

# The Impact of Work Family Conflict on the Performance of Civil Servants at the Southeast Sulawesi Regional Police Headquarters mediated by Work-Life Balance and Organizational Commitment

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## ABSTRACT

*This study explores the influence of Work Family Conflict on the performance of Civil Servants (PNS) at the Southeast Sulawesi Regional Police Headquarters by considering the mediating role of Work-Life Balance and Organizational Commitment. The results of the analysis showed that Work-Family Conflict had a significant direct influence on Work-Life Balance (path coefficient = 0.861) and Organizational Commitment (path coefficient = 0.855). On the other hand, the direct impact of Work-Family Conflict on Civil Servant Performance was not significant (path coefficient = 0.137). However, Work-Life Balance showed a positive and significant influence on the performance of civil servants (path coefficient = 0.287), as well as organizational commitment which also contributed significantly to the performance of civil servants (path coefficient = 0.551). In addition, this study reveals that Work-Family Conflict has a significant indirect influence on the performance of civil servants through Work-Life Balance (path coefficient = 0.247) and Organizational Commitment (path coefficient = 0.472). These findings confirm that the management of Work-Family Conflicts and the improvement of Work-Life Balance and Organizational Commitment are important strategies to improve employee performance. This research provides insights for the development of HR policies at the Regional Police Headquarters, with a focus on reducing Work-Family Conflicts and improving the balance between work and personal life, so that employee performance can be improved overall.*

**Keywords** – Work Family Conflict, Kinerja, Work Life Balance, Organizational Commitment, Civil Servants.

## 1. INTRODUCTION

Improving the quality of human resources (HR) is very important for organizations to improve their performance. HR management functions to manage workforce relationships and roles in order to operate effectively and efficiently [1]. The goal of human resource development is to maximize individual potential through policies in the fields of education, training, health, and employment [2]. In this context, proper management of human resources is necessary to achieve organizational goals, where employees must be encouraged to improve their performance [3]. Employee performance, which reflects the results of work according to responsibility, contributes directly to the success of the organization. Regular performance appraisals are important for the operational effectiveness and behavior of individuals in carrying out their roles [4].

In the context of organizations, balancing the demands of work and personal life is increasingly an important issue, especially in a stressful work environment [5]. This research focuses on civil servants at the Southeast Sulawesi Regional Police Headquarters, where work-family conflicts and their impact on employee performance are the main concerns. Work-family conflict theory explains how the demands of work and family

life can be interconnected, causing stress that impacts productivity [6]. There are two types of conflict: conflict time, which occurs when the time required for work interferes with family time, and role conflict, which arises when the demands of the two aspects are at odds [7]. On the other hand, the work-life balance theory highlights the importance of management necessary to improve individual satisfaction and work performance. Individuals who are able to achieve this balance tend to be more productive and satisfied with their work [8]. In addition, organizational commitment theory explains the level of employee attachment to its organization, which consists of emotional commitment, the decision to stay at cost, and moral obligations [9]. This study is expected to show that work-family conflicts not only have a direct impact on employee performance, but also affect their commitment to the organization, which in turn affects performance. The findings of this study can provide important insights for development policies at the Southeast Sulawesi Regional Police Headquarters, with the aim of reducing work-family conflicts, increasing employee commitment, and creating a more supportive work environment. Thus, this study not only provides an understanding of the relationship between these variables, but also recommends practical measures to improve the performance of civil servants.

## 2. SCOPE AND METHODOLOGY

This study uses a quantitative descriptive approach to examine the role of work-life balance and organizational commitment as a mediator in the influence of work-family conflict on the performance of civil servants (PNS) at the Southeast Sulawesi Regional Police Headquarters. With the nature of explanatory research, this study aims to find an explanation of the functional relationship between the variables studied. The research was causal and was conducted after collecting data from a population of 167 civil servants using the saturation method. The research was carried out for two months, with the collection of questionnaires in the first month and data analysis using Smart PLS software in the second month. The data was analyzed using inferential descriptive statistics with the Structural Equation Model (SEM) approach through Partial Least Square (PLS). PLS was chosen because of its ability to handle complex models and does not require many assumptions or large sample sizes. Measurements are carried out through testing the outer model for validity and reliability, as well as the inner model for goodness of fit evaluation by looking at  $R^2$  and Q-square values to determine the relevance of the predictive model [10].

