

## Exploring Social and Organizational Support's Role: The Effect of Work-Family Conflict on Work Stress

Aniek Rumijati<sup>1\*</sup>, Ratya Shafira Arifiani<sup>2</sup>

<sup>12</sup>Universitas Muhammadiyah Malang, Indonesia

<sup>1</sup>[aniekrumijati@gmail.com](mailto:aniekrumijati@gmail.com), <sup>2</sup>[ratyashafira@umm.ac.id](mailto:ratyashafira@umm.ac.id)

\*corresponding author

### Abstract

This study aimed to analyze the effect of work-family conflict on work stress and the moderating role of social support and perceived organizational support in the effect of work-family conflict on work stress. The type of this research is explanatory research. Data collection techniques used were questionnaires and variable measurement techniques based on a Likert scale. The population in this study were all female nurses in Malang City. The sampling technique used is non-probability sampling using purposive sampling, with the criteria of married female nurses. Data were analyzed using inferential statistics and a moderation test using Smart PLS. The results of the study revealed that work-family conflict had a significant effect on work stress; social support moderated the effect of work-family conflict on work stress; Perceived organizational support had a moderating role in the effect of work-family conflict on work stress.

**Keywords:** Work-Family Conflict; Work stress; Social Support; Perceived Organizational Support

## Menggal Peran Dukungan Sosial dan Organisasi: Pengaruh Konflik Pekerjaan-Keluarga terhadap Stres Kerja

### Abstrak

Penelitian bertujuan untuk menganalisis pengaruh work family conflict terhadap stress kerja; menganalisis peran moderasi dukungan social dan perceived organizational support pada pengaruh work family conflict terhadap stress kerja. Jenis penelitian adalah explanatory riset. Teknik pengumpulan data menggunakan kuesioner dan teknik pengukuran variable menggunakan skala Likert. Populasi pada penelitian ini adalah seluruh tenaga perawat wanita di Kota Malang. Teknik sampling yang digunakan non-probability sampling menggunakan purposive sampling, dengan kriteria tenaga perawat wanita yang sudah berkeluarga. Analisis data menggunakan statistic infrensial dan uji moderasi menggunakan Smart PLS. Hasil penelitian menunjukkan bahwa work family conflict berpengaruh signifikan terhadap stress kerja; dukungan social memoderasi pada pengaruh work family conflict terhadap stress kerja; perceived organizational support memiliki peran moderasi pada pengaruh work family conflict terhadap stress kerja

**Kata kunci:** Work Family Conflict; Stress Kerja; Dukungan Sosial; Perceived Organizational Support

---

**History:** Received: 20 May 2022      Revised: 13 October 2022      Accepted: 12 September 2023

**Citation (APA 6<sup>th</sup>):** Rumijati, A., & Arifiani, R.S.. (2024). Exploring social and organizational support's role: the effect of work-family conflict on work stress. *Jurnal Economia*, 20 (1), 21-34. <https://doi.org/10.21831/economia.v20i1.49730>

---

## INTRODUCTION

Amid the current Covid-19 pandemic, everyone's health is crucial. The Pandemic in Indonesia hit some regions, and many hospitals are fully booked with many patients. With so many sick people to serve, health workers, including nurses, are the people most affected

by the pandemic. They must always be vigilant in doing their work, be careful, and frequently work overtime daily due to the risk of contracting the disease and the increasing workload. Medical personnel must always focus on their work and frequently sacrifice family interests, resulting in conflicts between work and family interests (work-family conflict), raising stress levels (Alifah, 2021; Maziyya, Islam, & Nisa, 2021).

Work-family conflict occurs when there is a mismatch between one role and another (inter-role conflict), with different pressures between roles in the family or at work (Howard, 2008). Workers or employees are frequently unable to carry out both tasks optimally due to internal conflict, resulting in unequal results. Observing the current phenomenon of health workers experiencing role conflicts as a result of job demands that are a top priority for the community but also have obligations to their families, which is felt particularly strongly by female health workers (Suwito et al., 2022). These results are supported by statistical data, which show that women's participation in work has increased from year to year. In 2020, female workers are 34.65 percent, and in 2021 they will increase to 36.20 percent (BPS, 2021). Many women try to meet their needs and families by transitioning as career women without leaving their obligations as housewives. However, being a career woman is also inseparable from pressure at work, so it could impact physical and psychological conditions. Women have responsibilities at work but also have a greater responsibility to their families, especially if they already have children. When a husband and wife work (two-worker family) and have an increase in family income, however, attention to the family is not optimal, resulting in a high risk of work-family conflict (Nurmayanti, 2019).

