

## The Influence of Multi-Role Conflict on Work-Family Conflict and Its Impact on the Work-Life Balance of Female Employees at PT Bhinneka Tekno Sejati

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**Abstract.** This study aims to understand how dual-role conflict influences work-family conflict and its impact on the work-life balance of female employees at PT Bhinneka Tekno Sejati. Using a mixed qualitative and quantitative approach, the study explores employees' real experiences, including the level of conflict they face and the extent to which company policies support the balance between personal life and work. The findings reveal that dual-role conflict significantly contributes to the increase in work-family conflict. When work and family demands collide, many female employees feel overwhelmed, experience stress, and lose satisfaction both professionally and personally. This imbalance affects work productivity and has the potential to cause long-term mental and physical health problems. These findings highlight the importance of developing more adaptive company policies and strong support systems for female employees. By creating a work environment that is more responsive to the needs associated with dual roles, companies can help reduce the negative impacts of work-family conflict and improve employees' overall well-being.

**Keywords :** Social Media; Personal Branding; Motivation

### INTRODUCTION

In this modern era, as work dynamics become increasingly complex, multiple roles have become commonplace, especially for female employees. Women in the workforce often find themselves caught between various job demands and family responsibilities, which can trigger substantial dual-role conflict. The contribution of women in the workplace is closely linked to the burdens they carry due to expectations that they must also fulfill household duties (Busick et al., 2024). Women are encouraged to work as a means of increasing income and better supporting household needs, driven by the rising demands of modern life. Traditionally, household management was considered the domain of women in the past. Women were expected to take responsibility for their families and every aspect of domestic life due to societal values that uphold collectivism and gender orientation (Presilia et al., 2019). Today, women are expected to perform dual roles as homemakers and professionals in the workforce.

The gap between genders continues to be a source of debate in many areas of society and in the news. When looking at the professional sphere, particularly the positions held by men and women in government and nonprofit organizations, it is evident that gender parity is nearly achieved. It is now possible to explain women's social and economic status by highlighting their disadvantages in shaping the social prestige associated with gender roles and occupations, as well as in economic and social power (Samsidar, 2019). In today's society, women are viewed as having many potential roles beyond those within the home and the workplace. Many women have been able to break away from the traditional role of homemaker and enter the workforce due to opportunities available for pursuing higher education. Merdekawaty (2022) found that women are more likely to be interested in

entering the workforce when higher levels of education and professional options are accessible.

As adults, we live our lives within two different systems: work and family. The factors that contribute to a person's quality of life in these two domains differ. An individual's health, happiness, and success can be improved by balancing work and family life. One definition of work–family balance is the degree to which a person's work life and family life are aligned with one another (Wongpy & Setiawan, 2019).

According to Laelatul & Tetteng (2023), as more women enter the workforce, they may find themselves having to manage multiple responsibilities, including those of an employee and a homemaker. Compared to men, women face more barriers in the workplace when trying to advance their careers. Women are responsible for taking care of their families, including husbands, children, and the household. Fulfilling both responsibilities simultaneously is essential. The conventional family-life model, in which the breadwinner stays home and the homemaker works outside, is easier to manage than households in which both breadwinners work outside the home (Howard, Donofrio, & Boles, 2004). The term “work–family conflict” describes the tension that arises when a person's personal and professional lives are misaligned.

When an individual's responsibilities as a worker and a parent do not align, a role conflict known as work–family conflict may arise (Wongpy & Setiawan, 2019). Roles at home and roles at work are interdependent. A person experiences work–family conflict when issues at work prevent them from supporting their family. When obligations at work create friction with personal life, the person is said to experience work–life conflict (Lee, Zvonkovic & Crawford, 2014).

Due to its various negative implications for balancing roles at work and at home, work–family conflict has become a significant subject of study over the past 20 years (Huffman, Olson, O'Gara & King, 2014). Many studies on work–family conflict have been conducted, but most have focused on the workplace or organizational environments. For example, research has examined the causes of work–family conflict (Boyar, Maertz, Mosley & Carr, 2008) and how such conflict affects employees (Judge, Ilies & Scott, 2006). Additional research on work–family and family–work conflict is needed from both work and family contexts, as stated by Greenhaus and Beuttel (1985), who emphasized that work (organizational) and family contexts cannot be separated.

