in concentration , conflicts/disputes with parties inside and outside the work group , differences in the value system adopted by employees and others adopted by companies and the changes that occur generally give rise to a sense of uncertainty (Siagian, 2019). Wibowo (2019) stated that many people think that stress is very simple. In reality, stress is very complex and often misunderstood .

Factors that cause work stress include workload that is felt to be too heavy, urgent working hours, low quality of supervision, unhealthy work climate, inadequate work authority related to responsibility, work conflict, differences in values between employees and leaders. who are frustrated at work (Mangkunegara, 2019: 157). It is important for companies to reduce employee work stress in order to improve performance amidst increasingly tight economic competition. In the era of globalization, fierce competition drives companies to increase productivity, putting employees under pressure to achieve company targets. Excessive workload can produce work stress, which if not handled can be detrimental to company performance and productivity. Evaluation of work stress levels can be done using various criteria.

Firdaus (2019) in his research concluded that work stress has a negative and significant effect on employee performance. A similar thing was stated by Hayati & Armida (2020) who concluded that work stress had a negative and significant effect on the performance of female nurses at RSI Ibnu Sina Padang. This is reinforced by research conducted by Kuswinarno & Indirawati (2021) in their research which also concluded that work stress has a partial negative and significant effect on the performance of career women. However, this is different from the results of research conducted by Liftyawan, et al (2020), in his research concluded that work stress has no effect on performance, meaning that employees who experience work stress do not have an impact on

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employee performance because the stress experienced by employees is at a moderate stage so that employees feel compelled to work well.

In simple terms, it can be said that employees who have job demands that match their abilities will develop a sense of love for their work and have a high level of commitment to the organization (Hasibuan, 2020). According to Robbins & Judge (2019) organizational commitment is the extent to which an employee identifies with his organization and its goals and his desire to maintain membership in the organization. Organizational commitment is a topic that is always interesting to study and research because it is the most widely observed and least understood phenomenon. According to Arumi (2019), it is important to give attention and priority to organizational commitment issues so that competent employees continue to provide optimal results for the company. This understanding is in line with the views of Arumi (2019), who emphasizes that organizational commitment represents the belief and desire of all employees to continue to develop with the company and maintain a sustainable relationship with the company. Commitment has a crucial role in improving employee performance in the company environment. A high level of commitment in an employee is positively related to low levels of stress. Therefore, in a conducive work environment, employees feel comfortable so they can work with focus without experiencing discomfort.

Burhannudin, et al (2019) in their research also stated that there is a partially positive and significant influence of organizational commitment on employee performance, in line with this, Firdaus (2019) concluded that organizational commitment has a significant positive influence on employee performance. This is confirmed by research conducted by Hisan, et al (2021) concluded that organizational commitment has a positive and significant effect on employee performance at PT. Langsa Post. However, this is different from the results of research conducted by Baihaqi & Saifudin (2021), which found that organizational commitment had no effect on employee performance.

Organizational commitment is an employee's attitude that shows their attachment to the organization. Organizational commitment can be manifested in various forms, such as loyalty, dedication, and work motivation. Organizational commitment can act as a mediating variable in the relationship between work-family conflict and employee performance and work stress on employee performance. Work-family conflict can cause employees to feel stressed, anxious and dissatisfied with their work. Stress and anxiety can make it difficult for employees to concentrate and focus on their work. Job dissatisfaction can cause employees to be unmotivated to work well. Organizational commitment can reduce the negative impact of work-family conflict and work stress on employee performance. Employees who have high organizational commitment will be better able to overcome work-family conflicts and work stress and continue to work well.

Employees who have high organizational commitment will be better able to cope with work demands and family demands as well as the work stress they experience. Lestari (2021) and Siburian, et al (2022) state that Organizational commitment is able to mediate work family conflict on employee performance. In line with this, research conducted by Firdaus (2019) found that organizational commitment was able to mediate the effect of work stress on employee performance. However, this is different from the results of research conducted by Zain (2017), which found that the direct influence of work family conflict on employee performance was greater than the indirect influence of work family conflict on the performance of medical employees through organizational commitment.

