


**ROLE OF WORK-FAMILY CONFLICT ON WORK PERFORMANCE AMONG EMPLOYEES  
IN CHINESE NATIONAL AMCS**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 30 June 2023</p> <p><b>Accepted</b> 26 September 2023</p>	<p><b>Purpose:</b> The objective of this study was to investigate the impact of work-family conflict on work performance, with a particular focus on the mediating role of employee innovative behavior and the moderating role of creative self-efficacy, based on the principles of the Stimulus-Organism-Response (SOR) theory among employees in Chinese national AMCs.</p>
<p><b>Keywords:</b></p> <p>Work Performance; Work-Family Conflict; Employee’s Innovative Behavior; Creative Self-Efficacy.</p>	<p><b>Theoretical framework:</b> Recent literature has reported good results in work-family conflict in work performance (Hendra and Made, 2019). However, there is still much to investigate and learn about WP because it is a recent development.</p> <p><b>Design/Methodology/Approach:</b> This study adopted SEM (Structural Equation Modeling) research method and using the software PLS 3.0 processing data collected from 548 questionnaires distributed through email-box to the general employees of four main cities of the four national AMCs in China.</p>
	<p><b>Findings:</b> Based on this study, it can be concluded that work-family conflict has a significant negative impact on work performance in the AMC industry. Higher levels of work-family conflict leading to lower work performance. However, employee’s creative self-efficacy and innovative behavior can improve their performance.</p> <p><b>Research, Practical &amp; Social implications:</b> This study contributes to the existing literature exploring the role of work-family conflict as a negative factor affecting employees’ work performance within the framework of the Stimulus-Organism-Response (SOR) theory. Practically, this study provides valuable guidance for managers in noticing and addressing specific challenges within China’s national AMCs. We suggest a future research of framework in this research in other industries or countries with different cultural, economic, and organizational contexts with longitudinal or experimental designs.</p> <p><b>Originality/Value:</b> The results highlight the relevance of the SOR framework in guiding managerial considerations, addressing practical problems, and fostering positive work environments that lead to improved work performance in national asset management companies.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i10.3672">https://doi.org/10.26668/businessreview/2023.v8i10.3672</a></p>

**PAPEL DO CONFLITO ENTRE O TRABALHO E A FAMÍLIA NO DESEMPENHO DO TRABALHO  
ENTRE OS FUNCIONÁRIOS NO AMCS NACIONAL CHINÊS**

**RESUMO**

**Objetivo:** O objetivo deste estudo foi investigar o impacto do conflito trabalho-família no desempenho do trabalho, com foco particular no papel mediador do comportamento inovador dos funcionários e no papel

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moderador da autoeficácia criativa, com base nos princípios da teoria do Estímulo-Organismo-Resposta (SOR) entre os funcionários em AMCs nacionais chineses.

**Estrutura teórica:** A literatura recente tem relatado bons resultados no conflito trabalho-família no desempenho do trabalho (Hendra and Made, 2019). No entanto, ainda há muito para investigar e aprender sobre o WP porque é um desenvolvimento recente.

**Design/Metodologia/Abordagem:** Este estudo adotou o método de pesquisa SEM (Structural Equation Modeling) e utilizou o software PLS 3.0 para processamento de dados coletados de 548 questionários distribuídos através de e-mail-box para os funcionários gerais de quatro grandes cidades das quatro AMCs nacionais da China.

**Constatações:** Com base neste estudo, pode-se concluir que o conflito trabalho-família tem um impacto negativo significativo no desempenho do trabalho na indústria de AMC. Níveis mais altos de conflito entre trabalho e família, resultando em um desempenho inferior do trabalho. No entanto, a autoeficácia criativa e o comportamento inovador dos funcionários podem melhorar seu desempenho.