Conflicts between work life and home life can have numerous harmful effects. Artiawati (2017) found that this conflict has three distinct impacts on a person's life: at home, at work, and on the individual themselves. When people are constantly in conflict, it can negatively affect their health, stress levels, communication abilities (particularly within the family), and the quality of their relationships. Family disputes or reduced attention toward children are some potential consequences. Negative effects on productivity, concentration, and health at work are also common.

According to a study by Waite and Gallagher (2000), household conflict is more likely to occur when both partners work. Wives who frequently travel tend to contribute less to household chores and childcare. Conflict and other issues may also arise among working couples. Latifatunnikmah and Lestari (2017) noted that domestic disputes can originate in the workplace. When women overwork outside the home, it can lead to husbands feeling dissatisfied, particularly in intimate aspects of the relationship.

Therefore, to better understand the dynamics of work–family conflict, it is important to conduct studies on this topic. Moreover, appropriate strategies to prevent and manage

conflicts between work and family responsibilities can be identified through such research. To be professionally and personally successful while maintaining good mental health, individuals must understand the complexities of work–family conflict (Huang et al., 2004). Two lines of research on the nature and extent of conflict between work and family responsibilities can help explain this issue (Nwanzu & Bojehre, 2016).

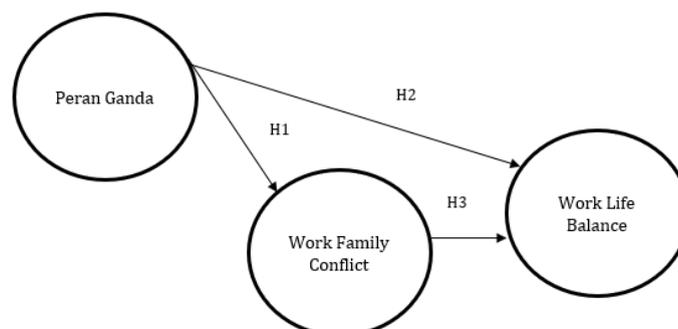
According to Cifre, Vera, and Signani (2015), people find it difficult to balance work and household responsibilities due to rigid working hours. The perception of work–family conflict increases among individuals with dual roles because they also experience internal conflict and guilt when they are unable to fulfill their household roles (Shockley, Shen, DeNunzio, Arvan, and Knudsen, 2017). It is believed that this is why conflicts between family and employees are more common than conflicts between spouses and supervisors.

The purpose of this study is to collect data from female employees of PT Bhinneka Tekno Sejati regarding the influence of work–family conflict and dual roles on their ability to maintain a healthy work–life balance.

## METHOD

Using a quantitative approach, this study aims to provide explanatory insights. In this research, the researchers primarily relied on questionnaires, which function as a form of survey, to obtain information from participants (Mann, 2013). Secondary data sources were used to complement the primary data throughout the study.

A total of 150 female employees of PT Bhinneka Tekno Sejati, based in Jakarta, served as the subjects of this study. According to Jung et al. (2012), Generalized Structured Component Analysis (GSCA) was employed as the data analysis approach to support the research premises.



**Figure 1.** Research Hypothesis Model

Source: Research, 2025

The concept of dual roles is one of the factors that influences work–life balance and work–family conflict. The hypotheses are proposed as follows:

1. Dual Roles have a positive effect on Work–Family Conflict
2. Dual Roles influence Work–Life Balance
3. Work–Family Conflict affects Work–Life Balance

## RESULTS AND DISCUSSION

### Results

FIT is shown in Table 1 as the total variance of all variables explained by a given model. For FIT, the possible values range from 0 to 1. A total of 0.772 of the variables are

accounted for by the final model. Using this model, we can explain 77.2% of the variation in Dual Role Diversity, Work–Family Conflict, and Work–Life Balance. The remaining 22.8% is contributed by other variables. The obtained FIT value indicates a good model. A model with a higher FIT value is considered better.

