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**EFFECT OF WORKLOAD AND WORK-FAMILY CONFLICT ON EMPLOYEE PERFORMANCE**

By

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**Abstract:** The aim of this research is to analyze effect of workload and work-family conflict on employee performance. The type of research used in this research is quantitative research. Population in this study were employees of PT Prudential Life Assurance. Sampling technique in this research used a saturated sampling technique. So the research sample in this study was 100. The data analysis method to answer the hypothesis uses multiple linear regression. The research results show that workload has a negative and insignificant effect on employee performance. Work-family conflict has a negative and significant effect on employee performance.

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**INTRODUCTION**

Human resources are valuable assets that are one of the driving factors in organizational activities from the planning stage to the evaluation stage (Alimuddin et al., 2023). So to improve company performance, companies are required to improve employee performance.

Insurance is an industry that sells intangible goods or services that are desired but not considered to be a primary need. The core benefit of insurance products is peace of mind, peace of mind regarding things that are risks in life (Abbas, 2007). PT Prudential Life Assurance has a slogan and commitment, namely listening, understanding and delivering, which seeks to increase focus on customers, anticipate every customer need, increase customer satisfaction with easy access to information and services, provide comprehensive solutions for protection, health and retirement, and carry out innovations colored by the human touch.

The slogan and commitment, namely listening, understanding and delivering, are also accompanied by optimal work improvement and can utilize the potential of human resources owned by a company, the aim of which is to make a positive contribution to the

development of the company, as is the case with insurance activities that emphasize human resources. In this case, it plays a role in providing services.

The performance of marketers is indicators of work success or actual work performance achieved by a person or organization because they carry out their duties well. This performance can take various forms of indicators, including sales volume, sales growth rate, and customer growth (Robbins, 2019).

Low performance can also be caused by fluctuations in sales from the sales force due to lack of market knowledge, lack of territory management knowledge, lack of a quality marketing network, and low competence and self-monitoring abilities of the sales force.

Employee performance, namely marketers, is determined by work-family conflict factors. Work-family conflict is a form of conflict between roles, namely the existence of pressure or role imbalance between roles at work and roles in the family. Work-family conflict arises when an individual devotes more time to work which creates a conflict with family demands, this situation makes it difficult for the individual to establish a balance between work and family (Budiasa, 2021).

Apart from work-family conflict, another factor that influences employee performance is the relatively high workload. Workload is defined as activities that must be completed by individuals or groups during a certain period under normal conditions. Workload consists of physical and mental workload. Workload shows the average activity of a job in a certain period of time. The workload borne by an employee is too heavy, which will certainly hinder the implementation of a person's duties and responsibilities (Prawirosentono, 2012). If it is too high or if the physical ability is low, it can be disrupted, which can affect employee performance. Inappropriate workload will have an impact on performance, high workload causes problems that affect performance, employee performance can also be influenced by other factors, namely job satisfaction, because job satisfaction can be seen from meeting physical and psychological needs.

The aim of this research is to analyze effect of workload and work-family conflict on employee performance.

## LITERATURE REVIEW

### Workload

Workload is too much which can cause tension in the self which can cause stress (Prawirosentono, 2012).

Workload has the following indicators:

1. The large load that occurs on human cognition is caused by task demands that exceed their capacity.
2. The amount of burden caused or related to the work. The work is easy or difficult, simple or complex and the perceptual requirements for seeing, remembering and searching.
3. The amount of time-related pressure felt during the work.
4. How successful a person is in their work and how satisfied they are with the results of their work.

**Work-Family Conflict**

Work-family conflict is a form of conflict between roles, namely the existence of pressure or role imbalance between roles at work and roles in the family (Budiasa, 2021). High working hours and heavy workloads are direct signs of work-family conflict due to excessive time and effort put into work. This results in a lack of time and energy that can be used for family activities.

The factors that can influence work-family conflict are:

1. The more time we spend at work, the less time we have for our family.
2. The more family members, the more conflict, and the more family support, the less conflict.
3. Increase job satisfaction, reduce conflict.

**Employee Performance**

Employee performance is the degree to which a person's work is completed in accordance with job demands or work standards (Robbins, 2019). The work to be carried out and then compared with the goals or targets to be achieved also states that performance is the level of achievement of a person's work results based on job requirements or work standards which is the level to which a particular job is expected to be completed and continues to be compared against the stated goals or targets want to achieve.

Performance has indicators that can explain a person's performance, indicators for measuring performance are:

1. Work quantity is the perception of how much work an employee achieves in accordance with their main duties and functions.
2. Work quality is an employee's perception about the results of an employee's work according to established and acceptable standards.
3. Punctuality is the employee's perception of paying attention to the use of time that has been determined.
4. Responsibility is the employee's perception of the extent to which the employee is responsible for completing work according to its targets.