**Pesquisa, Implicações práticas e Sociais:** Este estudo contribui para a literatura existente explorando o papel do conflito trabalho-família como um fator negativo que afeta o desempenho do trabalho dos funcionários no âmbito da teoria do Estímulo-Organismo-Resposta (SOR). Praticamente, este estudo fornece orientações valiosas para os gerentes em perceber e enfrentar desafios específicos dentro das AMCs nacionais da China. Sugerimos uma futura pesquisa de enquadramento nesta pesquisa em outras indústrias ou países com diferentes contextos culturais, econômicos e organizacionais com projetos longitudinais ou experimentais.

**Originalidade/Valor:** Os resultados destacam a relevância do quadro SOR para orientar considerações de gestão, abordar problemas práticos e promover ambientes de trabalho positivos que conduzam a um melhor desempenho no trabalho nas empresas nacionais de gestão de ativos.

**Palavras-chave:** Desempenho do Trabalho, Conflito Trabalho-Família, Comportamento Inovador do Funcionário, Autoeficácia Criativa.

## PAPEL DEL CONFLICTO TRABAJO-FAMILIA EN EL DESEMPEÑO LABORAL DE LOS EMPLEADOS EN AMCS NACIONALES CHINOS

### RESUMEN

**Objetivo:** El objetivo de este estudio fue investigar el impacto del conflicto trabajo-familia en el desempeño laboral, con especial énfasis en el papel mediador del comportamiento innovador de los empleados y el papel moderador de la autoeficacia creativa, basado en los principios de la teoría del estímulo-organismo-respuesta (SOR) entre los empleados en AMC nacionales chinos.

**Marco teórico:** La literatura reciente ha reportado buenos resultados en el conflicto trabajo-familia en el desempeño laboral (Hendra y Made, 2019). Sin embargo, todavía hay mucho que investigar y aprender sobre WP porque es un desarrollo reciente.

**Diseño/Metodología/Enfoque:** Este estudio adoptó el método de investigación SEM (Structural Equation Modeling) y el uso del software PLS 3.0, que procesa los datos recogidos de 548 cuestionarios distribuidos a través de correo electrónico a los empleados generales de cuatro ciudades principales de las cuatro AMC nacionales en China.

**Hallazgos:** Con base en este estudio, se puede concluir que el conflicto trabajo-familia tiene un impacto negativo significativo en el desempeño laboral en la industria AMC. Niveles más altos de conflicto entre el trabajo y la familia que conducen a un menor rendimiento laboral. Sin embargo, la autoeficacia creativa y el comportamiento innovador de los empleados pueden mejorar su rendimiento.

**Investigación, Implicaciones prácticas y Sociales:** Este estudio contribuye a la literatura existente que explora el papel del conflicto trabajo-familia como un factor negativo que afecta el desempeño laboral de los empleados en el marco de la teoría del Estímulo-Organismo-Respuesta (SOR). Prácticamente, este estudio proporciona una valiosa orientación para los gerentes en la detección y abordaje de desafíos específicos dentro de las AMC nacionales de China. Sugerimos una futura investigación de marco en esta investigación en otras industrias o países con diferentes contextos culturales, económicos y organizacionales con diseños longitudinales o experimentales.

**Originalidad/Valor:** Los resultados resaltan la relevancia del marco SOR en la orientación de consideraciones gerenciales, abordando problemas prácticos y fomentando ambientes de trabajo positivos que conducen a un mejor desempeño laboral en las empresas nacionales de gestión de activos.

**Palabras clave:** Rendimiento del Trabajo, Conflicto Trabajo-Familia, Comportamiento Innovador del Empleado, Autoeficacia Creativa.

## INTRODUCTION

From the 1980s onwards, numerous countries experienced diverse financial crises that resulted in a significant number of non-performing loans. Both eastern and western nations were impacted, with the United States being particularly affected by the crisis, as around 1,600 banks and similar financial institutions were unable to avoid the fallout. As a solution, the United States Treasury Department established the Restructuring Trust Corporation (RTC) to address the non-performing loans (Lakshmypriya, Rai, Kulkarni, Shankar, & James, 2022). After five years of operation, the RTC successfully mitigated financial risks and established a framework for handling non-performing assets of financial institutions that could be applied in various countries.

