WORK-FAMILY CONFLICT AND EMOTIONAL EXHAUSTION: THE IMPACT ON THE PERFORMANCE OF FEMALE EMPLOYEES WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE

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Abstract. This study was conducted to determine the implications of work-family conflict and emotional exhaustion on the performance of female employees during the COVID-19 pandemic with organizational commitment as a mediation variable, a case study at the Tegal City Health Office. The authors in this study were all 48 female employees of the Tegal City Health Office who were married and had civil servant status. The sampling technique used saturated sampling by taking the population as a sample. The data analysis technique used in this study was the partial least square (PLS) method with SmartPLS software version 3.0. The results of this study explain that Work-family conflict and Emotional exhaustion have negative and significant implications for organizational commitment and employee performance. In contrast, organizational commitment had a positive and significant impact on employee performance.

Keywords: work-family conflict, emotional exhaustion, performance, the female employee


Kata Kunci: work-family conflict, emotional exhaustion, kinerja, pegawai wanita

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SEKOLAH TINGGI ILMU EKONOMI (STIE) SULTAN AGUNG
INTRODUCTION

One of the important assets determining the development and progress of an organization is its human resources (Senen et al., 2017). Human resources have an active role as a cog in the running of organizational survival (Sedarmayanti, 2017: 3). When the performance given by employees is good, it is likely that organizational performance will also be good (Masharyono &; Senen, 2015). Competent resources are needed accompanied by adequate skills, abilities, and knowledge in order to achieve the intended work target (Ariani, 2017). Employee performance is a problem that is often faced by organizations (Dizgah et al., 2012) because employee performance is the basis for improving organizational performance so special attention is needed to maintain employee performance in order to achieve organizational goals (Obicci, 2014).

One aspect that causes employee performance to be not optimal is the emergence of work-family conflict (Agustina &; Sudibya, 2018). Work-family conflict can arise when individuals find it difficult to meet the demands of roles in work and the demands of roles in the family simultaneously (Lathifah &; Rohman, 2014). Women who carry out multiple roles by being career women as well as being housewives will have difficulty in distinguishing between family problems that affect work or work problems that affect the family (Frone et al., 1992). Demands on the job relate to the pressure of tasks that must be completed on time. While the demands from the family are related to household chores and taking care of children (S. F. Hasanah &; Ni'matuzahroh, 2018). The emergence of work-family conflict is influenced by several things, such as working time that is too long, lack of free time at home, and work schedules that cannot be adjusted (Allen et al., 2000).

Work-family conflict is usually more prone to arise in women who are married, because women often experience mental stress caused by the multiple roles undertaken, namely the role at home as a wife and mother and the role at work as an employee (Ariani, 2017). This statement is supported by the results of research from Lo (2003) which states that the level of conflict that occurs in women is higher than men due to gender differences. Women have responsibilities at home to take care of children and do household chores. While men's work in the family is more flexible, they can help with housework only when they are free (Kinnunen et al., 2006). Based on research conducted by Lizano & Mor Barak (2012), samples taken on civil servants found that work stress and work-family conflict are associated with the development of emotional fatigue.

Another aspect that can affect employee performance is emotional exhaustion. This statement is supported by the theory of resource conservation presented by Hobfoll & Freedy (in Ángeles López-Cabarcos et al., 2021) which
states that employees who feel emotionally exhausted will have difficulty in carrying out work correctly. Unbalanced work and personal life demands can trigger an emotional crisis that has an impact on draining emotional resources (Sihaloho & Indawati, 2021). Pressure that continues to be exerted from work and from family can trigger emotional exhaustion or emotional fatigue in employees (van Jaarsveld et al., 2010). The onset of emotional fatigue is caused by high levels of stress and is difficult to overcome, when this drags on without a solution, it can aggravate the condition to trigger frustration, apathy, and cynicism (Widiastuti & Astuti, 2008). A common symptom of emotional exhaustion is that employees always feel anxious at the thought of going to work. This can be exacerbated when individuals feel frustrated with themselves because they cannot provide the same enthusiasm and morale as in the past (Babakus et al., 1999).

