The Effect of Work-Family Conflict and Social Support on Job Satisfaction: A Case Study of Female Employees in Indonesia

Masduki Asbari[1], Agus Purwanto[2], Yuli Sudargini[3], Khaerul Fahmi[4]

[1,2]Pelita Harapan University, Indonesia

[1]STMIK Insan Pembangunan, Indonesia

[3]Universitas Negeri Semarang, Indonesia

[4]Universitas Pramita Indonesia

* Corresponding author: kangmasduki.ssi@gmail.com

Abstract - This study aimed to measure the effect of work-family conflict and social support (supervisor, peer, and family support) on the job satisfaction of the female employees of two private companies in Indonesia. Data collection was done by simple random sampling of 145 population of female employees. The returned and valid questionnaire results were 139 samples. Data processing was used SEM method with SmartPLS 3.0 software. The results of this study concluded that work-family conflict, peer support, and family support have a significant effect on job satisfaction. Meanwhile, supervisor support has not a significant effect on job satisfaction. This new research proposed a model for building job satisfaction among the private company employees in Indonesia through enhancing social support and manage work-family conflict.

Keywords: *Job satisfaction, social support, work-family conflict.*

I. INTRODUCTION

Currently, the concept of family is an important concept that continues to develop and be involved in the life of every individual, including employees, especially female employees. To achieve a good quality of life, family life needs to be maintained because family conflicts can affect the value of the sustainability of the quality of life(Asbari, Bernarto, et al., 2020; Asbari, Pramono, Kotamena, et al., 2020). The company, need to continuously improve the quality of services to meet student needs for comprehensive and empowering education and teaching services(Asbari, 2015; Asbari, Chi Hyun, et al., 2020; Asbari, Hyun, Wijayanti, et al., 2020; Asbari, Nurhayati, et al., 2019, 2020; Asbari, Purwanto, Fayzhall, et al., 2020; Asbari, Purwanto, Maesaroh, et al., 2020; Asbari, Wijayanti, et al., 2019; Goestjahjanti et al., 2020; Hutagalung et al., 2020; Maesaroh et al., 2020; Purwanto, Asbari, & Santoso, 2020). The increasing challenges and expectations of the world of education for the quantity and quality of education in this country have affected and cannot be separated from the important role of an employee. Employees, especially female employees, will have a heavy workload, have irregular working hours, and have difficulty reconciling work and family life(Asbari, Purwanto, et al., 2019; Asbari, Santoso, et al., 2019; Asbari, Wijayanti, Hyun, et al., 2020; Purwanto; et al., 2019; Purwanto, Mayesti Wijayanti, et al., 2019; Purwanto, Asbari, et al., 2019; Purwanto, Asbari, Santoso, et al., 2020; Purwanto, Budi Santoso, & Asbari, 2020; Purwanto, Asbari, Budi Santoso, et al., 2020; Purwanto, Putri , Ahmad, et al., 2020; Santoso et al., 2019). Increased work-family conflict hurts job satisfaction and employee performance(Karakas & Sahin, 2017; Mansour & Tremblay, 2016). These findings suggest that responsibilities at work and responsibilities at home cannot coincide successfully in an employee's life(Asbari, Pramono, Kotamena, et al., 2020). Company institutions, as well as other formal organizations, are not free from the work-family conflict experienced by members of the organization, especially female employees. Being a wife, parent, and employee at the same time can cause disharmony in one of the several roles played. One of the problems that arise is related to the dual role of female employees, namely work-family conflict. Problems like this are a form of conflict between roles as a result of pressure or an imbalance of roles between roles at work and roles in the family(Smith et al., 2019).

To increase the competitive and comparative power of Indonesian manpower and human resources in the global arena, it is necessary to carry out adequate studies to find solutions to the problem of work-family conflict, especially among female employees. This study will focus on examining the relationship and influence between work-family conflict, work stress, and social support on the job satisfaction of female employees in two private

companies in Indonesia. This study also analyzes the role of social support from superiors, co-workers, and families of the employees concerned.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Work-Family Conflict