## 3. LITERATURE REVIEW

### Work Family Conflict

Inter-role conflict is a type of conflict that arises when the pressure of one role impacts another. For example, a job that takes more time than it should can cause pressure from a partner at home who wants more attention [11]. Work-family conflict can occur in situations where long working hours, rigid schedules, lack of support from colleagues or superiors, as well as heavy workloads and urgent deadlines [12]. The demands of work are often related to excessive workloads and limited time, while family demands are related to the time it takes to complete household chores [13].

The demands in a family are determined by factors such as family size, composition, and the number of interdependent family members [14]. This situation creates a challenge for individuals who are trying to balance the demands of the two sides. Overall, work family conflict can be interpreted as a situation where more attention and time devoted to the family results in interference in the performance of work tasks [15]. Time-based conflict occurs when time spent in one role prevents an individual from fulfilling responsibilities in another role [16].

These conflicts often occur due to excessive working hours and scheduling problems. The source of this conflict usually comes from excessive working hours or inflexible schedules [17]. On the other hand, the source of family can come from having young children, responsibilities in a large family, or a spouse who is both working full-time [18]. Certain situations at work, such as facing new tasks or unmet expectations, can lead to burnout and frustration, making it difficult for individuals to find satisfaction in other aspects of life [19].

The characteristics of roles in a family that require a large time commitment can also cause tension, for example when there are young children [20]. Excessive role ambiguity can hinder performance in other areas. Behavior-

based conflict occurs when the behavior shown in one role does not match the demands of the behavior in the other role [21]. Certain patterns of behavior can lead to conflicts between expectations and reality in behaviors in different domains [22].

The two main factors that affect the emergence of work family conflict are work demands and family demands. Work demands are often caused by excessive workload and time pressure, while family demands arise from the need to take care of household chores, such as caring for children or keeping the house [23]. Supervisors tend to be more prone to work family conflict because they are responsible for the performance of their subordinates, which means they have greater responsibility [24]. In addition, an organizational culture that expects longer working hours for managers can trigger this conflict, especially for women who often also have great responsibilities at home [25].

Ambiguity in the demands of roles and high workloads can interfere with responsibilities in the family. These conflicts tend to be less common in individuals who work shorter hours. Monotonous work can increase stress, while higher autonomy can reduce stress and reduce conflict. Inflexible work schedules make it difficult for employees to fulfill their responsibilities at home [26]. Work salience refers to the priority that a person gives to their work, so the individual is likely to invest more attention, time, and energy into achieving success in their career [27].

### **Work Life Balance**

Work-life balance, or work-life balance, is a condition in which individuals feel a balanced sense of involvement and satisfaction in work and family roles. This concept includes workers' perceptions of the integration between family time and work in the absence of significant conflict. This balance also includes satisfaction and good functioning both at work and at home, with minimal conflict. Work-life balance is often interpreted as issues related to time, energy, goal achievement, and stress levels [28].

Time here refers to the comparison between time spent working and time spent on other activities. From the company's side, the challenge is to create a supportive work culture so that employees can focus on their tasks. This balance is also defined as equal involvement between time, satisfaction, work, and family life [29]. Overall, work-life balance concerns the right priorities between work and personal life that include health, pleasure, recreation, family, and spiritual development [30].

Work-life balance can be defined as multi-role, where individuals undergo dual roles that affect each other positively or negatively between home and work. In this context, work-life balance is the achievement of satisfaction in all aspects of life, which requires resources such as energy, time, and commitment that are evenly distributed [31]. It reflects the level of effectiveness and satisfaction of individuals in their roles at work and home according to existing priorities. The low level of conflict and high facilitation indicate that this balance has been achieved [32].

Work-life balance includes the important aspects of living two different roles, namely work and family, which provide satisfaction for the individual. This balance determines how much time is available to balance the demands between personal life and work. Imbalances of any kind can lead to stress and negative impacts on work attitudes, which are related to fatigue [33].

