

Work-Family Conflict Directions, Psychological Well-Being, and Performance in Public Sector Employees

Julias Penata Utama^{1*}, Fanny Martdianty²

Universitas Indonesia, Depok, Indonesia^{1,2}

julias.penata@ui.ac.id^{1*}, fanny.martdianty@ui.ac.id²



Article History

Received on 29 April 2026

1st Revision on 30 April 2026

2nd Revision on 25 May 2026

Accepted on 23 June 2026

Abstract

Purpose: This study examines the direct and indirect effects of work-to-family conflict and family-to-work conflict on job performance through psychological well-being among employees of Statistics Indonesia.

Methodology: A quantitative explanatory design with a cross-sectional self-report survey was employed. Data were collected from 333 civil servant employees of Statistics Indonesia from January to February 2026 and analyzed using Covariance-Based Structural Equation Modeling (CB-SEM) with LISREL 8.8.

Results: Work-to-family conflict and family-to-work conflict had negative effects on psychological well-being, whereas psychological well-being had a positive effect on job performance. Family-to-work conflict negatively affects job performance. In contrast, work-to-family conflict had a positive direct effect on job performance, contrary to the hypothesized direction. Mediation analysis revealed that psychological well-being mediated both relationships. Competitive partial mediation was found in the work-to-family conflict–job performance relationship, whereas complementary partial mediation was found in the family-to-work conflict–job performance relationship.

Conclusions: Psychological well-being is an important mechanism linking interrole conflict and job performance. The findings also confirm that work-to-family conflict and family-to-work conflict should be treated as distinct constructs.

Limitations: This study is limited by its cross-sectional design, self-reported data, purposive sampling, and single organizational context.

Contributions: This study extends the work-family conflict literature by applying the Conservation of Resources theory to a strategic public-sector institution. Public organizations should manage workload, psychological support, and family responsive work arrangements to sustain employee performance.

Keywords: *Conservation of Resources Theory, Family-To-Work Conflict, Public-Sector Human Resource Management, Structural Equation Modeling, Work-To-Family Conflict*

How to Cite: Utama, J. P., & Martdianty, F. (2026). Work-Family Conflict Directions, Psychological Well-Being, and Performance in Public Sector Employees. *Annals of Human Resource Management Research*, 6(3), 131-144.

1. Introduction

The increasing overlap between work and family roles has made work-family conflict an important issue in human resource management and organizational behavior ([Chang, Cobb, Kepes, Her, Zhou, & Matthews, 2025](#)). Employees are increasingly required to manage multiple roles simultaneously, allocate resources between work and family, and maintain high productivity despite competing demands ([Tamunomiebi & Oyibo, 2020](#)). Previous studies have shown that work-family conflict can negatively affect work engagement, job performance, psychological conditions, and employees' life satisfaction ([De, Haq, & Butt, 2025](#); [Obrenovic, Jianguo, Khudaykulov, & Khan, 2020](#); [Taşdelen-Karçkay, & Bakalim, 2017](#)). Therefore, work-family conflict is not merely a personal issue, but also an organizational concern because it may impair employees' psychological functioning and their capacity to contribute effectively to organizational goals ([Huang, Liu, & Zhao, 2024](#)).

This issue is particularly relevant in the context of Statistics Indonesia (*Badan Pusat Statistik/BPS*), which was upgraded to a ministerial-level government institution in January 2025. As the national statistical office, the BPS is supported by more than 18,000 civil servants and 528 work units at the central, provincial, and regency/municipality levels across Indonesia. The BPS Strategic Plan for 2025–2029 emphasizes the provision of high-quality statistical data and insights, strengthening BPS leadership in the National Statistical System, and developing effective and efficient statistical institutional capacity ([BPS, 2025](#)). These strategic demands require employees to maintain accuracy, timeliness, integrity, and accountability in producing official statistics. At the same time, the composition of BPS employees, which is dominated by Millennials and Generation Z, may create additional sensitivity to role conflict when increasing work demands are not supported by adequate organizational resources ([Kosseck, Yu, Pichler, & Xu, 2026](#)). Moreover, institutional agendas such as statistical modernization, digital transformation, and organizational capacity strengthening may intensify work pressure for employees with family responsibilities ([Kumar, 2024](#)).

Although work-family conflict is generally expected to reduce job performance, existing empirical findings remain inconsistent. Several studies have shown that work-family conflict and family-work conflict negatively affect job performance ([Karakaş, & Tezcan, 2019](#); [Moreira, Encarnação, Viseu, & Au-Yong-Oliveira, 2023](#); [Zainal, Zawawi, Aziz, & Ali, 2020](#)). However, other studies have revealed more complex patterns. [Soomro, Breitenecker, and Shah \(2018\)](#) found that work-family conflict had a positive and significant effect on perceived employee performance among young university lecturers, while [Aguirre, Donoso, AVECILLAS, Alipio, and Jaramillo \(2023\)](#) reported that work-family conflict was positively related to performance dimensions among teachers in Ecuador. These mixed findings suggest that the relationship between work and family conflict and performance cannot be understood as a simple negative association, particularly in organizational contexts where employees may continue to maintain performance despite experiencing role conflict.

A key limitation of previous research is that work-family conflict is often examined as a broad construct, whereas the literature distinguishes between Work-to-Family Conflict (WtFC) and Family-to-Work Conflict (FtWC). WtFC occurs when work demands interfere with family responsibilities, whereas FtWC occurs when family demands interfere with work responsibilities ([Taşdelen-Karçkay & Bakalim, 2017](#)). This distinction is important because the two types of conflict may have different implications for employee outcomes ([Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011](#)). Work demands that interfere with family life may not have the same consequences as family demands that interfere with work ([Chen & Cheng, 2025](#)). Therefore, examining WtFC and FtWC separately is necessary to obtain a more precise understanding of how interrole conflict affects job performance.