The fraction of the difference between the sample covariance and the covariance produced by the GSCA parameter estimates determines the Unweighted Least Squares residual (GFI) and the Standardized Root Mean Square Residual (SRMR). A good fit is indicated when the GFI approaches 1 and the SRMR approaches 0. In this case, an SRMR value of 0.276 indicates a good model fit. The GFI value of 0.834 found in the data also suggests that the model fits the data well. With a critical ratio of 2.45 and an expected value of 0.724, the first indicator shows significance. With an estimated value of 0.747 and a critical ratio of 2.91, the third indicator wife/mother position requiring equal attention to work (X3) is also significant. The fourth indicator, difficulty dividing time between work and family (X4), has an estimated value of 0.727 and a critical ratio of 2.63. The final indicator, X5, has a critical ratio of 2.28 and an estimated value of 0.731, indicating that people often feel pressured due to the need to balance two responsibilities simultaneously.

According to the first hypothesis, “H1,” dual roles have a significant impact on work–family conflict. A path coefficient of 0.440 and a critical ratio of 2.28 indicate a positive and statistically significant relationship, according to the GSCA software model testing results (Table 1). It can be said that work–family conflict is positively and significantly influenced by dual roles. The findings of this study are consistent with those of Koyuncu et al. (2012) and Adisa et al. (2016). However, they contradict the findings of Saranani (2015). In Indonesia, a country with a Muslim-majority population, there is a widespread belief that men, not women, should be responsible for providing for their families. For women, this results in employment being perceived as a burden rather than an important part of their identity. The primary motivation for women working at PT Bhinneka Tekno Sejati is the need to meet economic and financial obligations. However, household responsibilities remain inseparable from women. Employees and workers at PT Bhinneka Tekno Sejati engage in physically demanding labor. This type of work is commonly referred to as “blue-collar” in the business world. Such work is not exclusive to men; women are also capable of performing it. According to Nielsen and Abildgaard (2012), blue-collar workers are highly dependent on their income as compensation for their labor.

According to Hypothesis H2, holding two roles contributes to achieving work–life balance. The GSCA software analysis results, presented in Table 6, show a strong and positive correlation. The critical ratio is 2.38, and the linear coefficient is 0.741. We can conclude that work–life balance is significantly influenced by the necessity of performing dual roles. These results are consistent with studies conducted by Karatepe (2013) and Triaryati (2003).

Patriarchal cultural norms in Indonesia persist to this day. According to the 2018 Indonesian World Value Survey (WVS), men are still viewed as having greater work rights than women within Indonesian culture (Endraswati, 2018). The findings of this research also indicate that sexism remains an issue at PT Bhinneka Tekno Sejati and other companies. According to Murtiningsih et al. (2017), patriarchal societies tend to portray men as superior to women in terms of authority. Patriarchal ideology expects women to shoulder the majority of household responsibilities. Lukiastuti (2021) found that female workers experience significant stress due to conflicting dual-role demands. One reason women are more likely to experience work–life imbalance is that they find it more difficult

to balance their professional and personal lives (Bianchi & Milkie, 2010; Tayal & Mehta, 2022).

**Table 1.** Model FIT GSCA

Model Fit	
FIT 0.772	FIT 0.772
AFIT 0.639	AFIT 0.639
GFI 0.834	GFI 0.834
SRMR 0.276	SRMR 0.276
NPAR 100	NPAR 100

Source: Research (2025)

**Table 2.** Variabel (X) Peran Ganda

Variable	Loading			Weight			SMC		
	Estimate	SE	CR	Estimate	SE	CR	Estimate	SE	CR
Peran Ganda	AVE = 0.731, Alpha = 0.878								
X1	0.724	0.098	2.45*	0.145	0.051	1.35	0.580	0.02	2.82
X2	0.698	0.136	3.08*	0.093	0.042	3.77*	0.508	0.133	2.37
X3	0.747	0.082	2.91*	0.118	0.082	1.77	0.518	0.130	3.16
X4	0.727	0.137	2.63*	0.085	0.066	2.22*	0.533	0.088	2.25
X5	0.731	0.165	2.28*	0.130	0.053	2.15*	0.639	0.151	2.27

