

THE IMPACT OF WORK-FAMILY CONFLICT ON FEMALE WORKERS PERFORMANCE WITH JOB SATISFACTION AS A MEDIATOR AT PT. KALDU SARI NABATI RANCAEKEK

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Abstract

The aim of this study is to explore the relationship between work-family conflict and employee performance, as well as the effects of job satisfaction and work-family conflict on employee performance. For the study, which was conducted at PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung, 195 married female employees from the Production Department were chosen. A questionnaire was used to collect the study's data, and the statistical product and service solutions (SPSS) program was used for the analysis. The results demonstrate that although work-family conflict does not directly and significantly affect employee performance, it does so when job satisfaction is taken into account as a mediator. Furthermore, employee performance is significantly positively impacted by job satisfaction. These results highlight the crucial role that job satisfaction plays in minimizing the detrimental effects of work-family conflict on employee performance..

Keywords: Work-Family Conflict, Job Satisfaction, Performance

Introduction

In recent years, the number of women entering the labor force has expanded considerably, and this trend can be seen in a number of nations, including Indonesia. According to the Central Statistics Agency, women will make up 39.52% of the workforce in 2021, with 51.79 million women aged 15 and up (Badan Pusat Statistik, 2021). This number has increased by 1.09 million since last year, which shows a trend of increasing numbers of women entering the workforce.

However, as more and more women enter the world of work, they face a dilemma where they have to juggle work and family obligations. Employees may experience stress, worry, and negative emotional reactions due to work-family conflict (Greenhaus & Beutell, 1985). Due to their customary responsibilities in taking care of the household and raising children, women are more likely than men to experience work-family conflict (Roboth et al., 2015). Work-family balance is difficult to maintain due to increasing demands at work and within the family environment. Workers, including women, are required to manage various roles simultaneously, allocating their resources between work and family (Fotiadis, Abdulrahman, & Spyridou, 2019).

In the literature, the potential impact of work-family conflict on organizations has been discussed. Jackson and Arianto's (2017) research shows that work-family conflict has a negative impact on employee performance. Apart from that, other research by Utami and Afrilia (2018) shows that work-family conflict has a significant negative effect on job satisfaction and performance, and job satisfaction has a significant positive effect on performance. Knowing that job satisfaction is another element that influences employee performance. Also, "happy" employees are more productive employees, it is important to pay attention to employees' family lives and be actively involved in resolving work-family conflicts (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). The limitation of previous research in this context is that it often focuses on employees' feelings about working conditions, salary, promotions, coworkers and superiors to form job satisfaction (Mangkunegara & Anwar, 2018). However, now, support from a partner, family or company in overcoming challenges related to dual roles (work and family) will have a positive impact on women's job satisfaction. Therefore, the support domain is important to consider in assessing women's job satisfaction.

Companies must pay attention to this issue considering the negative impact of work-family conflict on employee performance and the increasing number of women in the workforce. The industrial company PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung is a suitable research location to study this topic because it employs more female employees than male employees. The long-term survival and prosperity of a company depends on improving employee performance and reducing friction between work and family. Therefore, the aim of this research is to determine whether job satisfaction mediates the relationship between work-family conflict and employee performance as well as the direct influence of work-family conflict and job satisfaction on employee performance. The results of this research will provide important insights for creating effective strategies for overcoming work-family conflict and improving employee performance, both of which are important for the well-being of a business and its human resources.

Literature Review

Work-Family Conflict

Conflict between a person's career and family obligations occurs when there are conflicting pressures. This occurs when a person cannot fulfill their family obligations due to work-related demands or vice versa, according to Frone et al. (1997). An imbalance or pressure between work and home obligations can lead to work-family conflict, which is a type of inter-role conflict (Greenhaus & Beutell, 1985). Work-family conflict typically takes the form of excessively time- and effort-intensive jobs and long work hours.