Beyond the direct relationship between work and family conflict and job performance, it is also important to understand the psychological mechanism that explains the antecedents of performance ([Hendrarso, Handoko, Kurnina, & Suseno, 2025](#)). Previous studies have shown that work-family conflict may affect performance through psychological conditions, such as well-being. [Obrenovic et al. \(2020\)](#) found that work-family conflict negatively affects psychological well-being and that psychological well-being contributes to job performance. Similarly, [Huo and Jiang \(2023\)](#) showed that work-life conflict harms job performance through its negative effect on employees' well-being. These

findings indicate that psychological well-being may serve as an important mediating mechanism through which conflict between work and non-work roles is translated into performance outcomes.

This study uses the Conservation of Resources (COR) theory as a theoretical lens to explain these relationships. COR theory argues that individuals strive to obtain, retain, protect, and develop valuable resources and that stress occurs when these resources are threatened or lost ([Hobfoll, 2011](#)). From this perspective, work-family conflict can be understood as a resource-depleting stressor because employees must invest additional time, energy, and psychological capacity to manage incompatible role demands ([Hobfoll, Halbesleben, Neveu, & Westman, 2018](#)). Therefore, psychological well-being can be viewed as a personal resource that supports focus, resilience, motivation, and effective work functioning ([Lee & Jo, 2023](#)). When psychological well-being is depleted, employees may face greater difficulty sustaining job performance.

Accordingly, this study aims to examine the direct and indirect effects of WtFC and FtWC on job performance through psychological well-being among BPS employees. Specifically, this study investigates whether WtFC and FtWC negatively affect job performance. Whether both forms of conflict reduce psychological well-being, whether psychological well-being positively affects job performance, and whether psychological well-being mediates the relationship between both directions of work-family conflict and job performance. This study differs from previous studies in three important ways. First, unlike studies that treat work-family conflict as a single construct, this study distinguishes WtFC from FtWC to capture their potentially different effects on psychological well-being and job performance. Second, this study applies COR theory to explain psychological well-being as a personal resource that mediates the relationship between interrole conflict and performance, thereby providing a clearer theoretical mechanism. Third, this study extends the work-family conflict literature to the Indonesian public sector context, particularly within a strategic data-driven institution such as the BPS, where employee well-being and performance are both essential for maintaining institutional accountability, service quality, and public trust.

2. Literature Review and Hypotheses Development

2.1 Conservation of Resources Theory

This study employs the Conservation of Resources (COR) theory as the main theoretical foundation to explain the relationship among work-family conflict, psychological well-being, and job performance. COR theory argues that individuals strive to obtain, retain, protect, and develop valuable resources, including time, energy, health, well-being, self-esteem, social support, and work capacity ([Hobfoll, 2011](#); [Hobfoll et al., 2018](#)). Stress occurs when these resources are threatened, lost, or not regained after individuals invest substantial efforts ([Hobfoll, 1989](#)). From the perspective of COR theory, work-family conflict can be understood as a resource-depleting stressor because employees must allocate limited time, energy, and psychological capacity to manage incompatible work and family demands ([Huang et al., 2024](#)). When resources are consumed by competing role demands, fewer resources remain available to maintain psychological well-being and effective work functioning. Thus, psychological well-being can be positioned as a personal resource that enables employees to remain focused, resilient, motivated, and capable of performing their work roles ([Lee & Jo, 2023](#)). This argument is consistent with the principle of the primacy of loss, which states that resource loss has a stronger impact on individual functioning than equivalent resource gain ([Hobfoll, 2011](#)). Therefore, COR theory provides a coherent explanation of how work-family conflict may reduce psychological well-being and, subsequently, job performance.

2.2 Work-Family Conflict

Work-family conflict is generally defined as a form of interrole conflict in which pressures from the work and family domains are mutually incompatible ([Bian & Mohd Sukor, 2024](#); [Greenhaus & Beutell, 1985](#)). [Netemeyer et al. \(1996\)](#) distinguish between Work-to-Family Conflict (WtFC) and Family-to-Work Conflict (FtWC). WtFC occurs when work demands, time, and strain interfere with family responsibilities. Conversely, FtWC occurs when family demands, time, and stress interfere with work responsibilities. This distinction is important because the two conflict directions may have different antecedents and consequences. Thus, treating them as a single construct may

obscure how work and family pressures affect outcomes such as performance differently ([Michel et al., 2011](#)).

2.3 Psychological Well-Being

Psychological well-being refers to a positive psychological condition that reflects how individuals optimally function in their lives ([Ryff, 2013](#)). Psychological well-being emphasizes a life that is going well, and is a combination of positive feelings and effective psychological functioning ([Huppert, 2009](#)). [Diener et al. \(2010\)](#) conceptualized psychological well-being as individuals' perceived success in life domains such as social relationships, purpose in life, optimism, and self-respect. [Huppert \(2009\)](#) argues that individuals with a high level of well-being tend to have better cognitive flexibility, creativity, and more adaptive interpersonal abilities. In this study, psychological well-being is viewed as a personal resource that enables employees to manage demands, maintain their motivation, and function effectively.

2.4 Job Performance

Job performance refers to work behavior that contributes to achieving organizational goals ([Paula & Queiroga, 2015](#)). [Andrade, Queiroga, and Valentini \(2020\)](#) explain that job performance should not only be understood as final work outcomes, but also as goal-directed behaviors carried out by employees in fulfilling their job responsibilities. [Brandão, Borges-Andrade, and de Aquino \(2012\)](#) show that individual and organizational performance is often measured by comparing predetermined targets with achieved outputs. Without the contribution of individual performance, the effectiveness of teams, work units, and the organization as a whole cannot be realized ([Andrade et al., 2020](#)). In the Indonesian public sector context, [Riskarini, Putriana, Prakoso, and Martiza \(2025\)](#) demonstrated that employee performance can be enhanced through discipline, work environment, motivation, and professional commitment. These findings indicate that public-sector employee performance is not solely driven by formal targets and administrative compliance, but also by psychological and organizational mechanisms that enable employees to perform effectively ([Wulandari, Syahlani, & Pusparini, 2025](#)).

