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**Work Family Conflict on Individual Work Performance among Female Laundry  
Workers in Pontianak City, Indonesia**

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**Abstract**

Women managing concurrent work and family responsibilities often experience substantial role-related pressures. This study examines the influence of Work-Family Conflict on Individual Work Performance, with income and work period assessed as moderating variables. Cross-sectional design, data were collected from 115 female laundry workers in Pontianak City, Indonesia, and analyzed using Partial Least Squares-Structural Equation Modelling. The results show that Work-Family Conflict influences performance solely through the Counterproductive Work Behavior dimension, with income weakening and work period strengthening. The limited sample size represents a key constraint, indicating the need for broader and more diverse future investigations.

**Keywords:** work-family conflict; individual work performance, female worker, laundry worker

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**1.0 Introduction**

The fulfillment of human needs is closely tied to social interaction, communication, and environmental dynamics, with income serving as an essential resource for achieving well-being from basic needs to self-actualization (Rojas et al., 2023). Globally, the Asia-Pacific region accounts for more than half of the world's labor force, and Indonesia has 52.74 million female workers, most of whom are concentrated in the service sector, comprising 56.93% of its workforce (BPS, 2022; ILO, 2024). Women in this sector often carry a dual burden, as domestic responsibilities remain predominantly their responsibility, which increases psychological strain and workload imbalance (Mahmood et al., 2025). This burden becomes more pronounced among low-income or multi-role women, who are particularly vulnerable to reduced health, lower life satisfaction, and impaired work-related well-being (Carlson et al., 2020; Viertiö et al., 2021). Workers in the informal sector, such as laundry workers, often face various workplace issues, including serious ergonomic problems that affect the musculoskeletal system. This creates a root problem for their continued employment (Avcioglu & Başak, 2024).

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Work-Family Conflict (WFC) arises when the demands of work and family roles interfere with one another, limiting the individual's ability to perform effectively across domains (Ugwu & Idemudia, 2024). Conflict can adversely affect job performance, psychological well-being, and perceived safety at work, particularly for workers in repetitive, physically demanding, and low-autonomy occupations (Obrenovic et al., 2020; Xing et al., 2023). Since individual work performance plays a vital role in organizational effectiveness (Jung et al., 2023), examining WFC is particularly relevant for female laundry workers, who frequently navigate multiple role pressures. In line with this context, the present study aims to investigate the challenges women face in balancing multiple roles by analyzing the influence of Work-Family Conflict on Individual Work Performance, while also examining income and work period as moderating variables.

## 2.0 Literature Review

### 2.1 Work-Family Conflict

Work-Family Conflict (WFC) is a form of dual-role conflict that arises when demands from either work or family hinder an individual's ability to fulfill the other role. Two primary dimensions that describe this tension are WFC and Family-Work Conflict (FWC). WFC occurs when work pressures or demands interfere with family life, whereas FWC emerges when family obligations reduce one's performance or focus at work. These dimensions illustrate the reciprocal nature of role interference, in which WFC restricts involvement in family activities and FWC disrupts work tasks, for example by causing lateness or decreased productivity due to family-related pressures (Ugwu & Idemudia, 2024). There are many factors that influence WFC, income from regular employment is the primary source through which individuals meet their basic needs. A four-year longitudinal study by Rubenstein et al. (2023) found that increases in income over time are positively associated with higher levels of work-family conflict (WFC), particularly among women. Higher income does not necessarily reduce role conflict; instead, it may increase work-related pressure and intensify conflict in the long term (Rubenstein et al., 2022).

### 2.2 Individual Work Performance

Individual Work Performance encompasses 3 key dimensions. First, task performance refers to the efficient execution of core job responsibilities, emphasizing the quantity and quality of outputs. It involves mastering job-related skills, staying updated with relevant information, working meticulously, managing tasks and administrative duties effectively, making sound decisions, solving problems, and demonstrating strong verbal and written communication and supervisory competencies. Second, contextual performance involves behaviors that support the organizational environment beyond formal job duties. This includes showing initiative, enthusiasm, perseverance, motivation, creativity, collaboration, and a willingness to help colleagues. It also involves maintaining respectful behavior, fostering positive interpersonal relationships, and contributing to effective organizational communication. Fourth, counterproductive work behavior entails actions that hinder organizational goals. Such behaviors include excessive breaks, presenteeism, absenteeism, frequent complaints, tardiness, poor-quality work, workplace accidents, gossiping, conflicts, safety violations, misuse of resources, aggression, theft, and substance abuse (Widyastuti & Hidayat, 2018). In terms of performance, performance-based pay is viewed as a reflection of work achievement. Many emphasize that hard work is a key factor in attaining higher income. Individuals often perceive high earnings as an indicator of personal accomplishment. Research also suggests that performance-based compensation systems—now increasingly common ensure that higher income reflects the economic value created for shareholders, clients, or investors (Hecht, 2021). Work period also has an impact on employees that organizations must take into consideration. Prioritizing work period development and fostering active employee engagement are essential for optimizing overall performance (Honnamane et al., 2024).

