

The influence of work-family conflict, job stress, and workload on employee performance at KPPBC Banjarmasin

Agus Cakhyadi¹ I Gede Putu Suardana^{2*}

^{1,2} Pancasetia College of Economics, Banjarmasin, 70248, South Kalimantan, Indonesia

Email

imob.faidh@gmail.com, isuardana979@gmail.com *

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Abstract

This study aims to test and analyze the Influence of Work Family Conflict, Work Stress and Workload on the Performance of Employees at the Customs and Excise Supervision and Service Office (KPPBC) Type B Banjarmasin. This study uses a quantitative data analysis method. The population and sample of Employee Members at the Customs and Excise Supervision and Service Office (KPPBC) Type B Banjarmasin totaling 95, data collection using questionnaires, data analysis is quantitative/statistical, using multiple linear regression analysis with the aim of testing the established hypothesis. The results of the study indicate that Work Family Conflict (WFC) has a negative influence on employee performance at KPPBC Type B Banjarmasin. Conflict between high work and family demands can reduce employee performance, especially in a work environment with less flexible schedules and workloads. Work stress has a negative effect on employee performance at KPPBC Type Madya Pabean B Banjarmasin. High work stress, due to complex and heavy work demands, can reduce employee motivation, focus, and productivity. Workload has a negative effect on employee performance at KPPBC Type Madya Pabean B Banjarmasin. High workload is one of the main factors that hinders performance, because it can trigger physical and emotional fatigue, reduce motivation, and reduce work efficiency

Keywords: work family conflict, work stress, workload, performance

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1. Introduction

Human resources (HR) are a vital company asset that can mobilize other resources. Superior human resources are essential for a company to face an increasingly competitive and challenging world. If individuals within a company can function effectively, the company can also operate effectively. In other words, a company's success is determined by the performance of its employees. The higher the employee's performance capability, the higher the company's performance. Employee performance can be defined as an employee's success in completing tasks and responsibilities (Rachmaliya and Efendy, 2019). Employee performance refers to employee productivity and output as a result of employee development. Employee performance ultimately impacts organizational effectiveness (Hameed and Waheed, 2019).

According to Robbins and Judge (2019), conflict is a process that begins when one party perceives that another party has influenced something the other party cares about. Conflict describes the point in ongoing activities when interactions become disagreements. People experience various conflicts within organizations over incompatible goals, differing interpretations of facts, disagreements over behavioral

expectations, and the like. Organizational conflict is divided into three categories: (a) Task Conflict, which relates to the content and objectives of work; (b) Relationship Conflict, which focuses on interpersonal issues; (c) Process Conflict, which concerns how work is accomplished.

According to Greenhaus and Beutel (2020), Work-Family Conflict is a conflict experienced by individuals when carrying out dual roles, where work demands prevent them from adequately fulfilling their role as family members, and vice versa. This conflict can arise because fulfilling demands in one domain (work/family) requires limited resources such as time, energy, and mental effort. If employees use these resources to the point where they cannot fulfill demands in the other domain (family/work), they experience Work-Family Conflict. Work-Family Conflict is an impasse that arises between work demands and family duties. Work-family interference is a type of inter-role conflict that arises from incompatible role pressures from work and family issues. Work can interfere with achieving appropriate family responsibilities, and family can interfere with job prospects (Tabassum, Farooq, & Fatima, 2019).

Work-family conflict often arises from jobs with inflexible, irregular, long work hours, high workloads, work stress, personal conflicts in the workplace, career changes, business travel, or unsupportive superiors. Employees who experience prolonged work-family conflict will impact employee performance and overall company productivity. Research by Yusuf and Hasnidar (2019); Kuswinarno and Indirawati (2021) found that work-family conflict has a negative and significant effect on the performance of female employees. In addition to affecting employee performance, work-family conflict also influences job stress. According to Mangkunegara (2019), job stress is a feeling of pressure experienced by employees in facing work. It can be said that job stress is feedback on employees, both physiologically and psychologically, to the desires or demands of the company. In addition to work-family conflict, job stress also affects employee performance.