In 1997, the Asian Financial Crisis caused significant damage to the economy of China, resulting in numerous company bankruptcies and unpaid bank loans. The country's four largest national banks faced a significant burden of non-performing loans. Drawing on the experiences of other countries in dealing with bad loans, China established four national Asset Management Companies (AMCs) in 1999 to help the banks eliminate approximately 1.3 trillion RMB in non-performing assets.

An Asset Management Company (AMC) is a crucial entity in the financial sector. The performance of AMC is of utmost importance, as it not only influences the profitability and longevity of the company but also has a substantial impact on the financial stability of the nation (Febriani, Hasanah, Roz, & Hakim, 2023). The performance of AMC is intricately connected to the general well-being of the financial sector, and any adverse effect on AMC performance can lead to extensive repercussions for the economy.

## PROBLEM STATEMENT

Notwithstanding the significance of AMC performance, many organizations are presently encountering difficulties for various reasons. Work-family conflict is one of the factors that can have a considerable impact on work performance. Work-family conflict pertains to the difficulty in balancing work obligations with personal or family obligations, which can lead to stress, exhaustion, and decreased productivity.

For AMC, work-family conflict can have a critical impact on work performance, as it necessitates a high degree of focus, proficiency, and commitment. Any diversion or stress brought about by work-family conflict can result in mistakes, setbacks, and poor decision-making, which can subsequently influence the performance of the organization. Hence, it is

imperative for AMC and other companies to acknowledge the ramifications of work-family conflict and adopt measures to assist employees in efficiently managing their work and personal obligations.

In the first half of 2020, all four major national asset management companies reported their performance results. China Huarong's net profit is projected to decline by 90%-95%; China Great Wall's net profit decreased by 63%; China Orient's net profit declined by 28%, while China Cinda's net profit decreased by 25% to 30%. With the entry of foreign capital and increased competition from local AMCs, the four major national AMCs may face greater pressure in the future. Consequently, employees of AMCs need to continually improve their overall business capabilities through their work practices, as well as develop innovative visions and methodologies on an individual level, in order to enhance their performance. (Marshall, Austin, & Chamberlain, 2021). The most valuable resource of a company is its employees. (Hobson, 2019). Employee performance, according to Vosloban (2012), has a substantial influence on a company's growth. An employee's poor performance can affect the overall performance of an organization. In other words, the performance of an employee can be an indicator of the performance of the organization as a whole. (Purwanto, Novitasari, & Asbari, 2022).

According to a 2021 survey on Weibo, 91.64% of netizens felt that their family life was being threatened by heavy workloads. National statistics bureau data shows that over 77.94% of employees have blurred work-life boundaries. Research indicates that employees who can balance work and family relationships are more likely to innovate, resulting in better quality and more valuable innovations. (Wu, Ren, & Wang, 2020). An employee who struggles to balance the demands of their job and family may experience a decrease in their ability to innovate. (Chen & Huang, 2016).

Creative self-efficacy is a positive psychological characteristic that originates from an individual's positive perspective, emphasizing the importance of managing one's positive mindset. (Salles, 2017). Positive psychology emphasizes that individuals are drawn to positive behaviors and are more likely to exhibit their strengths while utilizing the resources available to them. (Lianov, Caroline, & Fredrickson, 2020). Individuals with lower self-efficacy are less likely to have opportunities to interact with their managers and may struggle to build positive relationships with their leaders. (Newman, Obschonka, Schwarz, Cohen, & Nielsen, 2019). Individuals with low self-efficacy also lack confidence, and when self-efficacy declines, it can have a negative impact on both the employees and their organizations. (Marshman, Kalender,

Nokes-Malach, Schunn, & Singh, 2018). On the other hand, when employees have a higher degree of self-efficacy, they are more confident in completing assigned tasks, more likely to perceive organizational support, and tend to feel more connected to the organization (Barni, Danioni, & Benevene, 2019).

