

THE EFFECT OF WORK-FAMILY CONFLICT AND JOB STRESS ON JOB SATISFACTION AND PERFORMANCE OF FEMALE EMPLOYEES AT RAPAK MAHANG PUBLIC HEALTH CENTER, TENGGARONG DISTRICT

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Abstract

The background of this study is the high work demands faced by female employees in primary healthcare services who are required to fulfill professional responsibilities while also carrying out family roles. Such conditions may create work-family conflict and job stress, which can affect job satisfaction and employee performance. This study aims to analyze the effect of work-family conflict and job stress on job satisfaction and the performance of female employees at Rapak Mahang Public Health Center in Tenggarong District, as well as to examine the mediating role of job satisfaction. This research used a quantitative method with a survey approach. The sample in this study consisted of 41 respondents selected using purposive sampling. The instrument used was a Likert-scale questionnaire, and the data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results showed that work-family conflict has a negative and significant effect on job satisfaction and employee performance. Job stress also has a negative and significant effect on job satisfaction and employee performance. Meanwhile, job satisfaction has a positive and significant effect on employee performance. Thus, job satisfaction has a mediating role in the relationship between work-family conflict and job stress on employee performance. The implications of these findings emphasize the importance of workload management, work schedule arrangement, organizational support, and strengthening job satisfaction as efforts to improve the sustainable performance of female employees.

Keywords: Work-Family Conflict, Job Stress, Job Satisfaction, Employee Performance, Public Health Center

INTRODUCTION

In today's industrial revolution, an institution's success depends not only on its technology, structure, and organizational system quality, but also on the quality of its human resources (HR). HR is a key pillar in maintaining organizational sustainability, both in the private sector and in the public service sector. Amidst the pressures of globalization and the demands of increasingly responsive services, organizations are required to build adaptive work systems while prioritizing the productivity and well-being of their human resources (Tampubolon, 2020). One sector that relies heavily on the quality of human resources is the healthcare sector. In the context of public services, the healthcare sector is required to provide optimal service to the public through the performance of professional healthcare workers. Service performance encompasses effectiveness, efficiency, and quality, so healthcare workers need to pay attention to the quality of care provided to patients (Candra N, 2025). Therefore, the quality of healthcare worker performance is a determining factor in the overall success of healthcare services.

In many countries, including Indonesia, women dominate the professions in this sector, particularly in primary healthcare services such as community health centers. This situation creates its own unique dynamics, as female employees are not only required to demonstrate professional performance in accordance with organizational policies but also to fulfill domestic roles within the family (Gerçek, 2024). This situation places female employees in a challenging situation, having to juggle two roles simultaneously. This situation has the potential to create a role conflict between work and family, known as work-family conflict (1985), which occurs when the pressures of work and family roles are incompatible, making them difficult to manage simultaneously. In recent studies, this concept is understood not only as a clash of two roles but also as a dynamic phenomenon influenced by changes in work structures, the rise of dual-career households, and the demands for work flexibility in the modern era (Sohal et al., 2025).

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Recent research shows that work-family conflict occurs when demands from one domain (work or family) interfere with the implementation of the role of the other domain, both in work to family and vice versa (Sohal et al 2025). In addition, this conflict has been shown to have a significant impact on individual well-being, such as increasing stress, anxiety to decreasing mental health and life satisfaction (Su et al 2025), in the organizational context, work-family conflict also affects performance, job satisfaction and even increases employee turnover if not managed properly (Rahmawati & Tanuwijaya, 2025). Therefore, work-family conflict is currently seen as a strategic issue in human resource management that requires attention to more flexible work policies and is oriented towards work-life balance.

Organizational development is highly dependent on the quality of its human resources. Human resources play a crucial role in determining an organization's progress and sustainability (Aida P, 2024; Šprajc & Lukhanina, 2022). Therefore, the quality and capabilities of employees are key factors in determining organizational success, particularly in the healthcare sector (Šprajc & Lukhanina, 2022). In the context of primary healthcare services, such as community health centers (Puskesmas), the dominant role of female employees makes the issue of work-family balance increasingly relevant to study. This phenomenon is clearly visible at the Rapak Mahang Community Health Center in Kutai Kartanegara Regency, where the majority of employees are women. As women, they have the responsibility of taking care of their families, but on the other hand, they are also required to demonstrate optimal performance. The high number of patient visits, which is around 100 people per day, even exceeding the two other community health centers in the sub-district (Source: Rapak Mahang Community Health Center Patient Visit Data), causes a high workload. This condition often requires employees to complete work outside of working hours, thus reducing time with family.