Then the next aspect that can affect performance is the organizational commitment of employees (Lestari & Budiono, 2021). The formation of organizational commitment is based on the trust that employees have in all the values adopted by the organization, the willingness of employees to help realize organizational goals, willing to remain loyal, and remain members of the organization (Wuryani, 2013). Employees who feel themselves attached and part of the organization's values will have a feeling of pleasure when doing work. This is what will make employees able to carry out work without feeling burdened and then will be followed by an increase in employee performance (Azhar, 2021). In addition, a high level of organizational commitment influences the decision of employees to maintain their performance and membership in the organization (Meyer & Allen, 1991).

Based on the results of observations of internships that have been carried out by researchers for a period of two months at the Tegal City Health Office office, it is known that employee performance is still not optimal, especially for married female employees. This can be seen from the fact that there are still employees who often make mistakes when doing tasks so that employees have to repeatedly revise the task which makes the work cannot be completed on time, the level of employee responsibility is still relatively low so that there are often delays in completing work. This problem is influenced by various causative factors, including work-family conflicts experienced by married female employees, they often complain about the increased workload.

This increase in workload makes it difficult for employees, especially married female employees, to meet the demands of their roles at home. In addition, employees also said that they became easily tired and depressed due to the increase in workload. This is the cause of less than optimal employee performance. In addition, some employees were also caught relaxing in the
cafeteria for a long period of time which had an impact on neglecting work and wasted time.

RESEARCH METHODS

This type of research is a causal associative research with a quantitative approach. Causal associative research is research that looks for relationships between one variable and another variable (Abubakar, 2021: 6). Quantitative methods are research methods based on the philosophy of positivism, applied to certain populations or samples, data collection using research instruments, statistical data analysis, which aims to test hypotheses that have been set (Sugiyono, 2018: 15).

This study used a population consisting of all female employees of the Tegal City Health Office who were married and had civil servant status totaling 48 people.

Research Methods contain the type of research, time and place of research, targets / targets, research subjects, procedures, instruments, and data analysis techniques and other things related to the way of research. There are methods of data collection. There are populations and samples. There are variable definitions and variable measurements. There are main analytical tools used to solve problem statements or hypotheses.

Sample determination in this study uses saturated sample technique, where the sample is determined by using all members of the population to be sampled (Sugiyono, 2013: 126). The sample in this study was all female employees of the Tegal City Health Office who were married and had civil servant status totaling 48 respondents according to the population.

The data collection method in this study used observation, interviews, and questionnaires. The data analysis technique used in this study is the partial least square (PLS) method assisted by using SmartPLS software version 3.0. Partial least square (PLS) is a form of structural equation modeling (SEM) based on components or variants. PLS-SEM analysis consists of two sub-models, namely the measurement model (outer model) and the structural model (inner model) (Ghozali, 2021: 5-6).

RESULTS AND DISCUSSION

Research Results

Evaluation of measurement models (outer models) is carried out with the aim of assessing the validity and reliability of a model. Evaluation of measurement models is carried out through convergent validity tests and
discriminant validity is used to test the validity of a model while composite reliability is used to test the reliability of a model.

Based on the results of data processing carried out shows that the loading factor value owned by each indicator is > 0.7 which means that the construct has met the convergent validity value standard, in other words all constructs are declared valid. The next stage is to evaluate the Average Variance Extracted (AVE) value. The value of Average Variance Extracted (AVE) can be said to be valid when the value of each construct > 0.5. The following are the results of the Average Variance Extracted (AVE) evaluation.

<table>
<thead>
<tr>
<th>Construct</th>
<th>AVE</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance (Y)</td>
<td>0.783</td>
<td>Valid</td>
</tr>
<tr>
<td>Work-Family Conflict (X1)</td>
<td>0.771</td>
<td>Valid</td>
</tr>
<tr>
<td>Emotional Exhaustion (X2)</td>
<td>0.702</td>
<td>Valid</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.692</td>
<td>Valid</td>
</tr>
</tbody>
</table>

The table above, it can be seen that the Average Variance Extracted (AVE) value of each construct is > 0.5 which means that the value has met the convergent validity value standard, in other words, all constructs are declared valid.