2.5 Work-Family Conflict and Job Performance

Several empirical studies have shown that conflict between work and family generally reduces job performance ([Isa & Indrayati, 2023](#); [Obrenovic et al., 2020](#)). Other studies have also indicated that both work-to-family and family-to-work directions contribute to decreased job performance. [Moreira et al. \(2023\)](#) stated that family-to-work conflict reduces task performance, while [Yan et al. \(2022\)](#); [Zainal et al. \(2020\)](#) showed that both work-to-family conflict and family-to-work conflict have negative and significant effects on job performance. Therefore, the following hypotheses are proposed:

H_{1a}: Work-to-family conflict negatively affects job performance

H_{1b}: Family-to-work conflict negatively affects job performance

2.6 Work-Family Conflict and Psychological Well-Being

Several empirical studies have provided evidence that work-family conflict is associated with lower psychological well-being. [Moreira, Encarnação, Viseu, and Au-Yong-Oliveira \(2023\)](#) found that work-family conflict was negatively and significantly correlated with well-being. [Obrenovic, Jianguo, Khudaykulov, and Khan \(2020\)](#) found that work-family conflict generally had a negative effect on psychological well-being, indicating that conflict between work and family roles can damage employees' psychological condition. Similarly, [Bian and Mohd \(2024\)](#) reported that both family-to-work conflict and work-to-family conflict are closely related to psychological well-being and emphasized that both can harm psychological well-being. Based on these empirical findings, the following hypotheses are proposed.

H_{2a}: Work-to-family conflict negatively affects psychological well-being

H_{2b}: Family-to-work conflict negatively affects psychological well-being

2.7 Psychological Well-Being and Job Performance

Psychological well-being is expected to improve job performance because it provides the psychological resources employees need to exhibit effective work behavior. [Haider et al. \(2018\)](#); [Obrenovic et al. \(2020\)](#) stated that psychological well-being positively affects job performance. [Prayudi et al. \(2025\)](#) also found that psychological well-being and job satisfaction were key factors in improving performance, suggesting that psychological conditions play an important role in sustaining productive work behavior. In addition, [Huo and Jiang \(2023\)](#); [Syitharini and Achmadi \(2025\)](#) empirically support the argument that well-being is positively associated with job performance, as employees with better psychological conditions are more likely to maintain effective functioning, demonstrate resilience, and manage work demands more effectively. Based on these empirical findings, the following hypothesis is proposed.

H₃: Psychological well-being has a positive effect on job performance

2.8 The Mediating Role of Psychological Well-Being

[Obrenovic et al. \(2020\)](#) provide empirical support for this mechanism by showing that work-family conflict generally has an indirect effect on job performance through psychological factors, including psychological well-being. [Huo and Jiang \(2023\)](#) also found that work-life conflict harms job performance through its negative effect on employee well-being. These studies indicate that conflict between work and non-work roles not only affects performance directly but also operates through employees' psychological conditions. Based on this argument, the following hypotheses are formulated.

H_{4a}: Psychological well-being mediates the relationship between work-to-family conflict and job performance

H_{4b}: Psychological well-being mediates the relationship between family-to-work conflict and job performance

2.9 Research Model

Based on COR theory and previous empirical findings, this study proposes that work-to-family conflict and family-to-work conflict affect job performance both directly and indirectly through employees' psychological well-being. WtFC and FtWC are expected to reduce job performance because both forms of conflict deplete the resources employees need to perform effectively at work. Both forms of conflict are expected to reduce psychological well-being because they threaten employees' personal resources. Psychological well-being is expected to improve job performance because it functions as a personal resource that supports motivation, resilience, focus, and effective work functioning. Accordingly, psychological well-being is proposed as a mediating mechanism that explains how both work–family conflict directions affect employee performance. The research model developed in this study is presented in Figure 1.

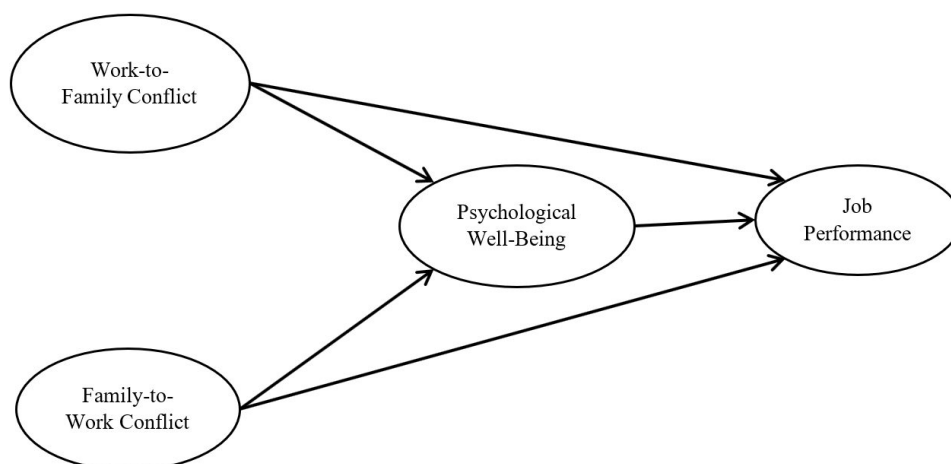


Figure 1. Research model

3. Research Methodology

3.1 Research Design

This study employed a quantitative explanatory approach with a cross-sectional survey design. Quantitative research is appropriate when the objective is to test hypothesized relationships among variables using numerical data and statistical analysis, whereas survey-based research is suitable for collecting standardized self-reported responses from a relatively large number of participants ([Malhotra & Dash, 2016](#); [Sekaran & Bougie, 2016](#)). The unit of analysis in this study was individual employees. This study was designed to examine the direct effects of work-to-family conflict and family-to-work conflict on job performance, as well as the mediating role of psychological well-being among employees of BPS.