This pressure has the potential to cause internal conflict due to the simultaneous demands of work and family responsibilities (Rahmayati, 2020). Work-family conflict is a significant issue, especially for female employees in the healthcare sector (Dewi Am & Mayasari, 2023a). Working women often face difficulties balancing work demands and family responsibilities (Gerçek, 2024). Various studies have shown that increasing work-family conflict has a negative impact on the performance of female employees (Agustina et al., 2018). Therefore, a balance between work and family is crucial for both to function smoothly (Sharma et al., 2018). Furthermore, research by Taufiq et al., 2023, shows that women working in primary care facilities experience higher psychological stress than men due to the dual roles they must simultaneously fulfill. This high level of pressure is also closely linked to the emergence of work stress. Work stress not only impacts an individual's psychological well-being but also directly impacts performance. Siagian (in Dewi Am & Mayasari, 2023) explains that work stress can be caused by an inability to complete tasks and emotional exhaustion, which can ultimately reduce employee job satisfaction and performance.

However, in various previous studies, work-family conflict and job stress have generally been examined separately. However, in practice, these two variables are interrelated and have the potential to reinforce each other's impact on employee job satisfaction and performance. This situation indicates a research gap that requires further investigation, particularly in the context of female employees in the primary healthcare sector. Therefore, this study is important because it attempts to analyze the simultaneous influence of work-family conflict and job stress on female employee job satisfaction and performance. Several previous studies provide empirical support for the relationship between these variables. Research by Khaerana & Amri (2020) shows that work-family conflict and job stress negatively impact the performance of female employees. Meanwhile, research by Dewi Am & Mayasari (2023c) shows that work-family conflict and job stress negatively and significantly impact the job satisfaction of female healthcare workers. This indicates that the higher the level of role conflict and job stress experienced, the lower the employee's job satisfaction. In this context, job satisfaction is suspected to act as a mediating variable in the relationship between work pressure and employee performance.

Based on the above description, it can be identified that there are still limitations in research that simultaneously examines the influence of work-family conflict and job stress on job satisfaction and performance of female employees, particularly in the context of community health centers. Therefore, this study is novel in integrating both variables into a single analytical model and placing job satisfaction as an intervening variable to understand the more comprehensive relationship between work-family conflict, job stress, and performance of female employees.

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LITERATURE REVIEW

Role Theory explains that individuals simultaneously occupy multiple social roles, each with distinct expectations and responsibilities. When the demands of work and family roles are incompatible, individuals may experience work-family conflict, which can negatively affect their psychological well-being and work behavior. Work-family conflict occurs when work responsibilities interfere with family life or vice versa. It is commonly understood through three dimensions: time-based, strain-based, and behavior-based conflict. These conflicts often arise among female employees who must balance professional duties with household responsibilities. Prior studies consistently show that work-family conflict reduces job satisfaction and employee performance.

Job stress refers to a psychological and physiological response that occurs when job demands exceed an individual's coping capacity. It may manifest as emotional exhaustion, physical fatigue, anxiety, and reduced concentration. In healthcare settings, job stress is often triggered by workload, time pressure, role conflict, and emotional demands, which may also worsen work-family conflict and reduce performance. Job satisfaction is an individual's positive evaluation of their job, influenced by work conditions, workload, interpersonal relationships, and organizational support. It plays a crucial mediating role in explaining how work-family conflict and job stress affect employee performance. Lower levels of satisfaction generally lead to poorer work outcomes.

Employee performance refers to the quality and quantity of work achieved by employees, including punctuality, responsibility, cooperation, and service quality. High work-family conflict and job stress tend to reduce performance, while higher job satisfaction improves it. Overall, work-family conflict and job stress are expected to negatively influence job satisfaction and employee performance, while job satisfaction positively affects performance and mediates the relationships between the variables.

METHOD

Research Design

This study uses a quantitative approach with a survey method. The design is explanatory research aimed at examining the causal relationships between work-family conflict, job stress, job satisfaction, and employee performance among female employees.

