

THE EFFECT OF FAMILY-TO-WORK CONFLICT AND JOB SATISFACTION ON JOB PERFORMANCE AMONG PUSSENKAV PERSONNEL (PUSSENKAV TNI AD)

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Abstract

This study aims to examine the effects of Family-to-Work Conflict and Job Satisfaction on Job Performance, with Emotional Exhaustion serving as a mediating variable among personnel of the Indonesian Army Cavalry Center (Pusat Kesenjataan Kavaleri/Pussenkav). A quantitative explanatory research design was employed. Data were collected through a structured questionnaire distributed to 170 respondents selected using proportional stratified random sampling from a population of 295 personnel. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that Job Satisfaction has a positive and significant effect on Job Performance ($\beta = 0.823$, $p < 0.001$) and Emotional Exhaustion ($\beta = 0.132$, $p = 0.033$). Family-to-Work Conflict has a positive and significant effect on Emotional Exhaustion ($\beta = 0.720$, $p < 0.001$), but does not significantly affect Job Performance ($\beta = 0.050$, $p = 0.554$). Furthermore, Emotional Exhaustion has no significant effect on Job Performance ($\beta = -0.031$, $p = 0.731$) and does not mediate the relationships between Family-to-Work Conflict and Job Performance, or between Job Satisfaction and Job Performance. These findings suggest that job satisfaction is the primary determinant of personnel performance, while family-related conflict and emotional exhaustion do not directly impair job performance within the highly disciplined and professional military organizational context.

Keywords: *Family-to-Work Conflict; Job Satisfaction; Emotional Exhaustion; Job Performance; PLS-SEM.*

INTRODUCTION (TNR, 12 BOLD)

Human resources (HR) are strategic assets that determine an organization's ability to achieve its objectives. Organizational success depends not only on technological advancement and financial resources but also on the effective management of human resources. In organizations with high operational demands, job performance is a critical indicator of organizational effectiveness because it reflects employees' ability to accomplish their responsibilities in accordance with organizational goals (Dessler, 2020; Robbins & Judge, 2019).

The Indonesian Army Cavalry Center (Pusat Kesenjataan Kavaleri/Pussenkav TNI AD) is a military institution responsible for developing the technical and operational capabilities of cavalry units. Personnel are required to maintain high discipline, operational readiness, and professionalism while carrying out demanding tasks, intensive training, and irregular working schedules. These working conditions may create psychological pressures that influence employees' attitudes and job performance.

One factor that has received considerable attention in organizational behavior research is Family-to-Work Conflict (FTWC), which refers to a situation where family-related responsibilities interfere with work roles (Greenhaus & Beutell, 1985). Family-to-Work Conflict may reduce employees' concentration, increase work-related stress, and negatively affect work performance. Previous studies have reported that higher levels of Family-to-Work Conflict are associated with lower job satisfaction and poorer employee performance (Yustina & Valerina, 2018). In military organizations, where personnel are expected to maintain operational readiness regardless of personal circumstances, the impact of such conflict may be even greater.

Another important determinant of employee performance is job satisfaction, defined as an individual's positive emotional evaluation of his or her job (Spector, 1997). Employees with higher job satisfaction generally demonstrate stronger organizational commitment, greater motivation, and better job performance (Robbins & Judge, 2019). Conversely, low job satisfaction may reduce work motivation and productivity, thereby affecting organizational effectiveness.

This phenomenon is evident in Pussenkav TNI AD. Based on the internal Key Performance Indicator (KPI) evaluation for the first semester of 2026, 8 of the 14 work units (57.14%) experienced a decline in performance, while four units showed improvement and two units remained relatively stable. These findings indicate that personnel performance has not yet reached a consistently optimal level and suggest the existence of organizational and psychological factors that require further investigation.