Stress is an adverse reaction that occurs when people are subjected to excessive pressure as a result of too many demands, obstacles, or opportunities (Robbins & Coulter, 2016). Work stress will result from the inability to balance the demands of work and family. Batur & Nart (2014); Sharma et al., (2016); Rabenu et al. (2017); Samsinar (2019) stated that there is a positive correlation between work and family role conflicts and work stress. Workplace conflict between coworkers and family members will increase a person's work stress. The higher a person's work-family role conflict, the more stress he or she will experience at work, the lower his or her job satisfaction, and the more likely he or she will want to leave his or her job (Lu et al., 2017). According to Karabay et al. (2016), role conflict between work and family will increase and affect workload, as well as have an impact on a non-conducive work environment. Work stress will rise in the current pandemic situation as job demands rise, especially if the number of patients rises. Research conducted by Lu et al. (2017) revealed that employees who work long hours are under stress because they spend more time at work than with their families, and their fatigue level rises. Workplace conflict between coworkers and family members will increase a person's work stress.

Robbins & Judge (2015) explain that stress is an unpleasant psychological process that occurs in response to environmental pressures. The symptoms of high stress, such as physiological, psychological, and behavioral symptoms, will appear in a person. Employees who are under a lot of stress are more likely to become ill, be less productive at work, and lose motivation. However, stress, or eustress, at a certain level is necessary because it can stimulate the body and increase the ability to act, allowing people to perform tasks better,

more intensely, or faster. Robbins & Judge (2015) stated that organizations must be able to manage stress effectively by controlling stress sources. Extra organizational factors, organizational factors (duty demands, role demands, and interpersonal demands), and individual factors are all potential sources of stress, according to Luthans (2006). Work-family conflict is a potential source of stress. As a result, the role of the organization and the environment, including social support, concerning stress is critical to maximizing employee performance (Robbins & Judge, 2015).

Kurtessis et al. (2017); Zheng & Wu (2018) in their opinion, explained that cultural and national economic contexts moderate the relationship between work-family conflict and work disruption, but social support is the most important factor in the relationship between work-family conflict and work stress, based on the utility perspective of social support theory. Employees will experience more work stress if there are more work-family conflicts, but the source of social support from supervisors, coworkers, and partners is an important factor in both work-family conflict and stress.

Employees' perceptions of organizational support and social support play an important role in the relationship between work-family conflict and work stress. According to Kurtessis et al. (2017) overall, organizational support may be able to support the relationship between WFC and work stress. According to Eisenberger et al. (1986), perceived organizational support is defined as employees' perceptions of how much the organization values their contributions and cares about their well-being. Employees may find organizational support a source of motivation to work, especially when dealing with internal conflicts between work and family life. According to Aselage and Eisenberger (2003), organizational social support could reduce job stress and improve job satisfaction by assuring employees that they will be supported no matter what. Therefore, the study's novelty is that it combines perceived social and organizational support to moderate the impact of work-family conflict on work stress. This study is significant in that it contributes to the management of human resources in the workplace, allowing for the most effective management of employee work stress.

This study aimed to investigate the direct effects of work-family conflict on work stress, as well as the moderating role of social support in reducing the effect of work-family conflict on work stress and the moderating role of perceived organizational support in minimizing the effect of work-family conflict on work stress. Employees' perceptions of social and organizational support are expected to be used to reduce work stress caused by work-family conflicts, as part of an effort to manage stress.

Greenhaus & Beutell (1985) define work-family conflict as an imbalance in roles in work and roles in the family. Frone et al. (1998) stated that a work-family conflict is a form of role conflict in which the demands of work and family cannot be aligned. This usually occurs to someone who only focuses on one demand, either work or family, and has difficulty in dividing time between these demands. Work-family conflict is a common occurrence among working mothers with children. They will face role conflicts in which they must meet the demands of their jobs while also fulfilling their responsibilities as mothers. According to Greenhaus & Beutell (1985), work-family conflict has three

dimensions: (a) Time-based conflict. The time required to carry out one demand (family or work) may reduce the time required to carry out other demands (work or family); (b) Strain-based conflicts. Occurs when pressure from one role affects the performance of another; (c) Behavior-based conflict. Associated with the discrepancy between the pattern of behavior with what is desired by both parties (work or family).