3.2 Population and Sample

The population of this study consisted of Civil Servant Employees (*Aparatur Sipil Negara*/ASN) working at the BPS. The sample was selected using non-probability purposive sampling, as respondents had to meet specific eligibility criteria relevant to the research objectives ([Malhotra & Dash, 2016](#); [Sekaran & Bougie, 2016](#)). To be included in the study, respondents had to meet the following criteria: (1) have worked for at least one year, (2) have family dependents, and (3) not be on study leave or other forms of leave outside state responsibility at the time of data collection. A total of 333 valid responses were used in the final analysis and were considered adequate for SEM. Referring to [Hair, Black, Babin, and Anderson \(2019\)](#), SEM models with seven or fewer constructs and moderate indicator communalities generally require at least 150 respondents, whereas models with low communalities may require around 300 respondents. Thus, the sample of 333 respondents exceeded the recommended minimum for model complexity in this study.

3.3 Measures

All constructs in this study were measured using established scales. Responses were recorded on a 7-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree. Work-to-Family Conflict (WtFC) was measured using five items adapted from [Netemeyer, Boles, and McMurrian \(1996\)](#). Family-to-Work Conflict (FtWC) was also measured using five items adapted from [Netemeyer et al. \(1996\)](#). Psychological Well-Being (PWB) was measured using eight items adapted from [Diener et al. \(2010\)](#). Job Performance (JP) was measured using ten items adapted from [Andrade, Queiroga, and Valentini \(2020\)](#). Considering the Indonesian public sector context of this study, the questionnaire was adapted into Indonesian to ensure clarity and equivalence with the original scales. The adaptation focused on preserving conceptual meaning, improving wording clarity, and minimizing potential measurement errors ([Malhotra & Dash, 2016](#); [Sekaran & Bougie, 2016](#)). Before the main survey, a readability test with four individuals and a pretest with 40 respondents were conducted to assess the clarity of the items, instructions, and response options. These procedures were undertaken to strengthen the instrument's clarity, contextual appropriateness and methodological rigor.

3.4 Data Collection Procedure

Data will be collected from January to February 2026 using an online questionnaire distributed through WhatsApp. This format was selected to reach eligible respondents across the BPS work environment more efficiently, as electronic questionnaires facilitate broader access, faster data collection, and flexible response times ([Malhotra & Dash, 2016](#); [Sekaran & Bougie, 2016](#)). Participation was voluntary, and respondents were informed about the study's purpose, anonymity of responses, and exclusive use of data for academic purposes. No personally identifiable information was collected, consistent with ethical principles in survey research regarding privacy and respondent protection ([Sekaran & Bougie, 2016](#)). Several procedural remedies were applied to reduce common method bias, including anonymous administration, clear item wording, validated scales, and construct-based questionnaire organization. These procedures were intended to reduce evaluation apprehension, respondent bias, and systematic measurement errors ([Hair et al., 2019](#); [Malhotra & Dash, 2016](#); [Sekaran & Bougie, 2016](#)).

3.5 Data Analysis Technique

The data were analyzed using Structural Equation Modeling (SEM) with LISREL 8.8. SEM was selected because it enables the simultaneous assessment of measurement quality and structural relationships among latent constructs ([Hair et al., 2019](#); [Malhotra & Dash, 2016](#)). The analysis was conducted in two stages. First, the measurement model was evaluated to assess the adequacy of the indicators in representing latent constructs ([Wijanto, 2015](#)). This stage included the assessment of Goodness-of-Fit (GOF), construct validity, and construct reliability. Second, the structural model was evaluated to test the hypothesized relationships among the latent variables ([Wijanto, 2015](#)). This stage included the assessment of overall model fit, direct effects, indirect effects, and mediation effects.

The mediating role of psychological well-being was examined by analyzing the indirect effects of work-to-family and family-to-work conflicts on job performance through psychological well-being. The interpretation of the structural model was based on the magnitude and significance of the estimated path coefficients ([Hair et al., 2019](#)). In addition, Harman single-factor test was conducted to assess the potential presence of common method bias, because all variables were measured using self-reported survey data ([Hair et al., 2019](#)). The results indicated that no single factor accounted for the majority of the total variance, suggesting that common method bias was not a serious threat to the findings of this study.

4. Results and Discussions

4.1 Respondent Profile

A total of 333 valid responses were analyzed. The sample was almost evenly split by gender, consisting of 165 men (49.55%) and 168 women (50.45%). Most respondents were 31–35 years old (59.46%), married (88.59%), had three family dependents (29.43%), and had worked for BPS for 8–11 years (57.06%). In terms of position, the largest groups were Young Expert Functional Officers (50.15%) and First Expert Functional Officers (33.93%). Overall, the respondent profile indicates that the sample was dominated by employees in the prime working and family responsibility stages of life, making it highly relevant for examining work-family conflict ([Kossek et al., 2026](#)).

4.2 Descriptive Overview

At the construct level, Work-to-Family Conflict (WtFC) showed a moderate mean score (grand mean = 3.69), whereas Family-to-Work Conflict (FtWC) had a lower mean score (grand mean = 2.55). In contrast, Psychological Well-Being (PWB) and Job Performance (JP) were relatively high, with grand means of 5.68 and 5.74, respectively. These descriptive results suggest that respondents perceived stronger interference from work to family than from family to work, while still reporting favorable psychological well-being and job performance.

4.3 Measurement Model Assessment

The measurement model demonstrated an acceptable overall fit to the data. Although the chi-square probability was significant ($p = 0.000$), the ratio of chi-square to degrees of freedom was 2.641, indicating an acceptable fit of the data. In addition, the RMSEA was 0.070, SRMR was 0.052, and the incremental fit indices were all strong (NFI = 0.95, NNFI = 0.97, CFI = 0.97, IFI = 0.97, and RFI = 0.95). The GFI was 0.84, indicating a marginal fit. Taken together, these results suggest that the final model met an acceptable to good level of fit and was suitable for subsequent structural analyses. As shown in Table 1, convergent validity was supported because all the standardized factor loadings exceeded 0.50. The loading ranges were 0.70–0.91 for WtFC, 0.81–0.90 for FtWC, 0.58–0.79 for PWB, and 0.72–0.78 for JP. Construct reliability was also satisfactory, with CR values ranging from 0.902 to 0.931, and AVE values ranging from 0.537 to 0.727. Therefore, all the constructs were considered valid and reliable.

