

Social Support As A Mediator Of Work-Family Conflict On The Performance Of Female Employees At PT Indomarco Prismatama Lampung

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Abstract

This study aims to analyze the effect of work family conflict on the performance of female employees with social support as a mediating variable at PT Indomarco Prismatama. The study used a quantitative approach with explanatory research design. Data were collected through questionnaires distributed to 155 female employees selected using purposive sampling. Data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results showed that work family conflict has a negative and significant effect on employee performance. High conflict between work and family roles causes decreased concentration, emotional fatigue, and lower work effectiveness. The study also found that social support significantly mediates the relationship between work family conflict and employee performance. Support from supervisors, coworkers, and the surrounding environment helps reduce the negative impact of work family conflict, enabling employees to maintain their performance. These findings indicate that a supportive work environment plays an important role in maintaining the performance of female employees facing dual role demands.

Keywords: Work Family Conflict, Social Support, Employee Performance, Female Employees.

INTRODUCTION

Women's participation in the workforce has increased significantly in recent years. This indicates that women are increasingly playing an active role in productive economic

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activities in both the formal and informal sectors. This increase in women's labor force participation is influenced by various factors, such as increasing levels of education, family economic demands, and gender equality policies that provide greater opportunities for women to work. Data from the Central Bureau of Statistics (BPS) in the National Labor Force Survey shows that the female Labor Force Participation Rate (TPAK) continued to increase until February 2025 without declining in each period (Albari, 2025). This phenomenon demonstrates that women are making an increasingly significant contribution to supporting the family economy and national economic development.

Working women not only fulfill their role as workers but also continue to shoulder domestic responsibilities within the household. This situation causes women to face dual roles that require a balance between work and family life. These simultaneous responsibilities often lead to psychological stress and difficulty in managing time appropriately. Research by Chuks and Lydia (2024) shows that working women still spend more time on housework than men, creating an imbalance in the role burden. This situation has the potential to create conflict between work and family demands, known as work-family conflict.

PT Indomarco Prismatama Lampung Branch is a retail company with a high workload, with shift work systems and high customer service demands. The majority of the workforce in the operational and store service divisions is dominated by female employees who play dual roles as workers and household managers. These working conditions have the potential to cause work-family conflict because employees must cope with work pressures while fulfilling family responsibilities. Initial interviews with female employees in the store crew and IC supervisors revealed difficulties in dividing time between work and family due to irregular work schedules, high work responsibilities, and the demands of maintaining consistent work performance. This situation causes physical and emotional exhaustion, which can affect the quality of employee performance.

Previous research has demonstrated that work-family conflict negatively impacts employee performance and work-life balance. Isa and Indrayati (2023) found that work-family conflict decreases work-life balance and employee performance. Harunavamwe and Kanengoni (2023) also demonstrated that work-family conflict negatively impacts employee work engagement. Research by Zhao et al. (2021) found that shift work systems are associated with increased work-family conflict and psychological distress among workers. However, research on the role of social support as a mediating variable in the relationship between work-family conflict and female employee performance still shows inconsistent results, particularly in the retail sector. This condition indicates a

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research gap that requires further study. Based on the phenomena and results of previous research, this study is important to analyze the Role of Social Support in Mediating the Effect of Work-Family Conflict on Female Employee Performance at PT Indomarco Prismatama Lampung Branch.

Objectives

The purpose of this study was to determine the effect of work-family conflict on the performance of female employees at PT Indomarco Prismatama, Lampung Branch. Furthermore, this study also aimed to analyze the role of social support as a mediating variable in the relationship between work-family conflict and employee performance at PT Indomarco Prismatama, Lampung Branch.

RESEARCH METHODS

This study uses a quantitative approach with an explanatory research design to analyze the effect of work-family conflict on the performance of female employees with social support as a mediating variable at PT Indomarco Prismatama Lampung Branch. The research sample consisted of 155 female employees who had worked for at least one year, selected using a purposive sampling technique. Data were collected through a questionnaire with a Likert scale of 1–5 that measured the variables of work-family conflict, social support, and employee performance. The research instrument was adopted from Carlson et al. (2000), Na-Nan et al. (2018), and Shakespeare-Finch and Obst (2011).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4. The analysis stages include descriptive analysis, measurement model testing (validity and reliability), and structural model testing through hypothesis testing, coefficient of determination (R^2), and mediation testing. Validity was evaluated using factor loading, Average Variance Extracted (AVE), and Heterotrait-Monotrait Ratio (HTMT), while reliability was measured through Cronbach's Alpha and Composite Reliability. Hypothesis testing was conducted using a bootstrapping procedure based on t-statistic and p-value.