Composite reliability evaluation is carried out to determine the level of accuracy, consistency, and accuracy of an instrument in measuring constructs. To qualify for the composite reliability test is to look at the rule of thumb value each construct must be > 0.7. The following are the results of the evaluation of the value of composite reliability.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance (Y)</td>
<td>0.986</td>
<td>Reliable</td>
</tr>
<tr>
<td>Work-Family Conflict (X1)</td>
<td>0.981</td>
<td>Reliable</td>
</tr>
<tr>
<td>Emotional Exhaustion (X2)</td>
<td>0.977</td>
<td>Reliable</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.971</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

The table above shows that the value of composite reliability in the performance variable is 0.986, the work-family conflict variable is 0.981, the emotional exhaustion variable is 0.977, and the organizational commitment variable is 0.971. So it can be concluded that each construct shows a result of >
0.7 which means that the instrument used is reliable or in other words the instrument can provide stable and constant results.

Based on the results of the model measurement analysis that has been carried out above, it shows that the proposed model has met statistically good characteristics so that the model is qualified to then proceed to the stage of testing the model structure (inner model). R-square analysis is used to look at the R-square value on each endogenous latent variable that indicates the predictive power of the structural model. Changes that occur in the R-square value can be used to identify whether there is a substantive influence on exogenous variables on endogenous variables. An R-square value of 0.75 indicates a strong model, a value of 0.50 indicates a moderate model value, and a value of 0.25 indicates a weak model. Here are the results of the R-square evaluation:

**Table 3**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Coefficient of Determination ($R^2$)</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance (Y)</td>
<td>0.862</td>
<td>Strong</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.524</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Source: Primary Data Processed 2023

Based on the data in the table above, it shows that the $R^2$ value for the performance variable is 0.862 or 86.2% and the organizational commitment variable value is 0.524 or 52.4%. This indicates that the variables work-family conflict, emotional exhaustion, and organizational commitment can explain performance variables at a high level of 86.2%. Then for the variables work-family conflict and emotional exhaustion can explain the variable organizational commitment at a moderate level, which is 52.4%.

The predictive relevance ($Q^2$) test is a method used to measure structural models, namely to determine the level of observation values that can be produced by the model and its parameter estimation. A $Q^2$ value $> 0$ indicates that the model has predictive relevance. Predictive relevance ($Q^2$) testing can be performed using a blindfolding procedure. The following are the results of predictive relevance ($Q^2$) testing through the blindfolding procedure:

**Table 4**

<table>
<thead>
<tr>
<th>Construct</th>
<th>$Q^2$ ($=1$-$SSE/SSO$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance (Y)</td>
<td>0.666</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.351</td>
</tr>
</tbody>
</table>

Source: Primary Data Processed 2023
Based on the data above, it can be concluded that the Q2 value on the performance variable is 0.666 and the value on the organizational commitment variable is 0.351. This shows that the value of each variable > 0 which means that the Q2 value of all constructs in the model has predictive attachment. F-square evaluation aims to determine how much influence exogenous variables have on endogenous variables. An F-square value of 0.35 indicates a strong influence, a value of 0.15 indicates a moderate influence, and a value of 0.02 indicates a weak influence. Here are the results of the F-square test:

**Table 5**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>$F^2$</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Work-Family Conflict → Performance</td>
<td>0.207</td>
<td>Moderate</td>
</tr>
<tr>
<td>H2 Emotional Exhaustion → Performance</td>
<td>0.174</td>
<td>Moderate</td>
</tr>
<tr>
<td>H3 Work-Family Conflict → Organizational Commitment</td>
<td>0.249</td>
<td>Moderate</td>
</tr>
<tr>
<td>H4 Emotional Exhaustion → Organizational Commitment</td>
<td>0.163</td>
<td>Moderate</td>
</tr>
<tr>
<td>H5 Komitmen Organisasi → Performance</td>
<td>1.174</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Source: Primary Data Processed 2022

Based on the data above, the results of the $F^2$ test on the work-family conflict path on performance showed a result of 0.207 which can be interpreted as having a moderate influence, on the emotional exhaustion path on performance showed a result of 0.174 which can be interpreted as having a moderate influence, on the work-family conflict path on organizational commitment showed a result of 0.249 which can be interpreted as having a moderate influence, on the emotional exhaustion track on organizational commitment showed a result of 0.163 which can be interpreted as having a moderate influence, and on the path of organizational commitment to performance showed a result of 1.174 which can be interpreted as having a moderate influence.