Previous studies have examined the relationships among Family-to-Work Conflict, job satisfaction, and job performance in various organizational settings. However, most of these studies have been conducted in private companies, educational institutions, and healthcare organizations. Empirical evidence from military organizations remains limited, despite their unique characteristics, including hierarchical command structures, strict discipline, and continuous operational readiness. Consequently, the findings from civilian organizations cannot be directly generalized to military institutions, creating a research gap that warrants further investigation.

Based on the empirical phenomenon and the identified research gap, this study aims to examine the effect of Family-to-Work Conflict and Job Satisfaction on Job Performance among personnel of Pussenkav TNI AD. The findings are expected to contribute to the development of human resource management and organizational behavior literature in military organizations while providing practical recommendations for improving personnel management policies and enhancing organizational performance.

LITERATURE REVIEW

Family-to-Work Conflict

Family-to-Work Conflict (FTWC) is defined as a form of inter-role conflict in which pressures arising from family responsibilities interfere with work-related roles (Greenhaus & Beutell, 1985). According to Role Theory, individuals perform multiple roles simultaneously, such as employee, spouse, and parent. When family demands exceed an individual's capacity to balance these roles, conflict occurs and negatively affects work-related outcomes. FTWC may reduce employees' concentration, increase emotional stress, and decrease productivity, ultimately leading to lower job performance.

Previous studies have consistently reported that Family-to-Work Conflict is negatively associated with employee attitudes and organizational outcomes. Employees experiencing high levels of FTWC are more likely to report increased work stress, lower organizational commitment, reduced job satisfaction, and poorer job performance (Allen et al., 2000; Yustina & Valerina, 2018). However, several studies have also suggested that organizational support, leadership, and work flexibility can moderate the negative effects of FTWC. These inconsistent findings indicate that the relationship between FTWC and employee performance remains context-dependent and requires further investigation, particularly in organizations with unique working environments such as military institutions.

Job Satisfaction

Job satisfaction refers to an employee's positive emotional evaluation of his or her job and work environment (Spector, 1997). It reflects the extent to which employees perceive that their work fulfills their expectations, needs, and professional aspirations. According to Herzberg's Two-Factor Theory, job satisfaction is influenced by motivator factors, such as achievement, recognition, responsibility, and career advancement, whereas dissatisfaction is primarily associated with hygiene factors, including salary, supervision, organizational policies, and working conditions.

Numerous empirical studies have demonstrated that job satisfaction positively influences employee performance. Employees with higher job satisfaction tend to exhibit stronger organizational commitment, higher motivation, lower absenteeism, and greater productivity (Robbins & Judge, 2019). Nevertheless, some studies have reported varying levels of influence depending on organizational culture, leadership style, and work characteristics, suggesting that the relationship between job satisfaction and job performance may differ across organizational contexts.

Job Performance

Job performance refers to the level of effectiveness with which employees perform activities that contribute to organizational goals (Campbell, 1990). It encompasses not only the successful completion of assigned tasks (task performance) but also behaviors that support organizational effectiveness (contextual performance) and the avoidance of counterproductive work behaviors. In military organizations, job performance has broader implications because it is closely related to operational readiness, discipline, professionalism, and mission accomplishment.

Consequently, maintaining high personnel performance is a strategic priority for military organizations, making it essential to identify factors that influence employee performance.

Relationship among Family-to-Work Conflict, Job Satisfaction, and Job Performance

The relationships among Family-to-Work Conflict, job satisfaction, and job performance have been widely discussed in organizational behavior literature. High levels of Family-to-Work Conflict generally reduce employees' job satisfaction because difficulties in balancing family and work responsibilities create psychological strain and emotional exhaustion. Lower job satisfaction subsequently affects employees' motivation, organizational commitment, and work performance. Conversely, employees with higher job satisfaction are more likely to demonstrate greater motivation, stronger engagement, and improved job performance. Therefore, Family-to-Work Conflict and job satisfaction are considered important determinants of employee performance, particularly in organizations characterized by demanding work environments such as military institutions.