LITERATURE REVIEW

Work-family conflict is a form of inter-role conflict that arises when work and family demands conflict, making it difficult for individuals to simultaneously fulfill both roles. Obrenovic et al. (2020) explain that work-family conflict arises from mismatched

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expectations between work and family roles. Hasanah and Ni'matuzahroh (2018) define work-family conflict as a form of inter-role conflict that arises when pressures from work and family do not align. Job demands such as long working hours, shift work systems, high workloads, and work target pressures are the main factors that trigger work-family conflict in female employees.

Work-family conflict negatively impacts the psychological and social well-being of female employees. High levels of role conflict can lead to work stress, emotional exhaustion, anxiety, and a reduced work-family balance. Research by Zefanya et al. (2025) shows that increased work-family conflict significantly reduces family life satisfaction and work-life balance among working women in Indonesia. This situation demonstrates that work-family conflict not only affects an individual's personal life but also impacts work quality and overall well-being. Ongoing stress can reduce concentration, work enthusiasm, and an individual's ability to complete work optimally.

Employee performance is a crucial factor in determining an organization's success in achieving its goals. Isa and Indrayati (2023) explain that employee performance is the result of individual work, both in quality and quantity, in accordance with the responsibilities assigned by the company. High levels of work-family conflict can impact work productivity, increase absenteeism, decrease organizational commitment, and increase employee turnover intentions (Ulinuha, 2025). Research by Tualai and Aima (2022) also found that work-family conflict negatively impacts female employee performance because the pressure of dual roles leads to decreased work engagement and work effectiveness. This situation indicates that work-family conflict is a critical issue that companies need to address, especially in high-intensity work sectors.

Social support is a crucial factor in helping female employees cope with the stress of work-family conflict. Social support can come from family, superiors, or coworkers in the form of emotional attention, instrumental assistance, appreciation, and informational support. Novianty and Sujatna (2022) explain that social support can increase work motivation, reduce stress, and create a more positive work environment. Sukowati and Padmantyo (2025) also found that social support can mitigate the negative impact of workload on burnout and employee performance. Adequate social support makes female employees feel more valued and cared for, and they are better able to adapt to work pressures and family demands.

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DISCUSSION

Respondent Characteristics

This study used 155 respondents who were female employees of PT Indomarco Prismatama Lampung Branch and had met the research criteria. All questionnaires distributed through Google Forms were successfully collected and could be processed so that all data were declared suitable for analysis using SmartPLS 4. The characteristics of respondents in this study included age, last education, and length of service. The majority of respondents were in the age range of 26–30 years at 33.5%, followed by 31–35 years at 28.4%, 20–25 years at 25.8%, and over 36 years at 12.3%. This condition indicates that most respondents were in their productive age so they had relatively high work demands and family responsibilities.

The educational level of respondents was dominated by high school graduates (60.6%), while 39.4% had a bachelor's degree (S1). This composition indicates that the majority of female employees in the retail sector have a secondary education background that aligns with the characteristics of the company's operational work. Respondents' length of service was dominated by 1 year of service (55.8%), while 44.2% had 2–5 years of service. This condition indicates that most respondents have sufficient work experience to understand the demands of the job and the company's work environment.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Age	20–25 Years	40	25.8%
	26–30 Years	52	33.5%
	31–35 Years	44	28.4%



	>36 Years	19	12.3%
Education	High School/Equivalent	94	60.6%
	S1	61	39.4%
Length of work	1 year	86	55.8%
	2–5 Years	68	44.2%

Source: Processed data, 2026

Measurement Model Evaluation

Convergent Validity Test

Convergent validity testing was conducted by examining the outer loading and Average Variance Extracted (AVE) values. Hair et al. (2022) explained that an indicator is considered valid if it has an outer loading value of ≥ 0.70 and an AVE value of ≥ 0.50 . The test results showed that all indicators in the work-family conflict, employee performance, and social support variables had outer loading values above 0.70, thus all indicators were declared valid and able to reflect the constructs being measured.

