



# THE EFFECT OF WORK FAMILY CONFLICT AND WORK STRESS ON ORGANIZATIONAL COMMITMENT AND NURSE PERFORMANCE IN THE ERA COVID-19

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**Abstract-** This study aims to determine the effect of *work family conflict* and work stress on organizational commitment and performance of nurses at RSUD H. Andi Sulthan Daeng Radja Bulukumba. The population in this study were inpatient nurses at H. Andi Sulthan Daeng Radja Bulukumba Hospital. The sampling technique used *non probability sampling* with *purposive sampling method*. The research data comes from a questionnaire made with a Likert scale and analysis using multiple linear regression. The results showed that *work family conflict* has a positive and significant effect on organizational commitment. Work Stress has a negative effect and significant to organizational commitment. *Work family conflict* has a positive and significant effect on performance. *Work family conflict* has a negative and significant effect on performance. Organizational commitment has a positive effect on performance. *Work family conflict* through organizational commitment affects the performance of nurses. Work Stress through organizational commitment has an effect on nurse performance.

**Keywords:** *Work Family Conflict, Work Stress, Organizational Commitment, Performance*

## INTRODUCTION

The nurse is one Human Resources (HR), which interact with patients during 24 hours. These working hours allow nurses to be *assigned to work shifts*. Job characteristics like this, nurses are required to always be professional and provide optimal performance (Misba Hayati, 2020: 141). Professional nurses are nurses who are able to provide quality care to meet the health needs of patients. Professional nurses do not only play a role in carrying out care but are able as educators, communicators and managers (Reni Agustina, 2018: 775).

The dual role is a phenomenon in the world of work that is often found. Especially now that the world is being hit by the Covid-19 pandemic, a disease caused by SARS-CoV-2. This virus has infected approximately 215 countries including Indonesia (www.kompas.com). This case continues to increase in almost all regions in Indonesia. All health personnel are on standby at each hospital (RS) related to Covid-19 referrals and buffers to be ready to provide optimal health services to patients. Nurses are health workers who are at the forefront with the most number and the longest interacting with patients. Nurses are very at risk of exposure to Covid-19. This condition is exacerbated by the physical stress experienced by nurses due to wearing PPE in the form of a layered costume, holding back fatigue due to limited oxygen supply due to the use of a face shield. Nurses

also experience stress due to separating from their families due to undergoing a period of quarantine and isolation in a place provided by the Government. Especially female nurses who serve two roles at once.

Another problem that arose during the Covid-19 pandemic was when you had to keep your body in good condition because every nurse had a high risk of being infected with Covid-19. In addition, nurses must be able to maintain the health of the family, namely children and husbands. This is a challenge that must be faced as a career woman and as a wife during the Covid-19 pandemic. As normal humans, nurses experience anxiety and fear of Covid-19 transmission, both from the patient to himself, and from himself to his family.

Dual role conflict experienced by almost all of female nurse at the regional public hospital (Hospital) H. Andi Sulthan Daeng Radja Bulukumba not rule would lead to job stress. Every job can be said to be a cause of stress, because it is based on too much workload, role conflict and the process of adjusting relationships with other people. Each nurse has a different workload levels and the most obvious is the nurse on duty on Emergency room (ER) and inpatient room. The workload of nurses can be seen from the many activities of nurses who have to collaborate with other professions, such as delivering the patient to the room Radiology and Laboratory, bring patients into Poil to accompany the patient undergoing therapy and many more activities of nursing should be done by nurses. The workload is considered heavy because the number of nurses is not balanced with the number of patients.

This research was conducted at Hospitals H. Andi Sulthan Daeng Radja Bulukumba. The reasons for selecting this location was because of the hospital employees mostly are a woman. This study focuses on female nurses who are married because they have a *shift* work system , namely a work system that divides groups of nurses based on working time consisting of morning, evening and night. Researchers refer to the research of Robert and Michael (in Astra 2012) which states that the *shift* work system has a relationship that triggers *work-family conflicts*. As a woman in the nursing profession , she has a dual role which is certainly quite heavy, because high concentration is required. This is also related to service to patients which must be done as much as possible, especially in the midst of the Covid-19 pandemic which requires nurses to be ready to serve patients for 24 hours.

