

## The Influence of Work-Family Conflict on Employee Job Satisfaction Mediated by Job Burnout Among Employees of Bank Tabungan Negara in Padang City

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### ARTICLE INFO

Received 7 January 2025  
Accepted 21 February 2025  
Published 28 March 2025

#### Keywords:

Job Satisfaction  
Work-Family Conflict  
Job Burnout

### ABSTRACT

This study aims to examine (1) the influence of Work-Family Conflict on Job Satisfaction, (2) the influence of Work-Family Conflict on Job Burnout, (3) the influence of Job Burnout on Job Satisfaction, and (4) the influence of Work-Family Conflict on Job Satisfaction mediated by Job Burnout. This research is a causal study with a population of 61 employees at Bank Tabungan Negara in Padang City, using a total sampling method. Data analysis was conducted using SmartPLS4 software. The findings of the analysis indicate that (1) Work-Family Conflict has a negative and significant effect on Job Satisfaction among employees of Bank Tabungan Negara in Padang City, (2) Work-Family Conflict has a positive and significant effect on Job Burnout among employees of Bank Tabungan Negara in Padang City, (3) Job Burnout has a negative and significant effect on Job Satisfaction among employees of Bank Tabungan Negara in Padang City, and (4) Job Burnout mediates the effect of Work-Family Conflict on Job Satisfaction among employees of Bank Tabungan Negara in Padang City.

DOI:10.24036/jkmb.v5i1

**How to cite:** Nasya Desta Fitri & Chichi Andriani (2025). The Influence of Work-Family Conflict on Employee Job Satisfaction Mediated By Job Burnout Among Employees of Bank Tabungan Negara in Padang City. *Human Resource Management Studies*, 5 (1), 19-27. DOI: <https://doi.org/10.24036/hrms.v5i1>



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## INTRODUCTION

Suartana and Dewi (2020) stated that globalization has led to increased demands on the workforce, including adapting to new technologies, working longer hours, and complying with stricter work regulations. These factors can create additional pressure on employees to perform their duties, ultimately affecting their job satisfaction levels. The success of a business often relies on the job satisfaction of its employees. Therefore, companies must strive to improve or enhance the factors that influence job satisfaction to reduce company losses and improve performance in line with their established goals.

According to Yakup (2017), job satisfaction is a frequently discussed topic and a subject of various scientific discussions and meetings because it impacts the outcomes of organizational processes. High job satisfaction can be achieved when the factors contributing to it are adequately provided. Job satisfaction does not stand alone but is influenced by various factors, both within the organization and from the individual employees themselves.

Bank Tabungan Negara (Persero) Tbk faces significant competition in its field. With numerous competitors, Bank BTN must strive to enhance its work productivity, improve performance, and boost employee satisfaction. However, job satisfaction is ultimately an individual matter. Employees experience varying levels of satisfaction depending on the value systems they adhere to, as individual differences play a significant role.

Based on preliminary interviews conducted with Bank Tabungan Negara employees in Padang City, issues related to employee job satisfaction were identified. Employees expressed concerns about the lack of adequate support from leadership, which made them feel undervalued. Additionally, the absence of clear guidance from leaders and the insufficient time allocated to listen to employee feedback and address their needs contributed to their dissatisfaction with their work.

In an increasingly competitive and dynamic work environment, employee job satisfaction becomes a key factor in maintaining productivity, loyalty, and well-being in the workplace. One factor that can influence job satisfaction is the conflict between work and family, commonly referred to as work-family conflict (WFC). According to Liu et al. (2017), work-family conflict refers to situations where the demands of work and family roles are incompatible or in conflict in some respects. Furthermore, Fotiadis et al. (2019) noted that maintaining a balance between work and family is a significant challenge in modern industrial societies due to the increasing pressures in both the workplace and family environments. People must manage multiple roles simultaneously, dividing their resources between work and family.

Schaufeli and Marisa (2014) stated that burnout in the workplace is a condition where an individual experiences mental and emotional exhaustion. It can be considered a multidimensional stress syndrome comprising three main aspects: exhaustion (a depletion of mental resources), cynicism (indifference or a detached attitude toward work or its people), and interpersonal strain (psychological distress caused by interpersonal interactions).