Path coefficient testing is carried out to determine the effect of significance between constructs. This test can be done using bootstrapping procedures and when in the relationship of each path the statistical t value > 1.96 (significant level 5%) then the relationship is considered significant. The following are the results of the path coefficient test:
Figure-3
Bootstraping Analysis Result

Table 6
Path Coefficient Value

<table>
<thead>
<tr>
<th>Construct</th>
<th>T-Statistic</th>
<th>P-Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-Family Conflict → Performance</td>
<td>2.370</td>
<td>0.018</td>
</tr>
<tr>
<td>Emotional Exhaustion → Performance</td>
<td>2.418</td>
<td>0.016</td>
</tr>
<tr>
<td>Work-Family Conflict → Organizational Commitment</td>
<td>3.259</td>
<td>0.001</td>
</tr>
<tr>
<td>Emotional Exhaustion → Organizational Commitment</td>
<td>2.483</td>
<td>0.013</td>
</tr>
<tr>
<td>Organizational Commitment → Performance</td>
<td>4.381</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Primary Data Processed 2023

Based on the data above, it shows that the t-statistic value on the work-family conflict track on performance showed results of 2.370, on the emotional
exhaustion track on performance showed results of 2,418, on the work-family conflict path on organizational commitment showed results of 3,259, on the emotional exhaustion track. The organization's commitment showed a result of 2,483, and on the path of organizational commitment to performance showed a result of 4.381 which can be interpreted as all latent constructs have a significant influence, namely with a t-statistic value of > 1.96 at a significant level of 5%.

Then for the p-value on the work-family conflict track on performance showed results of 0.018, on the emotional exhaustion track on performance showed results of 0.016, on the work-family conflict track on organizational commitment showed results of 0.001, on the emotional exhaustion track. The organization's commitment shows a result of 0.013, and on the path of organizational commitment to performance shows a result of 0.000 which can be interpreted as all latent constructs have a significant influence, namely with a p-value of < 0.05 at a significant level of 5%.

The next stage is the mediation effect test, which is to determine the relationship between latent constructs when going through the connecting construct. The results of mediation effect testing show that the model has met the direct effect evaluation criteria with a p-value of < 0.05 at a significant level of 5%. Then for indirect effects, the test results show that the organizational commitment variable is able to play its role as a mediator variable between the influence of emotional exhaustion variables on performance variables with a t-statistic value of 2.014 which > 1.96 and a p-value of 0.045 which is < 0.05.

Based on the results of the total effect analysis, it shows that the coefficient of the work-family conflict path on performance shows a negative relationship direction with an original sample value of -0.501, emotional exhaustion on performance shows a negative relationship direction with an original sample value of -0.425, work-family conflict on organizational commitment shows a negative relationship direction with an original sample value of -0.443, and Emotional exhaustion of organizational commitment shows a negative relationship with an original sample value of -0.359. As for the path coefficient of organizational commitment to performance shows the direction of a positive relationship with a value of 0.584.

Discussion

Based on the results of data analysis that has been carried out, it was found that work-family conflict (X1) has a negative and significant effect on employee performance (Y). This can be proven from the value of the path coefficient which shows a negative result of -0.243 with a t-statistic value of 2.370 > 1.96, and a p-value of 0.018 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that both variables have an influence in opposite
directions or in other words, when work-family conflict increases, employee performance will decrease or it can mean the opposite. Therefore, the first hypothesis that states work-family conflict affects performance is tested. The results of this study are in accordance with previous research conducted by (Latupapua et al., 2021; Lestari &; Budiono, 2021; Trisnawati et al., 2021) who stated that work-family conflict has a negative and significant effect on employee performance. Because role conflicts can trigger stress which results in a decrease in the ability of individuals to control the work environment. In addition, role conflicts can also affect the ability of individuals to work effectively, in another sense a high level of role conflict will result in decreased employee performance (Fried et al., 1998).