Stress is a negative reaction from people who experience excessive pressure imposed on them due to too many demands, obstacles, or opportunities (Robbins & Coulter, 2016). Workplace stress is caused by workers feeling overburdened and unable to cope with their responsibilities (Mangkunegara, 2013). Workplace stress can lead to physical and psychological imbalances, which can lead to workers' unstable emotions. When workers' abilities or resources are not tied to their jobs, they will react physically and psychologically, resulting in workplace stress (Sauter and Murphy, 2013). Workplace stress can be identified by existing stress symptoms, such as physiological, psychological, and behavioral symptoms (Robbins & Judge, 2015). Factors that affect work stress can arise from internal or external to the organization. Luthans (2006) divides the causes of work stress into the following categories: (a) Extra organizational stressors, such as stressors outside the organization that have an impact on work, such as social change, technological change, and family; (b) Organizational stressors, such as stress arising from administrative policies, organizational structure and design, organizational processes, and working conditions; (c) Group stressors, such as a lack of group cohesiveness or cooperation with other group members; (d) Organizational stressors, such as stress arising from administrative policies, organizational structure, and design, organizational (d) Individual stressors: stress can be influenced by situations and individual dispositions.

Individuals who are part of a social support system receive assistance such as real help, information, and emotional support, allowing them to feel at ease (Lazarus, 1991). Employee productivity and well-being can be aided by social support from the workplace (Hodson, 1997). Social support was defined by Eisenberger et al. (1986) as employees' perceptions of how much the organization values their contributions and cares about their well-being. According to Cohen and Syme (1985), there are four types of social support: (a) emotional support, such as trust and appreciation; (b) informative support, such as information, advice, and instructions given to increase one's knowledge in problem-solving; (c) instrumental support, such as providing facilities that can facilitate the goals to be achieved; (d) positive assessment, in the form of giving awards for the efforts that have been made.

Kurtessis et al. (2017) stated that organizational support theory is that employees generally perceive the extent to which organizations value their contributions and care about their well-being. Perceived organizational support is organizational support that is felt with general beliefs about the extent to which the organization values contributions, pays attention to welfare, hears complaints, pays attention to employees' lives, and can be trusted to treat employees fairly (Eisenberger & Rhoades, 2002). The existence of support from the organization provides a sense of security and comfort for workers because they feel valued and needed in the organization. Organizational support also encourages

employees to create work commitment and could achieve organizational goals. This form of support also leads to positive attitudes and work performance and positively affects mental health (Hao et al., 2016). There are three dimensions to perceived organizational support: fairness, support from superiors, and rewards and working conditions.

Batur & Nart (2014); Veliana & Mogi (2016) stated that there is a positive correlation between work and family role conflicts and work stress. According to Karabay et al. (2016), the role conflict between work and family will increase and affect the workload and have an impact on a non-conducive work environment. Reni Agustina (2018) found that there is a positive and significant relationship between dual role conflict and work stress. (2017), Lu et al. (2017), and Samsinar (2019) found a positive influence between work-family conflict and work stress. The misalignment of roles between work and family, and inability to share these roles, will increase work stress. The higher the role conflict experienced, the more work stress will be. Based on various research results, the hypothesis is stated as follows:  
H1. Work-family conflict significantly affects work stress

Work-family conflict arises when they are unable to divide their responsibilities between work and family obligations. The existence of these demands causes a variety of issues, including workplace stress. The rise in role conflict will have an impact on workplace stress, which will rise as well. Kurtessis et al. (2017); Zheng & Wu (2018) argue that in line with the utility perspective of social support theory, cultural and national economic context significantly moderate the relationship between work-family conflict and work disruption, but social support is the most important factor in the relationship between work-family conflict and work stress. According to M. Christopher (2016), higher work-family conflict increases employee work stress, but sources of social support from supervisors, coworkers, and partners are an important factor in both work-family conflict and stress. According to Aselage and Eisenberger (2003), organizational social support could reduce job stress and improve job satisfaction by assuring employees that they will be supported no matter what. The hypothesis is as follows, based on various research findings:

H2. Work-family conflict significantly affects work stress moderated by social support

Individual beliefs that the company values every contribution made, according to Man & Hadi (2013), will motivate employees to maintain a positive attitude while at work. Several studies have been conducted on the impact of perceived organizational support in balancing work-family relationships. Work-family conflict is tempered by perceived organizational support (Zheng & Wu, 2018) Worker role conflict and work stress will be reduced as a result of perceived organizational support. The perceived organizational support can spark employee commitment to achieving organizational goals (Rhoades, Eisenberger, & Armeli, 2001). This is used as an aid to complete work and deal with work stress. Based on the various research results above, the hypothesis *is stated as follows*: (Hair, Black, Babin, & E., 2014)

H3. Work-family conflict affects work stress moderated by Perceived Organizational Support