### **Organizational Commitment**

Organizational commitment is an important element that affects the performance of individuals and the organization as a whole. This commitment refers to an employee's level of loyalty, emotional attachment, and engagement with the organization they work for [34]. Organizational commitment consists of three main components: affective commitment, continuity commitment, and normative commitment. Affective commitment is concerned with emotional bonding and forgiving employees against organizational goals. Employees who have a high level of affective commitment tend to have a strong desire to stay in the organization because they feel aligned with the organization's values and goals [35]. Meanwhile, ongoing commitment is more related to consideration of the costs that will be incurred if they leave the organization, while normative

commitment reflects a sense of moral obligation to remain loyal to the organization [36].

Strong commitment in an organization influences how employees behave and act in their jobs. Employees who have high commitment tend to have greater motivation to achieve organizational goals and participate in various company initiatives [37]. A high level of organizational commitment can increase employee retention, reduce absenteeism, and optimize productivity, thus having a direct impact on organizational effectiveness. Factors that affect organizational commitment include leadership, organizational culture, job satisfaction, and perception of career development opportunities. Organizations that support employees by providing learning and self-development opportunities can reinforce their sense of commitment and loyalty [38].

### Performance

Performance is the result of employee contribution and productivity in achieving organizational goals. Employee performance is often measured by how well they can achieve set targets, complete tasks according to expected standards, and contribute to added value to the organization [39]. Performance is the result of employee work that is influenced by ability, motivation, and work environment. In other words, performance is the result of interaction between individuals and the environment [40].

The level of employee performance in an organization is determined not only by technical abilities, but also by psychological factors such as motivation, job satisfaction, and social support from colleagues and superiors [41]. Employee performance improvement is often influenced by effective management strategies in creating a conducive work environment, providing adequate resources, and providing relevant training. In addition, fair and transparent performance appraisals, as well as constructive feedback, also play a role in encouraging employees to continue to improve their abilities and contributions [42].

### The Relationship between Organizational Commitment and Performance

The relationship between organizational commitment and performance has been widely studied in the human resource management literature. Employees with a high level of organizational commitment tend to perform better because they have a sense of responsibility and well-being towards the organization. This is due to an intrinsic drive to support the organization's goals and a sense of pride in being a part of the organization [43]. Employees who have a high level of affective commitment generally perform better compared to those who have normative or continuous commitment, because the persistence of their emotions provides a stronger motivation to contribute to the success of the organization [44].

Organizations that are able to build strong commitment among their employees, especially through effective leadership, career development, and the creation of an inclusive work culture, tend to have high-achieving and highly committed employees. Conversely, if the organization's commitment is low, employees may be less motivated to work optimally, which ultimately negatively impacts the organization's performance [45].

## 4. RESULT AND DISCUSSION

### a. Characteristics Respondents

**Table 1:** Characteristics of Research Respondents

Characteristics Responden	Category	Frequency (people)	Percentage (%)
Gender	Man	78	46,71
	Woman	89	53,29
	Total	167	100
Age (years)	$\leq 30 \leq$	8	4,79
	31 - 40	49	29,34
	41 - 50	79	47,31
	$51 \geq$	31	18,56
	Total	167	100

<b>Education Level</b>	High School Equivalent	4	2,40
	D-III to D-IV	15	8,98
	S1	121	72,46
	S2	25	14,97
	S3	2	1,20
	Total	167	100
<b>Working Period (years)</b>	≤ 5	7	4,19
	6 to 10	39	23,35
	11 to 15	64	38,32
	16 to 20	43	25,75
	20 >	14	8,38
	Total	167	100

The table of respondent characteristics shows that most of the Civil Servants (PNS) at the Southeast Sulawesi Regional Police Headquarters (Sulawesi) are women aged 41-50 years, have a S1 education, and have a working period of between 11 and 15 years. This study aims to analyze the role of Work Life Balance and Organizational Commitment as a mediator in the influence of Work Family Conflict on the performance of civil servants at the South Sulawesi Regional Police Headquarters. The balance between work and personal life is expected to ease the negative impact of work and family conflicts that may be experienced by civil servants. In addition, organizational commitment is expected to improve employee performance, even though they face challenges in balancing work and personal life needs. With the majority of respondents having a stable working period and a good level of education, it is hoped that Work Life Balance and Organizational Commitment can make a positive contribution to the overall performance of civil servants at the South Sulawesi Regional Police Headquarters.