Population and Sample

The population consists of all female employees at Rapak Mahang Public Health Center, Tenggara District. The sample was determined using a purposive sampling technique, with a total of 41 respondents who met the inclusion criteria (female employees with family responsibilities).

Data Collection Technique

Data were collected using a structured questionnaire based on a Likert scale (1–5). The instrument measures four variables: work-family conflict, job stress, job satisfaction, and employee performance.

RESULTS AND DISCUSSION

Hasil Pengujian Hipotesis Langsung

Direct hypothesis testing was conducted to determine the direct influence between latent variables in the research model. The testing criteria used were p-values less than 0.05 and t-statistics greater than the t-table at a 95% confidence level. If p-values are less than 0.05, the relationship between the variables is declared significant and the hypothesis is accepted.

Table 1 Results of Direct Hypothesis Testing

Hypothesis	Track	Original Sample	Sample Mean	STDEV	T Statistics	P Values	Decision
H1	Work-Family Conflict -> Job Satisfaction	-0.608	-0.608	0.079	7,690	0,000	Accepted
H2	Job Stress -> Job Satisfaction	-0.508	-0.507	0.094	5,392	0,000	Accepted
H3	Work-Family Conflict -> Employee Performance	-0.298	-0.292	0.092	3,251	0.001	Accepted
H4	Job Stress -> Employee Performance	-0.239	-0.235	0.103	2,321	0.010	Accepted
H5	Job Satisfaction -> Employee Performance	0.563	0.571	0.116	4,833	0,000	Accepted

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The table shows that all direct relationships have p-values less than 0.05. Thus, H1 to H5 are accepted. The direction of the coefficients indicates that work-family conflict and job stress negatively influence job satisfaction and employee performance, while job satisfaction positively influences employee performance.

H1: Work-Family Conflict -> Job Satisfaction

The H1 test results show an original sample value of -0.608, a t-statistic of 7.690, and a p-value of 0.000. Since the p-values are less than 0.05, this relationship is considered significant. Therefore, H1 is accepted. These results indicate that work-family role pressure reduces employee job satisfaction. When work interferes with family time, causes emotional exhaustion, and creates tension at home, employees tend to evaluate their jobs less positively. The negative direction of the coefficient indicates that increased work-family conflict will decrease job satisfaction. This finding is important because it shows that employee stress is not just a psychological issue but is directly related to work attitudes and work outcomes. Therefore, organizations need to control the sources of stress to reduce its negative impact on employees.

Methodologically, these results align with the research model design, which places these variables as direct paths. Path significance indicates that the theoretical relationships established in the proposal are empirically supported by respondent data. Thus, the test results not only answer the research problem but also strengthen the theoretical basis of the study.

H2: Job Stress -> Job Satisfaction

The H2 test results show an original sample value of -0.508, a t-statistic of 5.392, and a p-value of 0.000. Since the p-values are less than 0.05, this relationship is considered significant. Therefore, H2 is accepted. These results indicate that work pressure in the form of anxiety, overload, fatigue, and negative emotions will reduce employee satisfaction with their jobs. The greater the perceived work pressure, the more likely employees are to perceive their work as a burden. The negative direction of the coefficient indicates that increasing work stress will decrease job satisfaction. This finding is important because it shows that stress experienced by employees is not just a psychological problem, but is directly related to work attitudes and work outcomes. Therefore, organizations need to control the sources of stress to reduce its negative impact on employees.

Methodologically, these results align with the research model design, which places these variables as direct paths. Path significance indicates that the theoretical relationships established in the proposal are empirically supported by respondent data. Thus, the test results not only answer the research problem but also strengthen the theoretical basis of the study.

H3: Work-Family Conflict -> Employee Performance

The results of the H3 test show an original sample value of -0.298, a t-statistic of 3.251, and a p-value of 0.001. Because the p-values are smaller than 0.05, this relationship is declared significant. Thus, H3 is accepted. These results indicate that role conflict not only impacts work attitudes but also work behavior. Employees who experience role conflict will more easily lose concentration, energy, and involvement in completing service tasks. The negative direction of the coefficient indicates that increasing work-family conflict will decrease employee performance. This finding is important because it shows that stress experienced by employees is not just a psychological problem, but is directly related to work attitudes and work results. Therefore, organizations need to control the sources of stress to reduce its negative impact on employees.