Regarding the explanation above, several gaps have been identified in the research. These gaps include an evidence gap in previous studies, which indicate an insignificant relationship between work-family conflict and job burnout on job satisfaction. According to Research conducted by Hapsari (2015), work-family conflict does not significantly contribute to job satisfaction. This is because feelings of satisfaction or dissatisfaction in work are more closely related to the job itself, such as workplace conditions, the work environment, or a dislike for the job.

This finding is supported by Lambert et al. (2002), who stated that work-family conflict does not have a significant relationship with job satisfaction because family-related issues are not considered crucial factors influencing job satisfaction. Moreover, the inclusion of a mediation role in this study provides a reason for its implementation, as there are still few studies that explore job burnout as a mediator between work-family conflict and job satisfaction. Similarly, research by Ramansyah et al. (2023) also indicates that work-family conflict does not significantly impact job satisfaction. Therefore, this study is expected to update and complement previous research.

## LITERATURE REVIEW

This study is based on the Conservation of Resources (COR) theory by Hobfoll (1989), which explains how individuals protect, maintain, and replenish essential resources, such as social support, time, and energy. Resource loss leads to stress and further depletion, especially during work-family conflicts, which require significant resource investment to manage.

High work-family conflict depletes resources, leading to prolonged stress and job burnout, which in turn reduces job satisfaction. Thus, job burnout mediates the relationship between work-family conflict and job satisfaction, highlighting the negative impact of resource loss on employee well-being and performance.

## **Job Satisfaction**

Robbins and Judge (2015) state that job satisfaction refers to the attitude displayed by employees as a result of their evaluation of the work they perform. The level of satisfaction experienced by employees influences their mood. Employees who are satisfied with their jobs tend to have a positive attitude toward their work, whereas those who are dissatisfied are likely to exhibit a negative attitude. Arianty et al. (2016) also explain that job satisfaction is the feeling employees experience while working. If employees feel satisfied, it increases their motivation to complete tasks effectively. However, if they feel dissatisfied, they are likely to become less motivated, which can hinder the achievement of company goals.

Smith et al. (2020) emphasize that understanding job satisfaction levels is crucial, as the results of such studies have a significant impact on both individuals and organizations. From the workers' perspective, they must be treated fairly and respectfully in the workplace, which can be reflected in their positive service attitudes. From the organizational perspective, high job satisfaction can enhance employee performance, which in turn influences the company's overall outcomes.

Based on the statement above, job satisfaction can be defined as the positive feeling and contentment an employee experiences toward their job. It encompasses aspects such as the alignment between tasks and abilities, good relationships with colleagues and supervisors, and recognition for their contributions. The higher the level of job satisfaction, the greater the likelihood that employees will remain productive and loyal to the company.

According to Hasibuan (2017), employee job satisfaction is influenced by several factors, including fair and appropriate compensation, placement according to expertise, the weight of the workload, work atmosphere, equipment supporting job execution, leadership attitudes, and the nature of the job (whether it is monotonous or not). Meanwhile, Mangkunegara (2011) identifies two main factors affecting job satisfaction: employee factors, including intelligence, specific skills, age, gender, physical condition, education, work experience, years of service, personality, emotions, thinking styles, perceptions, and work attitudes; and job factors, which include job type, organizational structure, rank, position, quality of supervision, financial guarantees, social security, promotion opportunities, social interaction, and working relationships.

According to Castaldo et al. (2023), job satisfaction indicators include Job Satisfaction Payment, which measures employees' satisfaction with the financial rewards they receive, such as salary, bonuses, and benefits. Additionally, it takes into account recognition for individual and team performance, which influences motivation and loyalty. Job Satisfaction Superiors and Work refers to employees' satisfaction with their relationships with superiors and work conditions, including support, communication, and the work environment, which affect both performance and motivation. Lastly, Job Satisfaction Colleagues assess satisfaction with relationships with coworkers, including cooperation, social support, and the work atmosphere, which contribute to comfort and productivity at work.