## b. Description of the Variables Research

**Table 2:** Description of Research Variables based on each indicator

No	Indicator	Average	Category
1	Time-Based Work Disruption in Family (X1.1)	4.14	Good
2	Time-Based Work Disruption (X1.2)	3.85	Good
3	Work Disruption Due to Family Issues (X1.3)	3.96	Good
4	Tension Towards Work (X1.4)	4.02	Good
5	Family Behavior-Based Work Disruption (X1.5)	4.17	Good
6	Work Behavior-Based Disruption (X1.6)	4.14	Good
7	Work Disruption Due to Personal Issues (Z.1.1)	4.13	Good
8	Personal Life Disruption With Work (Z.1.2)	3.99	Good
9	Improvement in Personal Life (Z.1.3)	4.00	Good
10	Affective Commitment (Z2.1)	4.29	Very Good
11	Continuous Commitment (Z2.2)	4.15	Good
12	Normative Commitment (Z2.3)	4.20	Good
13	Quantity (Y1.1)	4.08	Good
14	Quantity (Y1.2)	4.12	Good
15	Timeliness (Y1.3)	4.17	Good
16	Service Orientation (Y1.4)	4.06	Good
17	Work Initiative (Y1.5)	4.08	Good
18	Collaborative Work (Y1.6)	4.14	Good
19	Work-Family Conflict (Y1.7)	4.04	Good

The table above presents the results of an analysis of the influence of Work Family Conflict on the performance

