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The Role of Job Satisfaction in Moderating the Influence of Work-Family Conflict and Workload on Human Resource Performance (Empirical Study at Semarang Madya Tax Service Office)

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Abstract. *This study was motivated by the decline in the Organizational Performance Value (NKO) of KPP Madya Semarang in 2025, as well as inconsistencies in previous research findings regarding the effects of work-family conflict and workload on human resource performance. This study aims to analyze the effects of work-family conflict and workload on human resource performance and to examine the moderating role of job satisfaction in the relationship between these two variables and human resource performance. The study employed a quantitative approach using an explanatory research design. The population consisted of all 119 employees of the Semarang Medium Tax Office, all of whom were included as respondents using a census sampling technique. Primary data were collected through a closed-ended questionnaire using a five-point Likert scale from August 28 to 31, 2026. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, encompassing measurement model evaluation, structural model evaluation, hypothesis testing, and moderation analysis. The results indicate that work-family conflict has a negative and statistically significant effect on human resource performance. This finding suggests that increasing conflict between work demands and family responsibilities is associated with a tendency toward lower employee performance. In contrast, workload has a negative relationship with human resource performance, but the effect is not statistically significant. The moderation analysis shows that job satisfaction does not significantly moderate the relationship between work-family conflict and human resource performance or the relationship between workload and human resource performance. Nevertheless, the analysis of direct effects indicates that job satisfaction has a positive and statistically significant effect on human resource performance. These findings suggest that job satisfaction is directly associated with performance, but its role in weakening the negative effects of work-family conflict and workload on human resource performance has not been empirically supported. This study concludes that work-family conflict is a factor that significantly affects human resource performance, whereas the direct effect of workload on human resource performance and the moderating role of job satisfaction has not received empirical support. Therefore, human resource performance management at the KPP Madya Semarang should*

consider work-family balance and efforts to improve job satisfaction. This study is expected to contribute to the development of human resource management research and provide considerations for employee management within the Directorate General of Taxes.

Keywords: *Family Conflict; Human Resource; Job Satisfaction: KPP Madya Semarang; Workload.*

1. Introduction

An organization is a container or empty space where people gather and work together logically, compactly, methodically, planned, organized, directed and orderly to achieve common goals.(Syuhada et al., 2024). As a public organization required to achieve optimal performance to achieve sustainable national development goals, the Directorate General of Taxes (DGT) plays a strategic role as an institution collecting state revenues, which serve as the backbone of the State Budget (APBN). To carry out this function, the DGT coordinates its subordinate vertical units, including the Semarang Medium Tax Service Office (KPP Madya), to ensure they meet established performance targets and service standards.

The performance of organizations in the public sector is highly dependent on human resources (HR) which drive and directly reflect the quality of the performance of these HR.(Mappisabbi et al., 2026). The Organizational Performance Value (NKO) of the Semarang Medium Tax Office (KPP Madya) according to the annual performance report shows the fact that human resource performance is still not optimal in achieving maximum organizational targets. Therefore, organizational performance evaluation needs to be seen not solely from the achievement of numbers, but also from the behavioral factors and employee working conditions that underlie it. The NKO of the Semarang Medium Tax Office (KPP Madya) in the last five years is stated in Table.

Organizational Performance Assessment of Semarang Medium Tax Office (KPP Madya) for 2021-2025

Year	Target	Maximum Index	Achievement	Achievement Index
2021	100%	120%		103.51%
2022	100%	120%		106.70%
2023	100%	120%		108.72%
2024	100%	120%		110.32%
2025	100%	120%		96.55%

Source: Semarang Medium Tax Office Annual Performance Report 2021-2025

Based on Table, the annual performance report of the Semarang Medium Tax Office (KPP Madya), NKO for the 2021-2025 period shows fluctuations in performance. From 2021 to 2024, the performance achievement index was above the minimum target of 100% and consistently increased, although it did not reach the maximum achievement index of 120%. However, a different situation occurred in 2025 when the performance achievement index decreased significantly to 96.55%, even below the established target. This decline in performance indicates problems in achieving organizational performance that cannot be ignored and require further analysis.