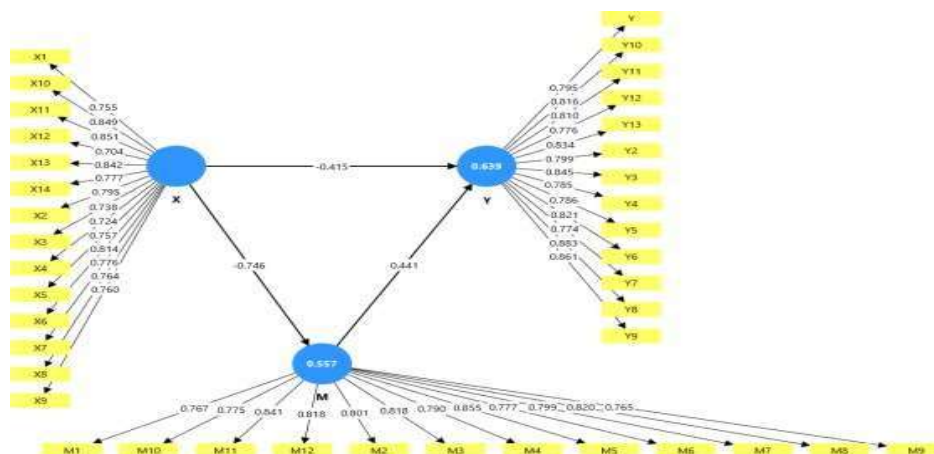


Figure 1.Outer Model Test Result

Table 2. Results of Convergent Validity Test

Variables	AVE	Information
Work-Family Conflict	0.609	Valid
Employee performance	0.664	Valid
Social Support	0.644	Valid

Source: Processed data, 2026

The AVE values for all constructs were above 0.50, indicating that each construct explained more than 50% of the variance in its indicators. These results demonstrate that all variables in this study met the convergent validity requirements according to Hair et al.'s (2022) criteria.

Discriminant Validity Test

Discriminant validity testing was conducted using the Heterotrait-Monotrait Ratio (HTMT) method. Hair et al. (2022) stated that a construct is considered to have discriminant validity if the HTMT value is <0.90 .

Table 3. Results of the Discriminant Validity Test (HTMT)

Variables	Social Support	Work-Family Conflict	Employee performance
Social Support	-		
Work-Family Conflict	0.780	-	
Employee performance	0.784	0.776	-

Source: Processed data, 2026

All HTMT values are below 0.90, indicating that each construct has clear differences and there is no overlap between research variables.

Construct Reliability Test

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. Hair et al. (2022) explained that a construct is considered reliable if its Cronbach's Alpha and Composite Reliability values are ≥ 0.70 .

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Information
Social Support	0.950	0.951	Reliable



Employee performance	0.958	0.958	Reliable
Work-Family Conflict	0.950	0.952	Reliable

Source: Processed data, 2026

The Cronbach's Alpha and Composite Reliability values of all variables were above 0.70 so that all research constructs were declared reliable and had good internal consistency.

Descriptive Analysis of Variables

This study adopted instruments from three main sources, namely the independent variable work family conflict adopted from Carlson et al. and translated into Indonesian, consisting of 3 indicators with a total of 14 statement items, such as "My job prevents me from participating in family activities more than I would like", "The time I have to devote to work prevents me from participating equally in household responsibilities and activities", and "I have to miss family activities because of the amount of time I have to spend on work responsibilities".

The dependent variable of employee performance was adopted from Na-Nan et al. translated into Indonesian, consisting of 3 indicators with a total of 13 statement items, such as "Tasks are carried out attentively and correctly", "Tasks are completed according to specifications and standards", and "Materials and equipment meet the established criteria and standards". The mediating variable of social support was adopted from Shakespeare-Finch & Obst translated into Indonesian, consisting of 2 indicators with a total of 12 statement items, such as "There is someone I can talk to about the stress of my life", "There is at least one person I can share most things with", and "When I feel sad, there is someone I can rely on".