Research Gap

Although previous studies have examined the relationships among Family-to-Work Conflict, job satisfaction, and job performance, most empirical evidence has been obtained from private companies, educational institutions, healthcare organizations, and other civilian sectors. Studies conducted within military organizations remain relatively limited. Furthermore, previous findings regarding the effect of Family-to-Work Conflict on job performance have not been entirely consistent, indicating the possibility that organizational characteristics influence these relationships.

Military organizations possess unique characteristics, including hierarchical command structures, strict discipline, high operational demands, and continuous readiness requirements. These characteristics distinguish military institutions from civilian organizations and may produce different behavioral patterns. Therefore, the findings from previous studies cannot be directly generalized to military settings.

Based on these considerations, this study addresses the existing research gap by examining the effects of Family-to-Work Conflict and Job Satisfaction on Job Performance among personnel of the Indonesian Army Cavalry Center (Pussenkav TNI AD). The study is expected to enrich the literature on human resource management and organizational behavior in military organizations while providing practical recommendations for improving personnel management policies and organizational performance.

METHOD

This study employed a quantitative approach using an explanatory (causal) research design to examine the relationships among Family-to-Work Conflict, Job Satisfaction, Emotional Exhaustion, and Job Performance. The study aimed to test the direct and indirect effects among these variables using primary data collected through a structured questionnaire. The research model incorporated both direct and mediating effects to explain the influence of Family-to-Work Conflict and Job Satisfaction on Job Performance through Emotional Exhaustion. Data were collected from personnel of the Indonesian Army Cavalry Center (Pussenkav TNI AD), Bandung, Indonesia.

The population consisted of 295 active personnel, including military officers, non-commissioned officers, enlisted personnel, and civilian employees (ASN). The minimum sample size was determined using the Slovin formula with a 5% margin of error, resulting in 170 respondents. The respondents were selected using Proportional Stratified Random Sampling to ensure proportional representation of each employment category and military rank.

The research instrument consisted of structured questionnaire items adapted from previous validated studies measuring Family-to-Work Conflict, Job Satisfaction, Emotional Exhaustion, and Job Performance using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to hypothesis testing, the measurement model was evaluated through convergent validity, discriminant validity, composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis consisted of evaluating the measurement model (outer model) and the structural model (inner model). The outer model assessment included convergent validity, discriminant validity, reliability, and AVE, while the inner model evaluation included path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing using the bootstrapping procedure with a significance level of 5%.

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RESULTS AND DISCUSSION

Results of Inferential Statistical Analysis (Multivariate)

Table 1. Convergent Validity

No Item	<i>Family-to-Work Conflict</i>	Job Satisfaction	Emotional Exhaustion	Job Performance
FWC.1	0.768			
FWC.2	0.901			
FWC.3	0.896			
FWC.4	0.813			
FWC.5	0.900			
FWC.6	0.894			
FWC.7	0.929			
FWC.8	0.888			
FWC.9	0.871			
FWC.10	0.907			
FWC.11	0.906			
FWC.12	0.829			
FWC.13	0.924			
FWC.14	0.896			
FWC.15	0.888			
FWC.16	0.867			
JS.17		0.736		
JS.18		0.769		
JS.19		0.750		
JS.20		0.836		
JS.21		0.835		
JS.22		0.860		
JS.23		0.841		
JS.24		0.794		
JS.25		0.757		
JS.26		0.774		
JS.27		0.818		
JS.28		0.798		
JS.29		0.855		
JS.30		0.855		
JS.31		0.775		
JS.32		0.838		
JS.33		0.784		
JS.34		0.776		
JS.35		0.860		
JS.36		0.829		
JS.37		0.858		
JS.38		0.818		
JS.39		0.797		

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JS.40	0.793	
EE.41		0.941
EE.42		0.919
EE.43		0.927
EE.44		0.932
JP.45		0.792
JP.46		0.757
JP.47		0.853
JP.48		0.875
JP.49		0.879
JP.50		0.829
JP.51		0.873
JP.52		0.707
JP.53		0.842
JP.54		0.882
JP.55		0.785
JP.56		0.849
JP.57		0.842

Source. Researcher's Results. 2026

Convergent validity was assessed by examining the outer loading values of each indicator. Indicators with loading values greater than 0.70 are considered to have satisfactory convergent validity (Hair et al., 2022). As presented in Table 1, all indicators met the recommended threshold, indicating that they adequately represent their respective latent constructs.