The next factor is work stress and workload. Riny Chandra (2019:671) states that workload is the need to complete too many tasks or insufficient time to complete them. From this statement, workload is the workload assigned by the company to employees with limited time available, making it impossible for employees to complete it. The workload assigned to employees must be balanced with their abilities and competencies. If it is not balanced with their abilities, it will gradually cause problems for the employee, one of which is work stress experienced by employees at work.

According to Paskow and Libov in Wahyudi (2019:153), stress is a feeling of pressure and anxiety experienced by a person due to difficulty achieving their needs and desires. Therefore, under these conditions, someone can easily become stressed, which can affect their work performance. Stress that is not managed properly usually results in a person's inability to interact positively with their environment, both in the work environment and the external environment.

From this opinion, it can be concluded that if employees are given an excessive workload, resulting in work stress, it will cause problems within the employees themselves. Stress can lead to excessive emotional tension, which can cloud their positive thinking while working, resulting in work not being completed according to set targets. However, if employees can overcome this work stress with a more positive attitude, as a challenge for self-development, they will remain motivated to complete their work to the best of their ability. They will strive to consistently manage their time and prioritize their work, thus enabling them to overcome this work stress in a more positive manner.

Work stress and high workloads can negatively impact employee performance at the Banjarmasin Type B Customs and Excise Supervision and Service Office (KPPBC). The following are some issues related to work stress and workloads in this environment: 1) work stress and high workloads can lead to decreased employee productivity, 2) prolonged work stress or excessive workloads can contribute to high levels of absenteeism and employee turnover, 3) excessive work stress can impact the mental and physical well-being of employees, 4) high workloads can affect the quality of service provided by employees, 5) job

stress and excessive workloads can lead to employee dissatisfaction with their work environment, 6) Imbalance between Job Demands and Available Resources: If job demands exceed available resources, employees may find it difficult to meet expectations, and 7) Difficulty Balancing Work-Life and Personal Life: High workloads can make it difficult for employees to balance their work and personal lives.

The organizational performance score of the Banjarmasin Type B Customs and Excise Supervision and Service Office from 2021 to September 2024 showed an overall positive trend. In 2021, the performance score was recorded at 110.49, which served as the initial baseline for the organization's performance. In 2022, there was a significant increase, reaching 115.59, a 4.6-point increase from the previous year, reflecting improvements in the effectiveness of the organization's duties and functions. However, in 2023, the performance score decreased slightly to 114.98, a 0.61-point decrease compared to 2022. Nevertheless, this score was still higher than in 2021, indicating well-maintained performance stability. Entering 2024 until September, there was a significant increase, reaching 119.85, a 4.87-point increase from the previous year. This increase indicates significant progress in organizational efficiency and productivity during the year. Overall, this year-on-year upward trend reflects the results of effective management and strategy improvement efforts, thus having a positive impact on organizational performance.

Based on revenue data through September 2024 from the Banjarmasin Type B Customs and Excise Supervision and Service Office, revenue performance varied across each revenue category: import duties, export duties, and excise. The total revenue target was Rp 36,085,450,000, with total revenue realization through September reaching Rp 35,880,173,000, or 99.43% of the target.

In the import duty revenue category, revenue realization reached Rp 31,182,959,000, or 182.42% of the target of Rp 17,094,000,000. This represents an excellent achievement and far exceeding the target. Monthly revenue realization for import duties in September reached Rp 1,652,142,000, also indicating strong revenue performance for the month.

In contrast, export duty revenues fell short of the target, reaching 5.72%. Export duty revenues as of September reached only Rp 1,022,500,000, out of a target of Rp 17,890,184,000, with a monthly revenue of Rp 87,768,000. This indicates that export duty revenues are well below the set target.

For excise revenues, revenue realization significantly exceeded the target, reaching 333.68%. Revenue realization as of September reached Rp 3,674,714,000, far exceeding the target of Rp 1,101,266,000. Revenue realization in September was also quite high, reaching Rp 313,852,000. Overall, revenues as of September 2024 have reached 99.43% of the total revenue target, indicating that, in aggregate, the revenue target is nearly achieved. Import duty and excise revenues contributed significantly to this achievement, while export duty revenues still need to be increased to approach the established target.