Source: Research, 2025

**Table 3.** Variable (Y) Work Family Conflict

Variable	Loading			Weight			SMC		
	Estimate	SE	CR	Estimate	SE	CR	Estimate	SE	CR
Work Family Conflict	AVE = 0.716, Alpha = 0.815								
Y1	0.694	0.059	2.37*	0.174	0.042	2.22*	0.613	0.112	2.81*
Y2	0.769	0.076	3.13*	0.153	0.032	1.49	0.847	0.199	2.36*
Y3	0.817	0.092	3.1*	0.127	0.082	2.16*	0.514	0.163	2.21*
Y4	0.756	0.097	2.65*	0.113	0.046	2.64*	0.645	0.158	2.19*
Y5	0.634	0.137	2.19*	0.136	0.036	2.26*	0.539	0.161	2.75*

Source: Research, 2025

As shown in Table 3, the first indicator, "Work time often interferes with family time" (Y1), has a critical ratio of 2.37 and an estimated value of 0.694. The second indicator, "Work pressure makes you easily tired at home" (X2.2), has a critical ratio of 3.13 and an estimated value of 0.769. The third indicator, "Work behavior affects home life" (X2.3), has a critical ratio of 3.10 and an estimated value of 0.817. The fourth indicator, "Often feeling stressed due to demands from two different roles" (X2.4), is associated with an estimated value of 0.756 and a critical ratio of 2.65. The final indicator, "Difficulty maintaining boundaries between work and family roles" (X2.5), has a critical ratio of 2.19 and an estimated value of 0.634.

According to Hypothesis 3, there is a strong relationship between work-life balance

and work–family conflict. A critical ratio of 2.14 and a linear coefficient of  $-0.808$  indicate a negative and statistically significant relationship, based on the GSCA model test results (Table 6). As work–family conflict increases, employees’ work–life balance deteriorates. This conclusion aligns with the findings of Hon & Chan (2013) and Saranani (2015). Table 4 shows that the first indicator, “feeling balanced between work and personal life” (Z1), has an estimated value of 0.779 and a critical ratio of 2.26 when assessing the Work–Family Conflict variable (Z). The second indicator, “satisfaction with my current job” (Z2), is associated with an estimated value of 0.717 and a critical ratio of 2.24. The third indicator, satisfaction with family life (Z3), has an estimated value of 0.726 and a critical ratio of 2.06. The fourth indicator, maintaining the ability to manage stress arising from work and family (Z4), has an estimated value of 0.734 and a critical ratio of 2.85.

Assuming you are physically and mentally capable, work–family conflict is unavoidable. A worker’s mental and emotional condition may be affected (Hon & Chan, 2013). When workers’ mental processes become disrupted, their ability to maintain a healthy work–life balance will be negatively impacted.

Staff shortages and heavy workloads are common issues faced by female employees at PT Bhinneka Tekno Sejati. Workers are expected to work longer hours due to increased job demands, which means additional responsibilities. Moreover, work–life balance will be further disrupted as more employees must manage two or more roles. Several previous studies in Indonesia such as Setyawati (2018), Massie et al. (2018), and Wartono (2017) support these findings.

**Table 4.** Variable (Z) Work Life Balance

Variable	Loading			Weight			SMC		
	Estimate	SE	CR	Estimate	SE	CR	Estimate	SE	CR
Work Life Balance	AVE = 0.774, Alpha =0.921								
Z1	0.779	0.014	2.26*	0.275	0.014	4.24*	0.748	0.089	2.4*
Z2	0.717	0.023	2.24*	0.183	0.003	1.62	0.939	0.107	2.93*
Z3	0.726	0.005	2.06*	0.197	0.005	1.49	0.771	0.108	3.5*
Z4	0.734	0.026	2.85*	0.215	0.006	2.65*	0.628	0.123	2.93*

Source: Research, 2025

**Table 5.** Pengujian Structural Model

Path Coefficients			
	Estimate	SE	CR
Peran Ganda -> Work-Family Conflict	0.640	0.532	2.28*
Work-Family Conflict -> Work Life Balance	0.808	0.439	2.14*
Peran Ganda -> Work Life Balance	0.733	0.181	1.18*

