

THE EFFECTS OF JOB DEMAND AND ROLE CONFLICT ON WORK-LIFE BALANCE AMONG FEMALE CIVIL SERVANTS IN MADIUN CITY**Finda Risma Kalamsari¹⁾ Apriyanti²⁾.**¹Management Study Program, Faculty of Economics and Business, PGRI University Madiun
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email: kelip.apriyanti@unipma.ac.id***Abstrak***

PNS perempuan menjalankan tuntutan pekerjaan bersamaan dengan tanggung jawab dalam kehidupan pribadi dan keluarga sehingga keseimbangan antarperan menjadi bagian penting dalam kehidupan kerja mereka. Penelitian ini bertujuan menganalisis pengaruh *job demand* dan *role conflict* terhadap *work-life balance* PNS perempuan di Pemerintah Kota Madiun. Penelitian menggunakan pendekatan kuantitatif asosiatif dengan melibatkan 291 responden yang dipilih melalui *purposive sampling*. Responden merupakan PNS perempuan yang telah menikah dan memiliki masa kerja minimal lima tahun. Data dikumpulkan melalui kuesioner daring dengan skala Likert empat tingkat, kemudian dianalisis menggunakan regresi linier berganda dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa *job demand* dan *role conflict* berpengaruh negatif dan signifikan terhadap *work-life balance*. *Job demand* memiliki pengaruh relatif lebih kuat dibandingkan *role conflict*. Kedua variabel tersebut mampu menjelaskan 21% variasi *work-life balance*. Temuan ini menunjukkan bahwa tekanan pekerjaan, ketidakjelasan prioritas, tugas yang muncul bersamaan, dan benturan tanggung jawab pekerjaan dengan keluarga berkaitan dengan menurunnya kemampuan responden menjaga keseimbangan. Pemerintah Kota Madiun dapat menggunakan temuan ini untuk memperjelas pembagian tugas, mengelola prioritas pekerjaan, dan mengendalikan pekerjaan di luar jam kerja. Penelitian selanjutnya dapat melibatkan variabel, objek, dan metode pengumpulan data yang lebih luas.

Kata Kunci: *job demand, role conflict, work-life balance*, PNS perempuan

Abstract

Female civil servants manage work demands alongside personal and family responsibilities, making balance across roles an important part of their working lives. This study examined the effects of job demand and role conflict on the work-life balance of female civil servants in the Madiun City Government. A quantitative associative approach was applied to 291 respondents selected through purposive sampling. The respondents were married female civil servants with

at least five years of service. Data were collected through an online questionnaire using a four-point Likert scale and analyzed by multiple linear regression with SPSS. The results showed that job demand and role conflict had negative and significant effects on work-life balance. Job demand had a relatively stronger effect than role conflict, while both variables explained 21% of the variation in work-life balance. These findings indicate that work pressure, unclear priorities, overlapping assignments, and competing work and family responsibilities are associated with a reduced ability to maintain balance. The Madiun City Government may use these findings to clarify task allocation, manage work priorities, and limit work outside regular hours. Future studies may include additional variables, broader research settings, and complementary data collection methods.

Keywords: *job demand, role conflict, work-life balance, female civil servants.*

A. INTRODUCTION

Work life and personal life are two interrelated aspects of an employee's daily routine. Responsibilities in both areas require the allocation of time, energy, and attention to be managed in a balanced manner. An individual's ability to maintain a balance between work, personal life, and family is known as work-life balance (Baisa & Nilasari, 2022). This balance is linked to individual well-being because work demands can affect family life, and vice versa (Isa & Indrayati, 2023). This situation is even more complex for working women who juggle responsibilities as employees as well as wives, mothers, and family members. When work and family demands must be met simultaneously, allocating resources to one responsibility can reduce the resources available to fulfill the other.