Based on the observation that the author did in hospitals H. Andi Radja Sulthan Daeng Bulukumba, It is known that the hospital always evaluates the performance of its nurses. Before the Covid-19, nurses' performance was still (stagnant) . However, the workload during the pandemic has increased, causing a decrease in performance , especially for nurses who are married. Nurses often work overtime, so it is understandable that for those who frequently do overtime it is very difficult to divide time between work and family. Having two roles as a nurse and taking care of the household is not an easy thing. Married and unmarried women naturally have different roles and responsibilities. Even women who are married and have children have heavier responsibilities and burdens. Women

who double status as the first but role theorists and illustrate well as the status of nurses in hospitals experiencing family conflict, such as lack of time together with family

As for previous research conducted by Hayati (2020) entitled the *effect of work family conflict and work stress on the performance of female nurses*, it was concluded that *work family conflict* had a positive and significant effect on the performance of female nurses at RSI Ibnu Sina Padang. This means that the higher the *work family conflict* that occurs, the nurse's performance will increase. Meanwhile, according to research by Susan Agustina entitled " *The effect of work family conflict on work stress and the performance of female nurses at the Praya Lombok Regional General Hospital* " concluded that the *work family conflict* and work stress a significant negative effect on the performance of . This means that the higher the *work family conflict* and work stress experienced by nurses, the lower the resulting performance.

## II. LITERATURE REVIEW

### A. The theory of the role (*Role Theory*)

The grand theory used in this research is *role theory*. The theory of the role ( *Role Theory* ) is a theory that is a blend of theory, orientation, and disciplines. Apart from psychology, role theory has its roots in sociology and anthropology. According to Linton (1936, in Cahyono, 2008), an anthropologist, has developed a theory of the role. Role theory describes social interaction in terms of actors who play according to what has been defined by culture. In accordance with this theory, role expectations are a shared understanding that guides individuals to behave in everyday life. According to this theory, someone who has a certain role, for example as a doctor, student, parent, woman and so on, is expected to have that person behave in accordance with that role. This theory also states that when the behavior expected by individuals is inconsistent, they can experience stress, depression, they are dissatisfied, and their performance will be less effective if those expectations do not contain conflict.

### B. *Work Family Conflict*

According to Greenhaus and Beutell (1985: 76) defines work-family conflict as a form of role conflict , in which the demands of work and family roles mutually cannot be aligned in several ways. This usually happens when someone is trying to meet the demands of the role in the work and effort is influenced by the ability of the person concerned to meet the demands of his family or reverse it . According to Kahn *et al* . (1964, in Ahmad, 2008) family work conflict ( *Work Family Conflict* ) is defined as a form of conflict between roles in which the pressures of work and family roles conflict.

According to Greenhaus & Beutell (1985) in Yang, Chen, Choi, & Zou, there are 3 indicators of work-family conflict, namely:

1. Time-based conflict
2. Strain-based conflict
3. Behavior-based conflict

### C. Work stress

Work stress according to Handoko (2008: 200) is a condition of tension that affects one's emotions, thought processes and condition. Work stress according to Handoko (2008: 200) is a condition of tension that affects one's emotions, thought processes and condition. As for the indicators of work stress according to Handoko (2014), namely:

1. Duty demands.
2. Role conflict.
3. Role ambiguity.
4. Work relationship

### D. Organizational Commitment

According to Stephen P Robbins (2012), Organizational Commitment is a condition in which an employee sides with a particular organization and its goals, and intends to maintain membership in that organization. Meanwhile, according to Ria Mardiana (2018) defines Organizational Commitment as an attitude of employee loyalty to the organization, by staying in the organization, helping to achieve organizational goals and not having the desire to leave the organization for any reason. The indicators of organizational commitment according to Meyer and Allen's (1990), namely:

1. *Affective commitment*
2. *Continuance commitment*
3. *Normative commitment*

### E. Performance

The term is derived from the performance of *the job performance* or *actual performance* (performance). p restasi actually achieved by a person in the opinion Mangkunegara (2009: 67) that the employee's performance is the result of the quality and quantity of work achieved by an employee in performing their duties in accordance with the responsibilities given to him. Performance or *performance* refers to the appearance of the work, also means the performance, execution of work, or the work. Performance is the result or output of a process (Eka Suhartini, 2015: 176). The performance indicators according to Anwar Prabu Mangkunegara (2001), namely:

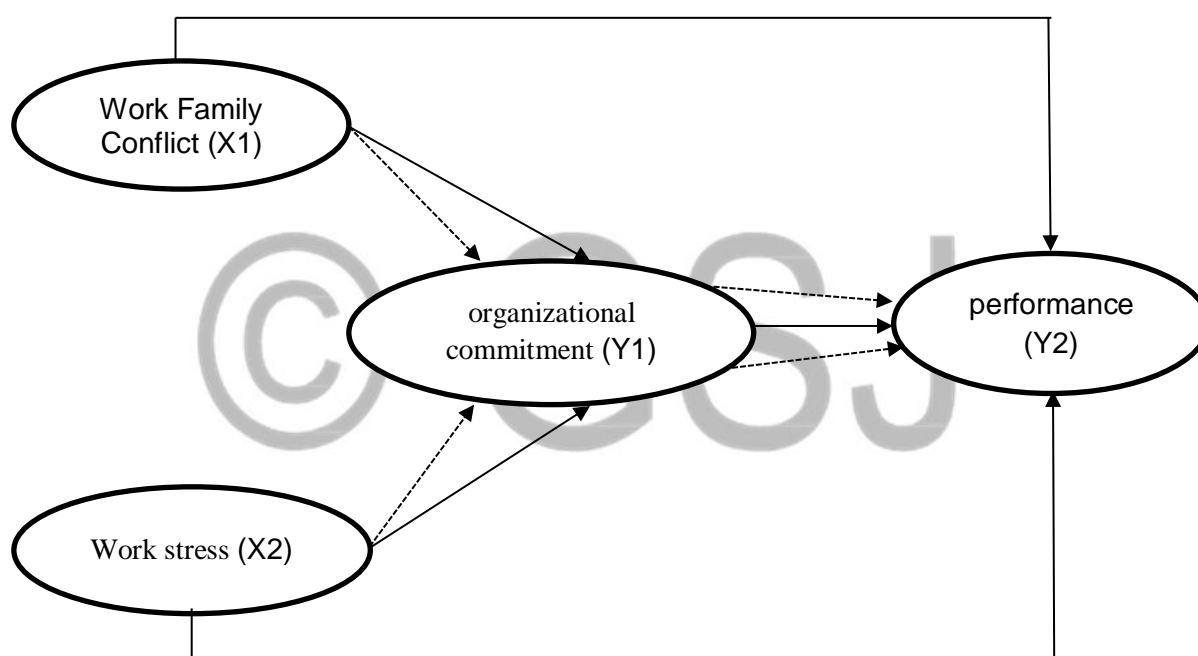
1. Quality ;
2. Quantity ;
3. Implementation of duties ;
4. Responsibility responsibility .

### F. Research hypothesis

A hypothesis is a provisional conjecture that is considered likely to be the correct answer. From the other side it can also be said that the hypothesis in research is a temporary answer to the questions or problems posed in the study (Muri Yusuf, 2014: 130).

- a. H1: *Work family conflict* has a positive and significant effect on organizational commitment at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.

- b. H2: Work stress has a positive and significant effect on organizational commitment at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.
- c. H3: *Work family conflict* has a positive and significant effect on the performance of nurses at H. Andi Sulthan Daeng Radja Bulukumba Hospital.
- d. H4: Work stress has a negative and significant effect on the performance of nurses at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.
- e. H5: Organizational commitment has a positive and significant effect on the performance of nurses at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.
- f. H6: *Work family conflict* affects the performance of nurses through organizational commitment at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.
- g. H7: Work stress affects the performance of nurses through organizational commitment at Hospitals H. Andi Sulthan Daeng Radja Bulukumba.



**Figure 1. Research Conceptual Framework**

### III. RESEARCH METHODS

#### A. Research Location and Design

This research belongs to associative research using a quantitative approach. Associative research is research that aims to determine the influence of two or more variables (Sugiono, 2008). This research will explain the relationship influencing and influenced by the variables to be studied. The data source itself uses primary data and secondary data. Primary data comes from respondents using a questionnaire (Sugiono, 2008). Secondary data in the form of data from Medical Records. To measure the respondent's response, a scale is used. The scale used in this study is the Likert scale.

This research was conducted at RSUD H. Andi Sulthan Daeng Radja Bulukumba. The research time was carried out for approximately one month, from January to February 2021. This time was

used to obtain data and information from the objects in this study until the time to process sample data in the preparation of research results.