The decline in organizational performance cannot be separated from the role of human resources as the primary driving force of the organization. Performance is defined as the work results, both in terms of quality and quantity, achieved by human resources in carrying out tasks in accordance with their assigned responsibilities.(Hamdiyah et al., 2016)One of the crucial issues facing human resources in modern organizations, including government agencies, is the increasing conflict between work and family roles, or work-family conflict. Greenhaus & Beutell (1985)explains that work-family conflict is a form of inter-role conflict when pressures from work and family roles conflict with each other in terms of job satisfaction and HR performance. In the context of the Semarang Medium Tax Office (KPP Madya), the demands of achieving revenue targets, the complexity of tax administration, and high time pressure in completing tasks have the potential to increase work-family conflict among employees.

HR performance is not only determined by technical capabilities, but can be influenced by several individual and organizational factors such as workload and work stress.(Fani & Permana, 2024), job rotation, and work-family conflict balance or work and family roles(Nurkhayati & Khasbulloh, 2023)Theoretically, work-family conflict negatively impacts employees' psychological well-being, such as increased work stress, emotional exhaustion, and decreased subjective well-being. This condition subsequently leads to a decline in the quality and quantity of human resource performance. Employees who are unable to manage role conflict effectively tend to experience decreased focus, motivation, and work commitment, which ultimately impacts individual and organizational performance as a whole.(Mustofa & Frianto, 2019). Thus, work-family conflict is a relevant factor to examine in relation to the decline in the performance of the Semarang Medium Tax Office (KPP Madya) in 2025.

Previous research shows that increasing conflict between work and family leads to a decline in HR performance.(Fani & Permana, 2024), however, the study conducted by Nurkhayati & Khasbulloh (2023) found that work-family conflict does not affect employee performance because in some contexts female employees are better able to balance time for work and family, thus minimizing the occurrence of work-family conflict. Sampurna & Suharnomo (2023) And Rosyida et al. (2024)even shows a positive relationship between work-family conflict and HR performance, when supported by additional factors such as emotional intelligence and organizational support.

In addition to work-family conflict, high workload is also a key characteristic of the work environment in tax service offices, leading to a decline in human resource performance. High work targets and excessively high work standards can lead to physical and psychological exhaustion, leading to decreased performance.(Hart & Staveland, 1988)In modern organizational dynamics, the combination of work-family conflict and workload are two major sources of stress that have the potential to increase work stress. Conflict between work and family demands can drain an individual's psychological energy, while excessive workloads increase physical and mental fatigue. If not managed properly, both conditions tend to reduce employee focus, motivation, and work effectiveness.

However, empirical findings regarding the influence of work-family conflict and workload on HR performance show inconsistent results. Yozgat & Kamanli (2016)shows that workload and work stress have a significant effect on employee performance. However, recent research by Muhindra & Suhana (2025)showed different results, namely that workload had no effect on HR performance. This difference in results indicates that in certain places, high levels of work-family conflict and workload can actually maintain and even improve HR performance.

The negative impact of work-family conflict and workload on HR performance is not always direct and uniform across individuals, but rather is influenced by internal psychological factors that shape how individuals respond to work pressure. In this context, job satisfaction is seen as a relevant variable because it can mitigate these negative impacts. Job satisfaction reflects an employee's emotional state toward their job, which is formed from perceptions of workload, the work environment, and the individual's ability to balance work and family roles.(Sinaga & Wahyanti, 2019).

With improved job satisfaction, employees tend to be better able to manage work-family conflict and workload adaptively, thereby minimizing performance decline. Thus, job satisfaction serves as a moderating variable that can mitigate and suppress the negative impacts of work-family conflict and workload on human resource performance, while also serving as a strategic element for organizations in maintaining sustainable human resource performance.

Based on the empirical phenomenon of declining organizational performance in 2025, the inconsistency of previous research results, and the important role of job satisfaction in improving the negative relationship between work-family conflict and workload with HR performance, this research is important to conduct. This study aims to comprehensively analyze the influence of job satisfaction in moderating the relationship between work-family conflict and employee workload on HR performance at the Semarang Medium Tax Service Office.

2. Research Methods

This study uses a quantitative research type with an explanatory research method. Quantitative research was chosen because it aims to test previously formulated hypotheses regarding the relationship between variables, namely: work-family conflict, workload, job

satisfaction, and HR performance, which are analyzed using numerical data and inferential statistical techniques. (Sugiyono, 2023).

The causal approach is used to analyze and test the influence of independent variables, namely work-family conflict and workload, on the dependent variable, namely HR performance, as well as to analyze the role of job satisfaction as a moderating variable in the relationship between the independent variables and the dependent variable.