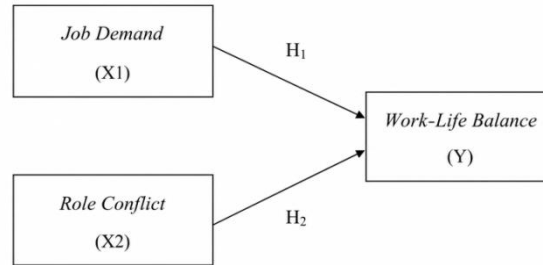
Female civil servants account for a larger proportion than male civil servants within the Madiun City Government. According to the Madiun City Government's Civil Servant Statistics as of May 1, 2026, the total number of civil servants was 2,422. This figure consists of 1,525 female civil servants (63%) and 897 male civil servants (37%) (Madiun City Civil Service and Human Resource Development Agency, 2026). Female civil servants perform public service duties, fulfill administrative obligations, comply with workplace discipline regulations, and complete their work in accordance with agency targets. These responsibilities run parallel to the roles they fulfill within their families. The clash between work and family demands can make it difficult to

allocate the time and energy needed to maintain a work-life balance. The issue of working women's dual roles was highlighted in the "Learning Together with Madiun City Civil Servants, Volume 4" event, organized by the Madiun City Civil Service and Human Resource Development Agency on April 14, 2026. The event focused on the theme "Tips for Successfully Balancing Dual Roles as a Career Woman and Family Manager" (Madiun City BKPSDM, 2026). The webinar discussions centered on the challenges women face in meeting the demands of work and family, as well as managing the time and energy required to fulfill both roles. The choice of this theme indicates that managing dual roles is a reality for working women within the Madiun City Government. The difficulty in maintaining balance stems not only from the sheer number of responsibilities but also from job demands and role conflicts faced by female civil servants. Job demands encompass aspects of work that require sustained physical and psychological effort. These demands can take the form of work-related stress, role ambiguity, and a heavy workload (Baisa & Nilasari, 2022). Increased job demands cause employees to devote more time, energy, and attention to completing their work. Devoting greater resources to work can reduce opportunities to meet personal and family needs. This situation can lead to a decline in employees' ability to maintain a work-life balance.

The relationship between job demands, role conflict, and work-life balance is explained by the Conservation of Resources Theory. This theory posits that individuals strive to acquire, maintain, and protect resources they consider valuable, including time, energy, and attention. The sustained use of resources to meet certain demands can reduce an individual's ability to cope with subsequent demands and maintain their well-being (Hobfoll, 1989). The explanation regarding job demands is reinforced by the Job Demands-Resources Theory, which states that high job demands can lead to stress if they are not balanced by adequate job resources (Bakker & Demerouti, 2017). The relationship between role conflict and work-life balance is explained through Role Theory. Conflicts between work and family demands fall under interrole conflict because fulfilling one role can hinder the fulfillment of another (Kahn et al., 1964). These three

theories explain that job demands and role conflict draw on resources that individuals also need to manage their personal and family lives. The more resources used to meet competing job demands and role demands, the more limited the resources available to maintain work-life balance.

Previous research on the relationship between job demands, role conflict, and work-life balance has been conducted among various groups of workers. Baisa and Nilasari (2022) examined the effect of job demands on work-life balance among nurses treating COVID-19 patients in Jakarta. The study by Latama et al. (2022) also involved healthcare workers—specifically nurses in the emergency department at Sumedang Regional General Hospital—and identified workload as one of the factors influencing work-life balance. In a government organizational setting, Aviciena et al. (2024) investigated workload and role conflict among employees at the Jember Tax Office. Nurlela and Pragiwani (2025) used a different group by conducting research on working students. These differences in subjects indicate that previous studies have primarily focused on healthcare workers, tax office employees, and working students. Studies specifically examining job demands and role conflict in relation to work-life balance among female civil servants in the local government sector remain limited. Female civil servants have job characteristics related to the bureaucratic system, public service, administrative obligations, and agency performance targets. These responsibilities coexist with the roles they fulfill within their families. This study examines job demands and role conflict simultaneously to explain work-life balance among female civil servants in the Madiun City Government. The relationships among the variables in this study are presented in Figure 1.