Based on several conclusions from previous research, researchers are of the view that it is necessary to conduct research to determine the influence of work-family conflict and work stress mediated by organizational commitment at Udayana University so that we can find out how its performance is. So the author was interested in conducting research and chose the research title " The Role of Organizational Commitment in Mediating the Effect of Work-Family Conflict and Work stress on Employee Performance at the Faculty of Cultural Sciences, Udayana University ."

THEORITICAL REVIEW

Goal Setting Theory

The grand theory underlying this research is goal setting theory or Goal Setting Theory which was originally put forward by Locke, which shows that there is a connection between goals and a person's performance on tasks (Wagiyono, et al, 2020). This theory explains that a person's behavior is determined by two cognitive elements, namely content (values) and intentions (goals). People have set goals for their behavior in the future and these goals will influence the behavior that actually occurs. His behavior will be regulated by his ideas (thoughts) and intentions so that they will influence his actions and the consequences of his performance. Using a goal-setting theory approach, employee success in improving their performance is the main goal and wants to be achieved in the research. One of the factors that influences performance is control work-family conflict and good work stress from employees, so that employees will continue to be productive and improve performance. Apart from that, there are other

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factors that can improve performance, namely organizational commitment. Employees who have a high commitment to the organization will grow in their feelings of love for the organization.

This theory explains that a person's behavior is determined by two cognitive elements, namely content (values) and intentions (goals). People have set goals for their behavior in the future and these goals will influence the behavior that actually occurs. His behavior will be regulated by his ideas (thoughts) and intentions so that they will influence his actions and the consequences of his performance . One of the factors that influences performance is control work-family conflict and good work stress from employees , so that employees will continue to be productive and improve performance. There needs to be activities that address problems within the scope of workers, workers, managers and employees. According to Mangkunegara (2013: 2) Human Resource Management is planning, organizing, in other words human resource management is the process of planning, organizing, implementing and controlling human resources in an organization to achieve goals effectively and efficiently.

Work-family conflict is a condition when work demands and family demands conflict with each other. Job demands can include heavy workloads, long hours, or demands to always be available. Family demands can take the form of responsibility to care for children, parents, or other family members. Work-family conflict can cause employees to feel stressed, anxious, and dissatisfied with their jobs. Stress and anxiety can make it difficult for employees to concentrate and focus on their work. Job dissatisfaction can cause employees to be unmotivated to work well.

Work stress is a psychological condition characterized by feelings of tension, anxiety and pressure due to work demands that are excessive or not in accordance with the employee's abilities and resources. Work stress can cause employees to feel dissatisfied with their work. Job dissatisfaction can cause employees to be unmotivated to work well.

Work-family conflict can cause work stress. Work-family conflict can cause employees to feel overwhelmed and unable to meet work demands and family demands. This can cause employees to feel stressed and anxious. Organizational commitment is an employee's attitude that shows their attachment to the organization. Organizational commitment can be manifested in various forms, such as loyalty, dedication, and work motivation. Organizational commitment can reduce the negative impact of work-family conflict and work stress on employee performance. Employees who have high organizational commitment will be better able to overcome work-family conflict and work stress and continue to work well.

Research Hypothesis

H1: Work-family conflict has a negative effect on organizational commitment

H2: Work stress has a negative effect on organizational commitment

H3: Work-family conflict has a negative effect on employee performance

H4: Work stress has a negative effect on employee performance

H5: Organizational commitment has a positive effect on employee performance

H6 : Organizational commitment is able to mediate the effect of work-family conflict on employee performance

H7 : Organizational commitment is able to mediate the effect of work stress on employee performance

RESEARCH METHODS

This research will be carried out at the Faculty of Cultural Sciences, Udayana University . The Faculty of Cultural Sciences at Udayana University is one of the faculties of Udayana University located in the city of Denpasar, Bali. The strategy used in this research is using an associative research strategy. According to Sugiyono (2019:65) associative research is a research problem formulation that asks about the relationship between two or more variables. The population size in this study was 52 employees in the Cultural Sciences faculty at Udayana University . In this study, the sampling procedure used in this research was non-probability with technique Saturated samples or often called total sampling. According to Sugiyono (2019:85) saturated sampling is a sampling technique where all members of the population become the sample. So the sample in this research is all employees at the University's Faculty of Cultural Sciences totaling 52 people . In this study, an associative research strategy was used to identify the extent of influence of variable X (independent variable) consisting of work-family conflict and work stress on variable Y (dependent variable) consisting of organizational commitment and employee performance.