## **Work-Family Conflict**

Buhali and Margaretha (2013) state that work-family conflict is a form of role conflict that creates pressure or imbalance between the roles performed at work and the roles performed within the family. The conflict between work and family can be explained as a role incompatibility where the demands of both roles cannot be effectively integrated simultaneously.

According to Hoque (2015), work-family conflict is a phenomenon where job-related responsibilities interfere with or conflict with family-related responsibilities. This can include situations where work demands such as long working hours, pressure to meet targets, or frequent business trips disrupt family time. Such conflicts can lead to stress, tension, and imbalance in an individual's life, negatively impacting family relationships, psychological well-being, and job performance. Therefore,

understanding and managing work-family conflict is crucial for achieving a healthy balance between personal and professional life. Pardita and Surya (2020) describe work-family conflict as a situation in which job responsibilities disrupt home obligations, leading to stress, health issues, workplace disputes, absenteeism, and job turnover. This conflict arises when work and family roles are misaligned, with excessive demands from one role affecting employee performance and job satisfaction.

According to Deng et al. (2018), Work-Family Conflict indicators include Time-based Conflict, which occurs when the time required for one role (e.g., work) interferes with participation in another role (e.g., family), such as when overtime work limits family time. Strain-based conflict occurs when stress or tension from one role affects participation in another, such as work stress impacting interactions at home. Behavior-based Conflict arises when the behaviors required in one role conflict with expectations in another, such as assertive, competitive behavior at work clashing with the supportive, gentle behavior expected in a family setting. A study by Winefield et al. (2014) highlights how work-family conflict can contribute to physical symptoms and psychological distress, even after accounting for factors such as job demands, control, and its impact on performance.

### Job Burnout

According to Kartono (2017), job burnout is a condition experienced by an individual characterized by exhaustion, work stress, and a decline in personal achievement. Saraswati & Adiputra (2017) state that job burnout is a symptom marked by emotional exhaustion and a change in attitude towards others, typically resulting from excessive workload, which usually occurs in the work environment.

Kreitner and Kinicki (2014) describe job burnout as a consequence of prolonged stress, occurring when an individual begins to question their personal values. According to Safira et al. (2020), job burnout is characterized by a decline in physical and mental energy, as well as a reduction in work motivation. It is crucial to address work fatigue, as exhaustion can lead to the loss of work skills, decreased productivity, and performance.

According to Maslach and Michael (2015), the indicators of Job Burnout include emotional exhaustion, where an individual feels drained of energy and lacks the emotional resources to handle work tasks. Depersonalization is another indicator characterized by a cold, cynical, or harsh attitude towards coworkers and clients as a response to stress. Additionally, burnout leads to a reduction in personal accomplishment, where individuals feel disappointed and dissatisfied with their performance or achievements at work, often due to a sense of failure or an inability to meet expectations.

### Hypothesis

The conceptual framework is a concept used to explain, describe, and illustrate the relationship between the variables being studied. It serves as a guide to depict the connections between the variables under investigation. The variables in this study include the influence of work-family conflict on job satisfaction, mediated by job burnout.

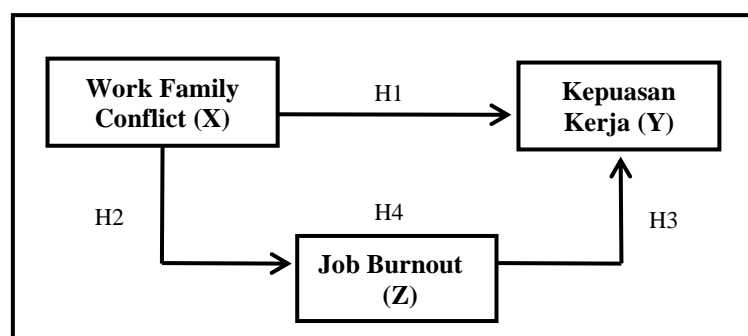


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypotheses obtained are:

H1 : Work-family conflict has a negative impact on job satisfaction.

H2 : Work-family conflict has a positive impact on job burnout.

H3 : Job burnout has a negative impact on job satisfaction.

H4 : Job burnout mediates the relationship between work-family conflict and job satisfaction.