Picture 1. Conceptual Framework

The conceptual framework in Figure 1 shows that job demands and role conflict are treated as independent variables, while work-life balance is treated as the dependent variable. Job demands refer to demands arising from work, while role conflict refers to the clash between the demands of the various roles an individual fulfills. Both variables are expected to be associated with a reduction in the time, energy, and attention that can be allocated to maintaining a balance between work, personal life, and family. This study aims to analyze and provide empirical evidence regarding the effects of job demand and role conflict on work-life balance among female civil servants in the Madiun City Government. The research findings are expected to expand the body of human resource management literature on work-life balance in the public sector and serve as a source of information for the Madiun City Government in understanding the working conditions of female civil servants. Based on the conceptual framework and previous research findings, the proposed hypotheses are H₁: job demands influence work-life balance, and H₂: role conflict influences work-life balance.

B. METHOD

This study employed a quantitative associative approach to examine the effects of job demand and role conflict on work-life balance. The study was conducted within the Madiun City Government from March to June 2026. Job demand (X₁) and role conflict (X₂) served as the independent variables, while work-life balance (Y) served as the dependent variable. The population consisted of married female civil servants who had worked for the Madiun City

Government for at least five years. Based on the Madiun City Government Civil Servant Statistics as of May 1, 2026, there were 1,525 female civil servants. After the population was screened according to marital status and length of service, 1,062 individuals met the research criteria.

The sample size was calculated using the Slovin formula with a 5% margin of error, resulting in a minimum sample of 290.56, which was rounded up to 291 respondents. Respondents were selected through non-probability sampling using a purposive sampling method. Eligible respondents were active female civil servants who were married, had at least five years of service, and agreed to participate in the study. These criteria were established to ensure that the respondents had sufficient experience in managing their responsibilities as employees and family members.

Primary data were collected through an online questionnaire distributed using Google Forms. The questionnaire consisted of statements developed from the indicators of each variable and measured using a four-point Likert scale, ranging from Strongly Disagree with a score of 1 to Strongly Agree with a score of 4. Job demand was measured using 13 items covering work pressure, role ambiguity, and high workload (Baisa & Nilasari, 2022). Role conflict was measured using 13 items covering tasks beyond formal roles, competing role demands, and physical and psychological strain (Dewayani & Dihan, 2025). Work-life balance was measured using 11 items covering enjoyment of life, satisfaction with work and other roles, and balance among work, personal, and family demands (Baisa & Nilasari, 2022). The quality of the instrument was assessed through validity and reliability tests. Validity was examined using Pearson Product-Moment Correlation by assessing the relationship between each item score and the total score of its respective variable. An item was considered valid when its calculated r -value exceeded the critical r -value and its significance value was below 0.05. Reliability was assessed using Cronbach's alpha, with a minimum acceptable value of 0.60.

The collected data were processed using SPSS and analyzed through descriptive statistics, classical assumption tests, multiple linear regression, hypothesis testing, and the coefficient of determination. The classical assumption tests consisted of the Kolmogorov–Smirnov test for normality, tolerance and Variance Inflation Factor (VIF) values for multicollinearity, and the Glejser test for heteroscedasticity. Multiple linear regression was used to determine the direction and magnitude of the effects of job demand and role conflict on work-life balance based on the model $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$. The individual effect of each independent variable was assessed using the t-test, while their simultaneous effect was assessed using the F-test. The hypotheses were considered supported when the significance value was below 0.05. The Adjusted R Square value was used to determine the proportion of variation in work-life balance explained by the independent variables.

C. RESULTS AND DISCUSSIONS

Results

1. Respondent Characteristics

This study involved 291 female civil servants working in various regional government agencies under the Madiun City Government. All respondents were married and had at least five years of service. Respondent characteristics were grouped by age, length of service, highest level of education, and work unit. The category with the largest number of respondents for each characteristic is presented in Table 1.