Table 1. Measurement model assessment

Construct	Loading range	CR	AVE	Conclusion
Work-to-family conflict (WtFC)	0.70–0.91	0.930	0.727	Valid and Reliable
Family-to-work conflict (FtWC)	0.81–0.90	0.923	0.707	Valid and Reliable
Psychological well-being (PWB)	0.58–0.79	0.902	0.537	Valid and Reliable
Job performance (JP)	0.72–0.78	0.931	0.573	Valid and Reliable
Note: CR = construct reliability; AVE = average variance extracted.				

4.4 Structural Model and Hypothesis Testing

The structural model also demonstrated an acceptable fit, with the same fit statistics as the validated final model: $\chi^2/df = 2.641$, RMSEA = 0.070, SRMR = 0.052, GFI = 0.84, NFI = 0.95, NNFI = 0.97, CFI = 0.97, IFI = 0.97, and RFI = 0.95. These values indicate that the proposed relationships among WtFC, FtWC, PWB and JP are empirically tenable. Hypothesis testing was conducted using a directional one-tailed test with a critical value of $|t| \geq 1.645$ in the hypothesized direction, at the 95% confidence level. As shown in Table 2, WtFC had a positive and significant effect on JP ($\beta = 0.14$, SE = 0.057, $t = 2.49$). Because the hypothesized direction was negative, H1a was not supported. FtWC had a negative and significant effect on JP ($\beta = -0.10$, SE = 0.056, $t = -1.85$), supporting H1b. Both WtFC and FtWC had negative and significant effects on PWB, with WtFC $\rightarrow$ PWB ($\beta = -0.31$, SE = 0.067, $t = -4.65$) and FtWC $\rightarrow$ PWB ($\beta = -0.22$, SE = 0.066, $t = -3.35$) which supported H2a and H2b. Furthermore, PWB had a positive and significant effect on JP ($\beta = 0.72$, SE = 0.071, $t = 10.23$), thus supporting H3. The model explained 22% and 50% of the variance in PWB and JP, respectively.

Table 2. Structural model results

Hypothesis	Path	β	SE	t-value	Result
H1a	WtFC $\rightarrow$ JP	0.14	0.057	2.49	Significant, opposite direction to the hypothesis; not supported
H1b	FtWC $\rightarrow$ JP	-0.10	0.056	-1.85	Significant; supported
H2a	WtFC $\rightarrow$ PWB	-0.31	0.067	-4.65	Significant; supported
H2b	FtWC $\rightarrow$ PWB	-0.22	0.066	-3.35	Significant; supported
H3	PWB $\rightarrow$ JP	0.72	0.071	10.23	Significant; supported
Note: β = standardized path coefficient; SE = standard error.					

4.5 Mediation Analysis

The mediation test showed that PWB significantly mediated the effects of both conflict dimensions on JP. As presented in Table 3, the WtFC $\rightarrow$ PWB $\rightarrow$ JP path produced a positive direct effect (0.14), negative indirect effect (-0.223), and negative total effect (-0.083), with a Sobel Z value of -4.21. This pattern indicates competitive partial mediation because the direct and indirect effects were significant but operated in opposite directions (Zhao, Lynch Jr, & Chen, 2010). Therefore, H4a is supported. For the FtWC $\rightarrow$ PWB $\rightarrow$ JP path, the direct (-0.10), indirect (-0.158), and total (-0.258) effects were all negative, with a Sobel Z value of -3.17. This pattern indicates complementary partial mediation because the direct and indirect effects moved in the same direction (Zhao et al., 2010). Therefore, H4b is supported.

Table 3. Mediation results

Hypothesis	Indirect path	Direct effect	Indirect effect	Total effect	Sobel Z	Mediation type	Result
H4a	WtFC $\rightarrow$ PWB $\rightarrow$ JP	0.14	-0.223	-0.083	-4.21	Competitive partial mediation	Supported
H4b	FtWC $\rightarrow$ PWB $\rightarrow$ JP	-0.10	-0.158	-0.258	-3.17	Complementary partial mediation	Supported

4.6 Discussion

The results of this study indicate that Work-to-Family Conflict (WtFC) and Family-to-Work Conflict (FtWC) both have negative effects on Psychological Well-Being (PWB). This finding is consistent with the Conservation of Resources (COR) theory, which posits that individuals strive to obtain, retain, and protect valued resources; therefore, when work and family demands collide, individuals are required to expend additional energy, time, and psychological capacity to maintain both domains

simultaneously ([Hobfoll, 2011](#); [Hobfoll, Halbesleben, Neveu, & Westman, 2018](#)). In this context, interrole conflict is not merely a matter of role discomfort but also reflects a process of resource depletion that eventually impairs employees' psychological condition. This finding supports [Obrenovic, Jianguo, Khudaykulov, and Khan \(2020\)](#), who showed that work-family conflict negatively affects psychological well-being, and [Bian and Mohd \(2024\)](#), who emphasized that both work-to-family and family-to-work conflict can harm psychological well-being.

This finding is relevant to the context of the BPS. The BPS Strategic Plan also shows that work-life balance, work pressure, mental health, and the quality of workplace relationships have been identified as important dimensions of employee well-being, accompanied by policy recommendations such as workload audits, flexible work arrangements, and psychological well-being interventions ([BPS, 2025](#)). Thus, the findings of this study reinforce the argument that work-family role conflict among BPS employees is not merely an individual issue but also an organizational issue relevant to the sustainability of institutional performance.