According to(Greenhaus & Beutell, 1985)Work-family conflict is a form of inter-role conflict, namely the pressure or imbalance of roles between roles at work and roles in the family. High working hours and heavy workloads are a direct sign of a work-family conflict due to the excessive time and effort spent working. This results in a lack of time and energy that can be used for family activities. (G r e e n h a u s & B e u t e l l, 1 9 8 5) describe the types of conflict-related to the dilemma of female roles between household and work. First, time-based conflict is a conflict that occurs because time is used to fulfill one role and cannot be used to fulfill other roles, including the division of time, energy, and opportunities between work and household roles. In this case, scheduling is difficult and time-limited when the demands and behaviors required to play the two don't match. Second, strain-based conflict, which refers to the emergence of tensions or emotional states generated by one role, making it difficult for a person to fulfill the demands of another role. For example, a mother who works all day will feel tired, and it makes it difficult to sit comfortably with the child completing his homework. These role strains can include stress, increased blood pressure, anxiety, emotional states, and headaches. Third, behavior-based conflict is a conflict that arises when expectations from a behavior are different from expectations from other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of career employees, is usually difficult to swap between the roles she plays with one another.

Social Support

Social support is the act of helping others and peacefully communicating with others(Seers et al., 1983). This helpful behavior is manifested in three forms, namely, first, affection and maintenance attention that helps maintain self-esteem and supports beliefs, second is information assistance and practical problem-solving guidance, and third is support in the form of encouragement in the form of assessment or feedback. (Seers et al., 1983). Social support (social support) affects the behavior of maintaining one's health (Blanch & Aluja, 2012). This study describes social support which has a specific role in reducing work-family conflict, as explained by the research results(Mansour & Tremblay, 2016). Several previous studies stated that social support provides deep enhancing therapy psychological and physiological health (Cohen & Wills, 1985)Social support can be considered as an antecedent of work-family conflict or a moderator for the relationship between job demands and work-family conflict. As is (Cohen & Wills, 1985)It has been noted that social support has a significant impact on physical and psychological health. The research model implies that social support is useful in reducing work-family conflict. Social support is categorized into several factors based on sources, such as superiors, co-workers and family(Armstrong et al., 2015).

Job satisfaction

Job satisfaction is a pleasant or positive emotional state that results from a person's assessment of his work or experience (Armstrong et al., 2015; Baluyos et al., 2019; Chordiya et al., 2017; Eliyana et al., 2019; Hedayat et al., 2018; Ith, 2011; Qureshi et al., 2019; Sabahi & Sanai Dashti, 2016). In other words, job satisfaction, in this case, the job satisfaction of an employee is a positive or negative emotion as a result of an employee's evaluation of the level of satisfaction with his job. Therefore, job satisfaction is one of the most frequently measured organizational variables in research and has been widely studied in organizational behavior. Job satisfaction is an important indicator of how workers feel about their jobs and predictors of work behavior such as motivation, absenteeism, and performance. (Bogler, 2001; Onyemah et al., 2018).

Hypothesis Formulation

The first hypothesis proposed in this study is about the relationship between work-family conflict and job satisfaction. Work-family conflict hurts job satisfaction. Taiwan prison officers who experience higher levels of

work-family conflict tend to be less satisfied with their jobs(Hsu, 2011). The same conclusion is given by(Armstrong et al., 2015)which states that work-family conflict is also closely related to job dissatisfaction. Excessive and persistent workloads, tight deadlines, and conflicting demands in the workplace create tension on employees. This reduces their ability to employ responsibilities outside of work, such as within the family. Also accompanied by feelings of dissatisfaction with the work-family balance(Beham & Drobnič, 2010). In line with what was stated in the research conclusion(Asbari, Bernarto, et al., 2020; Asbari, Pramono, Kotamena, et al., 2020).

Many researchers have shown a significant negative correlation between work-family conflict and job satisfaction. For example, in a study conducted in Malaysia among single-parent employees, work-family conflict was negatively related to job satisfaction(Ngah et al., 2010). Based on the findings of previous studies, work-family conflict leads to lower job satisfaction. Therefore the authors formulate the first hypothesis as follows:

H1: Work-family conflict has a significant effect on job satisfaction of female employees in Indonesia

Social support and job satisfaction is a widely researched and common antecedent relationship in explaining organizational behavior (Blanch & Aluja, 2012; Cohen & Wills, 1985; Lambert et al., 2015; Mansour & Tremblay, 2016; Ngah et al., 2010; Pluut et al., 2018). Research(Lambert et al., 2015)concluded that supervisor support and peer support have a significant effect on job satisfaction, while family support has no significant effect. Likewise, the research conclusion(Ngah et al., 2010)states that support supervisor has a positive and significant effect on job satisfaction. Besides, in the conclusion of his research,(Blanch & Aluja, 2012)states that supervisor and family support have a negative and significant effect on burnout. Based on the findings of these studies, the third, fourth, and fifth hypotheses are formulated:

H2: Supervisor support has a significant effect on the job satisfaction of female employees in Indonesia

H3: Peer support has a significant effect on the job satisfaction of female employees in Indonesia

H4: Family support has a significant effect on job satisfaction of female employees in Indonesia

Research Concept

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which the entire research project is based. From the theoretical framework can be formulated hypotheses that can be tested to determine whether the theory formulated is valid or not. Then further it will be measured by appropriate statistical analysis. Referring to previous theory and research, there is a relationship between the following variables: work-family conflict, social support, and job satisfaction. Work-family conflict, social support, and job satisfaction refer to research parameters(Armstrong et al., 2015). For this reason, the authors built the following research model:
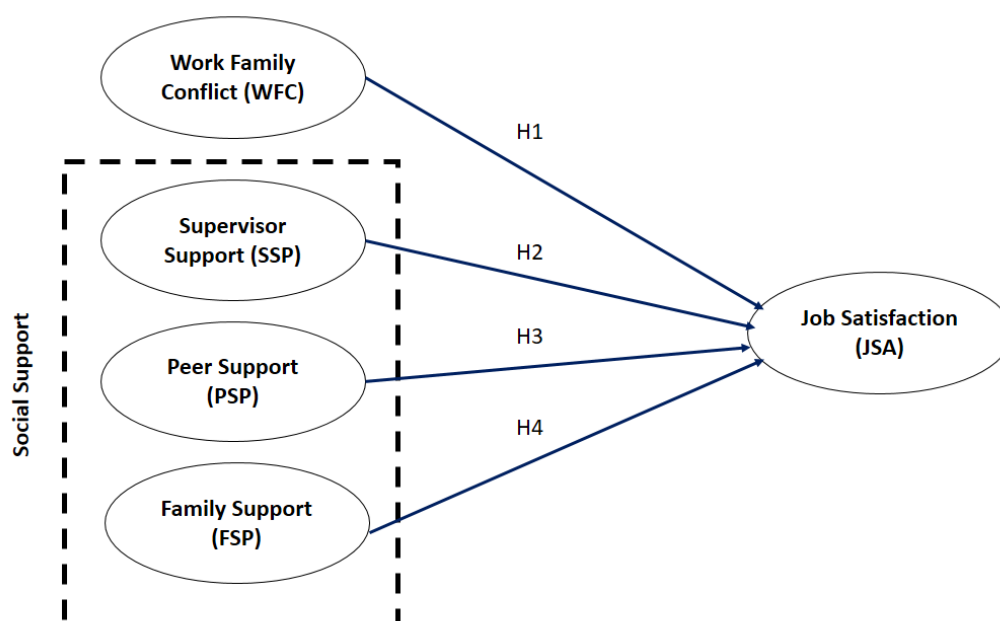
Figure 1. Research Model

III. METHODS

Operational Definition of Variables and Indicators

The method used in this research is the quantitative method. Data was collected by distributing questionnaires to all female employees who have permanent status in one of the packaging industries in Indonesia. The instrument used to measure work-family conflict was adapted from(Armstrong et al., 2015)using 23 items (WFC1-WFC23). Supervisor support uses 4 items (SSP1-SSP4), peer support uses 4 items (PSP1-PSP4), family support uses 4 items (FSP1-FSP4), all of which are adapted from(Armstrong et al., 2015). Job satisfaction was adapted from(Armstrong et al., 2015)by using 5 items (JSA1-JSA5). The list of variables and items is mentioned in Table 1. The questionnaire is designed closed except for questions/statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question/statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, neutral (N) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method for processing data is by using PLS and using SmartPLS version 3.0 software as a tool.

Population and Sample

The population in this study were 145 female employees with permanent employee status at two private companies in Indonesia. The questionnaires were distributed using a simple random sampling technique. The questionnaire results returned and valid as many as 139 samples (95.86 percent of the population).

IV. RESULTS AND DISCUSSION

Sample Description

Table 2. Sample Descriptive Information

Criteria		total	%
Age (as of March 2020)	<30 years	21	15.1%
	30 - 40 years	106	76.3%
	> 40 years	12	8.6%
Period of service as a permanent employee	<5 years	100	71.9%
	5-10 years	34	24.5%
	> 10 years	5	3.6%
Highest diploma	≥ S1	105	75.5%
	= High company	34	24.5%

Test Results of the Validity and Reliability of Research Indicators

The measurement model testing stage includes testing for convergent validity, discriminant validity. Meanwhile, to test the construct reliability, Cronbach's alpha and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing.