Work-Family Conflict

Table 5. Descriptive Analysis of Work-Family Conflict Variables

Statement	Code	Mean
My job prevents me from participating in family activities as much as I would like.	WFC 1	4,205
The time I devote to work makes it impossible for me to	WFC 2	4,294



balance household responsibilities.		
I had to miss family activities because of the amount of time I had to devote to work.	WFC 3	4,153
The time I spend with my family often interferes with my work.	WFC 4	4,294
Time with family makes it difficult for me to make time for work activities that support my career.	WFC 5	3,974
I had to miss work activities due to family responsibilities.	WFC 6	4,166
After work, I am often too tired to do family activities.	WFC 7	4,294
After work, I am often too emotionally exhausted to contribute to the family.	WFC 8	4,243
The pressure at work makes me too stressed to do the things I enjoy after work.	WFC 9	4,346
Stress at home makes me often think about family matters while working.	WFC 10	4,256
Stress from family responsibilities makes it difficult for me to concentrate at work.	WFC 11	4,282
The stress of family life weakened my ability to work.	WFC 12	4,064
Behaviors that are effective at work often don't translate well at home.	WFC 13	4,320
Behavior that is effective at home is not always effective at work.	WFC 14	4,333
<i>Mean Variable</i>	4,230	

Source: Processed data, 2026

The results of the descriptive analysis show that the work-family conflict variable has a mean value of 4.230 which is in the high category. The highest mean value is found in the item "Pressure at work makes me too stressed to do things I like after work" with a mean value of 4.346. This condition indicates that work pressure is the most dominant form of work-family conflict felt by female employees of PT Indomarco Prismatama Lampung Branch. Greenhaus and Beutell explain that this condition is included in strain-based conflict, namely conflict that arises due to emotional pressure from work so that it interferes with an individual's personal life.

The lowest mean score was found for the item "Time with family makes it difficult



for me to make time for work activities that support my career," with a mean score of 3.974. This indicates that most respondents are still able to manage family responsibilities without unduly hindering work activities related to career development.

Employee Performance

Table 6. Descriptive Analysis of Employee Performance Variables

Statement	Code	Mean
I do my work carefully and correctly.	EP 1	3,658
I completed the task according to the established standards.	EP 2	3,845
I use work equipment according to the specified standards.	EP 3	3,903
I do quality checks before the work is submitted.	EP 4	3,612
My work meets customer expectations.	EP 5	3,948
The amount of my work results is according to target.	EP 6	4,058
My work results meet the organization's expectations.	EP 7	3,729
The work that is my responsibility is according to my abilities.	EP 8	3,967
My work quantity targets are always met.	EP 9	4,206
I completed the assignment on schedule.	EP 10	3,819
I completed the assignment in a reasonable time.	EP 11	4,238
I finished the work on time.	EP 12	4,135
I achieved my work targets related to time.	EP 13	3,806
<i>Mean Variable</i>	3,938	

Source: Processed data, 2026

The employee performance variable had a mean value of 3.938, which is in the high category. The highest mean value was found in the item "I complete tasks within a reasonable time," with a mean value of 4.238. These findings indicate that female employees have good time management skills in completing work according to company

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targets. Lesmawardani et al. (2021) explain that punctuality is an important indicator in assessing the effectiveness and efficiency of employee performance.

The lowest average score was found in the item "I conduct quality checks before work is submitted," with a mean score of 3.612. This indicates that the quality check aspect of work still needs to be improved to optimize work results and meet company operational standards.

Social Support

Table 7. Descriptive Analysis of Employee Performance Variables

Statement	Code	Mean
I have someone to talk to about the stresses of life.	SS 1	4,212
I have someone to share personal stories with.	SS 2	3,619
I own somebody Which givel suggestion moment facing problems	SS 3	3,877
When I'm sad, I have someone I can rely on.	SS 4	3,929
I have someone who gives me emotional support.	SS 5	3,729
I have someone I can trust.	SS 6	3,554
There is someone who makes me feel valuable.	SS 7	3,980
I have friends who appreciate me.	SS 8	4,212
If I have trouble, there are people who will help me.	SS 9	3,967
There was someone who helped me when I was sick.	SS 10	3,838
There is someone who can help me financially if needed.	SS 11	3,658
There is someone who helps me when I am unable to complete my responsibilities.	SS 12	4,045
Mean Variable	3,855	

Source: Processed data, 2026

The social support variable had a mean value of 3.855, which is in the high category. The highest mean values were found in the items "I have someone to talk to about life's stresses" and "I have friends who value me," with a mean value of 4.212. This



indicates that most respondents felt emotional support and social appreciation from their surroundings. Cohen and Wills explain that social support serves as a source of psychological protection that helps individuals cope with life's pressures and stressors.