Furthermore, this study found that psychological well-being has a strong positive effect on job performance. This finding is consistent with the argument that well-being is not only a psychological outcome but also a personal resource that supports focus, resilience, motivation, and work functioning. [Obrenovic et al. \(2020\)](#) found that when employees' psychological well-being declines, their job performance also decreases. [Haider, Jabeen, and Ahmad \(2018\)](#) showed that psychological well-being is an important mechanism explaining how better working conditions can lead to improved job performance. In other words, a healthy psychological condition helps employees maintain work effectiveness, whereas declining well-being weakens individuals' capacity to optimally meet work demands.

The direct effect of FtWC on Job Performance (JP) was negative and significant, which is consistent with the theoretical expectations. When family demands interfere with work responsibilities, employees' attention, energy, and concentration at work may become fragmented, thereby reducing their performance. This result supports [Moreira, Encarnação, Viseu, and Au-Yong-Oliveira \(2023\)](#), who found that family-to-work conflict reduces task performance, and [Karakaş and Tezcan \(2019\)](#), who showed that family-to-work conflict directly reduces worker performance. In the context of civil servants, such as BPS employees, interference from the family domain into the work domain may be particularly consequential because public sector work is generally bound by strict targets, schedules, accountability requirements, and output quality standards.

A different pattern emerged for the WtFC → JP pathway. WtFC had a positive direct effect on JP, which means that the hypothesis expecting a negative effect was not supported. This finding should be interpreted with caution. This does not mean that WtFC is beneficial to employees or that organizations should allow excessive work demands to spill over into family life. A more cautious interpretation is that some employees may maintain or even intensify their work performance when work demands are high, particularly in organizational contexts where professionalism, accountability, and output quality are strongly emphasized. This interpretation is consistent with [Aguirre, Donoso, Avecillas, Alipio, and Jaramillo \(2023\)](#), who found that work-family conflict had a positive relationship with effort and quality-of-work dimensions among teachers in Ecuador, and [Soomro, Breitenecker, and Shah \(2018\)](#), who reported a positive effect of work-family conflict on perceived employee performance among young lecturers at public-sector universities in Pakistan.

This explanation is also plausible in the context of BPS. The 2025 BPS Organizational Culture Survey shows that obeying rules and policies, maintaining data quality, being responsible, collaborating, delivering the best performance, and working effectively and efficiently are among the most prominent values and behaviors at the BPS ([BPS, 2025](#)). Such a culture may encourage employees to maintain performance despite experiencing work pressure that interferes with their family life. However, this does not eliminate the psychological costs of WtFC. The mediation results show that WtFC negatively affects JP by reducing PWB. Thus, the positive direct effect may reflect a short-term

performance maintenance response, while the negative indirect effect reflects the hidden psychological cost of sustaining performance under role conflict.

The competitive partial mediation pattern in the WtFC $\rightarrow$ PWB $\rightarrow$ JP relationship further supports this interpretation. According to [Zhao and Chen \(2010\)](#), competitive mediation occurs when the direct and indirect effects are both significant but operate in different directions. In this study, WtFC appeared to increase JP directly, but it simultaneously reduced PWB, which, in turn, lowered JP. Therefore, the positive direct effect of WtFC should not be interpreted as evidence that work-to-family conflict is advantageous for employees. Rather, it indicates a complex pattern in which employees may continue to perform under work pressure, but such performance may be achieved at the expense of their psychological well-being.

In contrast, the FtWC $\rightarrow$ PWB $\rightarrow$ JP path showed complementary partial mediation. Both the direct and indirect effects were negative ([Zhao & Chen, 2010](#)), indicating that FtWC consistently harms JP directly and through reduced PWB. This pattern suggests that when family demands interfere with work responsibilities, the negative consequences for performance become more apparent. FtWC reduces employees' ability to perform and weakens their psychological well-being, which further reduces performance. This finding aligns with that of [Obrenovic et al. \(2020\)](#), who showed that work-family conflict negatively affects psychological well-being, while psychological well-being positively affects job performance.

Overall, the findings of this study provide two main contributions to the literature. First, this study confirms that WtFC and FtWC should not be treated as identical constructs, as they show different relationship patterns with job performance. Second, this study demonstrates that psychological well-being is an important explanatory mechanism in the relationship between work-family conflict and job performance. For BPS, organizations should not only pursue output targets and maintain employee productivity but also manage employees' psychological conditions more seriously. Internal BPS findings have also pointed in this direction, for instance, through recommendations on time and workload management reform, support for employees with family responsibilities, flexible/hybrid work policies, and interventions that strengthen work meaningfulness and psychological well-being ([BPS, 2025](#)). Therefore, the findings of this study reinforce the argument that managing work-family conflict and psychological well-being is not only an employee welfare issue but also part of a strategy to sustain the performance of a data-driven public organization such as the BPS.

5. Conclusions

5.1 Conclusion

This study examined the direct and indirect effects of Work-to-Family Conflict (WtFC) and Family-to-Work Conflict (FtWC) on Job Performance (JP) through Psychological Well-Being (PWB) among employees of Statistics Indonesia. Using the Conservation of Resources (COR) theory, this study positions PWB as a personal resource that explains how interrole conflict may affect employees' capacity to sustain effective work behavior. The findings show that both WtFC and FtWC significantly reduced PWB, whereas PWB had a strong positive effect on JP. These results confirm that psychological well-being is an important mechanism linking work-family conflict and job performance. However, WtFC and FtWC had different direct effects on JP. FtWC had a negative direct effect on JP, whereas WtFC had a positive direct effect. This positive WtFC effect should be interpreted cautiously because its indirect effect through PWB was negative, indicating that employees may maintain performance under high work demands but at a psychological cost.

The mediation results further show that PWB mediated the WtFC–JP relationship through competitive partial mediation and the FtWC–JP relationship through complementary mediation. These findings confirm that WtFC and FtWC should be treated as distinct constructs because they operate via different mechanisms. Theoretically, this study contributes to the work-family conflict literature by clarifying the role of psychological well-being as a personal resource in the conflict–performance

relationship. Practically, the findings suggest that public-sector organizations should not rely only on performance targets and output control but also manage workload, psychological support, and family responsive work policies to sustain employee performance.