The data collection method used in this research is a survey method, where the author distributes questionnaires for data collection. The approach used in this research is a quantitative approach. According to Sugiyono (2019:17) quantitative research is defined as a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. These variables then become guidelines for compiling research instruments. Instrument preparation is carried out if

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the sample has been determined. Next, secondary data is collected, then the data is processed using PLS analysis techniques. The results of data processing will be interpreted to obtain conclusions from the research.

RESULTS AND DISCUSSION

HYPOTHESIS TESTING RESULTS

Hypothesis testing is carried out with a t-test on each path of partial direct influence and indirect influence through mediating variables. Regarding this test, hypothesis testing can be divided into direct submission and indirect influence testing or mediating variable testing. In the following section, the results of direct influence testing and mediating variable testing are described respectively.

a. Direct Effect Testing

Path coefficient validation test on each path for direct and indirect effects can be presented in Table 1 .

Table 1: Hypothesis Test Results

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
1	X1. Work Family Conflict -> Y1. Organizational Commitment	-0.253	2,316	0.021	H ₁ accepted
2	X2. Work stress -> Y1. Organizational Commitment	-0.737	7,452	0,000	H ₂ accepted
3	X1. Work Family Conflict -> Y2. Employee Performance	-0.058	2.26	0.024	H ₃ accepted
4	X2. Work stress -> Y2. Employee Performance	-0.532	4,676	0,000	H ₄ accepted
5	Y1. Organizational Commitment -> Y2. Employee Performance	0.425	4,033	0,000	H ₅ accepted

Source: Data processed 2024

Table 1 results of hypothesis testing are presented in the following description:

- 1) Work family conflict proven to have a negative effect on organizational commitment . This result is shown by the negative path coefficient of -0.253 with T-statistic = 2.316 (T-statistic > 1.96) and P- value = 0.021 (P- value < 0.05), so hypothesis 1 (H1): Work family conflict a negative effect on organizational commitment can be proven.
- 2) Work stress has been proven to have a negative effect on organizational commitment . This result is shown by the negative path coefficient of -0.737 with T-statistic = 7.452 (T-statistic > 1.96) and P- value = 0.000 (P- value < 0.05), so hypothesis 2 (H2): Work stress a negative effect on organizational commitment can be proven.
- 3) Work family conflict proven to have a negative effect on employee performance . This result is shown by the negative path coefficient of -0.058 with T-statistic = 2.260 (T-statistic > 1.96) and P- value = 0.024 (P- value < 0.05), so hypothesis 3 (H3): Work family conflict can be proven to have a negative effect on employee performance .
- 4) Work stress has been proven to have a negative effect on employee performance . This result is shown by the negative path coefficient of -0.532 with T-statistic = 4.676 (T-statistic > 1.96) and P- value = 0.000 (P- value < 0.05), so hypothesis 4 (H4): Work stress can be proven to have a negative effect on employee performance .
- 5) Organizational commitment has been proven to have a positive effect on employee performance . This result is shown by the positive path coefficient of 0.425 with T-statistic = 4.033 (T-statistic > 1.96) and P- value = 0.000 (P- value < 0.05), so hypothesis 5 (H5): Commitment It can be proven that organizations have a positive effect on employee performance .

b. Indirect Test Results Through Mediating Variables

the Path coefficient validation test on each path for indirect effects can be presented in Table 2

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Table2: Results of Indirect Effect Hypothesis Testing