The lowest average score was found for the item "I have someone I can trust," with a mean score of 3.554. This indicates that interpersonal trust still needs to be strengthened to improve social relationships between individuals.

Structural Model Evaluation (Inner Model)

Test of the Coefficient of Determination (R^2)

The coefficient of determination test is conducted to determine the ability of the independent variable to explain the dependent variable. Hair et al. (2022) stated that an R^2 value of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak.

Table 8. R-Square Test Results

Variables	R-Square	R-Square Adjusted
Social Support	0.557	0.554
Employee performance	0.639	0.634

Source: Processed data, 2026

The R^2 value for the social support variable, 0.557, indicates that work-family conflict can explain 55.7% of the social support variable. The R^2 value for the employee performance variable, 0.639, indicates that work-family conflict and social support can explain 63.9% of the variation in employee performance. These results indicate that the research model has good explanatory power.

Hypothesis Testing

Direct Effect

Hypothesis testing was conducted using the bootstrapping method in SmartPLS 4. Hair et al. (2011) explained that the relationship between variables is declared significant if the t-statistic value is ≥ 1.96 and the p-value is ≤ 0.05 .



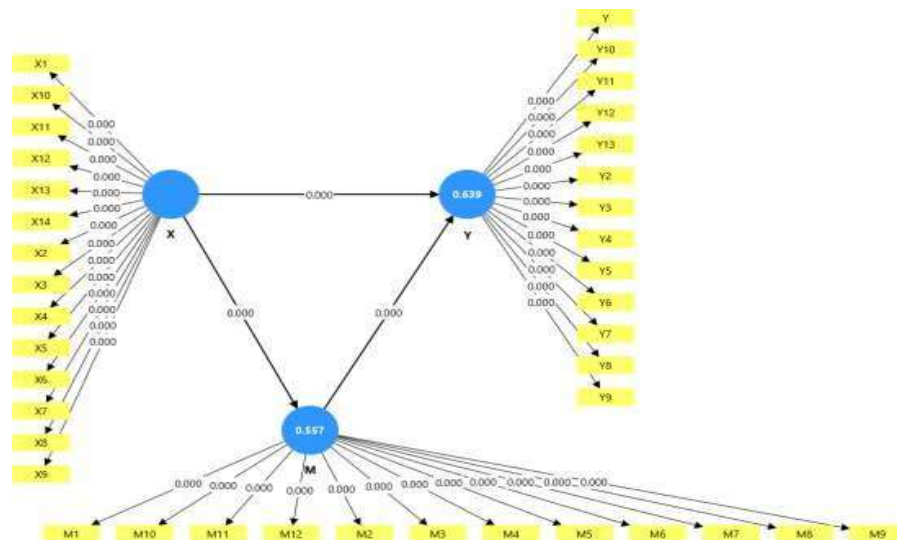


Figure 2.Hypothesis Testing Results Using Bootstrapping

Table 9. Results of the Direct Effect Test

Variable Relationship	Path Coefficient	T-Statistic	P-Value	Information
WFC → EP	-0.415	5,724	0,000	Supported

Source: Processed data, 2026

The test results show that work-family conflict has a negative and significant effect on female employee performance. The path coefficient value of -0.415 indicates that the higher the work-family conflict, the lower the employee performance tends to be. This indicates that the conflict between work and family demands can impact the work effectiveness, concentration, and productivity of female employees.

Mediation Test (Indirect Effect)

The mediation effect test was conducted to determine the role of social support in mediating the relationship between work-family conflict and employee performance.