Methodologically, these results align with the research model design, which places these variables as direct paths. Path significance indicates that the theoretical relationships established in the proposal are empirically supported by respondent data. Thus, the test results not only answer the research problem but also strengthen the theoretical basis of the study.

H4: Job Stress -> Employee Performance

The results of the H4 test show an original sample value of -0.239, a t-statistic of 2.321, and a p-value of 0.010. Since the p-values are smaller than 0.05, this relationship is declared significant. Thus, H4 is accepted. These results indicate that work stress can weaken employees' ability to maintain quality, accuracy, and consistency in task execution. Unmanaged work stress has the potential to reduce service performance. The negative direction of the coefficient indicates that increasing work stress will reduce employee performance. This finding is important because it shows that stress experienced by employees is not just a psychological problem, but is directly related to work attitudes and work results. Therefore, organizations need to control the sources of stress

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to reduce its negative impact on employees. Methodologically, these results align with the research model design, which places these variables as direct paths. Path significance indicates that the theoretical relationships established in the proposal are empirically supported by respondent data. Thus, the test results not only answer the research problem but also strengthen the theoretical basis of the study.

H5: Job Satisfaction -> Employee Performance

The H5 test results show an original sample value of 0.563, a t-statistic of 4.833, and a p-value of 0.000. Since the p-values are smaller than 0.05, this relationship is declared significant. Thus, H5 is accepted. These results indicate that employees who are satisfied with their jobs tend to perform better. Job satisfaction becomes a psychological energy that encourages responsibility, cooperation, and sincerity in completing tasks. The positive direction of the coefficient indicates that increasing job satisfaction will improve employee performance. This finding confirms that a positive attitude towards work is a driving factor for better work behavior. Satisfied employees tend to be more responsible, cooperative, and oriented towards completing tasks. Methodologically, these results align with the research model design, which places these variables as direct paths. Path significance indicates that the theoretical relationships established in the proposal are empirically supported by respondent data. Thus, the test results not only answer the research problem but also strengthen the theoretical basis of the study.

Indirect Hypothesis Testing Results

Indirect hypothesis testing was conducted to determine the role of job satisfaction as an intervening variable. This test used the results of specific indirect effects from the bootstrapping procedure. If the p-value is less than 0.05, the indirect effect is considered significant.

Table 2 Results of Indirect Hypothesis Testing

Hypothesis	Indirect Path	Original Sample	Sample Mean	STDEV	T Statistics	P Values	Decision
H6	Work-Family Conflict -> Job Satisfaction -> Employee Performance	-0.343	-0.346	0.081	4,241	0,000	Accepted
H7	Job Stress -> Job Satisfaction -> Employee Performance	-0.286	-0.290	0.084	3,419	0,000	Accepted

Source: SmartPLS data analysis results, 2026

The results of specific indirect effects show that both indirect paths have p-values smaller than 0.05. Thus, job satisfaction is proven to play a role as an intervening variable in the relationship between work-family conflict and employee performance and the relationship between work stress and employee performance.

H6: Work-Family Conflict -> Job Satisfaction -> Employee Performance

The H6 test results show an original sample value of -0.343, a t-statistic of 4.241, and a p-value of 0.000. Since the p-values are less than 0.05, the indirect effect is significant and H6 is accepted. These results indicate that job satisfaction mediates the influence of work-family conflict on performance. Role conflict decreases job satisfaction, and this decrease in satisfaction leads to a decrease in performance. The mediating role of job satisfaction indicates that employee attitudes toward work are an important mechanism in explaining the relationship between work pressure and performance. Pressure from work or family will more easily reduce performance if it first decreases employee satisfaction with their work. Therefore, increasing job satisfaction needs to be an intermediate strategy in improving performance.

H7: Job Stress -> Job Satisfaction -> Employee Performance

The H7 test results show an original sample value of -0.286, a t-statistic of 3.419, and a p-value of 0.000. Since the p-values are less than 0.05, the indirect effect is significant and H7 is accepted. These results indicate that job satisfaction is also a mechanism between job stress and performance. High job stress decreases satisfaction, and then decreased satisfaction weakens employee performance. The mediating role of job satisfaction indicates that employee attitudes toward work are an important mechanism in explaining the relationship between job pressure and performance. Pressure from work or family will more easily reduce performance if it first decreases employee satisfaction with their work. Therefore, increasing job satisfaction needs to be an intermediate strategy in improving performance.