5.2 Research Limitations

This study had several limitations. First, the cross-sectional design limits the ability to draw strong causal conclusions because the data were collected at a single point in time. Second, the study relied on self-reported questionnaire data, which may increase the possibility of common method bias and social desirability bias, particularly because job performance was measured through self-assessment. Third, the study was conducted only among employees of Statistics Indonesia using purposive sampling. Therefore, the findings should be generalized cautiously to other public institutions, state-owned enterprises, private-sector organizations, or different occupational contexts. Fourth, the model focused on PWB as a mediating variable and did not include other relevant mechanisms such as work-life balance, burnout, work engagement, psychological safety, supervisor support, family support, workload, or flexible work arrangements.

5.3 Sugestions and Directions Future Research

Future research should consider longitudinal designs to examine how WtFC and FtWC affect PWB and JP over time. Future studies should also use multi-source data by combining employee self-reports with supervisor-rated, peer-rated, or objective performance indicators. Future research may expand the model by examining other mediating and moderating variables, such as work-life balance, burnout, work engagement, psychological safety, supervisor support, family support, perceived organizational support, workload, flexible work arrangements, gender, and generational cohort. Replicating this model in other public-sector institutions, state-owned enterprises, and private-sector organizations would help assess the broader applicability of the findings.

Acknowledgement

The author(s) would like to express sincere gratitude to the Indonesia Endowment Fund for Education (LPDP) for providing financial support for the first author's master's study at the Graduate Program in Management, Faculty of Economics and Business, Universitas Indonesia. The author(s) also thank all the respondents from Statistics Indonesia who voluntarily participated in this study.

Author Contributions

JPU contributed to the conceptualization, research design, literature review, instrument adaptation, data collection, data analysis, interpretation of findings, original manuscript drafting, and manuscript revision. FM contributed to the academic supervision, methodological review, interpretation of findings, critical manuscript review, and final approval of the submitted version. Both authors have read and approved the final manuscript.

References

- Aguirre, R. E. C., Donoso, M. G. C., Avecillas, D. X. A., Alipio, R. A. L., & Jaramillo, V. H. G. (2023). Family-work and work-family conflict and job performance of Ecuadorian teachers. *Problems and Perspectives in Management*, 21(3), 764-776. [https://doi.org/10.21511/ppm.21\(3\).2023.59](https://doi.org/10.21511/ppm.21(3).2023.59)
- Andrade, É. G. S. d. A., Queiroga, F., & Valentini, F. (2020). Short version of self-assessment scale of job performance. *Anales de Psicología*, 36(3), 543-522. <https://doi.org/10.6018/analesps.402661>
- Bian, X., & Mohd Sukor, M. S. (2024). The mediating effect of work-life balance on the relationship between work-family conflict and psychological well-being among Chinese working women. *Scientific Reports*, 14(1), 1-9. <https://doi.org/10.1038/s41598-024-79322-1>
- BPS. (2025). *Peraturan Badan Pusat Statistik Nomor 4 Tahun 2025 tentang Rencana Strategis Badan Pusat Statistik Tahun 2025–2029*. Jakarta: Badan Pusat Statistik.
- BPS. (2025). Sosialisasi Hasil Survei Budaya Organisasi (SBO) 2025. Retrieved from <https://magelan.kab.bps.go.id/id/news/2025/12/11/341/sosialisasi-hasil-survei-budaya-organisasi-sbo-2025.html>

- BPS. (2025). Ngobar Survey Pengukuran kesejahteraan Pegawai (SPKP). Retrieved from <https://manglangkab.bps.go.id/id/news/2025/12/11/341/sosialisasi-hasil-survei-budaya-organisasi-sbo-2025.html>
- Brandão, H. P., Borges-Andrade, J. E., & de Aquino Guimarães, T. (2012). Desempenho organizacional e suas relações com competências gerenciais, suporte organizacional e treinamento. *Revista de Administração*, 47(4), 523-539. <https://doi.org/10.5700/rausp1056>
- Chang, Y., Cobb, H. R., Kepes, S., Her, D. Y., Zhou, Y., & Matthews, R. A. (2025). A Cross-disciplinary bibliometric review of family-friendly work activities and agenda for future research. *Group & Organization Management*, 50(2), 574-631. <https://doi.org/10.1177/10596011251320421>
- Chen, S., & Cheng, M.-I. (2025). Exploring the reciprocal nature of work-family guilt and its effects on work/family-related performance. *Community, Work & Family*, 28(4), 463-478. <https://doi.org/10.1080/13668803.2023.2192379>
- De Clercq, D., Haq, I. U., & Butt, A. A. (2025). Experiencing conflict, feeling satisfied, being engaged: Limiting the detrimental effects of work-family conflict on job performance. *Journal of Management & Organization*, 31(2), 661-678. <https://doi.org/10.1017/jmo.2020.18>
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D.-w., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research*, 97(2), 143-156. <https://doi.org/10.1007/s11205-009-9493-y>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88. <https://doi.org/10.2307/258214>
- Haider, S., Jabeen, S., & Ahmad, J. (2018). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. *Revista de Psicología del Trabajo y de las Organizaciones*, 34(1), 29-37. <https://doi.org/10.5093/jwop2018a4>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Hampshire: Cengage Learning EMEA.
- Hendrarso, P., Handoko, P., Kurnina, N., & Suseno, B. D. (2025). Inclusive leadership in the hybrid work era: Fostering employee well-being and task performance through psychological safety. *Annals of Human Resource Management Research*, 5(2), 403-419. <https://doi.org/10.35912/ahrnr.v5i2.3857>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of occupational and organizational psychology*, 84(1), 116-122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual review of organizational psychology and organizational behavior*, 5, 103-128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Huang, X., Liu, Y., & Zhao, J. (2024). The impacts of work-family conflict and corporate innovation on organizational performance. *Sage Open*, 14(2), 1-20. <https://doi.org/10.1177/21582440241247626>
- Huo, M.-l., & Jiang, Z. (2023). Work-life conflict and job performance: The mediating role of employee wellbeing and the moderating role of trait extraversion. *Personality and Individual Differences*, 205, 1-6. <https://doi.org/10.1016/j.paid.2023.112109>
- Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *Applied Psychology: Health and Well-being*, 1(2), 137-164. <https://doi.org/10.1111/j.1758-0854.2009.01008.x>