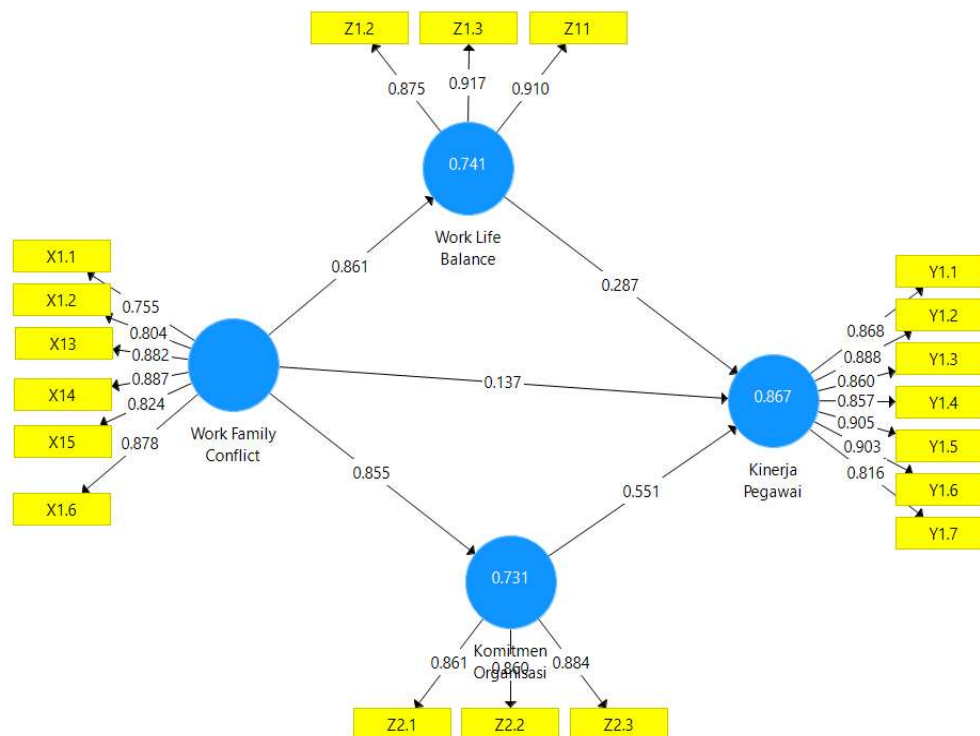


of Civil Servants (PNS). Each indicator shows a good average, with some reaching the "Very Good" category. For example, Time-Based Work Interruptions in the Family and Work Interruptions Due to Family Disturbances have an average of 4.14 and 3.96, which indicates that despite the challenges, civil servants can manage their responsibilities well. In addition, Affective Commitment obtained the highest average (4.29), indicating that there is a strong emotional retention of the organization. This contributes to the ability of civil servants to continue to work well despite facing work and family conflicts. Thus, these results indicate that although Work Family Conflict can affect performance, factors such as Work-Life Balance and Organizational Commitment play an important role in mitigating these negative impacts.

### c. Modeling of Structural Equations of the SmartPLS Approach

Inferential statistics in this study used the t-test to test for significant differences in score groups with certain probabilities. Data analysis was carried out using Smart PLS software version 3.0 on a computer. The Structural Equation model was tested with the Smart Partial Least Square (SmartPLS) approach, starting with the evaluation of the empirical model of the research. The results of the evaluation of the empirical model are presented in the following figure:

**Figure 1:** Research Analysis Results Model



**Table 3:** Results of Testing the Direct and Indirect Influence Hypothesis

No	Independent Variable	Bound Variables	Mediation Variables	Path Coefficient	P value	Information
1	Family Work Conflict (X1)	Work-Life Balance (Z1)	-	0.861	0.000	Mean
2	Family Work Conflict (X1)	Organizational Commitment (Z2)	-	0.855	0.000	Mean
3	Family Work Conflict (X1)	Performance (Y)	-	0,137	0,061	Meaningless

4	Work-Life Balance (Z1)	Performance (Y)	-	0.287	0,010	Mean
5	Organizational Commitment (Z2)	Performance (Y)	-	0,551	0.000	Mean
6	Family Work Conflict (X1)	Performance (Y)	Work-Life Balance (Z1)	0.247	0.000	Mean
7	Family Work Conflict (X1)	Performance (Y)	Organizational Commitment (Z2)	0.472	0.000	Mean

The results of the hypothesis test shown in the table above are relevant to the title of the study on "The Effect of Work Family Conflict on the Performance of Civil Servants Mediated by Work-Life Balance and Organizational Commitment." These findings show that Family Work Conflict has a significant effect on Work-Life Balance and Organizational Commitment, both of which have a positive influence on employee performance. Thus, it can be concluded that conflicts between work and family do not directly affect employee performance, but through the two mediators. A good work-life balance and high organizational commitment can help reduce the negative impact of work-family conflicts, thereby improving the performance of civil servants. These findings emphasize the importance of managing work-family conflicts to support employee performance in the organizational environment, especially at the Southeast Sulawesi Regional Police Headquarters.

## 5. DISCUSSION OF RESEARCH RESULTS

### a. The Influence of Work Family Conflict on Work Life Balance

The analysis of path coefficients indicates a positive and significant influence of Work Family Conflict on Work Life Balance among Civil Servants at the Provincial Police Headquarters of Southeast Sulawesi. The positive path coefficient indicates that as the management of Work Family Conflict improves, so does the achieved Work Life Balance. Descriptive statistical analysis reveals that employees perceive both aspects positively, indicating their success in implementing Work Family Conflict in their service activities without significant conflicts. Additionally, employees demonstrate a good work-life balance, reflecting empathy, wisdom, and solution-seeking behavior in carrying out their duties.

This study empirically proves that indicators such as self-awareness, self-management, and social awareness have a direct influence on Work Life Balance. Although some employees feel that the indicators of Work Life Balance are still lower compared to Work Family Conflict, they remain in the good category. Hypothesis testing states that the relationship between Work Family Conflict and Work Life Balance is positive (Filippi, Yerkes, Bal, Hummel & de Wit, 2024). However, other studies, such as those by Muzakar Isa and Nur Indrayati (2023) and Ybonne Lott and Anne M. Wohrmann (2022), note that Work Family Conflict does not significantly influence Work Life Balance.