Minnotte et al. (2015), said family relationships can become stressful and filled with unpleasant emotions due to work-family conflict. Working women who put their jobs first could have trouble managing their stress and mental health, necessitating extra time for personal pursuits (Meliani, Sunarti, & Pranaji, 2014). Additionally, Yildiz et al. (2021) noted that conflicts occur when job and family responsibilities conflict. According to Adekola (2010), people may find it difficult to fulfill their obligations at home while they are under the stress of their jobs (Temitope Bankole & Mary Bankole, 2022). Work family conflicts are measured using ten items developed by Kossek and Ozeki (1998), in two dimensions of Family Interference with Work (FIW) and Working Interference with Family (WIF).

Job Satisfaction

Job satisfaction is defined by Kreitner et al. (2007) as an emotional reaction that employees experience to various aspects of their employment. Job satisfaction, according to Robbins and Judge (2015), is defined as the positive or negative feelings that employees have about their employment depending on how they evaluate various parts of their work. Job satisfaction variables are measured using 20 indicators in the 4 dimensions of Luthans (2011) namely Job Condition, Salary, Promotion, and Co-Workers; and 1 additional dimension according to the current development is "support".

Employee Performance

Employee performance is defined as an individual's capacity to do assigned responsibilities in a timely and quality manner (Mangkunegara & Anwar, 2018; Sedarmayanti, 2018). In the meantime, Rivai (2018) define performance as "the extent to which an individual achieves their objectives within a specific timeframe, taking into account various factors such as job expectations, objectives, aims, requirements, needs, or regulations." Dharma (2015) states that the main dimension in measuring performance is the quality of work, work quantity and timeliness.

The Impact of Work-Family Conflict on Job Satisfaction

Numerous prior studies have stressed the importance of job happiness in terms of productivity. According to Amstad et al. (2011), contentment in family life contributes greatly to work-life balance, and vice versa, with both impacting each other. Staff satisfaction has a significant impact on staff retention and company productivity. Asbari et al. (2019) and Yuswanti et al. (2021) discovered that work-family conflict had a considerable impact on female employees' performance, with varied levels of job satisfaction functioning as a mediator between the two. Conflict caused by the difficulty of reconciling work with household and family responsibilities can reduce job satisfaction (Fernandes, Lynch, & Netemeyer, 2014). Based on this, it is reasonable to propose that work-family conflict has a negative impact on job satisfaction among married female employees. (H1).

The Impact of Job Satisfaction on The Performance of Female Workers

Job satisfaction is an important component that represents an employee's feelings about their job and has a substantial impact on employee performance (Inayat & Jahanzeb Khan, 2021; Katebi, HajiZadeh, Bordbar, & Salehi, 2022; Riyanto, Endri, & Herlisha, 2021). Employee performance and job satisfaction are inextricably linked, with happy employees typically outperforming and contributing to the company's growth. Dissatisfied employees, on the other side, may experience a reduction in performance, which can harm the company's production and impede its goals. Based on this link, it is possible to predict that job satisfaction has a beneficial influence on the performance of married female workers. (H2).

The Impact of Work-Family Conflict on The Performance of Female Workers

Several scholars have studied the impact of work-family conflict on female employees' performance. Job satisfaction, according to Sutanto et al. (2016) and Asbari et al. (2019), functions as a mediator between work-family conflict and female employees' performance. According to the research, work-family conflict has a significant and negative influence on employee performance, and this impact escalates as the quantity of conflict increases. Furthermore, research have shown that work-family conflict has a negative impact on performance via job satisfaction mediation (Conte, Aasen, Jacobson, O'Loughlin, & Toroslu, 2019; Nazwirman, Zain, & Kholifah, 2019). While work-family conflict has a smaller direct influence on performance, it has a greater indirect impact on job satisfaction. Therefore, it is reasonable to hypothesize

that work-family conflict has a negative impact on the performance of married female workers (H3) and this negative impact is mediated by job satisfaction (H4).

The research framework was described in Figure 1.