Source: Research, 2025

This study successfully addressed the main question regarding how these conflicts affect the work–life balance of female employees. The confirmation of a relationship between multi-role conflict and the perceived level of work–family conflict reinforces the idea that better conflict management can enhance employee well-being (Sangeetha & Vembar, 2025). Menstruation, pregnancy, childbirth, and breastfeeding are reproductive processes in which women and men differ biologically. According to Adisa et al. (2016), this

is one reason why women are not always considered the best employees, particularly when it comes to physically demanding or specialized tasks. At PT Bhinneka Tekno Sejati, female employees fall into two categories: those who are unmarried and those who are married. Motherhood places an additional layer of responsibility on married women (Koyuncu et al., 2012). The success of an organization or company can be evaluated by examining how well its people perform their work (Saranani, 2015). According to field findings, some female employees at PT Bhinneka Tekno Sejati are legally required to bring their children to work. Many factors contribute to this situation, including a lack of emotional support for leaving children alone at home. Clearly, this can reduce workers' productivity.

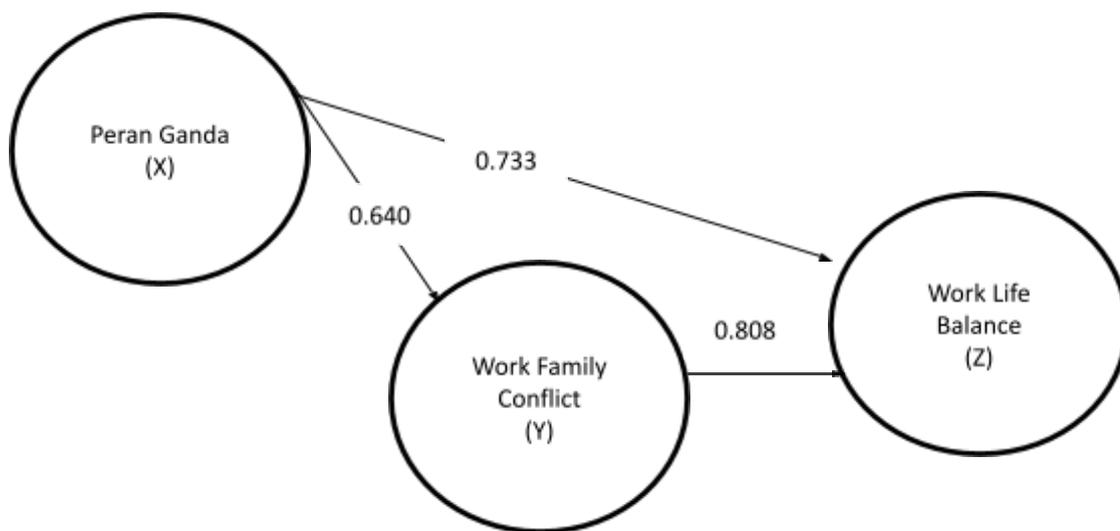


Figure 2. Empirical Research Model

## DISCUSSION

- a. Given the points above, it is not surprising that this study has several limitations:
  - a. This is not a longitudinal or experimental study; rather, it is an explanatory study conducted within a relatively short period. As a result, unlike studies conducted over longer durations, it does not capture the movement or progression of the research variables over time.
  - b. Since this study only involved female employees at PT Bhinneka Tekno Sejati, its findings may not be generalizable to other companies.
  - c. As an introductory topic on Work–Life Balance, this study focuses solely on Work–Family Conflict. It is crucial to have policies that support employees in balancing their professional and personal lives, as this enables more targeted and effective problem-solving (Sangeetha & Vembar, 2025). According to Abdullah et al. (2024), these findings offer a new perspective on the importance of considering role dynamics when promoting employee well-being. This is particularly relevant for women, who often face additional pressure due to multi-role conflict.

## CONCLUSION

The findings show that employees (female workers) are significantly affected by dual roles in terms of work–family conflict, which in turn influences their work–life balance. Researchers should consider using alternative research participants and larger sample

sizes to examine the model more comprehensively, given the limitations previously mentioned. Future researchers may also consider including additional factors that may be associated with holding multiple roles..

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