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Table 3 Total Effects

Track	Original Sample	Sample Mean	STDEV	T Statistics	P Values
Job Satisfaction -> Employee Performance	0.563	0.571	0.116	4,833	0,000
Work-Family Conflict -> Job Satisfaction	-0.608	-0.608	0.079	7,690	0,000
Work-Family Conflict -> Employee Performance	-0.640	-0.638	0.074	8,650	0,000
Job Stress -> Job Satisfaction	-0.508	-0.507	0.094	5,392	0,000
Job Stress -> Employee Performance	-0.525	-0.524	0.088	5,960	0,000

Source: SmartPLS data analysis results, 2026

The total effects value shows the overall influence of a variable on other variables, both through direct and indirect channels. Work-family conflict has a negative total effect on employee performance of -0.640. This value is greater in absolute terms than its direct effect of -0.298, indicating that the presence of job satisfaction strengthens the explanation of the relationship between work-family conflict and performance. Job stress has a negative total effect on employee performance of -0.525. This value is also greater in absolute terms than the direct effect of job stress on employee performance of -0.239. Thus, job satisfaction plays a significant role in explaining how job stress can reduce employee performance more comprehensively.

Table 4 Summary of Hypothesis Testing Results

Hypothesis	Track	Coefficient	T Statistics	P Values	Conclusion
H1	Work-Family Conflict -> Job Satisfaction	-0.608	7,690	0,000	Accepted
H2	Job Stress -> Job Satisfaction	-0.508	5,392	0,000	Accepted
H3	Work-Family Conflict -> Employee Performance	-0.298	3,251	0.001	Accepted
H4	Job Stress -> Employee Performance	-0.239	2,321	0.010	Accepted
H5	Job Satisfaction -> Employee Performance	0.563	4,833	0,000	Accepted
H6	Work-Family Conflict -> Job Satisfaction -> Employee Performance	-0.343	4,241	0,000	Accepted
H7	Job Stress -> Job Satisfaction -> Employee Performance	-0.286	3,419	0,000	Accepted

Overall, the results of the hypothesis testing indicate that all research hypotheses are accepted. Work-family conflict and job stress have been shown to negatively influence employee job satisfaction and performance. Job satisfaction has been shown to positively influence employee performance. Furthermore, job satisfaction has also been shown to mediate the influence of work-family conflict and job stress on employee performance.

DISCUSSION

The Influence of Work-Family Conflict on Job Satisfaction

The results of the study indicate that work-family conflict has a negative and significant effect on job satisfaction. A coefficient value of -0.608 indicates that the higher the work-family conflict, the lower the job satisfaction of female employees. With a p-value of 0.000, the relationship is statistically significant. This finding can be explained through role theory. Role theory views individuals as carrying out multiple roles simultaneously, such as employee, wife, mother, and family member. Each role demands time, energy, attention, and emotional involvement. When work demands interfere with the implementation of family roles, employees experience inter-role conflict that reduces job satisfaction. Work-family conflict among respondents is reflected in the index value which is in the moderate category. Indicators of work preventing employees from relaxing at home and work limiting time with family are important symptoms. This indicates that work pressure does not stop when work hours are over, but can be carried home and affect family experiences. These results align with research by Lukman and Nio (2023), which showed that work-family conflict negatively impacts job satisfaction among working mothers. These findings also align with Yang, Zhao, and Ma (2024), who explained that work-family conflict reduces job satisfaction through psychological mechanisms and organizational commitment. Therefore,

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these research findings reinforce previous findings in the context of primary healthcare services. In the context of female employees at the Rapak Mahang Community Health Center, healthcare work demands precision, preparedness, and a quick response to patient needs. At the same time, respondents also have family responsibilities. When these two demands cannot be balanced, employees more easily perceive work as a source of stress, resulting in decreased job satisfaction.