Overall, Work Family Conflict plays an important role in building employees' Work Life Balance to achieve organizational goals. This study provides a managerial foundation that can be considered as a solution to enhance Work Life Balance, emphasizing the importance of good management of Work Family Conflict in the workplace.

### b. The Influence of Work Family Conflict on Organizational Commitment

The analysis of path coefficients shows a positive and significant influence of Work Family Conflict on organizational commitment among Civil Servants at the Provincial Police Headquarters of Southeast Sulawesi. The positive path coefficient indicates that as the implementation of Work Family Conflict improves, the organizational commitment of employees also increases. By maintaining harmonious relationships among employees, this positively impacts their commitment.

Descriptive analysis indicates that Work Family Conflict and all its indicators are perceived positively by employees, suggesting that the implementation of Work Family Conflict is effective. Employee organizational commitment is also perceived positively, although some indicators are rated as adequate. This study empirically demonstrates that various indicators of Work Family Conflict, such as Time-Based Work Disruption and Tension-Based Work Disruption, directly influence organizational commitment.

These findings align with previous research by Ahmad et al. (2003), Baghban et al. (2010), Charkhabi et al. (2016), and Faezah Sabil (2016), which also found that Work Family Conflict positively and significantly affects organizational commitment. Thus, the better the management of Work Family Conflict at the Provincial Police Headquarters of Southeast Sulawesi, the higher the organizational commitment that can be achieved by employees.

#### **c. The Direct Influence of Work Family Conflict on the Performance of Civil Servants**

The research findings indicate that the direct influence of Work Family Conflict on the performance of Civil Servants at the Provincial Police Headquarters of Southeast Sulawesi has a positive path coefficient but is not significant. This suggests that although there is an influence between Work Family Conflict and employee performance, the effect is not meaningful. Descriptive analysis reveals that Work Family Conflict is perceived positively by employees, and all its indicators are also rated positively. Civil Servants at the Provincial Police Headquarters are capable of working efficiently and productively, thanks to their knowledge and skills.

The importance of leadership within the organization is significant, as the success of the organization is determined by its human resources. According to Goleman (2004), empowering human resources relates to individual authority, responsibility, and ability. This study finds that while Work Family Conflict has a positive influence on employee performance, this influence is not significant. This may be due to employees' focus being more on their core tasks and functions rather than leadership factors.

The findings of this study do not align with previous research that indicates Work Family Conflict significantly affects employee performance. This study emphasizes that while Work Family Conflict can have a positive influence, its effectiveness in enhancing performance requires better work patterns and appropriate stimulation from leadership. Additionally, this research has limitations, such as considering other practices that may improve performance and difficulties in concluding the level of causality in the model used.

#### **d. The Influence of Work Life Balance on the Performance of Civil Servants**

The research findings demonstrate a positive and significant influence of Work Life Balance on the performance of Civil Servants at the Provincial Police Headquarters of Southeast Sulawesi. The positive path coefficient indicates that as employees' Work Life Balance increases, their performance also improves. Descriptive analysis shows that employees perceive Work Life Balance positively, and all its indicators are rated well.

According to Robbins (2005), Work Life Balance reflects individuals' strength in identifying their involvement in the organization, including acceptance of the organization's values and goals. Meyer (1997) adds that employees with a good Work Life Balance tend to have high work dedication, viewing task accomplishment as important. This indicates that employees' loyalty, engagement, and involvement with the organization are significantly influenced by Work Life Balance.

The original sample estimation values in this study confirm that organizational Work Life Balance positively and significantly affects employee performance. These findings align with previous research by Abdul Manaan Osman et al. (2023), Jinkyo Shin et al. (2023), Muhammad Mahbubur Rahman et al. (2023), and others, which also found a significant relationship between Work Life Balance and employee performance. Overall, this research indicates a strong relationship between Work Life Balance and the performance of Civil Servants at the Provincial Police Headquarters.

#### **e. The Influence of Organizational Commitment on the Performance of Civil Servants**

The research findings show a positive and significant influence of organizational commitment on the performance of Civil Servants at the Provincial Police Headquarters of Southeast Sulawesi. The positive path



coefficient indicates that the higher the organizational commitment, the better the employee performance. Descriptive analysis reveals that organizational commitment is perceived positively by employees, with all indicators rated favorably.

