

CHAPTER II

LITERATURE REVIEW AND FORMULATION OF HYPOTHESES

2.1 Previous Research Models

Ellen Ernst Kossek, Shaun Pichler, Todd Bodner, Leslie B. Hammer, (2011) conducted a research regarding the relationship between employee perceptions of general supervisors of family-work relations and organizational support and family-work conflicts. This study was conducted to examine whether social support specifically aimed at family-work relations by organizations is bound more strongly to family-work conflicts than general support.

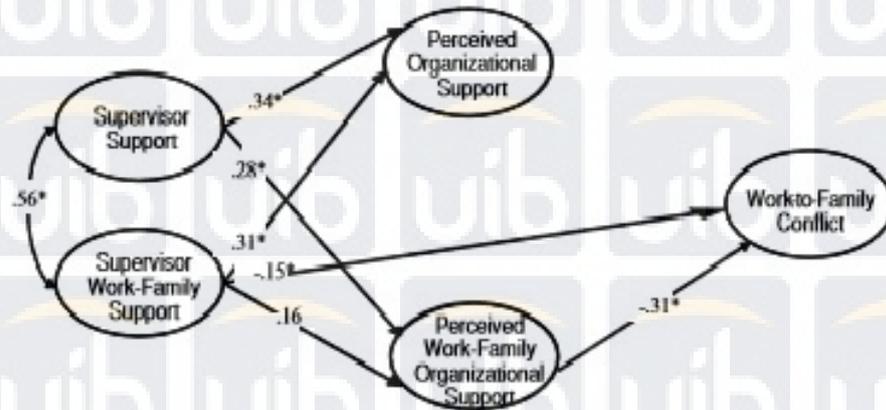


Figure 2.1

Research Model of *Path Analytic Results of Just Identified and Trimmed Models of General and Work-Family-Specific Support Relationships to Work to-Family Conflict*

Source: Ellen Ernst Kossek, Shaun Pichler, Todd Bodner, Leslie B. Hammer (2011).

Research conducted by Anitha J (2013), aimed to find out the main determinants of employee involvement and the predictability of the concept. This study also studies the impact of employee involvement on employee performance.

383 valid results were obtained from a total of 700 questionnaires randomly distributed to employees in Coimbatore, India.

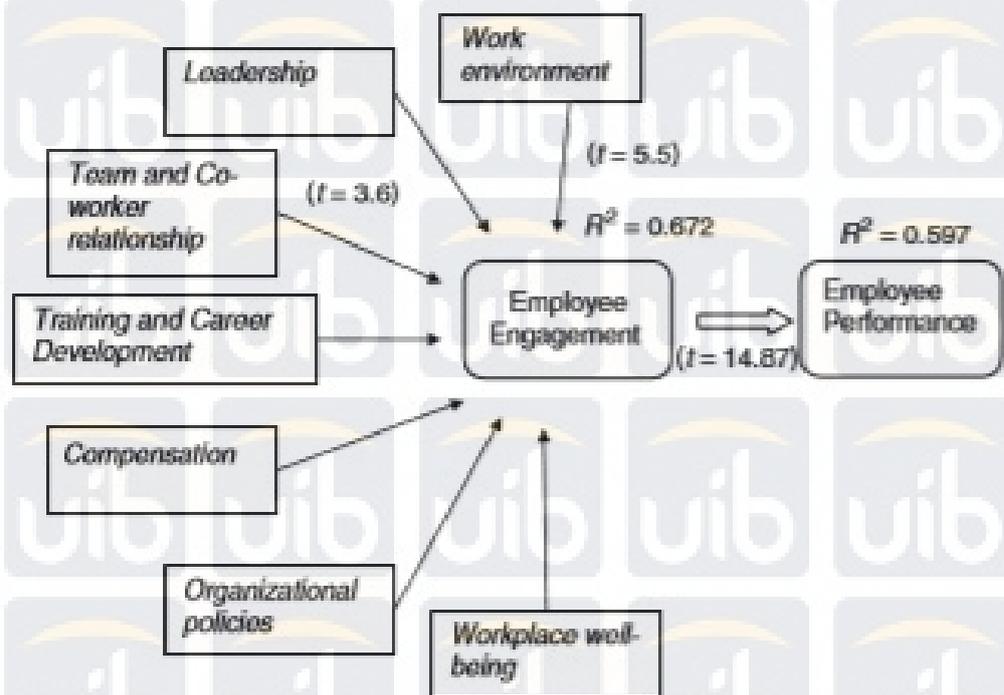


Figure 2.2

Research Model of *Impact of Employee Engagement on Employee Performance*

Source: Anitha J (2013).