The practical implication of these findings is the need for organizational policies that are more sensitive to work-family balance. Community health centers can pay attention to work schedules, task allocation, inter-unit communication, and superior support for employees' family needs. By reducing work-family conflict, employee job satisfaction can be better maintained. The theoretical implication is that this study supports the relevance of role theory in explaining female employee job satisfaction. Inter-role conflict has been shown to be a factor that reduces employees' positive evaluations of their jobs. Therefore, role theory remains important in human resource management studies, particularly for female workers in the public service sector.

The Influence of Job Stress on Job Satisfaction

The results of the study indicate that job stress has a negative and significant effect on job satisfaction. A coefficient value of -0.508 with a p-value of 0.000 indicates that higher job stress results in lower job satisfaction for female employees. Job stress is an employee's response to job demands that are perceived as exceeding their capacity or resources. In this study, job stress was measured using indicators of anxiety, sleep disturbances, excessive workload, fatigue, nervousness, carelessness, emotionality, and talent utilization. All indicators had a moderate index value, indicating that respondents felt moderate work pressure. These findings demonstrate that job satisfaction is significantly influenced by the quality of an employee's work experience. When work causes fatigue, anxiety, and emotional stress, employees will find it more difficult to feel comfortable at work. Therefore, job stress logically decreases job satisfaction. These results support the research of Kim and Park (2024), which found that job stress negatively impacts job satisfaction and performance in the healthcare sector. These findings also align with those of Dewi AM and Mayasari (2023), who stated that job stress negatively impacts job satisfaction among female healthcare workers. Therefore, these research findings are consistent with the empirical trend that job pressure is a significant factor in reducing job satisfaction.

In the context of community health centers, work stress can arise due to the high number of patient visits, administrative service demands, time constraints, and the need to maintain the quality of patient interactions. Employees who are constantly under pressure will experience burnout, which reduces job satisfaction. The practical implication of this finding is the need for systematic work stress management. Community health centers can evaluate workloads, clarify task allocations, strengthen coworker support, and provide communication channels for employees experiencing stress. These interventions not only impact employee psychological health but also job satisfaction. Theoretically, this finding reinforces the view that job satisfaction is influenced not only by rewards or promotions but also by psychological conditions at work. High levels of work stress reduce the quality of the work experience, negatively impacting employee attitudes toward their jobs.

The Influence of Work-Family Conflict on Employee Performance

The results of the study indicate that work-family conflict has a negative and significant effect on employee performance. A coefficient value of -0.298 with a p-value of 0.001 indicates that the higher the work-family conflict, the lower the employee's performance. These results indicate that work-family conflict not only impacts employee feelings but also their work output. When employees experience conflict between work and family, the energy and attention that should be used to complete tasks can be reduced. As a result, performance in terms of targets, work quality, punctuality, attendance, and cooperation can decline.

Theoretically, these findings align with role conflict. Role conflict occurs when the demands of two or more roles are incompatible, making it difficult to fulfill simultaneously. In this situation, employees face psychological stress that disrupts concentration and work engagement. This explains why work-family conflict negatively impacts performance. These findings support research by Khaerana and Amri (2020), which showed that work-family conflict has a negative and significant effect on the performance of female employees. These findings also align with Hidayah and Adi (2024), who stated that work-family conflict decreases employee performance. Therefore, the results of this study extend empirical support to the context of female community health center employees. At the Rapak Mahang Community Health Center, work-family conflict can impact performance because healthcare work requires focus and precision. If employees come to work still concerned about family matters or leave work with high emotional exhaustion, the quality of their work performance can be

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compromised. The practical implication is that management needs to recognize that performance improvement is not solely achieved through assessing work targets. Organizations also need to manage non-technical factors that influence work readiness, including work-family balance. Organizational support for female employees can be an investment in maintaining service performance. The policy implication is the need for a division of tasks and work schedules that take into account employee conditions. This does not mean diminishing professionalism, but rather creating a realistic and sustainable work system. With a more balanced system, employees can work more focused and productively.

The Effect of Work Stress on Employee Performance

The results of the study indicate that work stress has a negative and significant effect on employee performance. A coefficient value of -0.239 with a p-value of 0.010 indicates that higher work stress leads to lower employee performance. High work pressure can reduce performance because it disrupts employee concentration, accuracy, energy, and motivation. In this study, indicators of work stress such as fatigue after work, nervousness, carelessness, and difficulty arriving early indicate the presence of pressure that can disrupt employee readiness to carry out tasks. In the healthcare sector, work stress has important consequences because service work relates directly to the public. Employee performance is not only measured by the completion of administrative tasks, but also by the quality of service, attendance, punctuality, and the ability to work together. If work stress increases, these aspects can be disrupted.