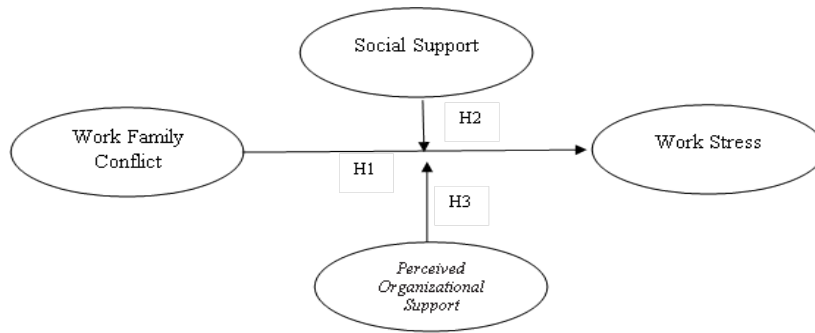


Figure 1. Conceptual Framework

**METHOD**

Explanatory research, or research that aims to explain causality between variables through hypothesis testing, was used in this study. Nurses from Malang's hospitals made up the majority of the population. The participants in this study were married, female nurses. According to Hair et al. (2014) when a construct has a construct 7, the level of commonality is at least 0.45, and the indicator or an invalid item is less than three in each construct, the maximum number of samples is 300. The sample size for this study was determined by looking at the large number of variables tested and figuring out how many samples were needed (Cooper & Schindler, 2014). The minimum sample size was determined using a variable of 5, resulting in a total of 100 samples. The sampling method used in this study was non-probability sampling, which was used because the total population was unknown. Purposive sampling was a non-probability sampling method in which certain criteria determined the sampling to obtain more accurate information. Female nurses who were married were the sample criteria used to select respondents.

Types and sources of data are primary and secondary data which are journals and website for supplementary data. Data collection techniques use a questionnaire. The measurement scale uses a Likert scale with 5 alternative answers, a value of 1 for strongly disagree to 5 for strongly agree. The operational definitions of this variable are: Work-family conflict (X), namely the imbalance of roles in work and family roles (Greenhaus & Beutell, 1985), the indicators used are: time-based conflict, strain-based conflict, and behavior-based conflict; Job stress (Y) is the pressure experienced by workers in dealing with work, the indicators used are stress symptoms according to Luthans (2006): physiological symptoms, psychological symptoms and behavioral symptoms; Social support (Z1) is a social togetherness, where individuals are in it, which provides some support such as real help, information support, and emotional support so that individuals feel comfortable (Lazarus, 1991); Perceived Organizational Support (Z2) is organizational support where employees form a general perception of the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2017). The indicators used are fairness, support from superiors, and rewards and working conditions. This study used inferential statistics to examine the effect of work-family conflict on work stress directly (Ghozali &

Latan, 2015). The moderation test was carried out in 2 stages of analysis consisting of 1) to examine the moderating role of social support on the effect of work-family conflict on work stress and 2) to examine the moderating role of perceived organizational support on the effect of work-family conflict on work stress using the Smart PLS 3 program.

## **FINDING AND DISCUSSION**

The participants in this study were nurses who worked in Malang hospitals. The total number of questionnaires distributed was 100, but only 78 questionnaires were returned and deserved to be analyzed. As a result, 78% of participants took part in the survey. According to age, the majority of respondents are between the ages of 20 and 30, with 38% being between the ages of 31 and 40, and 9% being over 40. This indicates that most of the respondents are in the productive age range, so they can carry out their work optimally. Characteristics of respondents with the latest education level show that respondents with an undergraduate education level dominate with 45 respondents or 58% and respondents with a Diploma education level 33 respondents or 42%. The results show that the education level is needed to support the work. Respondents based on years of service explained that most of the respondents in this study had a working period of 1-5 years by 65%. Furthermore, for 6-10 years of work, as much as 23%. A total of 12% of respondents have worked for less than a year. This demonstrates that the majority of respondents have a sufficient working period to support their work and have been able to adapt to their workplace.

The validity test in this study was carried out using convergent validity which was determined through the outer loading of each variable. An instrument is said to meet the convergent validity test if it has an outer loading above 0.7. However, at the development stage. A loading scale of 0.5 to 0.6 is still acceptable (Ghozali & Latan, 2015).

Question items are declared valid if they have a loading factor value above 0.7 even though they are at the development stage. A loading scale of 0.5 to 0.6 is still acceptable. The results of processing the validity test in the table above show that 2 items have an outer loading value of 0.5 so POS items 4 and 6 are not included in the next analysis stage. So, the validity of the new convergence after the invalid indicators were discarded had the same results, as seen in Figure 2.

According to Ferdinand (2013), an instrument measuring data and the resulting data is reliable if it consistently produces the same results every time a measurement is taken. Tests such as Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability are used to evaluate the measurement model. The construct is declared reliable if the AVE value is greater than 0.5 and the Cronbach's Alpha value is greater than 0.7, according to the criteria for each test. Table 2 shows that the AVE value for each variable is greater than 0.5 and meets the requirements. Each variable's Cronbach's Alpha value is greater than 0.7, indicating that all constructs derived from these variables are considered reliable. The results of Composite Reliability and rho-A each have a value greater than 0.7, so all variables studied are declared reliable.