Based on the above background, the research questions are formulated as follows: 1) does work-family conflict partially affect the performance of employees at the Banjarmasin Type B Customs and Excise Supervision and Service Office (KPPBC)? 2) does work stress partially affect the performance of employees at the Banjarmasin Type B Customs and Excise Supervision and Service Office (KPPBC)? and, 3) does workload partially affect the performance of employees at the Banjarmasin Type B Customs and Excise Supervision and Service Office (KPPBC)?

2. Research Design and Method

The research method used is quantitative. Quantitative methods are research approaches that focus on collecting and analyzing numerical data to answer research questions. In this method, data is collected through structured instruments, such as questionnaires, tests, or other measuring tools, which produce data in numerical form.

A population is defined as the total number of all members studied. The population in this study was 95 employees at the Banjarmasin Type B Customs and Excise Supervision and Service Office (KPPBC).

The sample is a portion or representative of the population to be studied (Arikunto, 2018: 109). According to Arikunto (2018: 112), if the number of subjects is less than 100, all should be taken. If the number of subjects is large, or more than 100, 10-15% or 20-25%, or more, can be taken. In this study, the researcher drew a sample of the total population, namely 95 respondents.

Data collection using questionnaires, data analysis is quantitative/statistical, using multiple linear regression analysis with the aim of testing the established hypothesis.

3. Results and Discussion

Statistical Result

Multiple linear regression test

Table 1. t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	6.747	2.182		3.092	.003
	X1	-.296	.105	-.347	-2.820	.006
	X2	-.351	.109	-.578	-3.220	.002
	X3	-.436	.121	-.515	-3.593	.001

Regression equation is as follows:

$$Y = 6.747 + -0.296 X1 + -0.351 X2 + -0.436 X3 + e$$

Where:

- The regression coefficient for the Work-Family Conflict (X1) variable is -0.296, which is negative, indicating there is no direct relationship between Work-Family Conflict and Performance. This means that if Work-Family Conflict decreases, Performance will increase.
- The regression coefficient for the Work-Stress (X2) variable is -0.351, which is negative, indicating there is no direct relationship between Work-Stress and Performance. This means that if Work-Stress decreases, Performance will increase.
- The regression coefficient for the Work-Load (X3) variable is -0.436, which is negative, indicating there is no direct relationship between Work-Load and Performance. This means that if Work-Load decreases, Performance will increase.

Hypothesis testing

F-test

Table 2. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	244.295	3	81.432	29.569	.000
	Residual	250.610	91	2.754		
	Total	494.905	94			

Based on Table 2, it can be concluded whether Work-Family Conflict (X1), Job Stress (X2), and Workload (X3) simultaneously influence employee performance (Y) at the Banjarmasin Type B Middle Customs Office. The following is the analysis: Significance (Sig. = 0.000) A significance value of 0.000 (below 0.05) indicates that the relationship between the independent variables simultaneously and the dependent variable is statistically significant. This means that there is a significant influence of Work-Family Conflict, Job Stress, and Workload on Employee Performance. The F-test results indicate that Work-Family Conflict, Job Stress, and Workload simultaneously and significantly influence Employee

Performance at the Banjarmasin Type B Middle Customs Office. The regression model used has good power to explain the relationship between these variables.

Determination test

Table 3. Model Summary

Model	R	R Squares	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.703	.494	.477	1.65951	1.875

Based on Table 3, it is known that the R value (0.703). The R value shows the correlation between independent variables simultaneously to the dependent variable. With a value of 0.703, the relationship between independent variables and employee performance is in the strong category. This indicates that Work Family Conflict, Job Stress, and Workload together have a close relationship with Employee Performance. R Square (0.494), The R Square value shows how much the independent variables can explain the variation in the dependent variable. In this case, 49.4% of the variation in Employee Performance can be explained by Work Family Conflict, Job Stress, and Workload simultaneously. The remaining 50.6% is explained by other factors not included in the model.

t-Test

This study had a t-table value of 1.985. Based on the t-test results listed in the table above, it can be seen that:

- Variable X1, Work-Family Conflict, obtained a sig. value of 0.006 (Sig. Value <0.05) and also had a calculated t-value of -2.280, which is greater than the t-table value of 1.985. Thus, it can be seen that the Work-Family Conflict variable partially influences the Performance variable.
- Variable X2, Work Stress, obtained a sig. value of 0.002 (Sig. Value <0.05) and also had a calculated t-value of -3.220, which is greater than the t-table value of 1.985. Thus, it can be seen that the Work-Family Conflict variable partially influences the Performance variable.
- Variable X3, Workload, obtained a sig. value of -3.220. = 0.001 (Sig. Value > 0.05) and also has a t-count value of -3.593 which is smaller than the t-table value of 1.985. Thus it can be seen that the Workload variable partially influences the Performance variable.