These findings support research by Kim and Park (2024), which showed that work stress reduces performance in the healthcare sector. These results are also consistent with Khaerana and Amri (2020), who found that work stress negatively impacts the performance of female employees. Therefore, this study strengthens the evidence that work stress is a critical factor in performance management. In the context of the Rapak Mahang Community Health Center, work stress can stem from high service loads, time demands, the need to meet quality standards, and repeated interactions with patients. If these pressures are not balanced with organizational support, employees will experience burnout, which ultimately impacts performance.

The managerial implication is the need for an early detection system for work stress. Health center heads and unit leaders can pay attention to signs such as declining discipline, increased employee complaints, or decreased teamwork. Early intervention can prevent work stress from developing into larger performance problems. Another practical implication is the need to strengthen a supportive work environment. Support from superiors, workload distribution, adequate rest periods, and healthy communication between employees can reduce work stress and help employees maintain their performance.

The Influence of Job Satisfaction on Employee Performance

The results of the study indicate that job satisfaction has a positive and significant effect on employee performance. A coefficient value of 0.563 with a p-value of 0.000 indicates that higher job satisfaction leads to higher employee performance. These results indicate that job satisfaction is an important factor that motivates employees to perform better. Employees who are satisfied with their jobs tend to have higher work enthusiasm, commitment, and involvement. These conditions are then reflected in the quality and quantity of work results. Conceptually, job satisfaction is an employee's positive evaluation of their work, work environment, work relationships, and the suitability of the job to their expectations. When employees feel that their work is appropriate and satisfying, they are more motivated to maintain service quality and complete tasks better.

These findings support the research of Syaifuddin et al. (2024), which showed that job satisfaction plays a significant role in improving performance. These findings also align with those of Soleman, Hasyim, and Fahri (2025), who identified job satisfaction as a key variable in the relationship between work-family conflict and employee performance. In this study, the job satisfaction index value was in the moderate category. This indicates that although job satisfaction has a strong influence on performance, employee satisfaction levels still need to be improved. In other words, there is an opportunity for organizational improvement to enhance performance through increased job satisfaction.

The managerial implication is that organizations need to make job satisfaction a key indicator in employee management. Community health centers can focus on aspects of rewards, work relationships, task clarity, workload, and employee development opportunities. These efforts can increase satisfaction and encourage better performance. The theoretical implication is that job satisfaction has been shown to be a psychological variable that has a direct impact on performance. This finding reinforces the understanding that performance is shaped not only by technical skills but also by employees' positive attitudes toward their work.

The Influence of Work-Family Conflict on Employee Performance through Job Satisfaction

The results of the study indicate that work-family conflict has a negative and significant effect on employee performance through job satisfaction. The indirect effect coefficient of -0.343 with a p-value of 0.000 indicates that job satisfaction mediates the relationship. This finding suggests that work-family conflict decreases employee performance not only directly but also through decreased job satisfaction. When work interferes with family, employees experience emotional distress and evaluate their jobs less positively. This decreased job satisfaction then impacts performance.

Theoretically, these results reinforce role theory because interrole conflict generates tension that influences work attitudes. Job satisfaction is a psychological variable that explains how this tension translates into suboptimal work behavior. Thus, job satisfaction serves as a mediating mechanism between work-family conflict and performance. These results align with Syaifuddin et al. (2024) who found that job satisfaction mediates the relationship between family conflict and performance. These findings also align with Soleman, Hasyim, and Fahri (2025) who showed that job satisfaction mediates the relationship between work-family conflict and employee performance. Therefore, these research findings reinforce the position of job satisfaction as an important mediator. In the context of the Rapak Mahang Community Health Center, work-family conflict can reduce satisfaction when employees feel that work takes too much of their family time or causes emotional exhaustion after work. If satisfaction decreases, employees will find it more difficult to maintain positive energy at work. This condition then impacts service performance.