- Isa, M., & Indrayati, N. (2023). The role of work–life balance as mediation of the effect of work–family conflict on employee performance. *SA Journal of Human Resource Management*, 21, 1-10. <https://doi.org/10.4102/sajhrm.v21i0.1910>
- Karakas, A., & Tezcan, N. (2019). The relation between work stress, work-family life conflict and worker performance: A research study on hospitality employees. *European Journal of Tourism Research*, 21(1), 102-118. <https://doi.org/10.54055/ejtr.v21i.361>
- Kossek, E. E., Yu, A., Pichler, S., & Xu, J. (2026). Employee age and the work–family interface: A meta-analysis and framework integrating life span and life course perspectives. *Human Resource Management*, 65(1), 39-62. <https://doi.org/10.1002/hrm.70007>
- Kumar, P. S. (2024). Technostress: A comprehensive literature review on dimensions, impacts, and management strategies. *Computers in Human Behavior Reports*, 16, 1-16. <https://doi.org/10.1016/j.chbr.2024.100475>
- Lee, D. Y., & Jo, Y. (2023). The job demands-resource model and performance: The mediating role of employee engagement. *Frontiers in Psychology*, 14, 1-14. <https://doi.org/10.3389/fpsyg.2023.1194018>
- Malhotra, N. K., & Dash, S. (2016). *Marketing Research An Applied Orientation* (7th ed.). India: Pearson Education.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work–family conflict: A meta-analytic review. *Journal of Organizational Behavior*, 32(5), 689-725. <https://doi.org/10.1002/job.695>
- Moreira, A., Encarnação, T., Viseu, J., & Au-Yong-Oliveira, M. (2023). Conflict (work-family and family-work) and task performance: The role of well-being in this relationship. *Administrative Sciences*, 13(4), 1-21. <https://doi.org/10.3390/admsci13040094>
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 1-12. <https://doi.org/10.1037/0021-9010.81.4.400>
- Obrenovic, B., Jianguo, D., Khudaykulov, A., & Khan, M. A. S. (2020). Work-family conflict impact on psychological safety and psychological well-being: A job performance model. *Frontiers in Psychology*, 11, 1-18. <https://doi.org/10.3389/fpsyg.2020.00475>
- Paula, A. P. V. d., & Queiroga, F. (2015). Job satisfaction and organizational climate: Relation with self-assessments of performance. *Revista Psicologia Organizações e Trabalho*, 15(4), 362-373. <https://doi.org/10.17652/rpot/2015.4.478>
- Prayudi, A., Pratiwi, H., Aulia, M. R., Sari, W. P., Syauqi, T. M., Fuqara, F. A., & Yuhendra, A. (2025). Psychological well-being as a driver of MSMEs performance: Insights from Tangkahan ecotourism. *Annals of Human Resource Management Research*, 5(2), 389-401. <https://doi.org/10.35912/ahrmr.v5i2.3337>
- Riskarini, D., Putriana, L., Prakoso, R., & Martiza, S. (2025). Professional commitment mediates the effects of discipline, environment, and motivation on employee performance at Indonesia's Ministry of Agriculture. *Annals of Human Resource Management Research*, 5(4), 387-400. <https://doi.org/10.35912/ahrmr.v5i4.3593>
- Ryff, C. D. (2013). Psychological well-being revisited: Advances in the science and practice of eudaimonia. *Psychotherapy and Psychosomatics*, 83(1), 10-28. <https://doi.org/10.1159/000353263>
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business A Skill-Building Approach* (7th ed.). New York: John Wiley & Sons.
- Soomro, A. A., Breitenecker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146. <https://doi.org/10.1108/SAJB S-02-2017-0018>

- Syitharini, N., & Achmadi, H. (2025). Pengaruh faktor organisasi dan individu terhadap kinerja perawat melalui employee well-being. *Jurnal Akuntansi, Keuangan, dan Manajemen*, 6(4), 899-915. <https://doi.org/10.35912/jakman.v6i4.4562>
- Tamunomiebi, M. D., & Oyibo, C. (2020). Work-life balance and employee performance: A literature review. *European Journal of Business and Management Research*, 5(2), 1-10. <https://doi.org/10.24018/ejbmr.2020.5.2.196>
- Taşdelen-Karçkay, A., & Bakalım, O. (2017). The mediating effect of work–life balance on the relationship between work–family conflict and life satisfaction. *Australian Journal of Career Development*, 26(1), 3-13. <https://doi.org/10.1177/1038416216682954>
- Wijanto, S. H. (2015). *Metode Penelitian menggunakan Structural Equation Modeling dengan Lisrel 9*. Jakarta: Lembaga Penerbit Fakultas Ekonomi Universitas Indonesia.
- Wulandari, S., Syahlani, D. H., & Pusparini, E. S. (2025). The effect of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance: Research on probation officers in Indonesia. *Annals of Human Resource Management Research*, 5(3), 195-208. <https://doi.org/10.35912/ahrmr.v5i3.3135>
- Yan, Z., Bai, N., Mansor, Z. D., & Choo, W. C. (2022). Effects of psychological capital and person-job fit on hospitality employees' work-family conflict, family-work conflict and job performance: The moderating role of marital status. *Frontiers in Psychology*, 13, 1-14. <https://doi.org/10.3389/fpsyg.2022.868971>
- Zainal, N., Zawawi, D., Aziz, Y. A., & Ali, M. H. (2020). Work-family conflict and job performance: Moderating effect of social support among employees in malaysian service sector. *International Journal of Business and Society*, 21(1), 79-95. <https://doi.org/10.33736/IJBS.3224.2020>
- Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197-206. <https://doi.org/10.1086/651257>