The Family-to-Work Conflict (FWC) construct, consisting of 16 indicators, exhibited outer loading values ranging from 0.768 to 0.929, indicating strong convergent validity. The Job Satisfaction (JS) construct, measured by 24 indicators, showed loading values between 0.736 and 0.860, demonstrating that all indicators reliably reflected the construct. Similarly, the Emotional Exhaustion (EE) construct achieved very high loading values, ranging from 0.919 to 0.941, suggesting that its indicators strongly represented the latent variable. For the Job Performance (JP) construct, the 13 indicators produced loading values between 0.707 and 0.882, all exceeding the minimum recommended threshold.

Overall, the results confirm that all measurement indicators satisfy the convergent validity criterion, indicating that the proposed measurement model is valid and suitable for subsequent structural model analysis.

Table 2. Discriminant Validity

No Item	Family-to-Work Conflict	Job Satisfaction	Emotional Exhaustion	Job Performance
FWC.1	0.768	0.225	0.604	0.155
FWC.2	0.901	0.202	0.694	0.163
FWC.3	0.896	0.217	0.691	0.172
FWC.4	0.813	0.210	0.644	0.150
FWC.5	0.900	0.214	0.644	0.175
FWC.6	0.894	0.246	0.653	0.234
FWC.7	0.929	0.245	0.685	0.254
FWC.8	0.888	0.203	0.649	0.166
FWC.9	0.871	0.245	0.630	0.269

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FWC.10	0.907	0.264	0.669	0.252
FWC.11	0.906	0.234	0.650	0.226
FWC.12	0.829	0.166	0.630	0.170
FWC.13	0.924	0.271	0.698	0.250
FWC.14	0.896	0.241	0.680	0.241
FWC.15	0.888	0.275	0.676	0.294
FWC.16	0.867	0.252	0.719	0.240
JS.17	0.126	0.736	0.125	0.627
JS.18	0.256	0.769	0.307	0.652
JS.19	0.175	0.750	0.235	0.651
JS.20	0.226	0.836	0.274	0.707
JS.21	0.281	0.835	0.391	0.692
JS.22	0.218	0.860	0.293	0.733
JS.23	0.283	0.841	0.367	0.692
JS.24	0.212	0.794	0.271	0.631
JS.25	0.171	0.757	0.326	0.595
JS.26	0.153	0.774	0.200	0.632
JS.27	0.225	0.818	0.241	0.733
JS.28	0.258	0.798	0.343	0.618
JS.29	0.224	0.855	0.293	0.654
JS.30	0.197	0.855	0.269	0.675
JS.31	0.195	0.775	0.293	0.561
JS.32	0.270	0.838	0.277	0.711
JS.33	0.245	0.784	0.260	0.710
JS.34	0.236	0.776	0.196	0.667
JS.35	0.262	0.860	0.264	0.701
JS.36	0.150	0.829	0.171	0.662
JS.37	0.199	0.858	0.272	0.714
JS.38	0.227	0.818	0.273	0.661
JS.39	0.166	0.797	0.154	0.644
JS.40	0.130	0.793	0.104	0.689
EE.41	0.732	0.282	0.941	0.221
EE.42	0.660	0.277	0.919	0.216
EE.43	0.706	0.366	0.927	0.325
EE.44	0.704	0.267	0.932	0.243
JP.45	0.136	0.677	0.176	0.792
JP.46	0.177	0.651	0.145	0.757
JP.47	0.174	0.708	0.231	0.853
JP.48	0.236	0.731	0.278	0.875
JP.49	0.304	0.715	0.301	0.879
JP.50	0.213	0.664	0.226	0.829