Convergent Validity Testing

A convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs(Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study, the minimum acceptable loading factor is 0.5, provided that the AVE value of each construct is> 0.5(Ghozali, 2014). Based on the results of SmartPLS 3.0 processing, after items that do not meet the requirements are discarded, in Table 3, all indicators have a loading factor value above 0.5. So thus, the convergent validity of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 3 below:

Table 3. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Work-Family Conflict (WFC)	WFC1	0.674	0.806	0860	0.508
	WFC16	0.794			
	WFC17	0.723			
	WFC18	0.753			
	WFC4	0.619			
	WFC6	0.752			
Job Satisfaction (JSA)	JSA1	0863	0.723	0.809	0.506
	JSA2	0.889			
	JSA3	0.857			
	JSA4	0.857			
	JSA5	0.857			
Supervisor Support (SSP)	SSP1	0.754	0.691	0.822	0.625
	SSP2	0.590			
	SSP4	0.822			
Peer Support (PSP)	PSP1	0.735	0817	0880	0.650
	SS2	0.578			
	SS3	0.797			
	SS4	0.776			
Family Support (FSP)	FSP1	0.595	0.646	0849	0.738
	FSP2	0.595			

Discriminant Validity Testing

Discriminant validity is done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between that construct and other constructs (values below the diagonal)(Ghozali, 2014). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value obtained as referred to in Table 4. The results of the discriminant validity test in table 4 above indicate that all constructs have a square root value of AVE above the correlation value with the construct. other latency, through the Fornell-Larcker criteria, so it can be concluded that the model has met the discriminant validity(Fornell & Larcker, 1981).

Construct Reliability Testing

The construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7(Ghozali, 2014), which can use the size of one of them. If the composite reliability value is above 0.7, then it is sufficient(Ghozali, 2014). The reliability test results in table 3 above show that all constructs have a composite reliability value greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

Hypothesis test

Hypothesis testing in PLS is also called the inner model test. Hypothesis testing in this study includes testing the significance of direct effects and measuring the influence of exogenous variables on endogenous variables. The effect test was carried out using the t-statistic test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and significance test values are obtained as shown in the table below:

Table 4. Discriminant Validity

Variables	FSP	JSA	PSP	SSP	WFC
FSP	**0.859**				
JSA	0.474	**0.712**			
PSP	0.436	0.587	**0.806**		
SSP	0.435	0.483	0.693	**0.791**	
WFC	0.299	0.505	0.279	0.333	**0.713**

Table 5. Value of R Square

	R Square	R Square Adjusted
JSA	0.500	0.482

Table 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	WFC -> JSA	0.331	0.066	5,046	0.000	Supported
H2	SSP -> JSA	0.008	0.111	0.074	0.941	Not Supported
H3	PSP -> JSA	0.404	0.113	3,585	0.000	Supported
H4	FSP -> JSA	0.196	0.065	3,036	0.003	Supported

Based on Table 5 above, the JSA R Square value is 0.500 which means that variable job satisfaction (JSA) can be explained by the work-family conflict (WFC) and social support variables, including supervisor support (SSP), peer support (PSP), family support (FSP) of 50.0%, while the remaining 50.0% is explained by other variables not discussed in this study. Meanwhile, Table 6 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

Discussion

Effect of Work-Family Conflict on Job Satisfaction

The results of data analysis show that work-family conflict has a positive and significant effect on job satisfaction. Evidenced by the t-statistics value of 5.046 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. Because the effect is significant, the conclusion is that the H1 hypothesis is accepted. So, It can be concluded that there is a positive and significant effect of work-family conflict on job satisfaction. This finding is different from the conclusion of the research(Hsu, 2011) who mentioned that *work-family conflict* hurts job satisfaction, where Taiwanese prison officers are experiencing levels of *work-family conflict* those who are taller are less likely to be satisfied with their jobs. Likewise, other studies conducted by(Armstrong et al., 2015) found a similar conclusion. (Beham & Drobnič, 2010)explained that excessive and persistent workloads, tight deadlines, and conflicting demands at work create stress on employees, reducing their ability to employ their responsibilities outside of work, such as family members, parents and so on. Positive effect *work-family conflict* Job satisfaction can be driven by other factors, such as urgent financial needs so that any conflicts that occur at home or outside of work are not allowed to affect the work motivation of these female employees. It can

also be influenced by internal motivation, such as religious work behavior which is inherent in the perceptions of employees, that they work solely in hopes of the pleasure of God Almighty, not merely pursuing material things.