Discussion

Work-family conflict partially affects the performance of employees at KPPBC Banjarmasin

Work-Family Conflict (WFC) is a condition in which work and family demands clash, making it difficult for individuals to fulfill their roles in both areas. Based on the research results, the WFC variable (X1) has a regression coefficient of -0.296, indicating a negative relationship with employee performance. This indicates that when work-family conflict decreases, employee performance tends to improve.

The significance value (sig.) of 0.006, which is less than 0.05, and the calculated t-value (-2.280) is greater in absolute terms than the t-table (1.985), indicate that WFC has a significant partial effect on employee performance. This means that WFC is a significant factor influencing employee performance at KPPBC Type B Middle Customs Office (KPPBC) Type B Middle Customs Office (KPPBC) Banjarmasin. Thus, H1 of the study was accepted.

In the KPPBC environment, employees face high work demands with often inflexible schedules. This can exacerbate conflict between work and family roles, especially for employees who must balance work responsibilities with their roles as parents or spouses.

The reduction in work-family balance, as reflected in this study, can positively contribute to improved performance. According to research by Allen et al. (2021), good work-family balance policies, such as work flexibility, can significantly reduce conflict and improve employee performance. High work demands

without policies that support balance can lead to emotional exhaustion, as noted by Frone (2020). Employees experiencing high work-family balance are more susceptible to stress, burnout, and decreased work motivation.

The data showing a significant relationship between work-family balance and performance provides insight for KPPBC management to implement strategies that support work-family balance, such as adjusting schedules or providing flexible leave.

Research by Kalliath & Brough (2021) emphasizes that organizations that provide social support for employees, such as time management training or work-family counseling, tend to have better-performing employees. This is relevant for the Banjarmasin Customs Office (KPPBC) to address the negative impacts of work-family conflict.

The situation at the Banjarmasin Customs Office (KPPBC) can be addressed with an organizational policy-based approach, as mentioned by Thompson (2020). Policies such as flexible work schedules or hybrid work can reduce work stress that triggers work-family conflict. In addition to policies, support from colleagues and superiors also plays a crucial role. According to Hammer et al. (2019), employees who feel supported by their colleagues are more likely to manage work-family conflict, thereby maintaining high performance.

The results of this study can also serve as a reference for understanding that work-family conflict impacts not only individuals but also overall organizational productivity. Decreased individual performance due to work-family conflict can have a cumulative impact on organizational performance. A proactive approach is needed to reduce work-family conflict, particularly by improving communication between employees and management. According to Clark (2021), open dialogue about employee needs in balancing roles can create mutually beneficial solutions.

By reducing work-family conflict, the Banjarmasin Customs Office (KPPBC) can create a more productive and healthy work environment. This study provides strong evidence that addressing work-family conflict is a key factor in improving employee performance. Continued organizational support will strengthen this positive impact in the future.

Job stress partially affects the performance of employees at KPPBC Banjarmasin

Job stress is an individual's response to work demands perceived as exceeding their capacity or resources. Based on the research results, the job stress variable has a regression coefficient of -0.351, indicating a negative relationship with employee performance. This means that when job stress levels decrease, employee performance tends to increase.

The significance value (sig.) of 0.002, which is less than 0.05, and the calculated t-value (-3.220) is greater in absolute terms than the t-table (1.985), indicate that job stress has a significant effect on employee performance partially. Therefore, job stress is an important factor that must be managed to improve performance. Therefore, H2 in the study is accepted.

The dynamic work environment at KPPBC, which often demands high levels of punctuality and accuracy, also triggers job stress. Employees who lack effective stress management strategies tend to experience decreased motivation and work productivity, as noted by Sonnentag and Fritz (2021).