Based on the results of data analysis that has been carried out, it is found that work-family conflict (X1) has a negative and significant effect on organizational commitment (Z). This can be proven from the value of the path coefficient which shows a negative result of -0.443 with a t-statistic value of 3.259 > 1.96, and a p-value of 0.001 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that both variables have an influence in opposite directions or in other words, when work-family conflict increases, organizational commitment will decrease or can mean the opposite. Therefore, the second hypothesis that states work-family conflict affects organizational commitment is tested. The results of this study are in accordance with previous research conducted by (Lestari &; Budiono, 2021; Sudirno & Nurvianti, 2015) which states that work-family conflict has a negative and significant effect on organizational commitment. Because work-family conflict that arises in female employees can form negative consequences, namely low organizational commitment owned by employees (Greenhaus &; Beutell, 1985).

Based on the results of data analysis that has been carried out, it was found that emotional exhaustion (X2) has a negative and significant effect on employee performance (Y). This can be proven from the value of the path coefficient which shows a negative result of -0.215 with a t-statistic value of 2.418 > 1.96, and a p-value of 0.016 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that both variables have an influence in opposite directions or in other words, when emotional exhaustion increases, employee performance will decrease or it can mean the opposite. Therefore, the third hypothesis that states emotional exhaustion affects employee performance is tested. The results of this study are in accordance with previous research conducted by (Hidayati, 2021; Latupapua et al., 2021; Lestari &; Budiono, 2021) which states that emotional exhaustion has a negative and significant effect on employee performance. The emergence of emotional fatigue is caused by excessive stress and difficult to overcome which can then result in the emergence
of frustration, cynicism, and apathy (Widiastuti & Astuti, 2008). Decreased performance in employees is caused by negative behavior due to excessive stress which then leads to emotional exhaustion.

Based on the results of data analysis that has been carried out, it is found that emotional exhaustion (X2) has a negative and significant effect on organizational commitment (Z). This can be proven from the value of the path coefficient which shows a negative result of -0.359 with a t-statistic value of 2.483 > 1.96, and a p-value of 0.013 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that both variables have an influence in opposite directions or in other words, when work-family conflict increases, organizational commitment will decrease or can mean the opposite. Therefore, the fourth hypothesis that states emotional exhaustion affects organizational commitment is tested. The results of this study are in accordance with previous research conducted by (Lestari & Budiono, 2021; Santika & Sudibia, 2017) which states that emotional exhaustion has a negative and significant effect on organizational commitment. In the opinion of Kusriyani et al. (2016), emotional fatigue is a sign of personality deterioration that triggers a decrease in individual self-confidence which can affect the level of organizational commitment owned by employees. When the emotional fatigue felt by employees continues to increase, it will reduce employee commitment to the organization.

Based on the results of data analysis that has been carried out, it is found that organizational commitment (Z) has a positive and significant effect on employee performance (Y). This can be proven from the value of the path coefficient which shows positive results of 0.584 with t-statistical values of 4.381 > 1.96, and p-values of 0.000 < 0.05 at the level of significance of 5%, then the influence can be said to be significant. This means that both variables have a unidirectional influence or in other words, when organizational commitment increases, employee performance will also increase. Therefore, the fifth hypothesis that states organizational commitment affects employee performance is tested. The results of this study are in accordance with previous research conducted by (Lestari & Budiono, 2021; Sapitri, 2016) which states that organizational commitment has a positive and significant effect on employee performance. Employees who hold high loyalty will prioritize organizational interests over personal interests (Lamandasa, 2018). Therefore, employees with a high level of organizational commitment will be fully dedicated to their work and organization and try to carry out work without being as much as possible without asking for help from other parties (Lestari & Budiono, 2021). In addition, employees feel happy and volunteer to do work without feeling burdened, this is what will have a good influence on the organization, namely the improvement of employee performance.
Based on the results of data analysis that has been carried out, it was found that work-family conflict (X1) has a negative and significant effect on employee performance (Y). This can be proven from the value of the path coefficient which shows a negative result of -0.258 with a t-statistic value of 2.632 > 1.96, and a p-value of 0.009 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that organizational commitment has a mediating role on the effect of work-family conflict on employee performance, in other words when work-family conflict increases through mediation variables, employee performance will decrease. Therefore, the sixth hypothesis that states work-family conflict affects employee performance through organizational commitment as a mediating variable is tested. The results of this study are in accordance with previous research conducted by Lestari & Budiono (2021) which stated that work-family conflict affects employee performance with organizational commitment as a mediation variable. This means that work-family conflict has a direct influence on organizational commitment and also work-family conflict that affects organizational commitment has an influence on performance.

