

THE INFLUENCE OF WORK-LIFE CONFLICT AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH EMPLOYEE WELFARE AS A MEDIATION VARIABLE

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Abstract

The phenomenon of a gap in employee performance decline indicates that the work achievements produced are not fully in accordance with organizational standards and expectations. Therefore, the purpose of this study is to examine and analyze the influence of work-life conflict and organizational culture on employee performance mediated by employee welfare variables. This research method uses a quantitative approach with a sample collection technique using probability sampling with a random sampling method. The research data were collected by distributing questionnaires to 200 respondents. The results of the analysis state that: 1) work-life conflict does not affect employee performance, 2) organizational culture has a positive effect on employee performance, 3) work-life conflict has a positive effect on employee welfare, 4) organizational culture has a positive effect on employee welfare, 5) employee welfare does not affect employee performance, 6) employee welfare is unable to mediate the influence of work-life conflict on employee performance, 7) employee welfare is unable to mediate the influence of organizational culture on employee performance.

Keywords: *Employee Performance, Employee Welfare, Organizational Culture, Work-Life Conflict.*

INTRODUCTION

Every company requires a workforce with adequate quality to ensure good performance. One example is in the healthcare sector, where the existence of Human Resources (HR) is crucial because their involvement takes place directly in the implementation of tasks. Bumiayu Regional General Hospital (RSUD), as a type C government hospital located in South Brebes, is a hospital (RS) that provides a variety of health services supported by adequate facilities and support. To support good service, service quality is closely related to employee performance in carrying out their duties. Optimal performance not only accelerates and facilitates problem solving but also can increase public trust in the health services provided. Therefore, it can be obtained from the employee performance achievement data at Bumiayu Regional General Hospital during the last three years from 2022 to 2024, there has been a phenomenon of declining performance quality, as can be seen in the table below:

Table 1. Recapitulation of Bumiayu Regional Hospital Employee Performance Achievements for 2022-2024

Year	Number of Employees	Rating		Employee Performance Predicate		
		Work result	Work Behavior	Very good	Good	Not good
2022	291	As Expected	As Expected	-	100%	-
2023	295	As Expected	As Expected	7%	93%	-
2024	312	As Expected	As Expected	-	99%	1%

Source: Bumiayu Regional Hospital Personnel Data (2025).

Based on Table 1 above, in 2022, 100% of employees performed well. However, in 2023, variation occurred, with 7% performing very well and 93% performing well. However, in 2024, there were no more employees with

excellent performance ratings, and 1% even fell into the poor category. This phenomenon indicates a problem that requires investigation. Various factors have been studied to explain employee performance, one of which is work-life conflict. Several studies have found that work-life conflict has a positive effect on performance (Safitri & Wildan, 2021; Vernia & Senen, 2022). However, conflicting results were shown by Tewal et al. (2021) and Ramadhan et al. (2024), who stated that work-life conflict had no significant effect on employee performance. This inconsistency indicates a research gap that requires further exploration. Furthermore, organizational culture has also been identified as a significant factor influencing performance. Several studies report that organizational culture has a positive effect on performance (Aggarwal, 2024; Astuti, 2022; Putra, 2024). However, Marlina & Febrian (2023) showed a different result, stating that organizational culture had no significant effect on employee performance. These discrepancies in findings further reinforce the urgency of further research in the context of healthcare organizations, particularly hospitals. Furthermore, employee well-being is increasingly being studied because it is believed to mediate the relationship between organizational variables and performance. Several studies, such as Huo & Jiang (2023) and Obrenovic et al. (2020), found that employee well-being can mediate the effect of work-life conflict on performance. However, other studies indicate that well-being does not always play a significant role as a mediator (Kurniawan, 2024). Thus, the role of employee well-being remains a subject of academic debate. Based on the phenomenon of declining performance at Bumiayu Regional Hospital and the inconsistency of previous research findings, this study was conducted to re-examine the influence of work-life conflict and organizational culture on employee performance, with employee well-being as a mediating variable. This research is expected to provide an empirical contribution in clarifying the relationship between variables and enriching the human resource management literature, particularly in the context of healthcare.

LITERATURE REVIEW

This research is based on Goal Setting Theory, which asserts that employee performance is the primary goal of an organization and is influenced by working conditions, including work-life conflict, organizational culture, and employee well-being. This theory is derived from Role Theory (Katz & Kahn, 1978), which explains that role conflict—such as an imbalance between work and family demands—can affect individual performance. In this context, employee well-being acts as a mediator that can strengthen or weaken the relationship between these variables.