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JP.51	0.302	0.706	0.288	0.873
JP.52	0.161	0.576	0.249	0.707
JP.53	0.247	0.703	0.228	0.842
JP.54	0.209	0.718	0.269	0.882
JP.55	0.118	0.664	0.144	0.785
JP.56	0.194	0.700	0.200	0.849
JP.57	0.140	0.681	0.182	0.842

Source. Researcher's Results. 2026

Discriminant validity was assessed using the cross-loading criterion, whereby each indicator is expected to exhibit a higher loading on its respective construct than on any other construct (Hair et al., 2022). The results indicate that all indicators met this criterion, confirming satisfactory discriminant validity.

The Family-to-Work Conflict (FWC) construct exhibited loading values ranging from 0.768 to 0.929, which were consistently higher than the corresponding cross-loadings on the other constructs. Similarly, the Job Satisfaction (JS) construct showed loading values between 0.736 and 0.860, while the Emotional Exhaustion (EE) construct demonstrated very strong loading values ranging from 0.919 to 0.941. The Job Performance (JP) construct also met the discriminant validity criterion, with loading values ranging from 0.707 to 0.882. Although moderate correlations were observed among several constructs, each indicator loaded highest on its intended construct.

Overall, the cross-loading analysis confirms that all constructs are empirically distinct from one another. Therefore, the measurement model demonstrates adequate discriminant validity and is appropriate for subsequent structural model analysis.

Table 3. Reliability Test

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
<i>Family-to-Work Conflict</i>	0.981	0.981	0.982	0.776
<i>Job Satisfaction</i>	0.977	0.978	0.979	0.655
<i>Emotional Exhaustion</i>	0.948	0.950	0.962	0.865
<i>Job Performance</i>	0.962	0.963	0.966	0.688

Source. Researcher's Results. 2026

Reliability was evaluated using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). As presented in Table 3, all constructs demonstrated Cronbach's Alpha values ranging from 0.948 to 0.981, exceeding the recommended threshold of 0.70, which indicates excellent internal consistency. Likewise, the Composite Reliability values ranged from 0.962 to 0.982, confirming a high level of reliability for all latent constructs.

Furthermore, all constructs achieved AVE values above 0.50, indicating adequate convergent validity. Among the constructs, Family-to-Work Conflict exhibited the highest internal consistency with a Cronbach's Alpha value of 0.981, while Emotional Exhaustion showed the highest AVE value (0.865), suggesting that the construct explains a substantial proportion of the variance in its indicators.

Overall, the results of the reliability and validity assessments demonstrate that the measurement model possesses strong psychometric properties. Therefore, the outer measurement model is considered reliable, valid, and suitable for subsequent structural model analysis.

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Table 4. Results of the Structural Model Evaluation Analysis

	<i>Path Coefficient</i>
<i>Emotional Exhaustion -> Job Performance</i>	-0.031
<i>Family-to-Work Conflict -> Emotional Exhaustion</i>	0.720
<i>Family-to-Work Conflict -> Job Performance</i>	0.050
<i>Job Satisfaction -> Emotional Exhaustion</i>	0.132
<i>Job Satisfaction -> Job Performance</i>	0.823

Source. Researcher's Results. 2026

Table 5. Results of the Q-Square Analysis

	<i>Q²predict</i>	<i>RMSE</i>	<i>MAE</i>
<i>Emotional Exhaustion</i>	0.566	0.667	0.457
<i>Job Performance</i>	0.666	0.591	0.380

Source. Researcher's Results. 2026

The predictive relevance of the structural model was evaluated using the blindfolding procedure by examining the Q²predict values. According to Hair et al. (2022), a model demonstrates predictive relevance when the Q² value is greater than zero (Q² > 0). Furthermore, Q² values of 0.02, 0.15, and 0.35 indicate small, medium, and large predictive relevance, respectively.