**B. Population and Sample**

The population referred to in this study were 198 female nurses in the inpatient department at RSUD H. Andi Sulthan Daeng Radja Bulukumba who were married. Sampling in this study were obtained using the technique *nonprobability sampling* method *purposive sampling* of 132 respondents. analysis methods used descriptive statistics, data quality tests, classic assumption tests and hypothesis testing with the help of computers through IBM SPSS 21 for Windows. The Multiple Regression Equations are as follows:

$$Y_1 = \beta_{11} X_1 + \beta_{12} X_2 + e_1$$

$$Y_2 = \beta_{21} X_1 + \beta_{22} X_2 + \beta_{23} Y_1 + e_2$$

**IV . EMPIRICAL RESULTS**

**A. Validity and Reliability Test**

From a validity test conducted on 10 items of the statement to the variable X1 ( *work family conflict* ), 10 items statement for variable X2 (work stress), 15 items of the statement to the variable Y1 (organizational commitment) and 10 items of the statement to the variable Y2 (Performance) has *corrected-total correlation correlation* (r-count) > r-table, which is at a significant level of 5% (α = 0.05) and n = 132. Therefore, the value of r-table = 0.171 proves that all items in this study are stated valid.

The results of the reliability test resulted in a *Cronbach "s Alpha value* > 0 , 60 . The following results from the reliability test can be seen in the table below:

**Table 1 reliability test results**

Variable	Alpha coefficient standard	Cronbach's Alpha	Information
<i>Work family conflict</i> (X1)	0.60	0868	Reliable
Work stress (X2)	0.60	0.837	Reliable
Organizational commitment (Y1)	0.60	0.759	Reliable
Performance (Y2)	0.60	0.939	Reliable

Source: processed data, 2021

**B. Hypothesis Testing**

**1. Normality test**

A regression equation is said to pass normality if the significance value of the Kolmogorov-Smirnov test is greater than 0.05 .

**Table 2 Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		132
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	3.03701429
Most Extreme Differences	Absolute	,082
	Positive	,067
	Negative	-,082
Kolmogorov-Smirnov Z		,947
Asymp. Sig. (2-tailed)		,331

a. Test distribution is Normal.

b. Calculated from data.

Source: processed data, 2021

Based on table 2 shows that the results of the normality test performed indicate that the data are normally distributed. This is indicated by the value of Asymp Sig. (2-tailed) which is 0.331 > 0.05 so it can be concluded that the data is normally distributed.

## 2. Analysis of Pathway Model I

**Table 3 results of path analysis 1**

**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	57,038	2,914		19,571	,000
1 Work Family	,331	,054	,445	6,098	,000
Conflict					
work Stress	-,257	,059	-,320	-4,377	,000

a. Dependent Variable: Organizational Commitment

Source: Processed data, 2021

Based on table 3 of the results of data processing, the regression equation is obtained as follows:

$$Y = 0.331X_1 - 0.257X_2 + 0.687e1... (1)$$

In table 3 above, it is known that the t-count value of the variable X1 = 6,098 , X2 = - 4,377 and the t-table value is 1,978. The significance value of the variable X1 = 0.000 and the variable X2 = 0.000 is smaller than 0.05. Thus it can be concluded that the regression model 1 variable X1 has a positive and significant effect on Y1 and X2 has a negative and significant effect on Y1.

## 3. Path Coefficient Test Model I

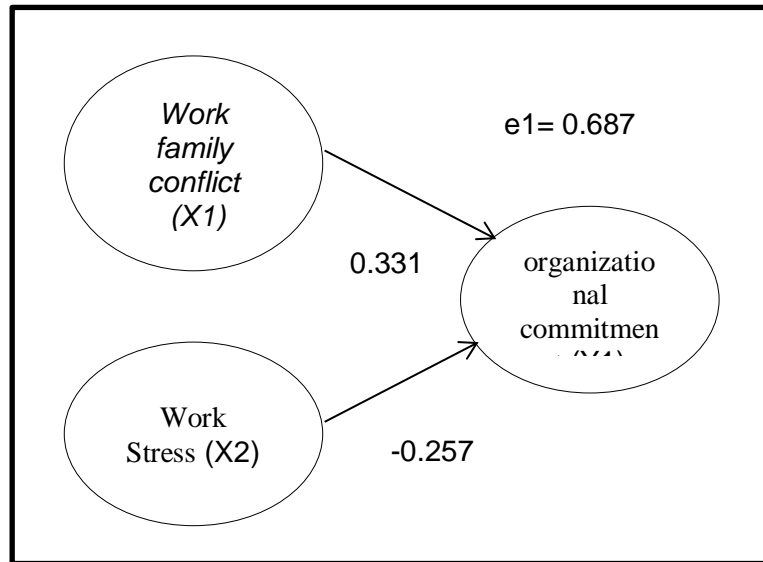
**Table 4 results of path analysis 1**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,559 <sup>a</sup>	,313	,302	4,43078

a. Predictors: (Constant), Work Stress, Work Family Conflict  
Source: Processed data. 2021