3. Results and Discussion

3.1. The Influence of Work-Family Conflict on HR Performance

The results of the hypothesis testing indicate that work-family conflict has a negative and significant effect on HR performance among employees at the Semarang Medium Tax Office (KPP Madya). The negative path coefficient indicates that the higher the work-family conflict experienced by employees, the lower the resulting HR performance tends to be.

These results are theoretically in line with the concept of work-family conflict put forward by Greenhaus & Beutell (1985)They explain that work-family conflict occurs when the demands of one role make it difficult for an individual to fulfill the demands of another role. This conflict can arise due to time constraints, the pressure or tension created by a role, or a mismatch between the behaviors required in each role. Therefore, when work demands increasingly consume an employee's time, energy, and psychological well-being, the resources available to fulfill family roles become more limited. Conversely, the pressures arising from this conflict also have the potential to carry over into the work environment, disrupting concentration and task performance.

The findings of this study can also be explained through the five indicators of work-family conflict used in the study: time constraints, high work demands, fatigue or stress due to work, work pressure that creates tension, and conflicting commitments and family responsibilities. These five indicators essentially describe a mismatch in time and energy resources between work and family demands. When employees face these conditions continuously, their ability to maintain quality, quantity, timeliness, effectiveness, and independence in their work can be impaired. Therefore, the negative coefficient can be understood as empirical evidence that the conflict between work and family demands is one of the factors related to decreased HR performance in the context of this study.

These findings are also supported by previous research listed in this research study.Fani & Permana (2024)found that increased work-family conflict was associated with decreased HR performance. These research results provide empirical support for the negative relationship found in the study at the Semarang Medium Tax Office. Furthermore, this studyYozgat & Kamanli (2016)also places work-family conflict as one of the factors related to employee performance.

In the context of the Semarang Medium Tax Office (KPP Madya), the results of this study indicate that conflicts arising from work and family demands have consequences for human resource performance when the conflict is strong enough to disrupt the implementation of

work roles. This is relevant to the characteristics of work in tax organizations, which in this study are associated with the demands of achieving targets, the complexity of tax administration work, and time pressure. Therefore, the results of this study do not merely indicate that family is a factor inhibiting performance, but rather that the incompatibility or conflict between the demands of these two roles can reduce employees' ability to carry out their work roles optimally.

Furthermore, the descriptive results of the study also provide context for these findings. Several aspects of work-family conflict received relatively higher average scores than other indicators, particularly regarding fatigue or stress due to work and limited time for family. These findings indicate that fatigue/pressure after work and limited time are quite prominent in respondents' perceptions. This condition is conceptually consistent with the explanationGreenhaus & Beutell (1985)that time-based conflict and strain are important sources of inter-role conflict.

Thus, the results of this study strengthen the theoretical basis that work-family conflict is a form of inter-role conflict that can disrupt work role performance when work and family demands cannot be met in a balanced manner. These findings also support and reinforce previous research that found a negative relationship between work-family conflict and HR performance, although previous research has shown differences based on context and other contributing factors.

3.2. The Influence of Workload on HR Performance.

The research results indicate that workload does not significantly impact HR performance. Thus, this study found a tendency for a negative relationship between workload and HR performance, but this tendency is not strong enough to prove that changes in workload significantly explain changes in HR performance among the study respondents.

The findings of this study indicate that workload does not influence human resource performance. In the context of the research at the Semarang Medium Tax Office (KPP Madya), workload can be perceived as the work demands that employees must complete, including work volume, targets, mental demands, use of work time, and the suitability of the workload to employee capabilities. However, the presence of these work demands does not automatically result in significant changes in performance.

On the other hand, job satisfaction reflects an employee's positive attitude toward their work, which can be demonstrated through feelings of enjoyment, acceptance of their work, and a positive assessment of their work environment. However, this positive attitude may not necessarily generate sufficient psychological energy for employees to cope with the demands of their workload. Employees with high job satisfaction may not necessarily be able to translate positive perceptions of their work into adequate skills to cope more effectively with workload, target pressure, and mental demands.