**RESEARCH METHODS**

The type of research used in this research is quantitative research. Quantitative research was chosen because this research aims to see the influence of the independent variable on the dependent variable by testing statistical hypotheses (Pandiangan, 2023; Tambunan et al., 2024). Quantitative research has clear elements that are detailed from the start, systematic research steps, uses samples whose research results are applied to the population, has a hypothesis if necessary, has a clear design and research steps and expected results, requires data collection that can be representative and exists data analysis is carried out after all data has been collected (Ratnawita et al., 2023; Pandiangan, 2024).

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Pandiangan et al., 2023; Yoppy et al., 2023). Population in this study were employees of PT Prudential Life Assurance. Sampling technique in this research used

a saturated sampling technique. Saturated sampling is a sampling technique when all members of the population are used as samples (Pandiangan et al., 2023; Pandiangan et al., 2024). Saturated sampling is often carried out when the population is relatively small, less than 30 people, or research that wants to make generalizations with very small errors. So the research sample in this study was 100.

The data analysis method to answer the hypothesis uses multiple linear regression. Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Kurdhi et al., 2023; Pandiangan et al., 2023).

## RESULT

### General Description

Prudential PLC (Public Limited Company) is a leading financial services company from England which was founded in 1848. Prudential PLC has the aim of helping people plan their and their families' finances, by providing products to overcome selected financial risks. In Asia, Prudential has more than 86 years of experience with the opening of the first Prudential business unit in Malaysia. Prudential's regional office in Asia is Prudential Corporation Asia (PCA) in Hong Kong, which was founded in 1994. Today, Prudential in Asia has succeeded in becoming one of the leading life insurance company groups in Asia with life insurance operations and fund management in 11 countries, namely China, Philippines, Hong Kong, India, Indonesia, Korea, Malaysia, Singapore, Taiwan, Thailand, and Vietnam.

In Indonesia, Prudential Indonesia is part of Prudential PLC London, England and is based in the regional office of PCA which is based in Hong Kong. Since its founding in 1995, Prudential Indonesia has received various awards, one of which is the "lifetime achievement award for best life insurance company" from investor magazine in 2007.

As one of the largest and leading insurance companies in Indonesia, PT Prudential Life Assurance has a vision and mission for shareholders and stakeholders. This is intended so that the company can achieve the goals that have been planned together. PT Prudential Life Assurance's vision is to become Asia's number one company, in terms of:

1. Customer service is an important key in the insurance business therefore customer service is important for PT Prudential Life Assurance to achieve its goal of becoming the number one financial services company.
2. Providing the best results for shareholders Prudential has a high commitment to providing satisfactory results to shareholders so that they will continue to provide better support for the company's success in its development.
3. Employ the best people. To support the success of this goal and vision, PT Prudential Life Assurance continues to develop the capabilities of its human resources, both marketing personnel and employees. Therefore, PT Prudential Life Assurance really prioritizes education, training and development for marketing personnel and employees so that the company's goals and missions can be achieved with the best results.

As an effort to realize the company's vision, PT Prudential Life Assurance has a mission to achieve the desired goals. PT Prudential Life Assurance's mission is "To become the best retail financial services company in Indonesia, exceeding the expectations of customers, marketing personnel, staff and shareholders by providing perfect service, quality products, highly committed professional marketing personnel and generating profitable investment income." As an inseparable part of the mission, PT Prudential Life Assurance has four pillars, namely the foundation which is the basis for the company's establishment and development and which differentiates it from other companies. The following are the four pillars:

1. The spirit to always be the best.
2. Organizations that provide learning opportunities.
3. Work as a family.
4. Integrity and equal benefits for all parties related to the company.

Even though the mission and four pillars explain the direction and goals of the company, to further strengthen it, PT Prudential Life Assurance adopts the basic principles developed by PCA as a guide for everyone in the company in their work. These basic principles are:

1. Innovate to create opportunities.
2. Showing caring and understanding.
3. Work together.
4. Give the best.

### Multiple Linear Regression Test Results

**Table 1. Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients (B)	t	Sig.
Workload	-0.025	-0.335	0.629
Work-Family Conflict	-0.322	-3.127	0.000

The research results show that workload has a negative and insignificant effect on employee performance. If the workload increases, employee performance will decrease and vice versa, if the workload decreases, performance will increase. Workload is something that arises according to the relationship between the demands of tasks, the work environment in which the work location is used and skills. Too much workload can cause personal tension, workload can be caused by a high level of skill required, high work speed, large amounts of work and other things which, if it lasts for a long time, can affect a person's performance at work.

Work-family conflict has a negative and significant effect on employee performance. High work-family conflict can reduce employee performance. This is because employees, the majority of whom are women, cannot be separated from their roles which are also responsible for taking care of and raising their families, which on the other hand are also employees who work according to company policy with their performance and expertise so that women who work and have families are very easily distracted. which will have an impact on its activities. This prolonged condition can cause conflict at work, causing a significant impact on the organization in achieving its goals because it results in low employee performance.

## CONCLUSION

The research results show that workload has a negative and insignificant effect on employee performance. Work-family conflict has a negative and significant effect on employee performance.

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