Table 4 shows that the correlation coefficient (R) is 0.313. This shows that the effect of X1 and X2 on Y1 is 31.3% while the remaining 68.7% is the contribution of other variables not included in the study. Meanwhile, the value of e1 is obtained by the formula  $e1 = \sqrt{1 - 0.313} = 0.687$ . Thus the path diagram for the structure model I is obtained as follows:



**Figure 1 Model I Path Diagram**

Based on the diagram above, it can be seen the effect of the variables X1 and X2 on Y1. The meaning of the diagram above can be explained as follows:

- a. Analysis of the effect of X1 ( *work family conflict* ) on Y1 ( *organizational commitment* ): it is known that the direct effect X1 ( *work family conflict* ) has on Y1 ( *organizational commitment* ) is 0.331
- b. Analysis of the influence of X2 (Work Stress) on ( *organizational commitment* ), it is known that the direct effect of X2 (Job Stress) on ( *organizational commitment* ) is -0.257

**4. Analysis of Pathway Model II**

**Table 5 results of path II analysis**

**Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10,301	4,026		2,558	, 012
1 Work Family Conflict	, 088	, 043	, 131	2,069	, 041
Work Stress	-, 121	, 044	-, 167	-2,783	, 006
Organizational Commitment	, 576	, 061	, 636	9,443	, 000

a. Dependent Variable: Nurse Performance  
Source: Processed data. 2021

Based on table 5 of the results of data processing, the regression equation is obtained as follows:



$$Y = 0.088 X1 - 0.121 X2 + 576 Y1 + 0.399 e2... (2)$$

In table 5 above, it is known that the t-count value of the variable  $X1 = 2.069$ ,  $X2 = - 2.783$ ,  $Y1 = 9.443$  and the t-table value is 1.978. The significance value of the variable  $X1 = 0.041$ ,  $X2 = 0.006$  and  $Y1 = 0.000$  is smaller than 0.05. Thus it can be concluded that regression model II, namely variable  $X1$  has a positive and significant effect on  $Y2$ , variable  $X2$  has a negative and significant effect on  $Y2$  while  $Y1$  has a positive and significant effect on  $Y1$ .

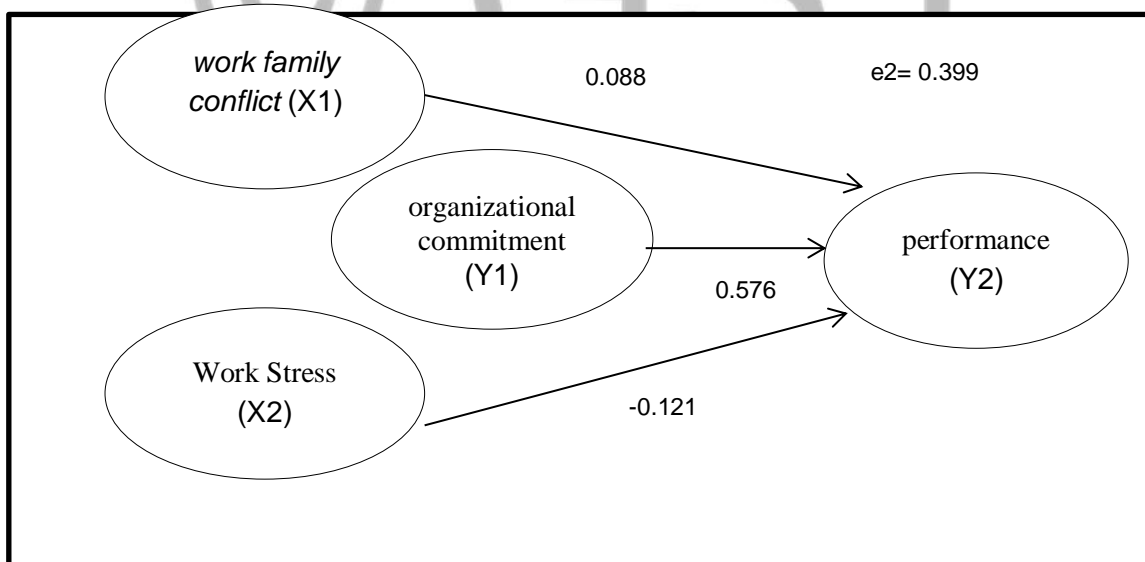
**5. Path Coefficient Test Model II**

**Table 6 results of path II analysis**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,775 <sup>a</sup>	,601	,591	3,07240