Table 1. *Results of Convergent Validity*

Indicator	Item	Outer Loading	Information
Work family conflict	WFC1	0.664	Valid
	WFC2	0.584	Valid
	WFC3	0.643	Valid
	WFC4	0.784	Valid
	WFC5	0.852	Valid
Work Stress	JS1	0.772	Valid
	JS2	0.714	Valid
	JS3	0.786	Valid
	JS4	0.757	Valid
	JS5	0.776	Valid
Social support	SS1	0.706	Valid
	SS2	0.857	Valid
	SS3	0.883	Valid
	SS4	0.817	Valid
Perceived organizational support	POS1	0.731	Valid
	POS2	0.799	Valid
	POS3	0.673	Valid
	POS4	0.435	Not Valid
	POS5	0.811	Valid
	POS6	0.368	Not Valid

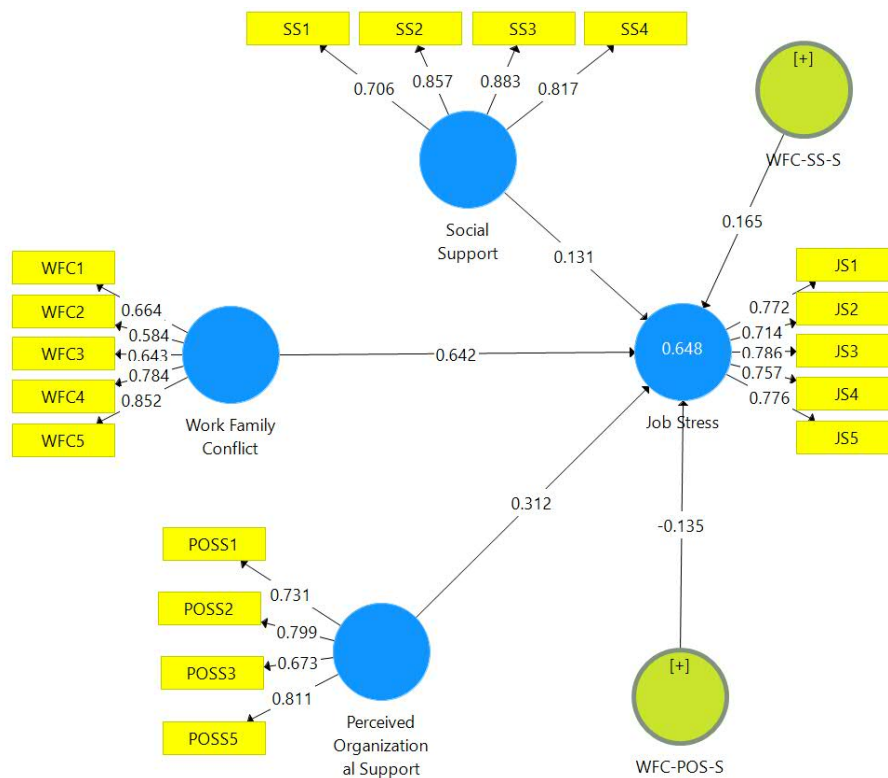


Figure 2. Results of Outer-loading



Table 2. Results of AVE, Cronbach's Alpha, dan Composite Reliability

Variable	Cronbach's Alpha	Rho-A	Composite Reliability	AVE	Information
Work family conflict	0.761	0.804	0.835	0.507	Reliable
Work Stress	0.818	0.819	0.873	0.580	Reliable
Social Support	0.846	0.975	0.890	0.670	Reliable
Perceived organizational support	0.780	0.882	0.841	0.571	Reliable