Table 10. Results of the Indirect Effect Test

Variable Relationship	Path Coefficient	T-Statistic	P-Value	Information
WFC → SS → EP	-0.329	5,041	0,000	Supported

Source: Processed data, 2026



The test results indicate that social support is able to mediate the relationship between work-family conflict and female employee performance. The t-statistic value of 5.041 and p-value of 0.000 indicate that the mediation effect is statistically significant. This condition indicates that social support can help female employees reduce the negative impact of work-family conflict so that work performance can be maintained. The results of this study indicate that social support plays a partial mediation role in the relationship between work-family conflict and female employee performance at PT Indomarco Prismatama Lampung Branch.

DISCUSSION

The Influence of Work-Family Conflict on Employee Performance of Female Employees at PT Indomarco Prismatama Lampung Branch

The results of the study indicate that work-family conflict significantly impacts the performance of female employees at PT Indomarco Prismatama, Lampung Branch. The negative path coefficient indicates that the higher the conflict between work and family, the lower the employee's performance tends to be. This is evident in decreased work concentration, increased emotional exhaustion, and reduced effectiveness in completing work. Time-based and pressure-based conflicts were the most dominant forms of conflict experienced by respondents.(Fakhrudin, 2023).

The findings of this study support Role Conflict Theory, which explains that individuals who simultaneously fulfill two roles are potentially at risk of conflict if the demands between the roles cannot be balanced. Jeffrey H. Greenhaus and Nicholas J. Beutell also explain that work-family conflict occurs when work and family pressures conflict, hindering the fulfillment of one role.

The results of this study align with those of Pratiwy et al., 2022, which found that work-family conflict negatively impacts the performance of female employees. Research from Work-life et al., 2024 also shows that difficulty balancing work and family impacts decreased work effectiveness. Research from Handayani et al., 2024 shows that work-family conflict increases work stress, thus impacting employee performance. Similar findings were also presented by Taufiq et al., 2023, who explained that work pressure and limited family time reduce the work output of female employees.

These results confirm that work-family conflict is a significant factor influencing the performance of female employees at PT Indomarco Prismatama, Lampung Branch. The greater the level of role conflict experienced by an individual, the lower their productivity and work quality.



The Influence of Work-Family Conflict on Employee Performance Mediated by Social Support on Female Employees at PT Indomarco Prismatama Lampung Branch

The research results show that social support can mediate the relationship between work-family conflict and the performance of female employees at PT Indomarco Prismatama, Lampung Branch. Social support helps mitigate the negative impact of work-family conflict, enabling employees to maintain their work performance despite the pressures of dual roles.

Social support from superiors, coworkers, and the surrounding environment provides emotional and psychological support for female employees. This helps individuals maintain emotional stability, increases work motivation, and maintains the ability to complete tasks on time. A supportive work environment also helps employees more easily manage the pressures of work and family responsibilities simultaneously.

The findings of this study support Sheldon Cohen and Thomas A. Wills' Social Support Theory, which explains that social support functions as a buffering effect in reducing the negative impact of stress on individuals. Role Conflict Theory also explains that social support serves as an external resource that helps individuals cope with inter-role conflict.

The results of this study align with research (Asbari et al., 2014) which shows that social support can mitigate the negative impact of work-family conflict on employee performance. Research (Economia et al., 2024) also explains that social support can reduce psychological stress caused by work-family conflict. Research (Khairun, n.d.) shows that psychological and social factors help maintain employee performance when individuals face role conflict. Research (Tanuwijaya et al., 2023) also shows that supervisor support and the work environment contribute to maintaining the job performance of female employees.

These results confirm that social support has an important role in weakening the negative impact of work-family conflict on the performance of female employees at PT Indomarco Prismatama Lampung Branch.

CONCLUSION

The results of the study indicate that work-family conflict has a negative and significant effect on the performance of female employees at PT Indomarco Prismatama, Lampung Branch. The greater the conflict between work demands and family responsibilities experienced by employees, the lower their performance levels. This

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condition is caused by increased work pressure, physical and emotional exhaustion, and individuals' difficulties in balancing work and family roles.

The research also shows that social support can mediate the influence of work-family conflict on female employee performance. Social support from superiors, coworkers, and the surrounding environment helps mitigate the negative impact of work-family conflict, enabling employees to maintain work quality and effectiveness. These findings confirm that a supportive work environment plays a crucial role in maintaining female employee performance amidst the demands of dual roles.

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