Tabel 1. Karakteristik Responden

Characteristics	Category with the Largest Number	Number (People)	Percentage
Age	41–50 years	128	43.99%
Years of Service	11–20 years	125	42.96%
Highest Level of Education	Bachelor’s Degree (S1)	166	57.04%
Work Unit	Education, Culture, and Libraries	112	38.49%

Source: Data processed by the researcher (2026)

Table 1 shows that the largest group of respondents was in the 41–50 age range, totaling 128 people or 43.99%. Based on length of service, 125 respondents, or 42.96%, had been working for 11–20 years. This composition indicates that the majority of the survey responses came from female civil servants who had been employed for a relatively long period. In terms of highest level of education, Bachelor's degree (S1) holders were the largest group, comprising 166 people or 57.04%, while the work unit with the most respondents was the Education, Culture, and Libraries sector, with 112 people or 38.49%. These characteristics provide context regarding the group of respondents who served as the data source for testing the effects of job demand and role conflict on work-life balance.

2. Instrument Quality and Descriptive Statistics

The quality of the research instrument was assessed through validity and reliability tests before the relationships among the variables were analyzed. The validity test examined the correlation between each item score and the total score of its respective variable, while internal consistency was evaluated using Cronbach's alpha. Table 2 presents the validity range, reliability coefficient, and descriptive statistics for each variable.

Tabel 2. Instrument Quality and Descriptive Statistics

Variable	Number of Items	Calculated r-Value Range	Cronbach's Alpha	Min.	Max.	Mean	Standard Deviation
Job Demand	13	0.561–0.651	0.858	19.00	52.00	38.4914	7.62092
Role Conflict	13	0.584–0.661	0.868	14.00	51.00	34.8935	8.39041
Work-Life Balance	11	0.487–0.676	0.847	13.00	44.00	30.0997	6.53271

Source: Data processed by the researcher (2026)

Table 2 shows that the calculated r-values for all questionnaire items exceeded the critical r-value of 0.115, with significance values below 0.05. The 13 job demand items had r-values ranging from 0.561 to 0.651, while the 13 role conflict items ranged from 0.584 to

0.661. The 11 work-life balance items had r-values between 0.487 and 0.676. These results confirm that all questionnaire items met the validity criteria. The Cronbach's alpha values were 0.858 for job demand, 0.868 for role conflict, and 0.847 for work-life balance. As each value exceeded the minimum threshold of 0.60, the three instruments demonstrated adequate internal consistency. The descriptive statistics were calculated using data from 291 respondents. Job demand had a mean score of 38.4914 with a standard deviation of 7.62092, while the observed scores ranged from 19.00 to 52.00. Role conflict had a mean score of 34.8935 with a standard deviation of 8.39041 and scores ranging from 14.00 to 51.00. Work-life balance had a mean score of 30.0997 with a standard deviation of 6.53271 and scores ranging from 13.00 to 44.00.

3. Regression Assumption Testing

Regression assumption testing was conducted to examine the residual distribution, the relationship between the independent variables, and the consistency of residual variance. The tests included the Kolmogorov–Smirnov test for normality, tolerance and Variance Inflation Factor (VIF) values for multicollinearity, and the Glejser test for heteroscedasticity. The results are presented in Table 3.

Tabel 3. Results of Regression Assumption Testing

Test	Indicator	Result	Criterion	Conclusion
Normality	Kolmogorov–Smirnov significance	0.200	> 0.05	Residuals were normally distributed
Multicollinearity: Job Demand	Tolerance; VIF	0.839; 1.191	> 0.10; < 10	No multicollinearity
Multicollinearity: Role Conflict	Tolerance; VIF	0.839; 1.191	> 0.10; < 10	No multicollinearity
Heteroscedasticity: Job Demand	Glejser significance	0.679	> 0.05	No heteroscedasticity
Heteroscedasticity: Role Conflict	Glejser significance	0.709	> 0.05	No heteroscedasticity