1) Employee Performance

Employee performance is the achievement of individual or group work results in accordance with the responsibilities and standards set by the organization (Huo & Jiang, 2023). Employee performance is every process of achieving work, determined by the collaboration between individuals and groups, with responsibilities and workloads established within the organization. Employee performance is not driven by achievement but by a process of consistency (Ukhrima & Sutarmin, 2023). Performance indicators include task performance, contextual performance, and adaptive performance (Gede, 2018). According to Kantohe, A., & Sutarmin, S. (2023). Factors that influence employee performance are: 1) Attitude and mentality (work motivation, work discipline, and work ethics). 2) Education 3) Skills 4) Leadership management 5) Income level 6) Salary and health 7) Social security 8) Work climate 9) Facilities and infrastructure 10) Technology and 11) Opportunities to achieve.

2) Work Life Conflict

According to Huo & Jiang (2023), work-life conflict describes a situation of conflicting roles that occurs when work and non-work demands are incompatible, so that fulfilling work demands makes it difficult to fulfill non-work demands within an organization. Work-life conflict occurs when there is an imbalance between work demands and other responsibilities held by employees, such as social responsibilities, personal life, or family (Samsudin et al. 2024). Work-life conflict is generally divided into two main categories: work-to-family conflict and family-to-work conflict. Both forms of conflict arise from competing demands between roles in the work environment and responsibilities in the family, which ultimately creates an imbalance and affects the individual's overall quality of life. Conflict in the organizational environment is often associated with weakened employee performance, both directly and indirectly (Adetya, 2025). According to Gede (2018), indicators of work-life conflict are as follows: time-based conflict, pressure-based conflict, and behavior-based conflict. According to Hidayah (2024), several factors influence the occurrence of work-life conflict. These factors include: time pressure, family support, marital satisfaction, and firm size. Previous studies have shown inconsistent results:

Vernia & Senen (2022) and Safitri & Wildan (2021) found a positive effect on performance, while Tewal et al. (2021) and Ramadhan et al. (2024) found no significant effect. This discrepancy indicates the need for further research in the healthcare sector.

3) Organizational culture

A strong organizational culture plays a crucial role in guiding all members of the organization in resolving various problems that arise in the workplace. This type of culture serves as a strategic instrument for shaping and guiding employee behavior, as it facilitates them in carrying out their tasks more effectively. According to Aggarwal (2024), organizational culture (OC) is a highly flexible concept and can change depending on the characteristics of each organization. Corporate culture functions as a collective consciousness that is not directly visible and informal, yet has great power in guiding individual actions and behavior. Understanding it more specifically, organizational culture is the formation of social knowledge that encompasses norms, values, and rules within an entity. This formation will then influence the behavior and attitudes of every individual working within it. The process of shaping this culture is highly dependent on the role of leadership in instilling and communicating these principles, which ultimately shape the character and behavior of organizational members (Marliana Febrian, 2023). Measurement of organizational culture is based on indicators according to Jamaluddin (2017). The indicators are as follows: Innovation and courage to take risks, Attention to detail, Results-oriented, People-oriented, Team-oriented, Aggressive, Stable. Most studies (Aggarwal, 2024; Astuti, 2022; Putra, 2024) indicate that organizational culture has a positive effect on performance. However, Marliana & Febrian (2023) reported different results, indicating the need for further verification, especially in public service organizations such as hospitals.

4) Employee Welfare

Huo & Jiang (2023) state that well-being makes employees better decision-makers and equips them with effective interpersonal skills, as well as greater optimism and resilience. As a result, they are better able to fulfill their job responsibilities. Because employees who feel well-being feel healthier. Healthier people tend to engage in workplace learning, which helps develop work skills that contribute to higher task performance. From an HR management perspective, employee well-being is an additional facility beyond the basic salary provided in material and non-material forms. This effort is not only intended to increase comfort and improve performance, but also maintain the physical and mental health of employees as a prerequisite for increased productivity (Kurniawan 2024). According to Desriana (2021), there are several indicators used to measure the level of well-being, which are classified into three main categories: Economic Well-being, Facility-Based Well-being, and Welfare in the Form of Services. Previous research has shown that well-being plays a significant role in improving performance (Rahman & Rachim, 2024; Nahyan et al., 2024). A study by Huo & Jiang (2023) even confirmed that well-being is a significant mediator in the relationship between work-life conflict and performance. Research by Vierla & Agustina (2024) also confirmed that a positive organizational culture can improve employee well-being and productivity. Based on the above framework, the following research model and research hypothesis can be formulated:

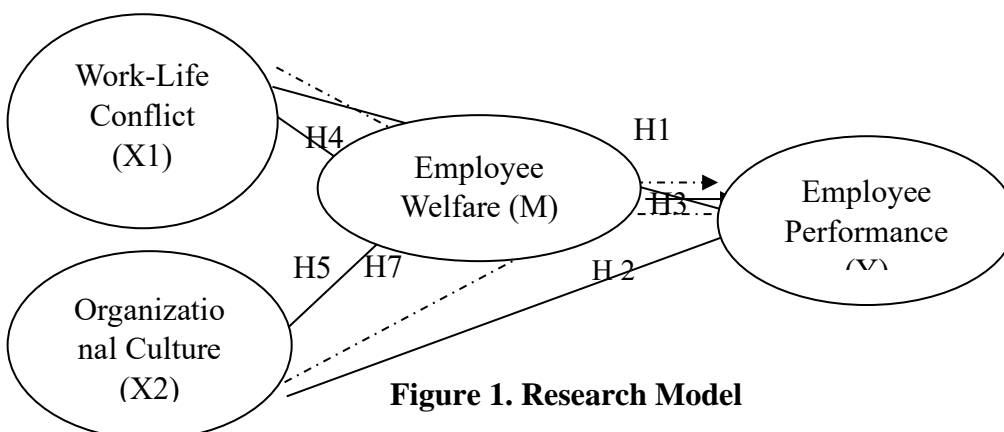


Figure 1. Research Model

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- H1: Work-life conflict has a positive effect on employee performance.
- H2: Organizational culture has a positive influence on employee performance.
- H3: work-life conflict has a positive effect on employee well-being
- H4: Organizational culture has a positive influence on employee welfare.
- H5: Employee welfare has a positive effect on employee performance.
- H6: Employee welfare is able to mediate work-life conflict on employee performance.
- H7: Employee welfare can mediate organizational culture on employee performance.

METHOD

This study uses a quantitative approach with a descriptive approach. This approach was chosen because the research aims not only to describe the condition of variables but also to examine the causal relationship between work-life conflict, organizational culture, employee well-being, and employee performance. The study population consisted of all 312 employees of Bumiayu Regional General Hospital. The sample size was calculated using the Slovin formula with a 5% error rate, resulting in 175 respondents. The sampling technique used was simple random sampling, ensuring that each employee had an equal chance of being selected as a respondent. The research instrument was a questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This questionnaire contained questions measuring four research variables: work-life conflict, organizational culture, employee well-being, and employee performance. Before distribution, the instrument was tested for validity and reliability to ensure measurement accuracy. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS 4 software. The analysis was conducted in two main stages: the outer model test and the inner model test. The outer model test was used to assess the validity and reliability of the research constructs, while the inner model test was used to examine the causal relationship between variables through hypothesis testing. The significance of the relationship was tested using the bootstrapping method using the criteria of a T-statistic of more than 1.96 and a P-value of less than 0.05.

RESULTS AND DISCUSSION

Based on the analysis results in Figure 2 below, of all 38 statement items, there are 37 statement items with outer loading values ≥ 0.7 and are declared valid and 1 statement item with outer loading values < 0.5 , namely 0.491 in statement item M.10 "Employees get convenience in applying for loans", this is declared invalid and eliminated from the analysis. Then the model is retested to obtain more accurate results, the table below shows the results of the discriminant validity test after the data declared invalid is removed.

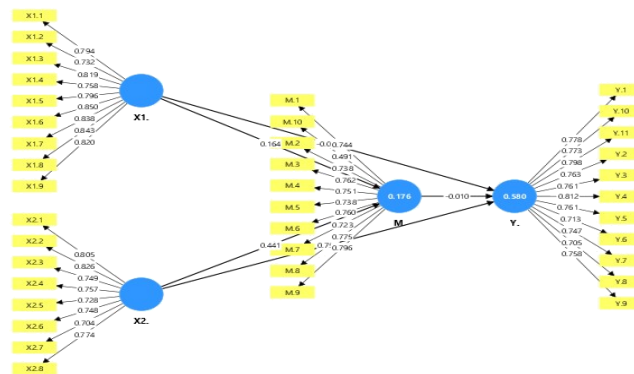


Figure 2. Outer model test results

Based on the analysis of the reliability and validity test results, it can be concluded that all constructs in this research model are reliable and valid. The Cronbach's Alpha and Composite Reliability values for constructs M, X1, X2, and Y are all above 0.7, and the AVE value is above 0.5. Thus, the instrument used has met the measurement quality criteria and can proceed to the structural analysis stage (inner model). Discriminant validity: all indicators showed cross-loading values above 0.5 and had the highest loading values on the constructs they measured. This indicates that each indicator was able to accurately represent the latent construct, thus fulfilling discriminant validity.