### 2.5 Hypothesis Development

This study suggests that WFC influences IWP, while workers' income can buffer the impact of such conflict, and longer work experience can help reduce conflict and sustain performance. Based on these assumptions, the following hypotheses were developed:

H1: There is an influence of WFC on IWP

H2: Income strengthens the influence of WFC on IWP

H3: Work period strengthens the influence of WFC on IWP

## 3.0 Methodology

This cross-sectional study involved 172 female workers from three laundry service companies in Pontianak City, West Kalimantan, Indonesia. A purposive sampling technique using convenience sampling approach, targeted female workers who voluntarily agreed to participate. Self-reported questionnaire completed by 115 respondents translated into Bahasa Indonesia. The research instrument comprised three main components. First, demographic data were collected, including education level, age, employment status, marital status, work period, and income. Second, the WFC variable was measured using 10 items from Haslam et al. (2015), capturing both WFC and FWC dimensions (Haslam et al., 2015). Third, IWP was assessed through an 18-item questionnaire from Widyastuti and Hidayat (2018), covering three dimensions: TP, CP, and CWB (Widyastuti & Hidayat, 2018). The study included two moderating variables, income and work period each measured as ordinal data with three categories. Data were analyzed using the PLS-SEM approach with SmartPLS 4.01, chosen for its compatibility with small samples and predictive models. Ethical Approval by Faculty of Public Health Universitas Airlangga No: 128/EA/KEPK/2025.

## 4.0 Findings

### 4.1 Demographic Respondent

This study involved 115 female workers and examined key demographic characteristics, including education, age, employment status, marital status, work experience, and income. The findings indicate that the sample predominantly consisted of young, single women with a high school education, working under contract, relatively new to their roles, and earning modest monthly incomes. A comprehensive summary is provided in Table 1.

Table 1: Demographics of Respondents

Demographic	N	%
Education		
Bachelor degree	20	17.39%
Associate degree	3	2.61%
Senior high school	80	69.57%
Junior high school	5	4.35%
Primary school	7	6.09%
Age		
≥ 30s	13	11.30%
20-29s	88	76.52%
< 20s	14	12.17%
Employment Status		
Contract worker	63	54.78%
Permanent worker	52	45.22%
Marital Status		
Married	19	16.52%
Single	89	77.39%
Divorced	7	6.09%
Work Period		
≥ 3 years	20	17.39%
1-2,9 years	61	53.04%
< 1 years	34	29.57%
Income		
≥ Rp. 3.000.000	4	3.48%
Rp. 1.000.000-2.999.999	104	90.43%
< Rp. 1.000.000	7	6.09%

N= frequency; Rp= Rupiah (Indonesia's currency unit)  
Source: Results of data analysis (2025)

### 4.2 Outer Model Evaluation

The outer model evaluation shows that one WFC item was removed due to an outer loading below 0.5, leaving nine retained items. In contrast, thirteen IWP items were eliminated for failing to meet the loading criterion, resulting in only five retained items, all of which correspond to the CWB dimension. This indicates that task, contextual, and adaptive performance lacked sufficient variability among laundry workers, making CWB the only performance dimension responsive to WFC. Table 2 also demonstrates that all constructs meet internal consistency requirements, with Cronbach's alpha and composite reliability values exceeding 0.70, and convergent validity is supported as all AVE values exceed 0.50.

Table 2: Measurement of reliability and validity

Variable indicator	Item	Mean	SD	Combachs' α	Composite Reliability	AVE
Work-Family Conflict						
	X1.2	0.516	0.127	0.895	0.914	0.547
	X1.3	0.674	0.110			
	X1.4	0.808	0.087			
	X1.5	0.758	0.080			
	X2.1	0.806	0.090			
	X2.2	0.849	0.080			
	X2.3	0.513	0.154			
	X2.4	0.707	0.110			
	X2.5	0.774	0.088			
Individual Work Performance						
	Y1.1	0.761	0.053	0.909	0.932	0.735
	Y1.2	0.849	0.060			
	Y1.3	0.856	0.041			
	Y1.4	0.895	0.035			
	Y1.5	0.897	0.041			
Income	moderating	1.000				
Work Period	moderating	1.000				

Source: Results of data analysis (2025)

Table 3 shows that the HTMT value is lower than the threshold value of 0.85. Therefore, the results of this outer model evaluation indicate that the data meet the requirements for convergent and discriminant validity and reliability.