The results show that the Emotional Exhaustion construct achieved a Q²predict value of 0.566, with an RMSE of 0.667 and an MAE of 0.457. Meanwhile, the Job Performance construct obtained a Q²predict value of 0.666, with an RMSE of 0.591 and an MAE of 0.380. Since both Q²predict values exceed 0.35, the model demonstrates strong predictive relevance for both endogenous constructs. Moreover, the relatively low RMSE and MAE values indicate that the prediction errors are acceptable, suggesting good predictive accuracy. Overall, these findings confirm that the proposed structural model has strong predictive capability and is suitable for explaining and predicting the endogenous variables in this study.

Table 6. Results of the R-Square Analysis

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Emotional Exhaustion</i>	0.585	0.580
<i>Job Performance</i>	0.684	0.678

Source. Researcher's Results. 2026

The coefficient of determination (R²) was used to evaluate the explanatory power of the structural model. According to Hair et al. (2022), R² values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively. As shown in Table 6, the R² value for Emotional Exhaustion is 0.585 (adjusted R² = 0.580), indicating that 58.5% of the variance in Emotional Exhaustion is explained by Family-to-Work Conflict and Job Satisfaction, while the remaining 41.5% is explained by other factors outside the model. Meanwhile, Job Performance has an R² value of 0.684 (adjusted R² = 0.678), suggesting that 68.4% of its variance is explained by the proposed model, whereas 31.6% is attributable to variables not included in this study. Overall, the R² values indicate that the structural model possesses moderate to substantial explanatory power, demonstrating that the endogenous constructs are well explained by the exogenous variables included in the research model.

Table 7. Results of the F-Square Analysis

	<i>f-square</i>
<i>Emotional Exhaustion -> Job Performance</i>	0.001
<i>Family-to-Work Conflict -> Emotional Exhaustion</i>	1.162
<i>Family-to-Work Conflict -> Job Performance</i>	0.003
<i>Job Satisfaction -> Emotional Exhaustion</i>	0.039
<i>Job Satisfaction -> Job Performance</i>	1.918

Source. Researcher's Results. 2026

In contrast, Family-to-Work Conflict did not have a significant direct effect on Job Performance ($\beta = 0.050$, $t = 0.591$, $p = 0.554$). Similarly, Emotional Exhaustion did not significantly influence Job Performance ($\beta = -0.031$, t

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= 0.344, $p = 0.731$). These findings indicate that although family-to-work conflict increases emotional exhaustion, neither family-to-work conflict nor emotional exhaustion directly affects the job performance of Pussenkav personnel. Overall, the results support three of the five hypothesized relationships, namely Family-to-Work Conflict → Emotional Exhaustion, Job Satisfaction → Emotional Exhaustion, and Job Satisfaction → Job Performance. Conversely, the relationships between Family-to-Work Conflict → Job Performance and Emotional Exhaustion → Job Performance were not statistically supported.

Hypothesis

Hypothesis testing was performed using the bootstrapping procedure by evaluating the path coefficients (β), t-statistics, and p-values. A hypothesis was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

Table 8. Path Coefficients (Direct Effects)

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
<i>Emotional Exhaustion -> Job Performance</i>	-0.031	-0.033	0.091	0.344	0.731
<i>Family-to-Work Conflict -> Emotional Exhaustion</i>	0.720	0.719	0.066	10.847	0.000
<i>Family-to-Work Conflict -> Job Performance</i>	0.050	0.053	0.084	0.591	0.554
<i>Job Satisfaction -> Emotional Exhaustion</i>	0.132	0.134	0.062	2.130	0.033
<i>Job Satisfaction -> Job Performance</i>	0.823	0.826	0.059	13.926	0.000

Source. Researcher's Results. 2026

As presented in Table 8, three direct relationships were found to be statistically significant. Job Satisfaction had the strongest positive effect on Job Performance ($\beta = 0.823$, $t = 13.926$, $p < 0.001$), indicating that higher job satisfaction substantially improves personnel performance. Family-to-Work Conflict also showed a positive and significant effect on Emotional Exhaustion ($\beta = 0.720$, $t = 10.847$, $p < 0.001$), suggesting that increasing family-to-work conflict contributes to higher emotional exhaustion. In addition, Job Satisfaction significantly influenced Emotional Exhaustion ($\beta = 0.132$, $t = 2.130$, $p = 0.033$), although the effect size was relatively small.