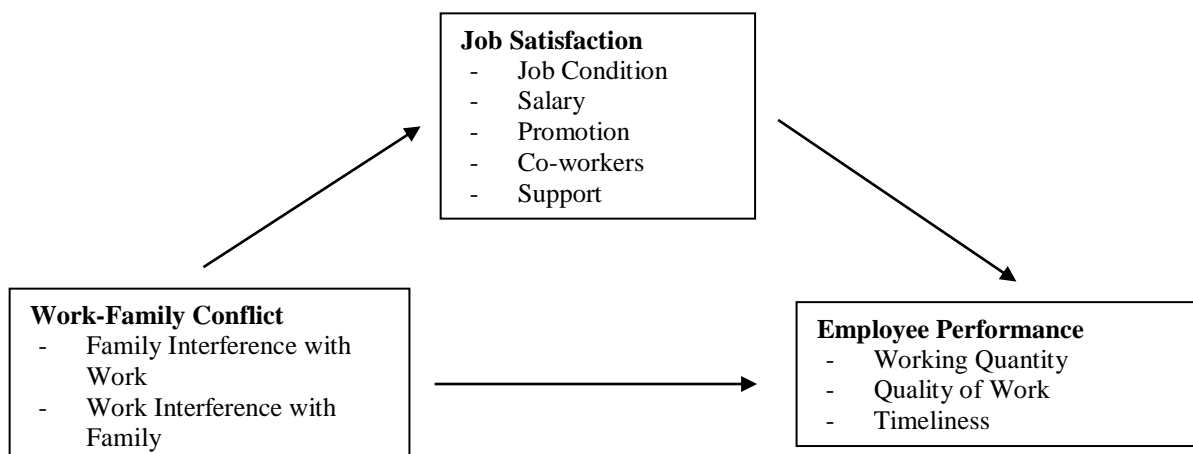


Figure 1. Conceptual Framework

Methods

From December 2022 to January 2023, data for this study was collected through an offline survey conducted in Bahasa Indonesia to avoid misunderstandings among participants while answering the questions. The population for this study is comprised of married female workers in the production department of PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung, which has a total of 379 workers. As the production department has the highest number of employees and the highest number of female employees compared to other departments, it was chosen as the target population. The sample size for this study was determined using the Cochran formula and it was calculated to be 192 respondents. This number was rounded up to 195 respondents to ensure adequate representation of the population.

The questionnaire in this study was divided into two parts. The first part requests demographic information from participants, such as age, service period, marital status, and number of children. The second part of the questionnaire contains variable statement items. Variable Work Family Conflict was measured using ten items developed by Kossek and Ozeki (1998). Job satisfaction variables are measured using 20 indicators in the 4 dimensions of Luthans (2011) namely Job Condition, Salary, Promotion, and Co-Workers; and 1 additional dimension according to the current development is "support". The performance variables of female workers are measured using 3 dimensions of Dharma (2015) in the form of quantity, quality, and timeliness of work with a total of 9 items. All statement items are measured using a five -point Likert scale, to determine agree or disagree. Respondents' answers will be descriptive and verification analysis to answer research questions. Verification analysis is carried out using SPSS version 25 to analyze data. The T test and Sobel test using the Z formula are also carried out to verify hypotheses.

Result and Discussion

Table 1 present the demographic details of the study participants. All 195 respondents are married female worker

Table 1. Characteristics of Respondents

Demographic Variable		Frequency	Percentage
Age	< 20	29	14,8
	20-25	121	62,1
	25-30	39	20
	30-35	6	3,1
Working Period	< 1	61	31,3
	1-5	134	68,7
Marital Status	Married	173	88,7
	Widow/Had been married	22	11,3
Number of Children	0	60	30,8
	1	93	47,7
	2	40	20,5
	3	2	1

Source: SPSS, 2023

The majority of respondents of this study were aged 20-25 years, with a total of 121 people (62.1% of 195 respondents). When viewed from the service period, most respondents have worked for 1-5 years, as many as 134 people (68.7%). Then no employees have worked for more than 5 years because many production department employees work based on contracts rather than becoming permanent employees. Furthermore, based on the marital status, as many as 173 respondents were married and the rest were widowed as many as 22 respondents. Finally, most respondents have 1 child, which is shown by the number of respondents as many as 93 people (47.7%).