These findings are in line with researchUtami et al. (2020)on employees of the Yogyakarta Center for Environmental Health Engineering and Disease Control (BBTKLPP), which showed that workload did not affect performance. Similar results were also found byWahyuningsih

& Zusana (2021)This finding indicates that workload has no effect on employee performance. This finding reinforces the findings of this study, which argue that the negative effect of workload on HR performance has not yet received sufficient empirical support. Therefore, employee performance can be influenced by a combination of other factors, so individual changes in workload may not be sufficient to produce significant performance changes.

The insignificant effect of workload on HR performance in this study can also be understood from the characteristics of workload, which are determined not only by the amount of work but also by the employee's ability to manage job demands. In this study, the indicators of mental job demands and work volume and targets had the highest average values, respectively. This condition indicates relatively high job demands, but these demands do not necessarily directly reduce HR performance.

Furthermore, the relationship between workload and HR performance can be influenced by organizational and individual factors not directly examined in this research model. Leadership support, cooperation between employees, division of tasks, employee abilities, work discipline, compensation, and psychological well-being can all be factors that help employees cope with job demands. This is evident in the research.Wahyuningsih & Zusana (2021), when work discipline and compensation actually show a positive and significant influence on performance, while workload has no effect. Thus, workload may still be perceived as a job demand, but its impact on performance may be influenced by the presence of other supporting factors.

Based on these overall results, workload in this study cannot yet be positioned as a significant direct determinant of HR performance. The positive interaction coefficient indicates a tendency for job satisfaction to weaken the negative influence of work-family conflict on HR performance. However, this effect is not statistically significant. These results also reinforce the findings of previous research, which showed that the relationship between workload and HR performance can be negative but not significant.

Workload can also be viewed as part of a work routine that employees are accustomed to, so they tend to have experience and work patterns in completing various task demands. Furthermore, adequate resource support, such as the availability of work facilities, task support systems, employee skills, and inter-employee collaboration, can help mitigate the stress caused by workload. These conditions enable employees to continue completing their work optimally despite facing high job demands.

Therefore, managing HR performance requires more than just reducing workloads; other supporting factors must also be considered. Workload doesn't always directly impact HR performance if employees are accustomed to the demands of the job and are supported by adequate resources.

3.3. Moderation of Job Satisfaction on Relationship*Work-family Conflict*on HR Performance

The results of the moderation test indicate that the interaction between work-family conflict and job satisfaction has no effect on HR performance. Although the positive interaction coefficient indicates a tendency that increasing job satisfaction can reduce the negative direction (weaken) of the relationship between work-family conflict and HR performance, this tendency is not statistically significant to indicate that job satisfaction truly functions as a moderator in the relationship, so that job satisfaction has not been able to change the strength of the relationship between work-family conflict and HR performance.

Conversely, the results of this study indicate that job satisfaction can have a direct, positive relationship with HR performance through other dimensions. This is an interesting finding because statistical testing showed that job satisfaction had a positive and significant effect on HR performance. In this study, job satisfaction was more strongly seen as a factor directly related to HR performance rather than as a condition that significantly weakened the impact of work-family conflict on HR performance.

This situation is understandable because job satisfaction is an employee's positive attitude toward their work, reflected in feelings of pleasure, acceptance, and positive assessment of various aspects of the job. However, this positive attitude does not necessarily guarantee the availability of sufficient resources or time for employees to resolve role conflict between work and family. Employees who are satisfied with their jobs can still face time constraints, fatigue, and the demands of family responsibilities that conflict with work obligations. Thus, job satisfaction can motivate employees to demonstrate better performance, but it is not able to overcome the source of conflict that stems from the imbalance of work and family demands.

These findings demonstrate that a variable's direct and moderating effects need to be distinguished. A significant direct effect does not automatically imply a significant effect when used as a moderator. In this study, job satisfaction was shown to have a direct effect on human resource performance, but it was not proven to alter the strength of the relationship between work-family conflict and human resource performance.

Relevant results can also be seen in the researchAn et al. (2020)regarding work-family conflict, job stress, job satisfaction, and performance in the seafaring profession. The study found that job satisfaction has a positive effect on performance, but the relationship between work-family conflict and performance is influenced by a combination of other conditions such as job stress and job satisfaction. The study also showed that not all tested interaction effects were significant, so the relationship between work-family conflict and performance cannot be understood solely through a single moderator variable. These findings provide the perspective that the presence of job satisfaction alone is not necessarily sufficient to change the relationship between work-family conflict and HR performance.