Conversely, Family-to-Work Conflict did not have a significant direct effect on Job Performance ($\beta = 0.050$, $t = 0.591$, $p = 0.554$). Likewise, Emotional Exhaustion did not significantly affect Job Performance ($\beta = -0.031$, $t = 0.344$, $p = 0.731$). These findings indicate that neither family-to-work conflict nor emotional exhaustion directly influences personnel job performance.

Overall, three of the five direct hypotheses were supported, whereas two hypotheses were not supported.

Mediation Analysis

The mediating role of **Emotional Exhaustion** was examined by analyzing the indirect effects using the bootstrapping procedure.

Table 9. Result Mediation Analysis

Indirect Relationship	β (Original Sample)	t-Statistics	p-Values	Decision
Family-to-Work Conflict → Emotional Exhaustion → Job Performance	-0.023	0.337	0.736	Not Supported
Job Satisfaction → Emotional Exhaustion → Job Performance	-0.004	0.294	0.769	Not Supported

Source. Researcher's Results. 2026

As shown in Table 9, Emotional Exhaustion did not significantly mediate the relationship between Family-to-Work Conflict and Job Performance ($\beta = -0.023$, $t = 0.337$, $p = 0.736$). Although family-to-work conflict significantly increased emotional exhaustion, the resulting emotional exhaustion did not translate into lower job performance. Similarly, the indirect effect of Job Satisfaction on Job Performance through Emotional Exhaustion was not statistically significant ($\beta = -0.004$, $t = 0.294$, $p = 0.769$). This finding indicates that emotional exhaustion does not mediate the relationship between job satisfaction and job performance. Therefore, the influence of job satisfaction on personnel performance occurs primarily through a direct effect rather than through emotional exhaustion. Overall, the mediation analysis demonstrates that Emotional Exhaustion does not function as a significant mediating variable in the relationships between Family-to-Work Conflict and Job Performance or between Job Satisfaction and Job Performance.

CONCLUSION

This study examined the effects of Family-to-Work Conflict and Job Satisfaction on Job Performance, with Emotional Exhaustion as a mediating variable, among personnel of the Indonesian Army Cavalry Center (Pussenkav TNI AD). Based on the PLS-SEM analysis of 170 respondents, the findings reveal that Job Satisfaction is the strongest predictor of Job Performance, demonstrating a positive and significant direct effect. In contrast, Family-to-Work Conflict does not have a significant direct effect on Job Performance, although it significantly increases Emotional Exhaustion. Likewise, Job Satisfaction has a positive but relatively weak effect on Emotional Exhaustion. Furthermore, Emotional Exhaustion does not significantly influence Job Performance, suggesting that military personnel are able to maintain a high level of performance despite experiencing family-related conflicts and emotional fatigue. This finding reflects the strong organizational culture, military discipline, professionalism, and hierarchical command system within Pussenkav TNI AD.

The mediation analysis further indicates that Emotional Exhaustion does not mediate the relationship between Family-to-Work Conflict and Job Performance, nor the relationship between Job Satisfaction and Job Performance. Therefore, Job Satisfaction contributes directly to improving personnel performance without being transmitted through emotional exhaustion. These findings enrich the human resource management and organizational behavior literature, particularly within the context of military organizations, where empirical evidence remains limited. From a practical perspective, the results suggest that organizational leaders should prioritize initiatives aimed at enhancing job satisfaction through supportive work environments, fair reward systems, career development opportunities, and organizational support, while also strengthening family assistance and psychological well-being programs to reduce emotional exhaustion. Future studies are recommended to incorporate additional variables, such as organizational commitment, work engagement, leadership style, and perceived organizational support, and to involve broader military institutions to improve the generalizability of the findings.

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