Instrument Test

Table 2. Validity Result

Variable	Item	Pearson Correlation	R Table	Statement
Work Family Conflict	X.1	0,4660	0,1398	Valid
	X.2	0,2216		Valid
	X.3	0,6960		Valid
	X.4	0,3780		Valid
	X.5	0,2368		Valid
	X.6	0,7380		Valid
	X.7	0,8320		Valid
	X.8	0,6320		Valid
	X.9	0,4010		Valid
	X.10	0,5250		Valid
Job Satisfaction	Z.1	0,5910	0,1398	Valid
	Z.2	0,4880		Valid
	Z.3	0,6390		Valid
	Z.4	0,3413		Valid
	Z.6	0,6150		Valid
	Z.7	0,7230		Valid
	Z.8	0,5860		Valid
	Z.9	0,7150		Valid
	Z.10	0,3402		Valid
	Employee Performance	Y.1		0,2943
Y.2		0,4020	Valid	
Y.3		0,5320	Valid	
Y.4		0,4350	Valid	
Y.5		0,6850	Valid	
Y.6		0,8150	Valid	
Y.7		0,5240	Valid	
Y.8		0,3481	Valid	
Y.9		0,2909	Valid	

Source: SPSS, 2023

The r cumulative is greater than r table (> 0,1398) hence it can be said that the ten items of work-family conflict variable are valid

Table 3. Reliability Result

Variable	Cronbachs Alpha	Critical	Statement
Work-Family Conflict	0,699	0.6	Reliable
Job Satisfaction	0,766		Reliable
Employee Performance	0,607		Reliable

Source: SPSS, 2023

The value of Cronbachs Alpha is greater than the r table (>0.6) hence it can be said that all the 29 items from work-family conflict, job satisfaction, and employee performance are reliable. This also shows the consistency of the research instrument so it could be used for this research.

Classic Assumption Test

The normality test is used to determine whether the data is normally distributed, close to normal, or abnormal. In this study, the normality test carried out based on the Komogorov-Smirnov test, with the criteria

if the significance value is greater than 0.05, the data is stated by the data is normally distributed. The Komogorov-Smirnov test results showed the significance value of the Work Family Conflict variable of 0.200, the Job Satisfaction variable was 0.076, and the Employee Performance variable was 0.200. This value is more besari than 0.05, so it means "Normal distributed data".

Multicollinearity tests are used to identify whether there is a relationship between independent variables or not. The results show that the VIF value is below 10 and the tolerance value is above 0.1, this shows that there is no significant multicollinearity between the predictor variables.

Heteroscedasticity tests are used to test whether there are differences in variants of one observation residue with another observation. In this study, heteroscedasticity tests were carried out based on the Glejser test. The result shows the significance value of the work family conflict is 0.067 and the significance value of the job satisfaction variable is 0.309. The significance value is higher than 0.05 means that there are no heteroscedasticity signs of the two variables.

Path Analysis

Direct Influence

Table 4. Work-Family Conflict Job Satisfaction Model Summary

Model	R	R Square	Adjusted R Square
1	.260a	.067	.060

Source: SPSS, 2023

Based on the result in Table 4. the R square value is 0,067 which represents the proportion of the variance for the variable that is explained by the independent variable (work-family conflict).

Table 5. Work-Family Conflict Job Satisfaciton Result

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	158.542	5.766		27.497	.000
Work-Family Conflict	-.662	.218	-.260	-3.041	.003

Source: SPSS, 2023

Based on Table 5 the regression coefficient of the work-family conflict variable is negative with a value of -0,260 and the significance value is 0,003. Hence it can be said that work-family conflict (X) has a negative influence and significance on job satisfaction (Z), which means if the employees work-family conflict is high then job satisfaction is low.

Table 6. Work-Family Conflict and Job Satisfaction Employee Performance Model Summary

Model	R	R Square	Adjusted R Square
1	.411a	.169	.156

Source: SPSS, 2023

Based on the result in Table 6 the R square value is 0,169, which represents the proportion of the variance that is explained by the independent variables (work-family conflict and job satisfaction).