**Table 3: Discriminant Validity**

	Income	WFC	IWP	Work period	Income x WFC	Work period x WFC
Income						
WFC	0.120					
IWP	0.138	0.356				
Work period	0.340	0.089	0.104			
Income x WFC	0.190	0.240	0.265	0.076		
Work period x WFC	0.071	0.083	0.121	0.112	0.264	

Source: Results of data analysis (2025)

**4.3 Inner Model Evaluation (Structural Model Evaluation)**

The structural model assessment on Fig 2 showed that all VIF values were below 3.3, indicating the absence of multicollinearity. The path analysis confirmed that WFC has a significant positive effect on IWP ( $\beta = 0.277, p < 0.05$ ), supporting H1. The removal of 13 IWP items due to insufficient loading factors, leaving 5 CWB indicators. Despite this reduction, the remaining items continued to represent the IWP construct adequately, although the construct is now centered on CWB. Additionally, income and work period were found to significantly moderate the WFC–IWP relationship: Income  $\times$  WFC ( $\beta = -0.223, p < 0.05$ ) and Work Period  $\times$  WFC ( $\beta = 0.173, p < 0.05$ ), thereby supporting H2 and H3. However, income weakens the relationship due to its negative coefficient. The in-sample model evaluation showed an  $R^2$  value of 0.205 for IWP, which is below the recommended threshold of 0.30, indicating a weak explanatory power (Hair et al., 2019).

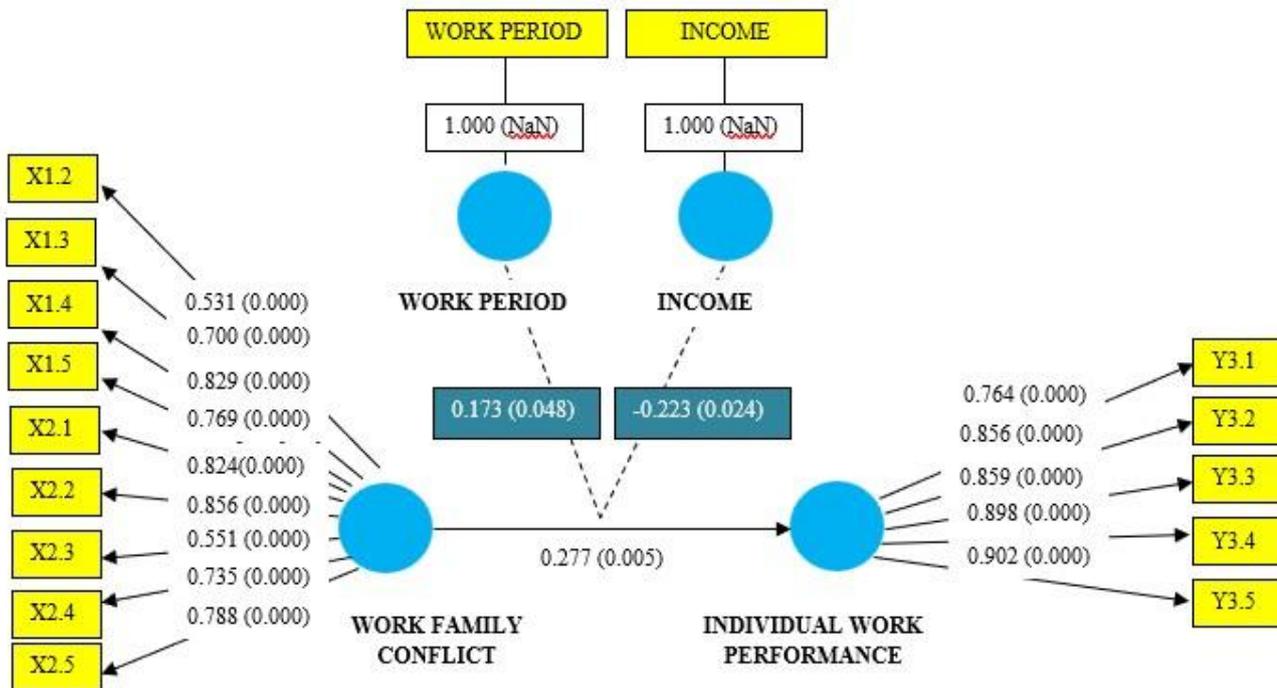


Fig 1: Results of R-square, outer loading (outer) and  $\beta$  (inner), and each p-value  
Source: Results of data analysis (2025)

The results are WFC has a positive and significant effect on IWP ( $\beta = 0.277, p = 0.005$ ), indicating that higher levels of WFC are associated with higher levels of performance. Work period significantly moderates the WFC on IWP relationship ( $\beta = 0.173, p = 0.048$ ), meaning that employees with longer tenure experience a stronger positive impact of WFC on IWP. Income significantly moderates the relationship between WFC and IWP ( $\beta = -0.223, p = 0.024$ ), suggesting that the positive effect of WFC on performance weakens as income increases.