## **THEORETICAL REFERENTIAL**

### **Employee Work Performance**

Work performance is one of the most important dependent variables and has been a subject of study for many decades. (Jankingthong & Rurkkhum, 2012; Tuckera, Boniala, & Lahtib, 2004; Viswesvaran & Ones, 2000). As governments and corporations increasingly recognize the importance of work performance in their development, these institutions have started to focus on improving the performance of individual workers, work groups, and organizational units(Tims, Bakker, & Derks, 2015). Measuring and managing employee performance is crucial because it enables companies to accurately assess worker efficiency.

In the literature, work performance was first formally described as streams of work behavior that are segmented by occasions when people do something that does make a difference in relation to organizational goals(Borman & Motowidlo, 1993). Individual work performance refers to an employee's behavior that reflects their positive attitudes towards the organization. Other scholars define performance as observable behaviors that align with the organization's goals.(Campbell, McHenry, & Wise, 1990). In this study, work performance of employees is defined as actions, behaviors, and outcomes that are scalable and contribute to the achievement of organizational goals. (Viswesvaran & Ones, 2000).

In 1993, performance was first divided into two categories: task performance and contextual performance (Borman & Motowidlo, 1993). Task performance refers to behaviors directly involved in producing goods or services, or activities that contribute to the technical core of the organization. Contextual performance, on the other hand, is defined as performance that is not formally required as part of the job, but that helps shape the social and psychological context of the organization.(Borman & Motowidlo, 1993).

Studies on work performance in China began in 1988, about four decades later than in Western academia (Zhao & Wang, 2016). As a result, the theory of work performance in China was initially borrowed from Western academia and later adapted to fit China's unique conditions. The literature review process revealed that there was limited research on work performance before 2000, with only a few articles published each year.(Xu & Wang, 1991).

The first study on work performance in China focused on staff in the higher education sector. It identified three psychological factors that impact the work performance of university staff: sense of trust, sense of commitment, and sense of threat. This study marked the beginning of work performance research in China.

### **Work-Family Conflict**

The theoretical exploration of work-family conflict originated from scholar Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964), who believed that the incompatibility between work and family in some aspects was the fundamental source of work-family conflict. About 20 years later, Greenhaus and Beutell (1985) first explicitly pointed out that work-family conflict is the role incompatibility between the work domain and the family domain. According to Netemeyer, Boles, and Mcmurrian (1996), work-family conflict is the contradiction caused by the uneven distribution of time and energy.

Kahn's definition highlights the conflict between work and family, while Greenhaus and Beutell focus on the conflict between the two roles, and Netemeyer et al. emphasize the distribution method. These definitions have evolved over time, with a more scientific and developed approach to distribution. Due to limited time, energy, and resources, employees cannot fully meet the demands of both work and family, leading to conflicts in resource allocation. Therefore, in this study, the definition of Netemeyer et al. (1996) is adopted.

Literature on work-family conflict has shown that when it becomes extreme, it can have a significant impact on employees in terms of their psychological well-being (e.g., burnout, job satisfaction, and organizational commitment) and their behavioral outcomes.(Jacobsen & Fjeldbraaten, 2020). As a result, employees may experience job strain, which can manifest in job-related anxiety, health complaints, and exhaustion (Rachael, Nnaebue, Stephen, Chukwumeka, & Ezeh, 2020). Work-family conflict can arise when the demands of one's job overwhelm their time and energy, and encroach upon their off-work time.