No.	Relationship between Variables	Path Coefficient (Bootstrapping)	T-Statistics	P Values	Note
1	X1. Work Family Conflict -> Y1. Organizational Commitment -> Y2. Employee Performance	-0.108	1,770	0.077	H ₆ rejected
2	X2. Work stress -> Y1. Organizational Commitment -> Y2. Employee Performance	-0.313	4,440	0,000	H ₇ accepted

Source: Processed data, 2024

Table 2 results of hypothesis testing are presented in the following description:

- 1) Organizational commitment has not been proven to be able to mediate the effect of work-family conflict on employee performance . This result is shown by the negative path coefficient of -0.108 with T-statistic = 1.770 (T-statistic < 1.96) and P- value = 0.077 (P- value > 0.05), so hypothesis 6 (H6): Organizational commitment able to mediate indirect influences work-family conflict does not affect employee performance can be proven.
- 2) Organizational commitment proven to be able to mediate the effect of work stress on employee performance . This result is shown by the negative path coefficient of -0.313 with T-statistic = 4.440 (T-statistic > 1.96) and P- value = 0.000 (P- value < 0.05), so hypothesis 7 (H7): Organizational commitment able to mediate the indirect influence of work stress on employee performance can be proven.

In the following examination of the mediation model , the intervention variable mediating the organizational justice variable will be examined whether it is proven to mediate, whether it is proven to mediate fully (fully mediated) or partially (partially mediated) or not as a mediating variable . Examination of the mediation model in this study is presented in Table 3.

Table3 :Recapitulation Results Testing Variable Mediation

No.	Mediation Variables	(P ₁ .P ₂)	(P ₃)	Note
1	X1. Work Family Conflict -> Y1. Organizational Commitment -> Y2. Employee Performance	-0.108 (N. Sig)	-0.058 (Sig)	Direct only (no mediation)
2	X2. Work stress -> Y1. Organizational Commitment -> Y2. Employee Performance	-0.313 (Sig)	-0.532 (Sig)	Complementary partially mediated

Source: Appendix 5

Information : Significant (Sig) = T statistics > 1.96 on α = 5%, Not Significant (N. Sig) = T statistics < 1.96 on α = 5%

Information that can be obtained from Table 5.15 above can be submitted at description as follows:

- 1) The results of testing the mediating variables that can convey organizational commitment are not able to mediate the indirect influence of work-family conflict on employee performance . These results are shown from the mediation tests carried out which show that P₁ .P₂ is not significant And P₃ significant , from these results the mediating effect of the organizational commitment variable on the indirect influence of work-family conflict on employee performance has a direct effect without mediation. The results of this test prove that work-family conflict can influence employee performance through organizational commitment, which cannot be proven empirically.
- 2) The results of testing the mediating variable that can be conveyed by organizational commitment are able to mediate the indirect influence of work stress on employee performance . These results are shown from the mediation tests carried out which show that P₁ .P₂ is significant , P₃ is significant , and the coefficient product (P₁ .P₂) . on employee performance is partial complementary mediation. The results of this test prove that work stress can influence employee performance through empirically proven organizational commitment .

DISCUSSION

Based on the results of the PLS analysis, in this section the results of the calculations that have been carried out will be discussed. This research aims to determine the determinants of work-family conflict and work stress on employee performance

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through organizational commitment as a study mediating variable for employees of the Faculty of Cultural Sciences, Udayana University. Testing is shown through existing hypotheses so that you can find out how each variable influences the other variables

1. The influence of work-family conflict on organizational commitment

The results of hypothesis testing show that work-family conflict negative and significant effect on organizational commitment. These results provide meaning that there is work-family conflict can reduce organizational commitment employee at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and empirical findings that have previously existed that explain work-family conflict negative effect on organizational commitment.

Goal Setting Theory perspective explains that individuals who have clear goals will be more motivated to achieve them. However, when individuals experience conflict between work and family demands, their focus and energy are fragmented, interfering with their ability to set and achieve effective goals at work. This conflict reduces the level of employee motivation and commitment to the organization. In the context of Human Resource Management (HRM), good management of work-family balance can help minimize this conflict. HRM needs to implement policies that support work-life balance, such as work time flexibility, family leave, and support for employees who have family responsibilities. Thus, employees feel supported by the organization and are more motivated to commit to organizational goals.