The insignificant moderation effect in this study can be explained by several possible factors. First, work-family conflict is an inter-role conflict related to time constraints, fatigue, pressure, and tension stemming from work and family demands. Therefore, job satisfaction does not necessarily directly eliminate these sources of conflict. Second, the moderating effect may be more influenced by organizational support, such as superior support.(Kossek et al., 2011), work flexibility, family support, time management skills, and employee psychological conditions. Third, job satisfaction in this study had a relatively high average value, so the variation in satisfaction between respondents may not be large enough to produce a significant difference in the strength of the relationship between work-family conflict and performance. Although the results of the moderation test showed statistically insignificant results, the positive interaction coefficient indicates a tendency that job satisfaction can change the direction of the negative impact of work-family conflict on HR performance to be more positive, although not yet significant.

These findings need to be further examined together with the results of moderation testing on the relationship between workload and HR performance to gain a more comprehensive understanding of the role of job satisfaction in the research model at KPP Madya Semarang.

3.4. Moderation of Job Satisfaction in the Relationship between Workload and HR Performance

The results of the moderation test indicate that the interaction between workload and job satisfaction has no effect on HR performance. The negative coefficient in this study indicates that the direction of the interaction does not show the hypothesized pattern, meaning that job satisfaction does not show a sufficient tendency to weaken the negative relationship between workload and HR performance. Therefore, this study does not provide empirical evidence that job satisfaction functions as a moderator in the relationship between workload and HR performance.

As previously explained, job satisfaction has been shown to have a positive and significant effect on HR performance. This means that employees with higher job satisfaction tend to demonstrate better performance, but this satisfaction does not automatically change the strength of the relationship between workload and HR performance. This finding can be understood through research.Sudiarditha et al. (2019)among employees of the East Jakarta Integrated Service Unit. The study found that workload had no effect on performance, while job satisfaction had a positive and significant effect. The study also showed that workload influences job satisfaction and job stress, suggesting that the relationship between workload and performance may occur through other mechanisms, not solely through direct influence.

These results provide a basis for understanding that job satisfaction as a direct predictor and job satisfaction as a moderator are two distinct functions. Job satisfaction can contribute to performance because employees who are satisfied with their jobs, work relationships, facilities, and other aspects of their work can have a positive attitude toward carrying out their duties. However, when positioned as a moderator, job satisfaction must be able to alter the strength of the relationship between workload and HR performance. The results of this study indicate that this mechanism has not been proven. In other words, satisfied

employees are not yet able to generate the energy or resources to cope with workload and thus positively impact performance.

The insignificance of the moderating role of job satisfaction can also be explained by the suitability of the job satisfaction measurement indicators with the employee's ability to face workload demands. In this research, job satisfaction is measured through satisfaction with the job itself, job challenges, relationships with colleagues and superiors, salary and facilities, and career development opportunities. Although these indicators reflect employees' positive attitudes towards their work, not all of them directly reflect the availability of psychological energy or resources needed to overcome workloads.

In the context of moderation, more relevant indicators to explain an employee's ability to transform workload into a challenge or opportunity for performance improvement are satisfaction with meaningful work challenges, support from superiors and coworkers, the availability of facilities to support task completion, and opportunities for competency development. These aspects have the potential to strengthen employee motivation, self-confidence, and capacity to face work demands more effectively. Therefore, the insignificant moderation of job satisfaction in this study may indicate that employee job satisfaction is not necessarily accompanied by sufficient resources to positively alter the influence of workload on HR performance.

StudyGoh et al. (2015)showed that daily workload was positively related to work-family conflict, while supervisor support specifically oriented to work-family needs could weaken this relationship. However, the study also found that the overall moderated mediation mechanism tested was not supported. These findings suggest that organizational resources specific to job demands may play an important role, but the moderating effect remains contingent on the relationship pathway and the context tested.

Another factor to consider is the characteristics of the workload itself. Workload is not only related to the amount of work, but also includes time demands, mental demands, the suitability of the work to one's abilities, and how the work can be managed. In this study, the highest average scores were for mental demands of the job and work volume and targets. This condition indicates that respondents perceive job demands, but these demands do not necessarily result in decreased performance if employees have other resources to cope.

Based on these overall findings, job satisfaction plays a distinct role in its relationship with HR performance. On the one hand, job satisfaction has been shown to have a direct, positive and significant influence on HR performance. On the other hand, job satisfaction has not been shown to moderate the relationship between work-family conflict and workload on HR performance. This suggests that the importance of job satisfaction in relation to HR performance does not necessarily mean that job satisfaction is able to change the strength or direction of the relationship between these two variables and HR performance.