### **Employee's Innovative Behavior**

To gain a competitive advantage in the industry, companies need to continuously innovate and invest in resources to launch new products and services(Balkar, 2015). Employee innovative behavior is crucial to promoting the generation of innovation within a company. Scholars have increasingly focused on exploring how to stimulate employee innovative behavior to support enterprise innovation (Shalley & Gilson, 2017). It is difficult for companies

to carry out innovative activities without the participation of employees. Therefore, employee innovative behavior has garnered attention from both scholars and managers. In today's competitive market, enterprise innovation is essential, and employee motivation and ability to generate and implement creative ideas are crucial to overall organizational innovation.

Over the past two decades, researchers have made significant efforts to study employee innovative behavior among the numerous studies on innovation. (Abdullah, Omar, & Panatik, 2016). The crucial role of innovative behavior in enhancing a company's efficiency is widely recognized (Kim & Koo, 2017). Furthermore, personal innovation has a positive relationship with organizational success. Scott and Bruce (1994) put forward the dimensions of employee innovative behavior involving individual's identification problem, finding support, conception and implementation. Based on Scott's research, Janssen (2005) pointed out that innovative behavior consists of three stages, namely, idea generation, promotion and implementation.

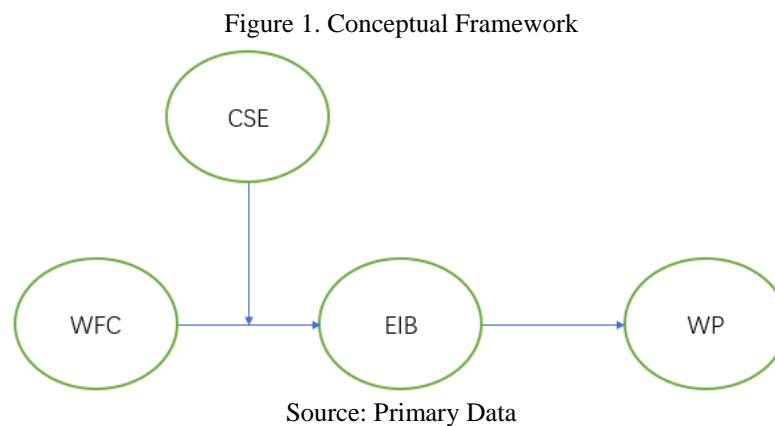
### **Creative Self-efficacy**

Creative self-efficacy refers to an individual's belief in their ability to produce creative outcomes in a specific setting, and is influenced by their unique personal characteristics. These characteristics can impact cognitive and emotional mechanisms, resulting in individual differences in perceptions of creative self-efficacy.(Dai, 2015). As a result, individual characteristics are often used as a moderating variable in research on innovative behavior, and self-efficacy is considered a belief variable among these individual characteristics. (Siregar, Suryana, & Senen, 2019).

Creative self-efficacy is an individual's level of confidence in their ability to perform innovative activities. It is a self-perception that is formed based on experience, judgment, and self-evaluation (Strauss, Griffin, & Rafferty, 2009). Creative self-efficacy guides individuals' thoughts and behavioral decisions. Individuals with a higher level of creative self-efficacy believe that they can successfully accomplish innovative activities through their own efforts, even in the face of challenges.(Siregar et al., 2019). In contrast, individuals with low levels of creative self-efficacy are less confident in their ability to achieve the goal of innovative activities of their company. This can cause them to be less willing to invest time and energy into innovative tasks. (Dai, 2015). Given the same environmental stimuli, individuals with different levels of creative self-efficacy exhibit noticeable differences in their behavior.

## METHODOLOGY

This study falls under the category of quantitative research. The data collection method employed is a questionnaire distributed to a predetermined sample population. The construction of the hypothetical model is based on previous research and a thorough review of the existing literature. The model is designed as follows:



Work Performance (WP), Work-family Conflict (WFC), Employees' Innovative Behavior (EIB), Creative Self-efficacy (CSE)

By considering the identified issues and existing research, the following hypotheses were formulated:

Hypothesis 1: Work-family conflict is negatively correlated with task performance.

Hypothesis 2: Work-family conflict is negatively correlated with contextual performance.