Table 7. Work-Family Conflict and Job Satisfaction Employee Performance Result

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Erro	Beta	t	
1 (Constant)	55.942	6.064		9.226	.000
Work-Family Conflict	-.156	.090	-.144	-1.725	.087
Job Satisfaction	.147	.035	.349	4.169	.000

Source: SPSS, 2023

The coefficient of the work-family conflict variable is negative with a value of -0,144 and the significance value is 0,087. Hence it can be said that work-family conflict (X) has a negative influence but is statistically insignificant on employee performance (Y). The coefficient beta of the job satisfaction variable is positive with a value of 0,349 and the significance value is 0.000. Hence it can be said that job satisfaction (Z) has a positive influence and significance on employee performance (Y), which means if the employees' job satisfaction is high it can make the employees performance level also high.

Indirect Influence

Table 8. Variables Direct and Indirect Influence Calculation

Variabel		Direct Influence	Indirect Influence	Total Influence
X	Z	-0,26		-0,26
Z	Y	0,349		0,349
X	Y	-0,144	-0,09074	-0,23474

Source: SPSS, 2023

The direct effect of X on Y is -0.144, while the indirect effect of X on Y through Z is the multiplication between the beta value of X on Z (-0.26) and the beta value of Z on Y (0.349), which equals -0.09074. Therefore, the total effect of X on Y is the sum of its direct and indirect effects, with a total of -0.2347. The statement indicates that there is an intervening variable (Z) that mediates the relationship between X and Y. In other words, although X does not have a direct influence on Y, X can still affect Y through the variable Z. The variable Z can act as a mediator in the relationship between X and Y. In this study, the relationship between work-family conflict (X) and employee performance (Y) was found to be mediated by the intervening variable of job satisfaction (Z). This means that work-family conflict does not have a direct influence on employee performance, but can affect employee performance through its influence on job satisfaction. This suggests that work-family conflict can have detrimental effects on employee job satisfaction, which in turn can lead to lower levels of employee performance.

T Test

Table 9. T Test Result

Variables and Direct Influence	t statistic	T table	Sig.
Work-Family Conflict (X) – Job Satisfaction (Z)	-3.041	1.96	0.003
Job Satisfaction (Z) – Employee Performance (Y)	4.169	1.96	0.000
Work-Family Conflict (X) - Employee Performance (Y)	-1.725	1.96	0.087

Source: SPSS, 2023

The Effect of Work Family Conflict and Job Satisfaction Mining out the t value of statistics of -3,041 shows H1 received. This means that the work-family conflict (X) of the majority of married female employees at PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung Brach has a negative influence and the significance of job satisfaction (Z). When employees experience a large level of conflict between work and families can reduce their job satisfaction. Conversely, fewer conflicts can increase their job satisfaction.

The effect of job satisfaction on performance shows the value of statistics T 4,169, meaning that H2 is accepted. Thus, job satisfaction (Z) of most of the married female employees at PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung Brach has a positive and significant effect of employee performance (Y), which means that high job satisfaction can make employee performance levels also high.

The effect of work family conflict on employee performance obtains a statistical t value of -1,725, so H3 is rejected. Because it shows that the work family conflict (X) of most of the married female employees at PT. Kaldu Sari Nabati Indonesia Rancaekek Bandung is not important in employee performance (Y).

Sobel Test

Sobel test results show a calculated value of -2,42, and a significance level of 5% where $-Z < -1,96$, it can be concluded that this research found strong evidence to support the H4 that job satisfaction (Z) significantly mediates the relationship between work-family conflict (X) and employee performance (Y) with negative influence.

Work-Family Conflict and Job Satisfaction

In line with previous research findings by Priyanka et al., (2023) and Soomro, et al., (2018), the phenomenon of work-family conflict is a condition where the demands and stress originating from work can negatively impact family life, or conversely, issues and demands at home can affect job satisfaction in the workplace. In the context of PT. Kaldu Sari Nabati Indonesia in Rancaekek, Bandung, it is evident that female employees experience a suboptimal level of conflict between their job responsibilities and family obligations. This has a tangible impact on their job satisfaction, especially regarding salary and promotions.