## METHOD

This study is a causal research that investigates the effect of work-family conflict on employee job satisfaction, mediated by job burnout, among employees of Bank Tabungan Negara in Padang City. The population of this study consists of all 61 employees of Bank Tabungan Negara in Padang City. This study uses a total sampling technique, meaning that the entire population of 61 employees is used as the research sample. Data were collected through a questionnaire designed based on a Likert Scale. The analysis was conducted using SmartPLS software to test the relationships between the variables under study.

## RESULT AND DISCUSSION

This study used SmartPLS 4 software for data analysis. SmartPLS is a statistical tool used for partial least squares-based structural equation modelling (PLS-SEM). The analysis includes two main techniques: descriptive analysis and inferential statistical analysis. The measurement model (or outer model) is used to evaluate the validity and reliability of the model. This model defines the relationship between each dimension block and its latent variables. For reflexive indicators, the measurement model is assessed using convergent validity, discriminant validity, and composite reliability of the indicator blocks (Ghozali, 2014).

### Validity Test

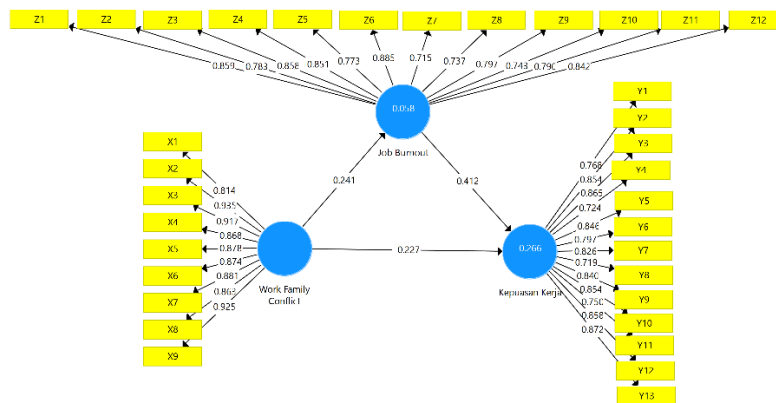


Figure 2. Outer Loading

The validity test indicates that all indicators are valid, as each has a loading factor value greater than 0.7, demonstrating that the outer model has strong convergent validity. Another method for assessing convergent validity is by examining the Average Variance Extracted (AVE) value. A construct is considered valid if the AVE value is greater than 0.5.

Table 1. Result of Analysis of Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Job Burnout	0.647
Kepuasan Kerja	0.664
Work Family Conflict	0.783

Source: Processed primary data (2024)

### Reliability Test

Data reliability is confirmed when the composite reliability and Cronbach's alpha values exceed 0.7. Based on the table below, since Cronbach's alpha and composite reliability values for all exceed 0.7, it can be concluded that all constructs in the estimated model are reliable and meet the established standards.

**Table 2 . Composite Reliability Analysis Results and Cronbach's Alpha**

Variable	Cronbach's alpha	Composite reliability (rho_a)
<i>Job Burnout</i>	0.951	0.965
Kepuasan Kerja	0.958	0.969
<i>Work-Family Conflict</i>	0.965	0.980

Source: Processed primary data (2024)

### Hypothesis Testing

The structural model test aims to assess the relationships between variables, significance values, and the R-Square of the research model. The evaluation of the structural model involves examining the R-Square for the dependent constructs, t-tests, and the significance of the structural path parameters. Using the SmartPLS 4 application, it was found from the table that the R-square value for the Job Satisfaction variable is 0.266, indicating that the Job Burnout variable can explain 26.6% of the variance in Job Satisfaction. Meanwhile, for the Job Burnout variable, the R-squared value is 0.058, meaning that the Job Satisfaction variable can explain 5.8% of the variance in Job Burnout.