Organizational commitment reflects employees' drive towards their work, relating to the alignment between their expectations and the reality they experience. Edward Lawry's (2009) equity theory explains that employee satisfaction and dissatisfaction are influenced by the imbalance between what is received and what is perceived. Three levels of organizational commitment include meeting employees' basic needs, expectations that do not trigger a desire to leave, and providing desires with imbalances beyond expectations.

The original sample estimation values indicate that organizational commitment positively and significantly affects employee performance, meaning their relationship is aligned. These findings are consistent with previous research by Chunmei Wang (2022), Nguyen Nghi Thanh et al. (2022), Shiyuan Yang et al. (2022), and Kalpina Kumari et al. (2021), which found that organizational commitment significantly influences performance. Thus, the better the organizational commitment at the Provincial Police Headquarters, the better the performance of Civil Servants.

#### **f. The Role of Work Life Balance in Mediating the Influence of Work Family Conflict on the Performance of Civil Servants**

The research findings indicate that Work Family Conflict positively and significantly influences the performance of Civil Servants at the Provincial Police Headquarters through Work Life Balance. The positive and significant path coefficient demonstrates a direct influence, where the implementation of Work Family Conflict with indicators such as innovation, detailed attention, and results orientation directly impacts employee performance, measured through quality, quantity, and time.

This study finds that Work Life Balance serves as a significant mediator between Work Family Conflict and employee performance. In other words, Work Life Balance plays a crucial role in enhancing the performance of Civil Servants at the Provincial Police Headquarters in Southeast Sulawesi. Empirical analysis shows that the influence of Work Family Conflict on employee performance through Work Life Balance is positive and significant, highlighting the importance of Work Life Balance in fulfilling performance, empowerment, and affiliation needs.

These findings are consistent with various previous studies that also found that Work Family Conflict positively influences employee motivation and performance. Therefore, as the management of Work Family Conflict improves, so does Work Life Balance, ultimately enhancing the performance of Civil Servants at the Provincial Police Headquarters. Thus, paying attention to the aspects of Work Family Conflict and Work Life Balance is essential for improving employee performance in the future.

#### **g. The Role of Organizational Commitment in Mediating the Influence of Work Family Conflict on the Performance of Civil Servants**

The research findings indicate that Work Family Conflict has a positive and significant influence on the performance of Civil Servants at the Provincial Police Headquarters through organizational commitment. The positive path coefficient indicates an influence between Work Family Conflict and employee performance, where the implementation of Work Family Conflict directly affects indicators of quantity, quality, and time in organizational activities.

The role of organizational commitment as a mediator between Work Family Conflict and employee performance is very significant. Empirical analysis shows that Work Family Conflict can enhance employee performance directly through organizational commitment. In other words, organizational commitment acts as an intervening variable that strengthens the influence of Work Family Conflict on the performance of Civil Servants at the Provincial Police Headquarters.

Testing with the SmartPLS method confirms that improved management of Work Family Conflict can significantly enhance employee performance, especially after being mediated by organizational commitment.

These findings align with previous research showing that Work Family Conflict positively and significantly influences employee motivation and performance.

Therefore, to improve the performance of Civil Servants at the Provincial Police Headquarters in the future, it is crucial to develop better management of Work Family Conflict and enhance employee motivation.

## 6. CONCLUSION AND RECOMMENDATIONS

Work Family Conflict has a positive and significant influence on employees' organizational commitment, but its effect on employee performance is positive yet not significant. Conversely, Work Life Balance has a positive and significant influence on employee performance, and organizational commitment also positively and significantly affects performance. Additionally, Work Life Balance and organizational commitment serve as mediators in the relationship between Work Family Conflict and employee performance.

For the development of human resource quality at the Provincial Police Headquarters of Southeast Sulawesi, it is recommended that future research include other variables, such as competencies, that may influence the performance of Civil Servants. Replacing organizational commitment as a mediating variable could also provide new insights. The use of different measurement methods and longitudinal research designs is highly recommended to obtain more comprehensive results and understand dynamics that may not have been detected in this study.

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