Female employees may find themselves dissatisfied with their salaries. Conflict between their work and personal lives may lead them to believe that their pay does not reflect the amount of stress and demands they are under. They could feel as though they must sacrifice time and resources that belong to their families in order to support their careers, which might lead them to be dissatisfied with the pay they are paid.

Opportunities for promotions might also be impacted by work-family conflict. Due to high family demands, female employees may find it difficult to pursue promotion possibilities. They could be forced to pass up possibilities for professional growth or put in more effort than their coworkers who don't deal with similar issues. This may cause them to feel unappreciated or devalued by the business, which might result in sentiments of unhappiness.

Job Satisfaction and The Performance of Female Workers

The performance of employees at PT. Kaldu Sari Nabati Indonesia in Rancaekek, Bandung, is positively impacted by elements including company support, a positive work environment, and strong relationships with coworkers. People tend to work harder and perform at their best when they feel valued, supported, and at home at work. Their high level of drive boosts their output, raises the standard of their job, and helps the organization reach its objectives. High job satisfaction so promotes a positive workplace environment and aids in the long-term profitability of the business. These findings support empirical study by Paparang et al. (2021) and Azhari et al. (2021), which also suggests a link between higher employee satisfaction and better employee performance..

Work-Family Conflict on The Performance of Female Workers

An interesting finding from this research is that the conflict between work and family does not have a direct impact on the performance of married female employees at PT. Kaldu Sari Nabati Indonesia in Rancaekek, Bandung. This means that the presence of conflict between job demands and family responsibilities does not directly reduce their job performance. In this context, "direct impact" means that work-family conflict does not directly diminish the productivity or quality of the employees' work without going through other factors. In other words, although employees may face challenges in juggling work tasks and family responsibilities, such as missing some activities due to work or family obligations and experiencing distracting tension that disrupts their focus and capabilities at work, it does not significantly affect their workplace performance. This result supports the finding of An et al.'s study from (2020), which showed that although work-family conflict does not directly affect performance, it can have an indirect impact on it by affecting job satisfaction.

The Mediation Role of Job Satisfaction

The clash between job requirements and familial responsibilities can have an impact on employee performance by being influenced by their levels of job satisfaction. This highlights the significant connection between how employees perceive their work and their overall well-being and effectiveness. When employees encounter conflicts between their professional and family roles, it can result in elevated stress levels and disruptions in their contentment. Finding equilibrium between their work commitments and personal lives can become challenging, potentially leading to dissatisfaction with their jobs. This discord can result in discontent as employees sense a lack of authority over how they allocate their time and effort. As job satisfaction dwindles, so can employee motivation, ultimately diminishing their productivity and the caliber of their work performance. Therefore, job satisfaction plays a pivotal role in bridging the link between the conflict of balancing work and family and overall job performance. Employees who are satisfied with their jobs may be better equipped to cope with stress and the demands of conflict, which can help maintain their high performance. Conversely, job dissatisfaction can exacerbate the impact of work-family conflict on performance.

Conclusion

This study provides a useful perspective for companies seeking to improve employee well-being and achieve corporate success. These findings underscore the important role of job satisfaction as an intermediary in this interaction by investigating the relationship between work-family conflict, job satisfaction, and employee performance. Based on these findings, job satisfaction plays an important role in positively increasing employee performance, while unhappiness can hinder productivity and weaken company goals.

The finding that work-family conflict does not have a direct impact on employee performance for the majority of married female employees at PT. Kaldu Sari Nabati Rancaekek Bandung, but can have an indirect impact through the mediation of job satisfaction emphasizes the importance of understanding the complex interactions between these factors. The importance of job satisfaction as a mediator in the relationship between work-family conflict and employee performance indicates that to improve employee well-being and achieve organizational success, organizations must focus on improving work-family balance and increasing job satisfaction

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