Based on the VIF value, the model is declared free from multicollinearity symptoms if the VIF is ≤ 5 (Hair et al., 2017). The VIF values for all constructs in this model are below this threshold, so no multicollinearity problems

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were found. The significance and relevance analysis of outer weight strengthens the previous conclusion by showing that all indicators in variables M, X1, X2 and Y have P Values <0.5, which means that all indicators are significant to their respective constructs. Furthermore, the evaluation of the structural model (inner model) shows that the coefficient of determination (R²) for the mediating variable (M) has a value of 0.175, which means that the independent variable is only able to explain 17.5% of the variation in M, this shows that the influence of the independent variable on M is still relatively weak. Meanwhile, the dependent variable (Y) has an R-Square value of 0.580, which indicates that the combination of independent and mediating variables is able to explain 58.0% of the variation in Y. This value is included in the fairly strong category, so the model is considered quite good in predicting variable Y.

Table 2. Evaluation of the Determination Coefficient (R-Square)

Construct	R-square	R-square adjusted
Employee Welfare (M)	0.175	0.165
Employee Performance (Y)	0.580	0.572

The effect size (f²) value is also calculated to determine the contribution of each exogenous variable. The results are displayed in the following table:

Table 3. Evaluation of Effect Coefficient (F2)

Variables	F-Square
M -> Y	0.000
X1 -> M	0.033
X1 -> Y	0.002
X2 -> M	0.210
X2 -> Y	1,013

The predictive relevance results (Q²) for the employee welfare and employee performance variables > 0, indicating that this model has good predictive relevance.

Table 4. Predictive Relevance Evaluation (Q2)

Construct	Q2
Employee Welfare (M)	0.313
Employee Performance (Y)	0.094

The PLS-Predict results for the Q² predict value generally indicate that all items provide good predictive power, due to the positive overall value. Therefore, the construct overall provides stronger predictions compared to the linear regression model. The results of the significance and relevance test of the path coefficient show that of the five (5) main paths, there are two (2) paths that are not significant, namely between work-life conflict and employee performance and employee welfare and employee performance.

Table 5. Significance and Relevance of Path Coefficients

Code	T statistics	P values
Employee Welfare -> Employee Performance	0.258	0.796
Work Life Conflict ->Employee Welfare	2,110	0.035
Work-Life Conflict -> Employee Performance	0.434	0.664
Organizational Culture -> Employee Welfare	6,405	0.000
Organizational Culture -> Employee Performance	9,501	0.000

Not only the direct influence, the indirect influence through employee welfare was also tested and the results were not significant.

Table 6. Mediation Test (Indirect Effect)

Code	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Life Conflict -> Employee Well-being -> Employee Performance	-0.003	0.011	0.225	0.822
Employee Welfare Organizational Culture-> Employee Performance	-0.006	0.027	0.242	0.809

The findings from the analysis indicate that work-life conflict does not significantly contribute to the improvement or decline of employee performance. This is reflected in the path coefficient value (original sample) obtained at -0.032, indicating a very weak and insignificant relationship between these variables. In addition, the t-statistic value of 0.434 is below the critical threshold of 1.65 at the 5% significance level ($\alpha = 0.05$), and the resulting p-value of 0.664 exceeds the specified significance value. The results of this study are strengthened by previous studies conducted by (Tewal et al. 2024) and (Ramadhan et al. 2024) which indicate that work-life conflict does not affect employee performance. Thus, the results of this study indicate that work-life conflict is not the main determinant of employee performance, and its effects can be minimized if there is an adequate organizational support system.