Subsequent research by Sheikh Raheel Manzoor, Hafiz Ullah, Murad Hussain, Zulqarnain Muhammad Ahmad (2011), was conducted to analyze the effect of teamwork on employee performance regarding staff members of the KPK, Peshawar Province, Pakistan.

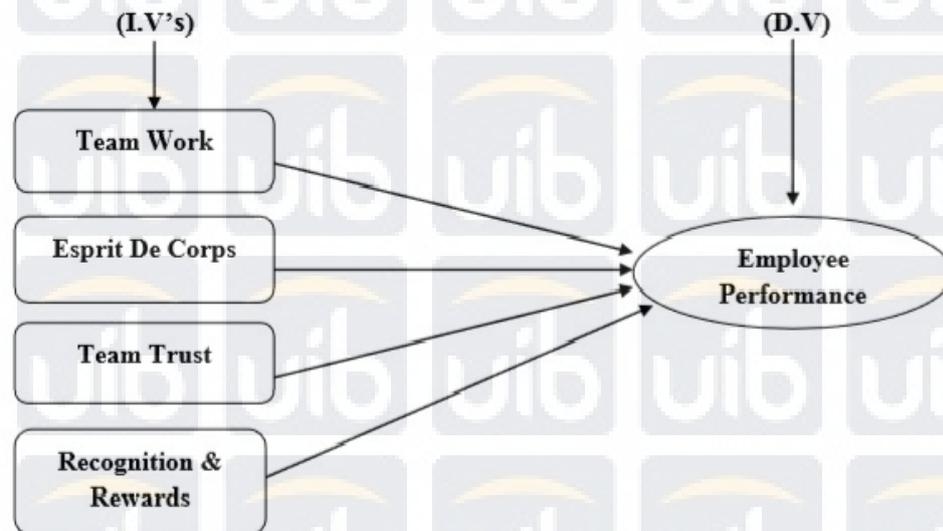


Figure 2.3

Research Model of *TERT* (*Team Work, Esprit De Corps, Recognition and Rewards, Team Trust*)

Next research based in Pakistan conducted by Dr. Sharjeel Saleem, Saba Amin (2013) aims to analyse the relationship between career development support and organizational support and employee performance among the faculties of public and private universities in Faisalabad.

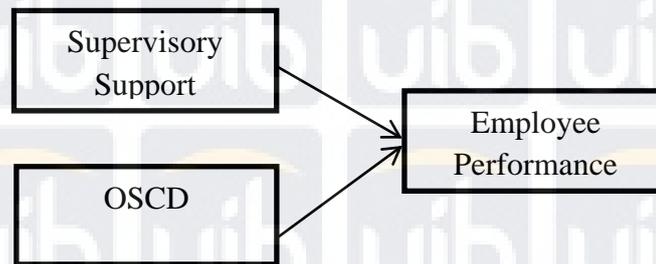


Figure 2.4

Research Model of *The Impact of Organizational Support for Career Development and Supervisory Support on Employee Performance*

Source: Dr. Sharjeel Saleem, Saba Amin (2013)

Subsequent research by John Ofori Damoah, Alex Ntsiful (2015) aims to determine the effect of children's demands on the performance of working mothers. This study examines the moderate influence of team support on the relationship between child care demands and employee performance.

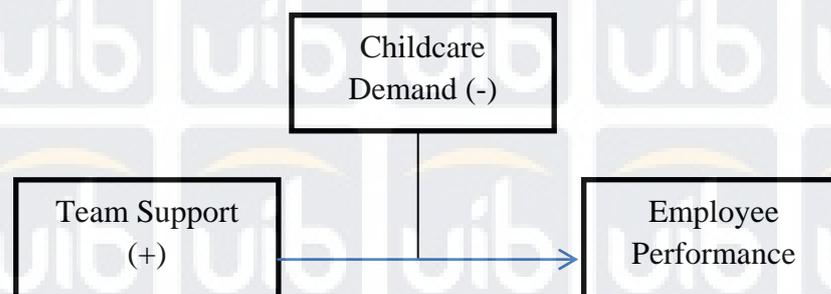


Figure 2.5

Research Model of *Childcare Demands and Employee Performance: The Moderating Influence of Team Support*