This research found that the highest indicator of work-family conflict is tasks given that I cannot complete during working hours. This suggests that time is a major factor in work-family conflict, where time demands from work interfere with family responsibilities. On the other hand, the highest indicator of organizational commitment is that I feel emotionally attached to the Faculty of Cultural Sciences, Udayana University. This shows that emotional ties and feelings of belonging to the organization play an important role in employee commitment.

These findings emphasize the importance of human resource management in creating a work environment that supports work-family balance to increase organizational commitment. Effective management of work-family conflict can help reduce the negative impact on organizational commitment and support the achievement of organizational goals

The results of this research support research conducted by Hidayati (2019); Lengkey, et al (2020); Finthariasari, et.al (2020); Hernita (2020); Sustainable (2021); and Wijayaputri & Rozana (2023) who proved that work-family conflict has a negative and significant effect on organizational commitment .

2. The influence of work stress on organizational commitment

The results of hypothesis testing show that work stress has a negative and significant effect on organizational commitment. These results mean that work stress can reduce organizational commitment employee at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and previous empirical findings which explain that work stress has a negative effect on organizational commitment.

Goal Setting Theory perspective states that clear and challenging goals can motivate individuals to try harder and achieve higher performance. However, when employees experience work stress, their ability to set and achieve these goals can be impaired. Stress causes a decrease in focus, productivity, and quality of work, which ultimately reduces their level of commitment to the organization. In the context of HRM, the importance of managing work stress cannot be ignored. HRM must implement strategies to identify sources of stress and develop effective intervention programs, such as employee health and wellness programs, stress management training, and the provision of counseling services. By reducing employees' stress levels, HRM can help improve their well-being and, in turn, increase their commitment to the organization.

This research found that the highest indicator of work stress was that my boss was unfair in assigning tasks. This shows that unfair treatment from leaders is a major source of stress for employees, which has the potential to reduce their commitment to the organization. On the other hand, the highest indicator of organizational commitment is that I feel emotionally attached to the Faculty of Cultural Sciences, Udayana University. This shows that emotional ties and feelings of belonging to the organization play an important role in employee commitment.

These findings emphasize the importance of human resource management in managing work stress to increase organizational commitment. Effective work stress management can help reduce the negative impact on organizational commitment and support the achievement of organizational goals through increasing employee well-being and motivation. Implementing appropriate HRM strategies can help identify and address sources of stress, as well as provide the necessary support to improve employee well-being and their commitment to the organization.

The results of this research support research conducted by Angela (2016); Setiawan & Piartrini (2018); Firdaus (2019); Lengkey, et al (2020); Permatasari & Rahyuda (2020); and Widiyana (2021) which proves that work stress has a negative and significant effect on organizational commitment.

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3. The influence of work-family conflict on employee performance

The results of hypothesis testing show that work-family conflict has a negative and significant effect on employee performance. These results provide meaning that there is work-family conflict can reduce employee performance at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and empirical findings that have previously existed that explain work-family conflict negative effect on employee performance.

Goal Setting Theory perspective , which emphasizes the importance of setting clear and challenging goals in motivating individuals to achieve high performance. However, work-family conflict can interfere with an individual's ability to focus on achieving these goals. When employees feel burdened by the dual demands of work and family, their ability to set and achieve work goals can be impaired, negatively impacting their performance. In the context of HRM, the importance of managing work-family conflict cannot be ignored. HRM must develop and implement policies that help employees achieve a balance between work and family life. This can include work time flexibility, family leave, and employee wellness programs designed to reduce stress and improve overall employee well-being. By managing work-family conflict effectively, HRM can help improve employee performance, which in turn contributes to organizational efficiency and effectiveness.