Source: Data processed by the researcher (2026)

Table 3 shows that the Kolmogorov–Smirnov test produced a significance value of 0.200, which exceeded the threshold of 0.05. This result indicates that the residuals were

normally distributed. The tolerance values for job demand and role conflict were both 0.839, while their VIF values were 1.191. The tolerance values exceeded 0.10 and the VIF values remained below 10, indicating that the two independent variables did not exhibit multicollinearity. The Glejser test produced significance values of 0.679 for job demand and 0.709 for role conflict. Both values exceeded 0.05, indicating that the model did not exhibit heteroscedasticity. These results confirm that the regression model met the assumptions required for multiple linear regression analysis.

4. Multiple Linear Regression and Hypothesis Testing

Multiple linear regression was used to examine the effects of job demand and role conflict on work-life balance. The analysis evaluated the direction and magnitude of each regression coefficient, the individual significance of each independent variable, and the explanatory power of the model. The regression and hypothesis testing results are presented in Table 4.

Tabel 4. Multiple Linear Regression and Hypothesis Testing Results

Variable	Coefficient B	Standard Error	Standardized Beta	t-Value	Significance	Decision
Constant	46.954	1.927	–	24.369	< 0.001	–
Job Demand	–0.301	0.049	–0.351	–6.170	< 0.001	H ₁ supported
Role Conflict	–0.151	0.044	–0.193	–3.397	< 0.001	H ₂ supported

Source: Data processed by the researcher (2026)

The regression coefficients in Table 4 produced the following equation which is $Y = 46.954 - 0.301X_1 - 0.151X_2$. The coefficient of job demand was –0.301, indicating that a one-unit increase in job demand was associated with a 0.301-unit decrease in work-life balance when role conflict remained constant. Job demand had a t-value of –6.170 and a significance value below 0.001, confirming a negative and significant effect on work-life balance. The first hypothesis was therefore supported. The coefficient of role conflict was –0.151, indicating that a one-unit increase in role conflict was associated with a 0.151-unit decrease in work-life balance when job demand remained constant. Its t-value was –3.397 with a significance value below 0.001. This result confirms that role conflict had a

negative and significant effect on work-life balance, supporting the second hypothesis. The absolute standardized beta value of job demand was higher than that of role conflict, indicating that job demand had a relatively stronger effect within the regression model. The model produced an F-value of 39.555 with a significance value below 0.001, indicating that the regression model containing job demand and role conflict was statistically significant in explaining work-life balance. The R-value of 0.464 represents the relationship between both independent variables and work-life balance. The R Square value of 0.215 shows that the model explained 21.5% of the variation in work-life balance. After adjustment for the number of independent variables and the sample size, the Adjusted R Square value was 0.210. This result indicates that job demand and role conflict explained 21% of the variation in work-life balance, while the remaining 79% was associated with factors outside the model.

Discussion

Job demand had a negative effect on the work-life balance of female civil servants in the Madiun City Government. The response pattern indicates that work demands were experienced through time pressure, unclear work priorities, and the need to manage several assignments simultaneously. These conditions required respondents to devote greater attention and energy to their official duties, leaving fewer resources for personal and family responsibilities. Job Demands-Resources Theory explains that continuous work demands can create strain when they are not balanced by adequate job resources (Bakker & Demerouti, 2017). This process is further explained by Conservation of Resources Theory, which views time, energy, and attention as resources that individuals seek to maintain (Hobfoll, 1989). When these resources are largely directed toward work, the capacity to manage responsibilities outside work becomes more limited.

The negative relationship found among female civil servants in this study is comparable to the pattern reported by Baisa and Nilasari (2022) among nurses handling COVID-19 patients.