a. Predictors: (Constant), Organizational Commitment, Work Stress, Work Family Conflict  
 Source: Processed data, 2021

In Table 6, the correlation coefficient (R) is 0.601. This shows that the effect of  $X1$ ,  $X2$  and  $Y1$  on  $Y2$  is 60.1% while the remaining 39.9% is a contribution from other variables not included in the study. Meanwhile, the value of  $e2$  is obtained by the formula  $e1 = \sqrt{1 - 0.601} = 0.399$ . Thus the path diagram for the structure I I model is obtained as follows:



**Figure 2 Path Diagram Model II**

Based on the diagram above, it can be seen the effect of the variables  $X1$ ,  $X2$  and  $Y1$  on  $Y2$ . The meaning of the diagram above can be explained as follows:

1. Analysis of the effect of  $X1$  (*work family conflict*) on  $Y2$  (performance): it is known that the direct effect  $X1$  (*work family conflict*) has on  $Y2$  (performance) is 0.088.

2. Analysis of the effect of X2 (Work Stress) on Y2 (performance): it is known that the direct effect X1 (Work Stress) has on Y2 (performance) is -0.121.
3. Analysis of the influence of Y1 (organizational commitment) on Y2 (performance): it is known that the direct effect of Y1 (organizational commitment) on Y2 (performance) is 0.578.

**6. Sobel test**

To test the significance of the indirect effect of the independent variable X1 (work family conflict) on the dependent variable Y2 (performance) through the intervening variable (organizational commitment), a single test was carried out with the following results:

**Table 7**  
**Sobel Test Indirect Effect I**

<i>Work family conflict - organizational commitment - Performance</i>			
a	B	Sa	Sb
0.331	0.576	0.054	0.061
Statistical test = 5.14135702 Std. Error = 0.03708282 p-value = 0.00932423			

Source: Processed data, 2021

Based on table 7, it shows that the significance value or p-value for the effect of organizational commitment as an intervening variable between *work family conflict* and performance is 0.009. Because p-value < 0.05 then it can be concluded that the commitment of the Organization i as an intervening variable significant effect.

**Table 8**  
**Sobel Test Indirect Effect I I**

<i>Job stress - organizational commitment - Performance</i>			
a	B	Sa	Sb
-0.257	0.576	0.059	0.061
Statistical test = -3.95536032 Std. Error = 0.03742567 p-value = 0.00007642			

Source: Processed data, 2021

Based on table 8, it shows that the significance value or p-value for the effect of organizational commitment as an intervening variable between job stress and performance is 0.000. Because p-value < 0.05 then it can be concluded that the commitment of the Organization i as an intervening variable significant effect.

## V. DISCUSSION

### a. The effect of *work family conflict* on organizational commitment

Based on data analysis, it was found that work family conflict has a positive and significant effect on organizational commitment. This can be seen from the results of the partial hypothesis test (t test), the significance level of the work family conflict variable is smaller than the determined significance level. This means that the higher the work family conflict, the higher the organizational commitment. This will lead to an increase in the organizational commitment of the employees concerned.

### b. The effect of work stress on organizational commitment

Based on data analysis, it is known that job stress has a negative and significant effect on organizational commitment. This can be seen from the results of the partial hypothesis test (t test), it was found that the significance level of the work stress variable was smaller than the specified level of significance. This means that the higher the work stress, the lower the organizational commitment. This means that work stress that occurs in nurses at RSUD H. Andi Sulthan Daeng Radja Bulukumba will cause a decrease in organizational commitment.

The results of this analysis are in accordance with previous studies by Velnampy and Aravinthan (2013) and Khatibi et al. (2009) who proved that job stress is negatively related to organizational commitment. Conflict or ambiguous as a form of stress has an effect on decreasing organizational commitment, which means that there is a negative relationship between work stress and organizational commitment (Pool, 2000). Cha et al. (2011) and Moncrief et al. (1997) argued that job stress was negatively related to commitment.