This research found that the highest indicator of work-family conflict is the tasks given that I cannot complete during working hours. This shows that excessive workload is a major source of work-family conflict for employees, which can hinder their ability to complete tasks on time and with the expected quality. On the other hand, the highest indicator of employee performance is that I am able to complete the work assigned according to the existing quality standards at the Faculty of Cultural Sciences, Udayana University and I feel capable of achieving the target amount of work set at the Faculty of Cultural Sciences, Udayana University. This shows that employees feel capable of achieving set performance standards when they can manage their time and resources effectively.

These findings emphasize the importance of human resource management in managing work-family conflict to improve employee performance. Effective work-family conflict management can help reduce the negative impact on employee performance and support the achievement of organizational goals through increasing employee well-being and motivation. Implementation of appropriate HRM strategies can help identify and resolve sources of work-family conflict, as well as provide the necessary support to improve employee well-being and their performance.

The results of this research support research conducted by Lengkey, et al (2020); Sapitri & Dudija (2020); Kuswinarno & Indirawati (2021); Asbari, et al. (2021); and Lestari (2021) which proves that work-family conflict has a negative and significant effect on performance .

4. The influence of work stress on employee performance

The results of hypothesis testing show that work stress has a negative and significant effect on employee performance. These results provide meaning that work stress can reduce employee performance at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and empirical findings that have previously existed that explain work stress negative effect on employee performance.

Goal Setting Theory perspective , which emphasizes the importance of setting clear and challenging goals in motivating individuals to achieve high performance. However, work stress can interfere with an individual's ability to focus on achieving these goals. When employees feel burdened by excessive stress, their ability to set and achieve work goals can be impaired, negatively impacting their performance. In the context of HRM, the importance of managing work stress cannot be ignored. HRM must develop and implement policies that help employees deal with work stress. This can include employee wellness programs, stress management training, psychological support, and the creation of a supportive work environment. By managing work stress effectively, HRM can help improve employee performance, which in turn contributes to organizational efficiency and effectiveness.

This research found that the highest indicator of work stress was that my boss was unfair in assigning tasks. This shows that fairness in task distribution is a major source of work stress for employees, which can hinder their ability to complete tasks well and on time. On the other hand, the highest indicator of employee performance is that I am able to complete the work assigned according to the existing quality standards at the Faculty of Cultural Sciences, Udayana University and I feel capable of achieving the target amount of work set at the Faculty of Cultural Sciences, Udayana University. This shows that employees feel capable of achieving set performance standards when they can manage their time and resources effectively.

These findings emphasize the importance of human resource management in managing work stress to improve employee performance. Effective work stress management can help reduce the negative impact on employee performance and support the achievement of organizational goals through increasing employee well-being and motivation. Implementing appropriate HRM

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strategies can help identify and overcome sources of work stress, as well as provide the necessary support to improve employee well-being and their performance.

The results of this research support research conducted by Firdaus (2019); Lengkey, et al (2020); Sapitri & Dudija (2020); Hayati & Armida (2020); and Kuswinarno & Indirawati (2021) who prove that work stress has a negative and significant effect on performance.

5. The influence of organizational commitment on employee performance

The results of hypothesis testing show that organizational commitment has a positive and significant effect on employee performance. These results provide meaning that organizational commitment can improve employee performance at the Faculty of Cultural Sciences, Udayana University. The results of this hypothesis test support various concepts and empirical findings that have previously existed that explain organizational commitment has a positive effect on employee performance.

Goal Setting Theory perspective , which emphasizes the importance of setting clear and challenging goals in motivating individuals to achieve high performance. Organizational commitment can strengthen employees' attachment to the goals that have been set, so that they are more motivated to work efficiently and effectively to achieve these goals. In the context of HRM, the importance of developing organizational commitment cannot be ignored. HRM must implement policies that promote fairness, recognition, and job satisfaction to increase employee organizational commitment. This can include career development programs, rewards and recognition, and the creation of a supportive work environment. By increasing organizational commitment, HRM can help improve employee performance, which in turn contributes to the overall efficiency and effectiveness of the organization.