Hypothesis 3: Work-family conflict is negatively correlated with their employee's innovative behavior.

Hypothesis 4: Employee's innovative behavior will mediate the relationship between work-family conflict and task performance.

Hypothesis 5: Employee's innovative behavior will mediate the relationship between work-family conflict and contextual performance.

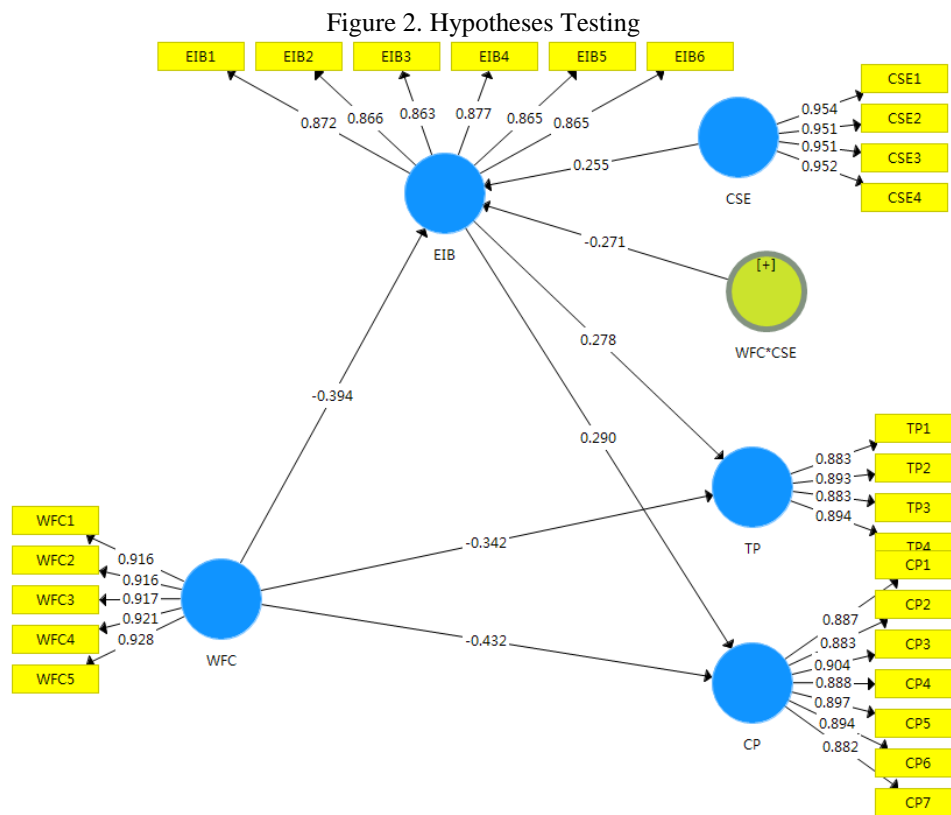
Hypothesis 6: Creative self-efficacy will moderate the relationship between work-family conflict and employee's innovative behavior.



**RESULTS**

The Partial Least Square (PLS) method, as suggested by Hair et al. (2018), has been utilized to examine the research model. SmartPLS 3.0 software has provided assistance in this analysis. PLS is known as an alternative approach to Structural Equation Modeling (SEM) and is particularly useful in addressing intricate relationships between variables.

According to Hair et al. (2019), the minimum acceptable level for the loading factor matrix is around 0.3 for the initial examination. A loading factor of approximately 0.5 is considered to be better, while a loading factor greater than 0.7 is mostly considered significant. However, in this particular study, a loading factor limit of 0.7 was utilized.