**Table 4: Hypothesis Testing**

	$\beta$	T statistics	p	Conclusion
WFC -> IWP	0.277	2.805	0.005*	Accepted
Income x WFC -> IWP	-0.223	2.250	0.024*	Accepted
Work Period x WFC -> IWP	0.173	1.982	0.048*	Accepted

N= 115,  $\beta$ = path coefficient, p= p-value \*significant <0.05  
Source: Results of data analysis (2025)

## 5.0 Discussion

The first hypothesis is accepted, indicating that WFC exerts a positive influence on IWP. This finding aligns with Geraldo Campos and Huamani (2022), who argue that WFC can enhance performance when workers receive adequate organizational support, leading to greater satisfaction in managing personal and professional demands. Supportive conditions may reduce turnover intentions, mitigate stress, and improve overall productivity (Geraldo Campos & Huamani, 2022). Conversely, negative forms of WFC have been shown to disrupt both workplace functioning and family responsibilities, thereby diminishing performance quality (Pratame & Supartha, 2022; Rao, 2023). Female workers, particularly those in low-income and informal sectors, are also more susceptible to psychological strain arising from dual-role obligations (Busia, 2023; Mahmood et al., 2025).

The influence of WFC on IWP operates primarily through the dimension of CWB. Other indicators, such as TP and CP, did not meet the required measurement standards, reflecting the highly routinized and manual nature of laundry work, which provides limited behavioral space for complex performance variations or adaptive initiatives. In this occupational setting, CWB manifested through poor work quality, reduced attentiveness, and lateness emerges as the most observable and sensitive indicator of performance (Jin et al., 2022). Conflicts between work and family demands lead to physical and psychological exhaustion, increasing employees' tendency to exhibit CWB. Therefore, CWB serves as the primary pathway through which WFC diminishes the quality of workers IWP (Jiang et al., 2022; Xing et al., 2023).

Moderation analysis provides additional insight. Income weakened the WFC on IWP relationship. Kengatharan (2017), discussed that lower-income workers experience greater performance deterioration under conflict due to heightened economic stress. Conversely, work period strengthened this relationship (Kengatharan, 2017). Moreover, income that increases over time is actually associated with higher levels of WFC, particularly among women, because higher earnings can intensify work pressures and worsen role conflict in the long term (Rubenstein et al., 2022). Longer tenure is commonly associated with increased job expectations and responsibilities, which may intensify WFC (Morrison et al., 2020). Experienced workers may also possess better coping resources and organizational familiarity, enabling them to maintain or even enhance performance under pressure (Jung et al., 2023). The effect of moderating variables like income or work period on performance is minimal. However, it is still important in fostering long-term relationships on worker. Therefore, organizations should continue to prioritize work period development and encourage active employee involvement, as these efforts can help optimize overall performance (Honnamane et al., 2024). These discussion highlight the importance of socioeconomic and tenure-related factors in shaping performance outcomes within informal labor contexts.

## 6.0 Conclusion & Recommendations

Studies examining the relationship between WFC and IWP, with income and tenure as moderating variables, reveal a nuanced and context-dependent dynamic. Initial findings indicate a positive relationship between WFC and IWP, suggesting that conflict may, in some cases, motivate employees to perform better at work. However, this effect is strongly influenced by contextual factors. Income functions as a negative moderator, indicating that changes in WFC—whether increasing or decreasing—may be associated with reduced performance, likely due to greater demands or responsibilities that accompany higher income levels. In contrast, tenure acts as a positive moderator, suggesting that employees with longer work experience are more resilient and better able to manage work–family tensions, thereby strengthening the effect of WFC on performance.

This study's limitations include limited sample variation, such as the absence of gender comparisons and differences in job types. Additionally, respondents completed the questionnaire without supervision due to heavy workloads and restricted break times. In line with these findings, research in the informal sector also faces challenges related to insufficient data, resulting in most studies focusing on specific sectors. This raises questions about the generalizability of the findings to other institutional contexts. Future research should consider additional variables related to WFC and IWP and expand the sample across diverse geographic regions to enhance the generalizability of the results.

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## Paper Contribution to Related Field of Study

This study contributes to occupational health and safety by shedding light on psychological challenges faced by female service-sector workers. Overall, the study underscores the need for continuous organizational support for female workers, who often balance dual responsibilities at work and at home.

## 8.0 Authors Declaration

There is no conflict of interest.

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