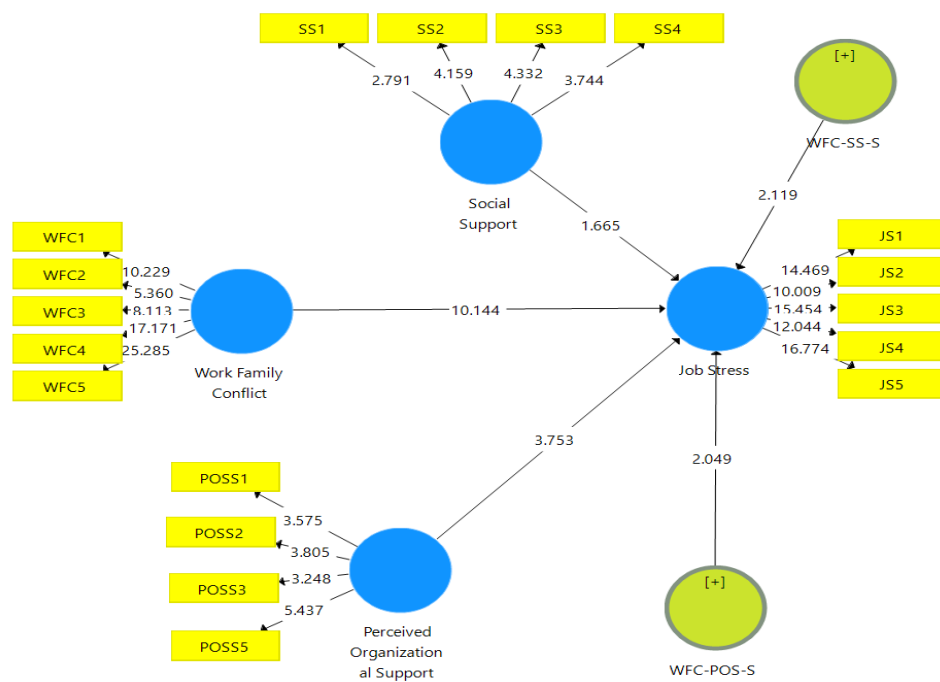


Figure 3. Results of bootstrapping with SmartPLS 3.0

Table 3. Hypotheses Results

Variable	Coef.	t-stat	p-value	Information
Work family conflict-> work stress	0.642	10.144	0.000	Significant
Social support -> work stress	0.131	1.655	0.096	Insignificant
Perceived organizational support -> work stress	0.312	3.753	0.000	Significant
Work family conflict -SS*S -> work stress	0.165	2.119	0.035	Significant
Work family conflict -POS*S -> work stress	-0.135	2.049	0.041	Significant

The results of the analysis show that work-family conflict (WFC) has a significant effect on work stress (JS). The test shows the direct effect of work-family conflict (WFC) on work stress (JS) with a value of 0.642, a t-statistic of 10.144, and a p-value of 0.000. The value of t-statistics which was  $10.144 > 1.96$  and p-value  $0.000 < 0.05$  indicated that work-family conflict (WFC) had a significant effect on work stress (JS). Thus, H1 which states that work-family conflict has a significant effect on work stress is **accepted**.

With a t-statistic of 2.119, the effect of work-family conflict (WFC) on work stress (JS) with the moderation of social support was 0.165. Social support moderates the effect of work-family conflict (WFC) on nurses' work stress because the t-statistic value is  $2.119 > 1.96$  and the p-value is  $0.035 < 0.05$ . These findings suggest that the better the existing social support, the greater the impact of work-family conflict (WFC) on nurses' work stress. The findings of this data analysis show that **H2 is accepted**.

The impact of work-family conflict (WFC) on work stress is moderated by perceived organizational support. With a t-statistic of 2.049, the test results yielded a path coefficient of -0.135. The t-statistic value is  $2.049 > 1.96$ , and the p-value is  $0.041 < 0.05$ , indicating that the result is significant. This means that the stronger nurses' perceptions of organizational support, the greater the impact of work-family conflict (WFC) on nurses' work stress. The results of this analysis indicate that **H3 is accepted**.

The predictive-relevance (Q<sup>2</sup>) value reveals the goodness of the fit model test. The R<sup>2</sup> value of each endogenous variable was used to calculate the Q<sup>2</sup> value. According to the calculations, the Q<sup>2</sup> value was 0.648, indicating that the structural model created was feasible and had relevant predictive value. This value explains that 64.8% of the variance in data generated by the PLS model was explained by the variables studied, while other variables explained the remaining 35.2%.

## **Discussion**

### **The Work-family conflict against work stress**

Work-family conflict has a significant positive effect on work stress, according to the study's findings, which means that the higher the work-family conflict, the higher the stress. Work stress will be exacerbated by nurses' perceptions of an imbalance of roles in managing family and work time and the demands of work and family tasks that must be completed. Married women's characteristics suggest that, despite having work responsibilities, women play an important role in completing household tasks. According to Graham et al., (2021) women perceive more work-family conflict than men, and women who have children experience more work-family conflict than women who do not have children. These findings back up previous research (Jamadin, Mohamad, Syarkawi, & Noordin, 2015); (Sharma et al., 2016); (Amstad, Meier, Fasel, Elfering, & Semmer, 2011); Batur & Nart (2014); Sharma et al., (2016); Rabenu et al. (2017); Samsinar (2019) which found that work-family conflict has a significant positive effect on work stress.