The results of this study demonstrate the importance of managerial steps to manage employee work stress. According to Quick and Cooper (2022), organizations need to provide stress management programs, such as time management training, counseling, or workplace recreation facilities, to mitigate the negative impact of stress on performance.

According to Robbins and Judge (2022), unmanaged work stress can lead to decreased productivity, increased absenteeism, and decreased organizational commitment. This aligns with research findings, which show that high work stress is negatively correlated with employee

performance. Recent research by Lazarus and Folkman (2021) also confirms that work stress occurs when individuals feel unable to cope with the demands placed on them. In the context of KPPBC, complex and demanding work demands, such as meeting service targets and supervision, contribute to employee stress.

Furthermore, Schaufeli and Taris (2020) stated that high levels of work stress can lead to emotional exhaustion, which reduces employees' ability to focus on tasks and impacts their work output. This is relevant to research findings at the Customs and Excise Service Office (KPPBC), where work stress significantly impacts employee performance. Stress management can also be achieved through fair workload management. Thompson (2021) stated that balanced task distribution and flexible work schedules can help employees manage stress and improve overall performance.

Overall, the results of this study emphasize the importance of managing work stress at the Banjarmasin Customs and Excise Service Office (KPPBC) Type B. By reducing work stress levels through organizational interventions, such as increasing social support, stress management training, and adjusting workloads, employee performance can be significantly improved. This provides strategic direction for management in creating a productive and healthy work environment.

Workload partially affects the employee performance at KPPBC Banjarmasin

Workload is the number of tasks, responsibilities, and demands that employees must complete within a specific time period. The results of the study indicate that the Workload variable (X3) has a regression coefficient of -0.436, indicating a negative relationship with employee performance. This means that reducing workload will improve employee performance.

The significance value (sig.) of 0.001, which is less than 0.05, and the calculated t-value (-3.593) is greater in absolute terms than the t-table (1.985), indicating that workload has a significant effect on employee performance partially. This means that a high workload is a factor that can hinder employee performance. Therefore, H3 is accepted in this study.

The work environment at KPPBC, which demands accuracy and speed in completing tasks, can exacerbate the impact of workload. Employees facing excessive workloads tend to experience decreased performance due to fatigue and stress, as noted by Sonnentag and Fritz (2021).

The results of this study indicate that reducing unrealistic workloads can improve employee performance. Thompson (2021) emphasized that effective workload management, such as fair task distribution and providing adequate rest periods, can increase efficiency and productivity.

According to Robbins and Judge (2022), excessive workloads can cause psychological and physical stress on employees, ultimately negatively impacting performance. Excessive workloads often cause employees to lose focus and be unable to deliver optimal results. Research by Schaufeli and Bakker (2021) indicates that high workloads often trigger emotional and physical exhaustion. In the context of the Banjarmasin Type B Customs Office (KPPBC), complex and target-oriented work demands are among the main causes of the high workload experienced by employees.

High workloads can also impact employee motivation. According to Deci and Ryan (2022), employees who feel burdened tend to lose autonomy and work enthusiasm, resulting in decreased performance. Therefore, it is crucial for organizations to consider individual capacity when determining assigned tasks. Support from superiors and coworkers can be a mitigating factor against the negative impacts of workload. Research by Bakker and Demerouti (2020) shows that a supportive work environment can help employees manage work pressure and maintain their performance.

Overall, this study confirms that workload influences employee performance at the Banjarmasin Customs Office (KPPBC) Type B. By managing workload through task adjustments, flexible schedules, and organizational support, negative impacts can be minimized, significantly improving employee

performance. Organizations need to consider strategic interventions to create a more productive and healthy work environment for employees.

4. Conclusions

The results of the study indicate that work-family conflict, job stress, and workload each have a negative effect on employee performance at KPPBC Type Madya Pabean B Banjarmasin. High levels of work-family conflict reduce employee performance, especially in environments with inflexible schedules and workloads. Job stress, caused by complex and demanding tasks, lowers motivation, focus, and productivity. Similarly, excessive workload contributes to physical and emotional exhaustion, decreased motivation, and reduced work efficiency.

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