### c. The Effect of *work family conflict* on performance

Based on the data analysis, it is known that work family conflict affects the performance of female nurses at RSUD H. Andi Sulthan Daeng Radja Bulukumba, thus leading to the acceptance of the third hypothesis, namely positive and significant work family conflict on the performance of female nurses at RSUD H. Andi Sulthan Daeng Radja Bulukumba. This means that even though the work family conflict experienced by nurses is high, the performance of female nurses at this hospital is also high. However, the lower the work family conflict, the lower the resulting performance. This is in line with research conducted by Misbah Hayati (2020) entitled the effect of work family conflict and work stress on the performance of female nurses. Based on data analysis, work family conflict has a positive and significant effect on the performance of female nurses at RSI Ibnu Sina Padang.

### d. The Effect of Work Stress on performance

Based on the analysis of the data obtained, work stress has an effect on the performance of female nurses at RSUD H. Andi Sulthan Daeng Radja Bulukumba, causing the acceptance of the fourth hypothesis, namely that work stress has a negative and significant effect on the performance of female nurses at H. Andi Sulthan Daeng Radja Bulukumba Hospital. This means that the higher the work stress experienced by female nurses at H. Andi Sulthan Daeng Radja Bulukumba Hospital, the

lower the nurse's performance. This is in line with research conducted by Misbah Hayati (2020) entitled the effect of work family conflict and work stress on the performance of female nurses. Based on the data analysis, it was found that work stress had a negative and significant effect on the performance of female nurses at RSI Ibnu Sina Padang.

**e. The effect of organizational commitment on performance**

Based on the results of the path analysis, the variable organizational commitment has a positive and significant effect on the performance of female nurses, meaning that the higher the organizational commitment, the higher the nurse's performance. This means that the nurse's organizational commitment will lead to an increase in the performance concerned and is supported by the opinion of Bathaw and Grant in (Sopiah, 2008: 156) stating that, "Organizational commitment is the desire of employees to maintain their membership in the organization and are willing to make high efforts in organization".

The research by Sumarni (2019) entitled "The influence of organizational commitment on the performance of nurses at PKU Muhammadiyah Bantul Hospital". The research results show that organizational commitment has a positive and significant effect on the performance of nurses at PKU Muhammadiyah Bantul Hospital.

**f. The effect of work family conflict on performance through organizational commitment**

The results showed that organizational commitment as an intervening variable had a significant effect based on the single test that had been carried out. Based on the results of the calculation, the t value is greater than the t table value, it can be concluded that there is a mediation effect. This shows that indirectly work family conflict through organizational commitment affects the performance of nurses.

**g. The effect of Work Stress on performance through organizational commitment**

Based on the results of the sobel test calculation, the t value is greater than the t table value, it can be concluded that there is a mediation effect. This shows that indirectly job stress through organizational commitment affects the performance of nurses. Stress will reduce performance and commitment directly, while the decrease in organizational commitment will directly impact on employee performance decline. Employees may not focus on work, often miss work or be late for work causing a decrease in work performance. The goals achieved by the company are inseparable from the role and contribution of every employee who is the driving force of organizational life.

Hackett and Guinon (1995) in Sopiah (2008), argue that employees who have high organizational commitment will have an impact on organizational performance. Because employee commitment to the organization is one of the attitudes in which an employee sides with a particular organization and its goals and intends to maintain its membership in that organization.

Research conducted by Muhammad Harunan entitled "The influence of work environment, work discipline and work stress on organizational commitment in improving the performance of nurses in the Asmat District Hospital". The results of the study state that the indirect effect of work

stress (X3) on nurse performance (Y2) through the Organizational Commitment variable (Y1) is 0.198 or 19.8%, although the direct effect of work stress on nurse performance has a greater influence, but both directly. directly or indirectly, job stress has a positive and significant effect on the performance of nurses.

## VI. CONCLUSION

The results of this study indicate that *work family conflict* has a positive and significant effect on organizational commitment. Work Stress has a negative and significant effect on organizational commitment. *Work family conflict* has a positive and significant effect on performance. *Work family conflict* has a negative and significant effect on performance. Organizational commitment has a positive effect on performance. *Work family conflict* through organizational commitment affects the performance of nurses Work Stress through organizational commitment has an effect on nurse performance.

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