### **Moderation of Social Support in the Effect of Work-family conflict on work stress**

Based on the findings, social support can help moderate the impact of work-family conflict on work stress. This demonstrates that having social support from coworkers, superiors, and family can amplify the impact of work-family conflict and increase work stress. The greater the social support provided, the greater the impact of work-family conflict on work stress. In addition, social support did not affect job stress, according to this study. Workplace stress was unaffected by the presence or absence of social support from coworkers, bosses, or spouses. This situation can be explained by increased work demands, which will increase the frequency of working hours, resulting in less social interaction than before the pandemic. Social support, on the other hand, has a moderating effect on the effect of work-family conflict on work stress, bolstering the findings (Ariani, 2020); (M. Christopher, 2016); (Kurtessis et al., 2017) dan (Zheng & Wu, 2018). Employees will experience more work stress if there are more work-family conflicts compared to those who do not experience work-family conflict. However, social support from supervisors, coworkers, and partners is an important factor in the relationship between work-family conflict and work stress.

### **Moderation of Perceived Organizational Support in the effect of work-family conflict on work stress**

Nurses' positive perceptions of organizational support can help reduce the impact of work-family conflict on work stress. These findings suggest that if nurses are given organizational support in the form of appreciation for their contributions, work flexibility, and organizational concern for what nurses do, the work-family conflict will have a lower impact on work stress. These findings also supported previous studies' findings such as the work of Zheng & Wu, (2018) and Jamadin et al., (2015).

## **CONCLUSION**

This study concluded that work-family conflict had an effect on work stress; social support has a moderating role in the effect of work-family conflict on work stress and perceived organizational support moderates the effect of work-family conflict on work stress. The role of social support and organizational support felt by nurses will reduce the impact of work-family conflict on work stress. This study has important implications for organizations in terms of human resource management since nurses have an excessive workload and are the health workers who play a critical role in the current pandemic situation, so organizational support is felt in the form of acknowledgment of the work done; awarding the nurse's contribution; and Nurses' work deserves special attention and care, which can help to reduce work-family conflict and work stress. In addition, the role of social support, such as peer and supervisor support, in the effect of work-family conflict on work stress is critical. The limitation of this research is that the use of work-family conflict and work stress is more concerned with aspects of the psychological condition of nurses and still has not made a direct contribution to the organization, namely the performance of nurses. For this reason, in further research, nurses' performance variables can be added as the dependent variable to obtain optimal performance.

## REFERENCES

- Alifah, A. (2021). Efek mediasi work-family conflict terhadap stres kerja pada ibu bekerja di rumah selama pandemi Covid-19. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 11(1), 1–16. <https://doi.org/10.37932/j.e.v11i1.171>
- Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology*, 16(2), 151–169. <https://doi.org/10.1037/a0022170>
- Ariani, D. D. (2020). Efek moderasi dukungan sosial dalam hubungan konflik pekerjaan keluarga dengan stres kerja dosen wanita di Fakultas Ekonomi Undiksha. *Bisma: Jurnal Manajemen*, 6(1), 1. <https://doi.org/10.23887/bjm.v6i1.24398>
- Batur, O., & Nart, S. (2014). The relation between work-family conflict, job stress, organizational commitment and job performance: A study on turkish primary teachers. *European Journal of Research on Education*, 2(2), 72–72. <https://doi.org/10.15527/ejre.201426250>
- BPS. (2021). Persentase tenaga kerja formal menurut jenis kelamin (persen), 2019-2021. Retrieved from <https://www.bps.go.id/indicator/6/1170/1/persentase-tenaga-kerja-formal-menurut-jenis-kelamin.html>
- Cooper, D. R., & Schindler, P. S. (2014). *Business research method, 12th edition*. New York: McGraw Hill.
- Suwito, E.D., Pamungkas, R.A., & Indrawati, R. (2022). Faktor-faktor yang mempengaruhi work life balance tenaga kesehatan di rumah sakit pada masa pandemi Covid-19. *Jurnal Health Sains*, 3(3), 377–393. <https://doi.org/10.46799/jhs.v3i3.449>
- Ferdinand, A. (2013). *Metode penelitian manajemen: pedoman penelitian untuk penulisan skripsi, tesis dan disertasi ilmu manajemen*. Semarang: Undip Press.
- Frone, M. R., Rusell, M., & Cooper, M. L. (1998). Antecedents and outcomes of work family conflict: testing a model of the work-family interface. *Journal of Applied Psychology*.
- Ghozali, I., & Latan, H. (2015). *Partial least square: konsep, teknik, dan aplikasi menggunakan program SmartPLS 3.0*. Semarang: Badan Penerbit Undip.
- Graham, M., Weale, V., Lambert, K., Kinsman, N., Stuckey, R., & Oakman, J. (2021). Working at home. *Journal of Occupational & Environmental Medicine, Publish Ah*. <https://doi.org/10.1097/jom.0000000000002337>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
- Hair, J. F., Black, W. C., Babin, B. J., & E., A. R. (2014). *Multivariate data analysis (7th Edition)*. Newyork: Pearson Education Limited.
- Howard, J. (2008). Balancing conflicts of interest when employing spouses. *Employee Responsibility Rights Journal*, 20, 29–43.
- Jamadin, N., Mohamad, S., Syarkawi, Z., & Noordin, F. (2015). Work - family conflict and stress: evidence from Malaysia. *Journal of Economics, Business and Management*, 3(2), 309–312. <https://doi.org/10.7763/joebm.2015.v3.200>
- Karabay, M. E., Akyüz, B., & Elçi, M. (2016). Effects of family-work conflict, locus of control, self confidence and extraversion personality on employee work stress. *Procedia*