Organizational culture has a positive effect on employee performance. This is reflected in the path coefficient value (original sample) obtained of 0.756, indicating a strong and significant relationship between these variables. Furthermore, the t-statistic value of 9.501 is >1.65 at the 5% significance level ($\alpha = 0.05$), and the resulting p-value is $0.000 < 0.05$. This finding is also consistent with those conducted by (Astuti, 2022) and (Allifudin & Praptiestrini, 2020), which indicate a positive influence between organizational culture and improving employee performance. This emphasizes that the influence of a strong and consistent organizational culture shapes productive work behavior and good performance levels. Work-life conflict has a positive effect on employee well-being. This is reflected in the path coefficient value (original sample) obtained of 0.173, indicating a strong and significant relationship between these variables. Furthermore, the t-statistic value of 2.110 is >1.65 at the 5% significance level ($\alpha = 0.05$), and the resulting p-value is $0.035 < 0.05$. The results of this study are also supported by previous research conducted by (Khoirunnisa, 2023) and (Zhang et al., 2022), explaining that work-family conflict and emotional intelligence have been shown to significantly influence a person's level of well-being, both directly and indirectly.

Organizational culture has a positive effect on employee well-being. This is reflected in the path coefficient value (original sample) obtained of 0.756, indicating a strong and significant relationship between these variables. Furthermore, the t-statistic value of 9.501 is > 1.65 at the 5% significance level ($\alpha = 0.05$), and the resulting p-value is $0.000 < 0.05$. The results of this study support research conducted by Vierla & Agustina (2024), which emphasized that strengthening organizational culture plays a crucial role in encouraging employee well-being and productivity in the clinical work environment. Furthermore, research conducted by Nurjaman (2024) provides an in-depth analysis of the influence of organizational culture on employee well-being. The results show that a supportive organizational culture significantly contributes to improving employee well-being.

In this study, data analysis shows that there is no positive and significant influence between the employee welfare construct and the employee performance construct. This is indicated by the path coefficient value (original sample) of -0.015, with a t-statistic of 0.258, which is far below the critical value of 1.65. In addition, the resulting p-value is 0.796, far exceeding the significance threshold of 0.95. The results of this study differ from previous research by Allifudin & Praptiestrini (2020) which showed that welfare has a significant influence on employee performance. Similar findings were also obtained by Nahyan et al. (2024), who stated that employee welfare has a positive and significant impact on improving employee performance. Therefore, the results of this study enrich the findings by not having an effect generated by providing employee welfare on improving employee performance. Employee well-being cannot mediate the effect of work-life conflict on employee performance, as indicated by the path coefficient value (original sample) of -0.003, a t-statistic value of 0.225 < 1.65 at a significance level of 5% ($\alpha = 0.05\%$), and a p-value of $0.882 > 0.05$. The findings of this study can be compared to research conducted by Syamsul & Sudiro (2020), which stated that work-life conflict on employee performance, and found that employee well-being plays a mediating role that weakens the negative effects of the conflict. Furthermore, the results of the study are also not in line with Huo & Jiang (2023) who stated that employee well-being is proven to be a significant mediating variable. Based on the results of the indirect path test (specific indirect effect), it was found that the organizational culture variable does not significantly influence employee performance through employee well-being.

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This is indicated by the p-value of 0.809, which is greater than the significance limit of 0.05, and the t-statistic value of 0.242, which is smaller than the t-table value of 1.65. In addition, the path coefficient value of -0.006 indicates a negative direction of the relationship, although very weak, and statistically insignificant. This study is also inconsistent with research conducted by Vierla & Agustina (2024), which revealed that a strong and supportive organizational culture is positively correlated with employee well-being, which ultimately impacts organizational performance.

CONCLUSION

This study concludes that: 1) work-life conflict does not affect employee performance, 2) organizational culture has a positive effect on employee performance, 3) work-life conflict has a positive effect on employee welfare, 4) organizational culture has a positive effect on employee welfare, 5) employee welfare does not affect employee performance, 6) employee welfare does not mediate the effect of work-life conflict on employee performance, 7) employee welfare does not mediate the effect of organizational culture on employee performance. Bumiayu Regional Hospital management is advised to strengthen an adaptive and collaborative organizational culture, as it has been shown to play a significant role in improving employee performance. Efforts to manage work-life conflict through flexibility policies and social support also need to be strengthened to maintain a balance between work and personal life. Although employee well-being does not significantly impact performance, attention to this aspect remains crucial to increase loyalty and job satisfaction. For further researchers, this study can be expanded by adding other variables such as leadership or work motivation, and conducted in different hospitals or health institutions to obtain more comprehensive and generalist results.

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