Latama et al. (2022) identified a similar relationship among emergency department nurses, while Aviciena et al. (2024) reported that heavier work demands were associated with lower work-life balance among employees of the Jember Tax Office. Different patterns were reported by Nurlela and Pragiwani (2025), who found a positive relationship, and Boymau and Wiyono (2026), who found no significant effect. These variations show that job demand does not operate in the same way across all work settings. Differences in job characteristics, access to workplace resources, and organizational conditions may influence how work demands relate to employees' ability to maintain balance. In the context of the Madiun City Government, recurring time pressure, unclear priorities, and overlapping assignments were closely related to the reduced work-life balance experienced by female civil servants.

The findings on role conflict show that competing responsibilities were another condition related to lower work-life balance. Role conflict occurred when respondents received assignments beyond their main responsibilities or when work and family demands required attention at the same time. Such situations made it difficult to determine which responsibility should be prioritized and sometimes required one role to be postponed in favor of another. The response pattern also reflected physical and psychological strain, including disruptions to rest and difficulty maintaining concentration when several demands occurred together. Role Theory describes this condition as interrole conflict, in which the demands of one role interfere with the fulfillment of another (Kahn et al., 1964). Assignments beyond formal authority may also create tension between organizational expectations and the boundaries of an employee's role. Conservation of Resources Theory explains that competing roles rely on the same limited resources. Allocating more time and energy to one role reduces what remains available for the other.

A comparable negative relationship between role conflict and work-life balance was reported by Dewayani and Dihan (2025) among millennial employees in Yogyakarta and by Aviciena et al. (2024) among employees of the Jember Tax Office. In contrast, Safitri et al. (2023) did not find a

significant effect among employees with multiple roles at the Bireuen Regent's Office. Wan Sulaiman et al. (2026) reported a similar absence of a significant relationship among Malaysian civil servants. The differences suggest that role conflict may be experienced differently according to how duties are arranged, the support available within the organization, and the boundaries established between work and family responsibilities. Among the female civil servants examined in this study, simultaneous demands from official duties and family responsibilities required the use of the same time, energy, and attention. This condition made it more difficult for respondents to maintain balance across the roles they performed.

Job demand had a relatively stronger effect than role conflict within the research model. Daily work pressure, unclear priorities, and overlapping assignments had a more direct connection with the resources used by respondents throughout their working hours. Role conflict remained relevant because work and family responsibilities often relied on the same time and energy. Taken together, the findings show that work-life balance among female civil servants is related to both the intensity of their work demands and the compatibility of the roles they perform. Other conditions outside the model may also shape this balance, including organizational support, family support, personal resources, and work arrangements.

D. CONCLUSIONS

This study concludes that job demand and role conflict negatively affect the work-life balance of female civil servants in the Madiun City Government. Greater work demands reduce the time, energy, and attention available for personal and family life. Conflicting work and family responsibilities create similar pressure because both roles require the same limited resources. Job demand has a relatively stronger effect than role conflict, indicating that daily work pressure, unclear priorities, and overlapping assignments are more closely related to the respondents' ability to maintain balance. These findings show that work-life balance is shaped by both the intensity of work demands and the compatibility of the roles performed by female civil servants.

The scope of this study is limited to married female civil servants with at least five years of service in the Madiun City Government. The model examines only job demand and role conflict, while work-life balance may be related to other organizational, family, and personal conditions. Data were also collected through self-reported questionnaires within a single government setting. The findings therefore describe the specific context of the respondents and should be applied cautiously to other employee groups or organizations. Further research may examine additional variables, involve broader research settings, and use complementary data collection methods to provide a more comprehensive understanding of work-life balance.

E. SUGGESTIONS

Future studies are encouraged to include variables such as organizational support, family support, personal resources, work flexibility, and work stress to explain other conditions related to work-life balance. The research scope may be expanded to female civil servants in other local governments or to employees with different occupational backgrounds. Comparative studies across regions or employee groups may also provide a clearer understanding of how organizational and individual characteristics shape work-life balance. Interviews or mixed-method designs can be used alongside questionnaires to explore employees' experiences in managing work and family responsibilities in greater depth.

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