This research found that the highest indicator of organizational commitment is that I feel emotionally attached to the Faculty of Cultural Sciences, Udayana University. This shows that emotional attachment is an important component of organizational commitment, which motivates employees to remain loyal and contribute optimally. On the other hand, the highest indicator of employee performance is that I am able to complete the work assigned according to the existing quality standards at the Faculty of Cultural Sciences, Udayana University and I feel capable of achieving the target amount of work set at the Faculty of Cultural Sciences, Udayana University. This shows that employees feel capable of achieving the performance standards set when they have a strong commitment to the organization.

These findings emphasize the importance of human resource management in developing and maintaining organizational commitment to improving employee performance. Developing effective organizational commitment can help improve employee performance and support the achievement of organizational goals through increasing employee motivation and engagement. Implementing appropriate HRM strategies can help identify and promote factors that support organizational commitment, as well as provide the necessary support to improve employee well-being and their performance.

The results of this research support research conducted by Qaisar, et.al (2012); Burhannudin , et al (2019); Firdaus (2019) ; Lengkey, et al (2020); Hisan, et al (2021) and Lestari (2021) have proven that organizational commitment has a positive and significant effect on employee performance.

6. The role of organizational commitment in mediating the influence of work-family conflict on employee performance

The results of hypothesis testing show that organizational commitment is not proven to play a mediating role in the indirect influence of work-family conflict on employee performance. The mediating effect of the organizational commitment variable on the indirect influence of work-family conflict on employee performance has a direct effect without mediation. These results mean that although work-family conflict has an impact on employee performance, organizational commitment does not mediate this relationship. In other words, the level of employee commitment to the organization is not strong enough to influence the negative impact of work-family conflict on their performance. This shows that the conflict between work demands and family demands has a stronger direct effect on how employees carry out their duties . The results of this hypothesis test support various previously existing concepts which explain that organizational commitment does not play a mediating role in the indirect influence of work-family conflict on employee performance.

Goal Setting Theory perspective , setting clear and challenging goals can help employees to be more focused and motivated in achieving optimal performance. However, when employees experience work-family conflict, they may struggle to meet the demands of both roles, which directly impacts their performance. This conflict can disrupt their concentration and focus on the goals that have been set, thereby reducing performance without the influence of organizational commitment. From an HRM perspective, it is important to create policies that can help employees manage work-family conflict. HRM can provide work-life balance programs, such as work hour flexibility, family support, and counseling to help employees overcome these conflicts.

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By reducing work-family conflict, HRM can help employees stay focused and motivated in achieving their work goals, thereby directly improving employee performance.

This research found that the highest indicator of work-family conflict is tasks given that I cannot complete during working hours. This shows that the inability to complete tasks at the specified time is a major source of work-family conflict. The highest indicator of organizational commitment is that I feel emotionally attached to the Faculty of Cultural Sciences, Udayana University. This shows that emotional attachment is an important component of organizational commitment. The highest indicator of employee performance is that I am able to complete the work assigned according to the existing quality standards at the Faculty of Cultural Sciences, Udayana University and I feel capable of achieving the target amount of work set at the Faculty of Cultural Sciences, Udayana University. This shows that employees feel capable of achieving the performance standards set when they have a strong commitment to the organization.

These findings emphasize that work-family conflict has a direct influence on employee performance without the mediation of organizational commitment. Effective work-family conflict management through HRM policies that support work-life balance can help employees stay focused and motivated in achieving their work goals. Implementing appropriate HRM strategies can help identify and reduce factors that cause work-family conflict, as well as provide the necessary support to improve employee well-being and their performance.

The results of this research support research conducted by Zain (2017) which proved that the direct influence of work family conflict on employee performance is greater than the indirect influence of work family conflict on medical employee performance through organizational commitment .

7. The role of organizational commitment in mediating the influence of work stress on employee performance

The results of hypothesis testing show that organizational commitment is proven to play a mediating role in the indirect influence of work stress on employee performance. The mediating effect of the organizational commitment variable on the indirect influence of work stress on employee performance is partial complementary mediation. These results mean that work stress can directly reduce employee performance, high organizational commitment can reduce the negative effects of work stress. The results of this hypothesis test support various previously existing concepts which explain that organizational commitment is proven to play a mediating role in the indirect influence of work stress on employee performance.