Based on the results of data analysis that has been carried out, it is found that work-family conflict (X1) has a negative and significant effect on employee performance (Y). This can be proven from the value of the path coefficient which shows negative results of -0.209 with t-statistical values of 2.014 > 1.96, and p-values of 0.045 < 0.05 at a significance level of 5%, then the influence can be said to be significant. This means that organizational commitment has a mediating role in the effect of emotional exhaustion on employee performance, in other words when emotional exhaustion increases through mediation variables, employee performance will decrease. Therefore, the seventh hypothesis that states emotional exhaustion affects employee performance through organizational commitment as a mediating variable is tested. The results of this study are in accordance with previous research conducted by Lestari &; Budiono (2021) which stated that emotional exhaustion affects employee performance with organizational commitment as a mediation variable. This means that emotional exhaustion has a direct influence on organizational commitment and also work-family conflict that affects organizational commitment has an influence on performance.
CONCLUSIONS AND SUGGESTION

Conclusion

Based on the results of this study, it can be concluded that work-family conflict has a negative and significant effect on employee performance. This means that when work-family conflict increases, employee performance will decrease or it can mean the opposite, namely when work-family conflict decreases, employee performance will increase. Work-family conflict negatively and significantly affects organizational commitment. This means that when work-family conflict increases, organizational commitment will decrease or it can mean the opposite, namely when work-family conflict decreases, organizational commitment will increase.

Emotional exhaustion has a negative and significant effect on employee performance. This means that when emotional exhaustion increases, employee performance will decrease or it can mean the opposite, namely when emotional exhaustion decreases, employee performance will increase. Emotional exhaustion has a negative and significant effect on organizational commitment. This means that when emotional exhaustion increases, organizational commitment will decrease or it can mean the opposite, namely when emotional exhaustion decreases, organizational commitment will increase.

Organizational commitment has a positive and significant effect on employee performance. This means that when organizational commitment increases, employee performance will also increase. Work-family conflict affects employee performance with organizational commitment as a mediating variable. This means that work-family conflict has a direct influence on organizational commitment and in addition, work-family conflict that affects organizational commitment also has an influence on employee performance. Emotional exhaustion affects employee performance with organizational commitment as a mediating variable. This means that emotional exhaustion has a direct influence on organizational commitment and in addition, emotional exhaustion that affects organizational commitment also has an influence on employee performance.

Suggestion

Based on the results of the study, the researcher suggested that employees who do not experience work-family conflict and emotional exhaustion then employees with a high level of organizational commitment and performance to be maintained by maintaining cohesiveness and teamwork and accompanied by maintaining a comfortable and conducive work environment so that work implementation runs well. In addition, the organization is also advised to maintain relationships between superiors and subordinates and also relationships between
fellow employees so that employees feel comfortable while working which leads to the creation of organizational commitment.

For other researchers who want to conduct research on the same topic, it is recommended that researchers can add other variables and conduct research on different research projects so that the assessment of the effect of employee performance levels can be explored in more detail and depth.

**AUTHOR'S CONTRIBUTION STATEMENT**

Setyowati Subroto_Author 1: Research concept, methodology, literature review, data curation, supervision

Mei Rani Amalia_Author 2: Research administration, writing introduction, reviewing and editing manuscripts and publications, corresponding author.

Hani Nurbaeti_Author 3: Collecting previous research, data collection, data analysis

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**REFERENCES**