Source: John Ofori Damoah, Alex Ntsiful (2015)

2.2 Definition of Dependent Variable

Performance according to Anwar Prabu Mangkunegara (2009:67) is the result of work in quality and quantity achieved by an officer in carrying out his duties in accordance with the responsibilities given to the employees. In line with Anwar Prabu Mangkunegara, according to Sedarmayanti (2011:260), performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the work must be shown the evidence in a concrete and can be measured (compared to predefined standards). Employee Performance is the result of the work of an employee during a certain period compared with various possibilities, such as standards, targets/objectives or criteria that have been determined first and agreed with Soeprihanto, 1996:6. Employee Performance is one of the most important parts in a company where the quality of performance of employees can directly influence the achievement of the objectives of the Organization/company.

According to Güngör (2011), the performance of employees can also be seen as what is done and not done by employees and consist of elements such as output quantity, output quality, timeliness of output, presence at work and cooperation. It also refers to all activities undertaken by employees who are formally recognized as part of the work as well as activities that contribute to the technical core of an organization (Borman and Motowidlo, 1993).

2.3 Correlations between Variables

2.3.1 Childcare Demands influence on Employee Performance

In short Childcare Demands is a claim aimed primarily at mothers to care for children, especially minors. Women who have multiple roles as mothers as well as career women are often faced with difficult positions related to both roles, such as from the side of a mother of a minor they are required to give full attention to the quality Performance/role as a career woman is interrupted as well as vice versa. This has been proven by Robert and Hockey (1997) explaining that non-working demands require a lot of time and energy needed to run errands at work. A similar statement relating to the relationship of both Carlson and Frone (2003), stating that employees (working mothers) can be taken care of if they think about the demands of children's treatment. Working mothers may not fully recover from energy depleted during non-work (childcare) activities at home that indirectly preclude their ability to perform at work (Fritz et al., 2010).

2.3.2 Team Support influence on Childcare Demands and Employee Performance relationship

Social support from within the scope of work can affect employee performance. Organizational interventions to help employees achieve different work-life balance between organizations, depending on their functionality, the types of job roles they offer, and their staff profiles (Prebble, 2005). Balancing both sides through social support from within the scope of work can relieve the mental burden of working mothers who can then positively impact their performance as a career woman.

When providing social support, one aims to help a person with support by increasing the supply of one's personal resources (Van Daalen, Willemsen, &

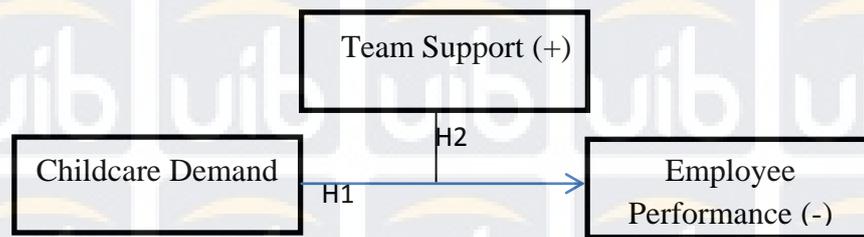
Sanders, 2006). Social support can involve the giving of empathy, attention, love, and trust (emotional support); Time, money, and Energy (instrumental support); Relevant information for appraisal support; and advice, information, and advice (Informational Support; House, 1981). In addition, knowing that coworkers will help when someone is absent because family reasons can motivate team members and give them more resilience to successfully complete work tasks even if they have a family burden The high (Bakker et al., 2005).

One of the research that carries the problem of social support linkage from the scope of work with the performance of employees is research by Lieke L. Ten Brummelhuis, Annemarije Oosterwaal, and Arnold B. Bakke (2012), supervisors and social support organizations weaken this negative relationship. Family demands relate positively to teamwork as there is great support from co-workers and superiors. The study determines that under adequate support conditions in the workplace, the negative effects of the team's family context in the team's performance are less likely, even improving the cooperative relationship within the team.

2.4 Model Research and Formulation of Hypotheses

Based on the explanations above, the author developed the following research model:

*Analysis of the Effect of Childcare Demands on Employee Performance
with Team Support as Moderating Variable.*



Source: John Ofori Damoah, Alex Ntsiful (2015)

Based on the explanation and outline of the above models then the hypothesis for this research is as follows:

H₁: There is a negative influence between childcare demand on employee performance.

H₂: Team Support as moderation variables positively affects the negative relationship between childcare demand and employee performance.