- *Social and Behavioral Sciences*, 235(October), 269–280.  
<https://doi.org/10.1016/j.sbspro.2016.11.030>
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: a meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884.  
<https://doi.org/10.1177/0149206315575554>
- Lu, Y., Hu, X. M., Huang, X. L., Zhuang, X. D., Guo, P., Feng, L. F., ... Hao, Y. T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: A cross-sectional study. *BMJ Open*, 7(5), 1–12. <https://doi.org/10.1136/bmjopen-2016-014894>
- Luthans, F. (2006). *Perilaku organisasi edisi sepuluh*. Yogyakarta: Andi.
- M. Christopher, A. M. L. S. (2016). A meta-analysis of work-family conflict and social support kimberly. *Physiology & Behavior*, 176(1), 100–106.  
<https://doi.org/10.1037/bul0000120.A>
- Man, G. S., & Hadi, C. (2013). Hubungan antara perceived organizational support dengan work engagement pada guru SMA swasta di Surabaya. *Jurnal Psikologi Industri Dan Organisasi*, 2(2), 90–99.
- Mangkunegara, A. P. (2013). *Manajemen sumberdaya manusia perusahaan*. Bandung: PT. Remaja.
- Maziyya, A. A., Islam, N. R. Q., & Nisa, H. (2021). Hubungan beban kerja, work-family conflict, dan stres kerja pada pekerja di wilayah pulau Jawa saat pandemi Covid-19 di tahun 2020. *Media Penelitian Dan Pengembangan Kesehatan*, 31(4), 337–346.  
<https://doi.org/10.22435/mpk.v31i4.4377>
- Nurmayanti, C. Z. H. S. (2019). Influence of work-family conflict on organizational commitment and organizational citizenship behavior (study at the manpower and transmigration department of West Nusa Tenggara province). *International Journal of Science and Research (IJSR)*, 8(2), 705–712. Retrieved from <https://www.ijsr.net/archive/v8i2/ART20194556.pdf>
- Rabenu, E., Tziner, A., & Sharoni, G. (2017). The relationship between work-family conflict, stress, and work attitudes. *International Journal of Manpower*, 38(8), 1143–1156.  
<https://doi.org/10.1108/IJM-01-2014-0014>
- Reni Agustina, I. G. A. S. (2018). Pengaruh work family conflict terhadap stres kerja. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 3(7), 775–808.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Robbins, S. P., & Coulter, M. (2016). *Manajemen* (13th ed.). Jakarta: Erlangga.
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku organisasi*. Jakarta: Salemba Empat.
- Samsinar, N. H. and W. (2019). Pengaruh konflik peran ganda , work family conflict, beban kerja beban kerja dan stress kerja terhadap kinerja karyawan PT. Bank Negara Bank Negara Indonesia (Persero )Tbk cabang Pare –Pare. *Hasanuddin Journal of Business Strategy (HJBS)*, 1(3), 88–95.

- Sharma, J., Dhar, R. L., & Tyagi, A. (2016). Stress as a mediator between work-family conflict and psychological health among the nursing staff: Moderating role of emotional intelligence. *Applied Nursing Research*, 30, 268–275. <https://doi.org/10.1016/j.apnr.2015.01.010>
- Veliana, S., & Mogi, J. A. (2016). Analisa pengaruh work family conflict terhadap stres kerja dan kinerja karyawan di restoran the Duck King Imperial Chef Galaxy Mall Surabaya. *Program Manajemen Perhotelan, Fakultas Ekonomi, Universitas Kristen Petra*, 377–391.
- Zheng, J., & Wu, G. (2018). Work-family conflict, perceived organizational support and professional commitment: A mediation mechanism for chinese project professionals. *International Journal of Environmental Research and Public Health*, 15(2). <https://doi.org/10.3390/ijerph15020344>