**Table 3. R-Square Analysis Results**

Variable	R-square
<i>Job Burnout</i>	0.058
<b>Job Satisfaction</b>	0.266

Source: Processed primary data (2024)

**Table 4 Results of Inner Model Analysis**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Work-Family Conflict -&gt; Job Satisfaction</b>	-0.227	-0.221	0.110	2.061	<b>0.040</b>
<b>Work-Family Conflict -&gt; Job Burnout</b>	0.241	0.274	0.091	2.654	<b>0.008</b>
<b>Job Burnout -&gt; Job Satisfaction</b>	-0.412	-0.437	0.078	5.292	<b>0.000</b>

Source: Processed primary data (2024)

In PLS analysis, each assumed relationship is statistically tested using the simulation method, namely bootstrapping, on the research sample. The use of bootstrapping aims to address the issue of data non-normality as follows:

1. **Hypothesis Testing 1: The effect of work-family conflict on job satisfaction.**  
The results of the first hypothesis test show that the work-family conflict variable has a t-statistic value of 2.061, which exceeds the established t-table value (1.96). This indicates a significant effect of work-family conflict on job satisfaction. Additionally, the path coefficient value of -0.227 indicates that work-family conflict has a negative effect on job satisfaction. Therefore, the higher the level of work-family conflict perceived by employees, the lower the level of job satisfaction experienced by employees at Bank Tabungan Negara, Padang. Conversely, if the level of work-family conflict is low, the level of job satisfaction tends to be higher.
2. **Hypothesis Testing 2: The effect of work-family conflict on job burnout.**  
The results of the second hypothesis test show that the t-calculated value is 2.654, exceeding the established t-table value (1.96). This indicates a significant effect between work-family

conflict and job burnout. With a path coefficient of 0.241, it can be concluded that work family conflict has a positive effect on job burnout. This means that the higher the level of work family conflict experienced, the higher the level of job burnout among employees at Bank Tabungan Negara, Padang. Conversely, the lower the level of work family conflict, the lower the job burnout experienced by employees.

3. **Hypothesis Testing 3: The effect of job burnout on job satisfaction.**

The results of the third hypothesis test indicate that the calculated t-value is 5.292, exceeding the established t-table value of 1.96. This indicates a significant effect between job burnout and job satisfaction. With a path coefficient value of -0.412, it can be concluded that job burnout has a negative effect on job satisfaction. In other words, the higher the level of job burnout experienced by employees at Bank Tabungan Negara, Padang, the lower the job satisfaction they will experience. Conversely, if the level of job burnout is low, the level of job satisfaction tends to be high.

**Table 5 Calculation of Indirect Variable Coefficient**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
Work-Family Conflict -> Job Burnout -> Job Satisfaction	-0.099	-0.120	0.047	2.119	0.035

Source: Processed primary data (2024)

The calculation results show that the mediation variable coefficient for the mediation effect between work-family conflict and job satisfaction through job burnout has a t-statistic of 2.119, which exceeds the 1.96 threshold set for significance. This suggests that work-family conflict has a significant impact on job satisfaction, leading to job burnout among employees at Bank Tabungan Negara in Padang. In other words, when the level of work-family conflict perceived in an organization is high, the likelihood of an individual experiencing job burnout increases, which ultimately reduces the level of job satisfaction among employees at Bank Tabungan Negara, Padang

## CONCLUSION

This study aims to analyze the impact of work-family conflict on job satisfaction, mediated by job burnout, among employees of Bank Tabungan Negara in Padang. Based on the analysis and discussion in the previous sections, the following conclusions can be drawn:

1. There is a negative and significant effect of work-family conflict on job satisfaction among employees of Bank Tabungan Negara Padang. This means that the higher the work-family conflict experienced by employees, the lower the job satisfaction they will experience in their work.
2. There is a positive and significant effect of work-family conflict on job burnout among employees of Bank Tabungan Negara Padang. This means that the higher the work-family conflict experienced by employees, the higher the job burnout they will experience in their work.
3. There is a negative and significant effect of job burnout on job satisfaction among employees of Bank Tabungan Negara Padang. This means that the higher the level of job burnout experienced by employees, the lower their job satisfaction in their work.
4. A significant mediating effect is found between work-family conflict and job satisfaction through job burnout among employees of Bank Tabungan Negara Padang. This means that as work-family conflict increases, job burnout also increases, and with a high level of job burnout, employees tend to have lower job satisfaction.

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