Source: Primary Data

The PLS model estimation results depicted in the above figure indicate that all indicators possess a loading factor value exceeding 0.8. As a result, the model satisfies the convergent validity requirements.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	CR	AVE
CP	0.957	0.957	0.964	0.793
TP	0.911	0.912	0.937	0.789
WFC	0.954	0.954	0.965	0.845

CSE	0.966	0.967	0.975	0.907
EIB	0.935	0.935	0.948	0.754

Source: Primary Data

Table 2. illustrates the outcomes of hypothesis testing for all variables that possess a direct or an indirect impact.

Table 2: Hypothesis Result of the Structural Model

Path Relationship	Original Sample	Standard Deviation	T Statistics	P Values	f <sup>2</sup>	Result
WFC -> TP	-0.197	0.051	3.829	0.000	0.037 (weak)	Support
WFC -> CP	-0.255	0.048	5.321	0.000	0.079 (weak)	Support
WFC -> EIB	-0.203	0.048	4.222	0.000	0.047 (weak)	Support
WFC -> EIB -> TP	-0.034	0.014	2.447	0.015	-	Support
WFC -> EIB -> CP	-0.030	0.013	2.361	0.019	-	Support
WFC*CSE -> EIB	-0.142	0.038	3.690	0.000	0.023 (weak)	Support

Source: Primary Data

## DISCUSSION

**Hypothesis 1:** Work-family conflict is negatively correlated with task performance.

The data analysis conducted using Smart PLS revealed that the p value for the effect of Work-family Conflict (WFC) on Task Performance (TP) is significant, with a value of  $0.000 < 0.050$ . The T value is also significant, with a value of  $3.829 > 1.96$ . This indicates that Work-family Conflict (WFC) has a significant impact on Task Performance (TP), meaning that an increase in Work-family Conflict (WFC) leads to decreased Task Performance (TP), while a decrease in Work-family Conflict (WFC) leads to increased Task Performance (TP). These results are consistent with previous studies by Ahmad (2013), Ling and Jane (2014), Karakas and Sahin (2017), and Aiazam, AbuAlRub, and Nazzal (2017), which also found that Work-family Conflict (WFC) has a significant impact on Task Performance (TP).

**Hypothesis 2:** Work-family conflict is negatively correlated with contextual performance.

The data analysis conducted using Smart PLS revealed that the p value for the effect of Work-family Conflict (WFC) on Contextual Performance (CP) is significant, with a value of  $0.000 < 0.050$ . The T value is also significant, with a value of  $5.321 > 1.96$ . This indicates that Work-family Conflict (WFC) has a significant impact on Contextual Performance (CP), meaning that an increase in Work-family Conflict (WFC) leads to decreased Contextual Performance (CP), while a decrease in Work-family Conflict (WFC) leads to increased

Contextual Performance (CP). These results are consistent with previous studies by Ahmad (2013), Ling and Jane (2014), Karakas and Sahin (2017), and Aiazam et al. (2017), which also found that Work-family Conflict (WFC) has a significant impact on Contextual Performance (CP).

**Hypothesis 3:** Work-family conflict is negatively correlated with their employee's innovative behavior.

The data analysis conducted using Smart PLS revealed that the p value for the effect of Work-family Conflict (WFC) on Employee's Creative Innovative Behavior (CIB) is significant, with a value of  $0.000 < 0.050$ . The T value is also significant, with a value of  $4.222 > 1.96$ . This indicates that Work-family Conflict (WFC) has a significant impact on Employee's Creative Innovative Behavior (CIB), meaning that an increase in Work-family Conflict (WFC) leads to decreased Employee's Creative Innovative Behavior (CIB), while a decrease in Work-family Conflict (WFC) leads to increased Employee's Creative Innovative Behavior (CIB). These results are consistent with previous studies by Hendra and Made (2019), Ismailet al. (2021), and Wu, F.Y. et al (2020), which also found that Work-family Conflict (WFC) has a significant impact on Employee's Creative Innovative Behavior (CIB).

**Hypothesis4:** Employee's innovative behavior will mediate the relationship between work-family conflict and task performance.