The practical implication is that efforts to improve performance by reducing work-family conflict will be more effective if accompanied by increased job satisfaction. This means that organizations need not only to reduce the sources of conflict but also to create a more positive work experience for employees. Policies that can be implemented include fairer schedule arrangements, superior support for employees with family responsibilities, and the creation of a supportive work culture. These policies can reduce conflict, increase satisfaction, and ultimately improve employee performance.

The Influence of Job Stress on Employee Performance through Job Satisfaction

The results of the study indicate that job stress has a negative and significant effect on employee performance through job satisfaction. The indirect effect coefficient value of -0.286 with a p-value of 0.000 indicates that job satisfaction mediates the relationship between job stress and performance. This finding indicates that job stress decreases employee performance through a psychological process in the form of decreased job satisfaction. Employees who experience high job stress tend to feel uncomfortable, less enthusiastic, and less satisfied with their jobs. This condition then has an impact on decreased performance. Theoretically, these results indicate that job stress is not only a matter of momentary pressure, but also a factor that influences work attitudes and work behavior. Job satisfaction is a bridge between work pressure and work results. Thus, managing job stress should be seen as part of a performance improvement strategy.

These results support the research of Kim and Park (2024) which demonstrated a relationship between job stress, job satisfaction, and performance in the healthcare sector. These findings are also consistent with those of Dewi AM and Mayasari (2023), who explained that job stress decreases job satisfaction among female healthcare workers. Therefore, these research findings strengthen the empirical relationship between job stress, job satisfaction, and performance. In the context of the Rapak Mahang Community Health Center, job stress can take the form of service burden, emotional stress, physical fatigue, and demands for quality service. If these pressures persist, employees will experience decreased job satisfaction. This decreased satisfaction ultimately weakens performance in completing tasks, maintaining quality, and collaborating with colleagues.

The practical implication is that improving performance is inextricably linked to efforts to manage work stress. Community health centers need to address workload balance, provide social support, strengthen work coordination, and provide employees with psychological recovery space. These efforts will increase job satisfaction and impact performance.

CONCLUSION

Based on the results of the research and discussion that has been carried out, it can be concluded that:

1. Work-family conflict reduces job satisfaction among female employees at the Rapak Mahang Community Health Center. The stronger the clash between work and family demands, the lower the employee's comfort, enjoyment, and positive evaluation of their work. This condition is evident when work interferes with family time, causes emotional exhaustion, and makes it difficult for employees to relax after work.

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2. Job stress reduces job satisfaction among female employees at the Rapak Mahang Community Health Center. Work pressure, which manifests in the form of anxiety, fatigue, workload, difficulty resting, and emotional distress, makes it easier for employees to view work as a burden. Therefore, job satisfaction is highly dependent on an organization's ability to create a psychologically healthy work environment.
3. Work-family conflict reduces the performance of female employees at the Rapak Mahang Community Health Center. When work demands and family responsibilities clash, employees' energy, focus, and work engagement are reduced. Consequently, they find it more difficult to maintain optimal accuracy, speed, responsibility, and quality of service.
4. Work stress reduces the performance of female employees at the Rapak Mahang Community Health Center. Uncontrolled work pressure can disrupt employee accuracy, discipline, emotional stability, and readiness to carry out healthcare services. Therefore, work stress should be considered a significant factor that can impact the quality of public services.
5. Job satisfaction improves the performance of female employees at the Rapak Mahang Community Health Center. Employees who are satisfied with their jobs tend to exhibit greater enthusiasm, responsibility, loyalty, and commitment in carrying out their duties. Job satisfaction serves as a psychological boost that helps employees maintain service quality, complete tasks effectively, and collaborate with colleagues.
6. Job satisfaction is a link between work-family conflict and the performance of female employees at the Rapak Mahang Community Health Center. Work-family conflict not only directly impacts task performance but also reduces performance by weakening job satisfaction. In other words, the conflict between work and family roles will further impact performance if it first reduces employee satisfaction with their work.
7. Job satisfaction is a link between work stress and the performance of female employees at the Rapak Mahang Community Health Center. High levels of work stress make employees more likely to feel uncomfortable, dissatisfied, and lose positive energy at work. These conditions ultimately weaken performance. Therefore, performance improvement is necessary by strengthening job satisfaction and managing work stress.

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