High work stress can reduce organizational commitment. Employees who experience excessive stress may feel less emotionally and normatively attached to their organization, which has a negative impact on their level of commitment (Firdaus, 2019). High organizational commitment encourages employees to contribute optimally in achieving organizational goals. Employees who feel emotionally and normatively attached to their organization tend to show better performance (Burhannudin, et al., 2019). This research finds that organizational commitment acts as a complementary partial mediator in the relationship between work stress and employee performance. Although work stress has a direct influence on employee performance, organizational commitment strengthens this influence. Employees who have a high commitment to the organization tend to be able to handle work stress better, so they can maintain or even improve their performance.

Work stress has a significant impact on employee performance. Employees who experience high levels of stress tend to show decreased performance due to the physical and mental disorders they experience. Excessive pressure can interfere with concentration, reduce motivation, and hinder employee productivity. However, organizational commitment can function as a mediating variable that reduces the negative impact of work stress on employee performance. Employees who have high commitment to the organization tend to be better able to overcome work pressure and stress, because they feel emotionally and normatively connected to the goals and values of the organization. This commitment provides additional motivation to continue to contribute optimally even when facing work pressure.

This research shows that organizational commitment mediates the effect of work stress on employee performance in a partial and complementary way. Thus, to improve employee performance, organizations need to pay attention to and manage work stress and increase employee commitment to the organization. Effective implementation of HRM policies, such as employee development and work welfare programs, can contribute to increased organizational commitment and, ultimately, employee performance. The Goal Setting Theory perspective can be used as a basis for setting realistic and measurable goals, which can help employees manage work stress better and achieve optimal performance.

The results of this research support research conducted by Firdaus (2019) and Lengkey, et al (2020) which shows that organizational commitment mediates the effect of work stress on employee performance .

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CONCLUSION

Based on the results of the analysis and discussion carried out in this research, it can be concluded as follows :

1. Conflict Family work has a negative and significant effect on organizational commitment . These results provide the meaning of conflict Family work has a negative effect on organizational commitment which can be proven, as well as reducing conflict Family work can increase the organizational commitment of employees at the Faculty of Cultural Sciences, Udayana University.
2. Work stress has a negative and significant effect on organizational commitment . These results mean that work stress has a negative effect on organizational commitment, and reducing work stress can increase the organizational commitment of employees at the Faculty of Cultural Sciences, Udayana University.
3. Conflict Family work has a negative and significant effect on employee performance . These results provide the meaning of conflict Family work can have a proven negative effect on employee performance, as well as reducing conflict Family work can improve the performance of employees at the Faculty of Cultural Sciences, Udayana University.
4. Work stress has a negative and significant effect on employee performance . These results mean that work stress has a negative effect on employee performance and it can be proven that reducing work stress can improve the performance of employees at the Faculty of Cultural Sciences, Udayana University.
5. Organizational commitment has a positive and significant effect on employee performance . These results mean that organizational commitment has a positive effect on employee performance and it can be proven that increasing organizational commitment can improve the performance of employees at the Faculty of Cultural Sciences, Udayana University.
6. Organizational commitment is not proven to play a mediating role in the indirect influence of work-family conflict on employee performance. The effect of the mediating role of the organizational commitment variable on the indirect influence of work-family conflict on employee performance has a direct effect without mediation. These results mean that the level of employee commitment to the organization is not strong enough to influence the negative impact of work-family conflict on their performance. This shows that the conflict between work demands and family demands has a stronger direct effect on how employees carry out their duties.
7. Organizational commitment has been proven to play a mediating role in the influence of work stress on employee performance. The effect of the mediating role of organizational commitment on the indirect influence of work stress on employee performance is partial complementary mediation. This shows that although work stress directly reduces employee performance, organizational commitment helps reduce these negative effects.

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