In the context of Semarang's Medium Tax Office (KPP Madya), job satisfaction has received more empirical support as a factor directly related to human resource performance rather than as a variable that strengthens or weakens the relationship between work-family conflict and workload with human resource performance. This finding also indicates that job satisfaction needs to be supported by adequate job resources to encourage employees to generate the psychological energy, motivation, and abilities needed to cope with workload. With such support, the workload faced is not only viewed as a job demand, but also has the potential to be interpreted as a challenge and opportunity to develop abilities and improve performance. However, because the moderating effect of job satisfaction on the relationship between workload and human resource performance is not proven, this potential has not received empirical support in this study.

4. Conclusion

This research is motivated by the issue of HR performance at the Semarang Medium Tax Office, namely the decline in organizational performance achievements by 2025. This condition indicates the importance of examining factors that have the potential to influence HR performance, especially the conflict between work and family demands (work-family conflict) and workload. In addition to these two factors, this study places job satisfaction as a moderating variable that is expected to be able to weaken the negative influence of work-family conflict and workload on HR performance. This problem becomes increasingly relevant because the results of previous studies on the relationship between work-family conflict and workload with HR performance still show mixed findings. Based on the analysis and discussion, the research conclusions are as follows. First, work-family conflict has a negative and significant impact on human resource performance. Conflict between work demands and family responsibilities can reduce employees' ability to perform their work optimally. Time constraints, work pressure, fatigue, and conflicting role demands have the potential to disrupt employee concentration and effectiveness. Therefore, the first hypothesis is supported, and the implementation of the research results provides empirical support for the concept in the context of employees at the Semarang Medium Tax Office (KPP Madya). Second, workload has a negative influence, but its effect on HR performance is not statistically significant. Therefore, the second hypothesis is not supported. These results do not provide sufficient empirical evidence that workload directly affects HR performance in the context of this study. However, this finding does not mean that workload can be ignored. The relationship with HR performance may be related to other conditions, such as employee capabilities, task allocation, and leadership support, which were not specifically tested in this study. Therefore, the hypothesis regarding the negative influence of workload on HR performance has not received sufficient empirical support in the research object at the Semarang Medium Tax Office. Third, job satisfaction was not proven to moderate the influence of work-family conflict on HR performance. Although the direction of the interaction coefficient showed a tendency in line with the hypothesis that job satisfaction can weaken the negative influence of work-family conflict on HR performance, the results were not statistically significant. Thus, the third hypothesis was not supported. This finding

does not support the research concept that positions job satisfaction as a factor weakening the relationship between work-family conflict and HR performance. High job satisfaction has not been proven to be able to change the strength of this relationship among employees of the Semarang Medium Tax Office. Fourth, job satisfaction was also not proven to moderate the effect of workload on HR performance. The test results did not provide sufficient empirical evidence that job satisfaction attenuates the negative effect of workload on HR performance. Therefore, the fourth hypothesis was not supported. Theoretically, these results do not support the assumption that job satisfaction functions as a buffering factor that reduces the impact of workload on HR performance. Therefore, the role of job satisfaction as a moderator in this relationship cannot be proven in the context of this study. In addition to testing the four hypotheses, the study found that job satisfaction has a direct, positive, and significant effect on HR performance. This finding indicates that employee satisfaction with their job, relationships with superiors and coworkers, salary and benefits, and career development opportunities are associated with better performance. These results confirm that job satisfaction remains a crucial factor in HR management, although its role as a moderating variable in the relationship between work-family conflict and workload and HR performance has not been proven. Overall, this study concludes that work-family conflict is a factor that has a negative and significant influence on HR performance, while the influence of workload on HR performance is not proven to be significant. Job satisfaction is proven to be positively and significantly related to HR performance directly, but is not proven to moderate in weakening the negative influence of work-family conflict or workload on HR performance. Thus, the results of this study provide empirical support for the concept of work-family conflict, but do not provide empirical support for the negative influence of workload and the moderating function of job satisfaction as formulated in the research hypothesis. This finding confirms that improving HR performance at KPP Madya Semarang needs to pay attention to the management of work-family conflict and job satisfaction, while the relationship between workload and the moderating function of job satisfaction still requires further study.

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