The data analysis conducted using Smart PLS revealed that the p value for the mediating effect of Employee's Creative Innovative Behavior (CIB) between Work-family Conflict (WFC) and Task Performance (TP) is significant, with a value of  $0.015 < 0.050$ . The T value is also significant, with a value of  $2.447 > 1.96$ . This indicates that Employee's Creative Innovative Behavior (CIB) will mediate the relationship between Work-family Conflict (WFC) and Task Performance (TP). These results are consistent with previous studies by Rita et al. (2018), Tang & Shao (2019), Xiang et al. (2017) and Zefeiti & Mohamad (2017).

**Hypothesis5:** Employee's innovative behavior will mediate the relationship between work-family conflict and contextual performance.

The data analysis conducted using Smart PLS revealed that the p value for the mediating effect of Employee's Creative Innovative Behavior (CIB) between Work-family Conflict (WFC) and Contextual Performance (CP) is significant, with a value of  $0.019 < 0.050$ . The T value is also significant, with a value of  $2.361 > 1.96$ . This indicates that Employee's Creative Innovative Behavior (CIB) will mediate the relationship between Work-family Conflict (WFC)

and Contextual Performance (CP). These results are consistent with previous studies by Rita et al. (2018), Tang & Shao (2019), Xiang et al. (2017) and Zefeiti & Mohamad (2017).

**Hypothesis 6:** Creative self-efficacy will moderate the relationship between work-family conflict and employee's innovative behavior.

The data analysis conducted using Smart PLS revealed that the p value for the moderating effect of Creative self-efficacy (CSE) between Work-family Conflict (WFC) and Employee's Creative Innovative Behavior (CIB) is significant, with a value of  $0.000 < 0.050$ . The T value is also significant, with a value of  $3.69 > 1.96$ . This indicates that Creative Self-efficacy (CSE) will moderate the relationship between Work-family Conflict (WFC) and Employee's Creative Innovative Behavior (CIB). These results are consistent with previous studies by Rita et al. (2018), Tang & Shao (2019), Xiang et al. (2017) and Zefeiti & Mohamad (2017).

## CONCLUSIONS

Based on this study, it can be concluded that work-family conflict has a significant negative impact on work performance in the AMC industry. Higher levels of work-family conflict lead to lower work performance. However, employee's creative self-efficacy and innovative behavior can improve their performance. During the Covid-19 pandemic, work-family conflict had a highly significant impact on work performance, employees' creative self-efficacy and innovative behavior. This is because under the strict policy of China during the pandemic, greater working pressure and innovative emergency has forced employees to spend more time at work space, meanwhile forced them to accept the reality, believe in themselves, innovate and adapt to the changes it has brought. Work performance need to be strengthened. The study shows that employee's innovative behavior fully mediates the relationship between work-family conflict and work performance in the Chinese AMC industry. And employee's creative self-efficacy moderates the relationship between work-family conflict and employee's innovative behavior. These findings have important implications for the industry and can inform strategies to mitigate the negative impact of work-family conflict on work performance.

This study suggests that the management division of the AMC industry should provide coaching and counseling on work-family conflict management, particularly by leaders or HRD teams, to prevent negative impacts on work performance. Additionally, the management should continue to provide briefings and motivation to company leaders to maintain employee's innovative behavior and creative self-efficacy especially during important period under

gradually recovery from the Covid-19 pandemic. This is because employee's innovative behavior and creative self-efficacy can help to prepare employees for the challenges of Industry 4.0.

This study has some limitations. Firstly, it only examines the direct and indirect effects of work-family conflict on work performance through the variable of employee's innovative behavior and creative self-efficacy. Other variables, such as motivation, competency, management knowledge, and organizational culture, may also impact work performance. Therefore, future research should explore and analyze these variables. Additionally, this study was conducted in the AMC industry and may not be applicable to other industries. Further research is recommended to investigate this topic in other industries, regions, or even countries, and to compare results between small and medium-sized enterprises and larger organizations.

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