Effect of Social Support on Job Satisfaction

The results of data analysis show that social support has different effects on job satisfaction. First, supervisor support has no significant effect on job satisfaction. Evidenced by the t-statistics value of 0.074 is smaller than 1.96 and a p-value of 0.941 is greater than 0.05. In conclusion, hypothesis H2 is rejected. Second, peer support has a positive and significant effect on job satisfaction. Evidenced by the t-statistics value of 3.585 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. In conclusion, hypothesis H3 is accepted. Third, family support has a positive and significant effect on job satisfaction. Evidenced by the t-statistics value of 3.036 is greater than 1.96 and a p-value of 0.003 is smaller than 0.05. In conclusion, hypothesis H4 is accepted. This study differs from the conclusions of the study (Lambert et al., 2015)which concluded that supervisor support and peer support had a significant effect on job satisfaction, while family support had no significant effect. Likewise, the research conclusion(Ngah et al., 2010)states that support supervisor has a positive and significant effect on job satisfaction. Besides, in the conclusion of his research,(Blanch & Aluja, 2012) states that supervisor and family support have a negative and significant effect on burnout.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

From the data analysis that has been done previously, it has been proven that the independent variables *work-family conflict* positive and significant effect on job satisfaction. Meanwhile, supervisor support has no significant effect on job satisfaction. In contrast to peer support and family support, both have a positive and significant effect on employee job satisfaction in two private companies in Indonesia.

Suggestion

Future studies should research other sectors besides education, such as the service industry, finance, and others to enrich this research topic. Also, it is advisable to increase the number of populations and samples to produce a more comprehensive research conclusion. Likewise, in future studies, it will be better to add and involve other relevant variables so that it will make the research in this theme more complete.

REFERENCES

Ameen, KJ, & Faraj, SA (2019). Effect Of Job Stress On Job Satisfaction Among Nursing Staff In Sulimani Mental Health Hospitals. Mosul Journal of Nursing, 7 (2), 109–119.

An, J., Liu, Y., Sun, Y., & Liu, C. (2020). Impact of Work - Family Conflict, Job Stress and Job Satisfaction on Seafarer Performance. Int. J. Environ. Res. Public Health, 17, 1–14. https://doi.org/10.3390/ijerph17072191

Armstrong, GS, Atkin-plunk, CA, & Wells, J. (2015). The Relationship between Work – Family Conflict, Correctional Officer Job Stress, and Job Satisfaction. International Association for Correctional and Forensic Psychology, XX (X), 1–17. https://doi.org/10.1177/0093854815582221

Asbari, M. (2015). Focus One Great. Book Kitchen Publisher.

Asbari, M., Bernarto, I., Pramono, R., Purwanto, A., Hidayat, D., Sopa, A., Alamsyah, VU, Senjaya, P., Fayzhall, M., & Mustofa. (2020). The effect of work-family conflict on job satisfaction and performance: A study of Indonesian female employees. International Journal of Advanced Science and Technology, 29 (3), 6724–6748. http://sersc.org/journals/index.php/IJAST/article/view/7325

Asbari, M., Chi Hyun, C., Wijayanti, LM, Imelda, D., & Purwanto, A. (2020). Hard Skills Or Soft Skills: Which Is More Important For Employee Innovation. Edumaspul - Journal of Education, 4 (1), 1–20. https://www.researchgate.net/publication/339274657_HARD_SKILLS_ATAU_SOFT_SKILLS_MANA KAH_YANG_LEBIH_PENTING_BAGI_INOVASI_KARYAWAN

Asbari, M., Hyun, CC, Wijayanti, LM, WINANTI, W., Fayzhall, M., & Putra, F. (2020). Hard Skills And Soft Skills: What Builds Islamic Company Employees Innovation? EVALUATION Journal, 4 (1), 143. https://doi.org/10.32478/ Evalu.v4i1.362

Asbari, M., Nurhayati, W., Purwanto, A., & Artikel, I. (2019). The Influence of Parenting Style and Genetic Personality on Child Character Development in PAUD Islamic Company. Scientific Journal of Child Science Studies and PAUD Information Media, IV (2), 148–163. http://ejurnal.unisri.ac.id/index.php/jpaud/article/view/3344

Asbari, M., Nurhayati, W., Purwanto, A., & Putra, F. (2020). The Effect of Genetic Personality and Authoritative Parenting Style on Character Education at Aya Sophia Islamic Company. Edumaspul - Journal of Education, 4 (1), 142–155. https://doi.org/https://doi.org/10.33487/edumaspul.v4i1.341

Asbari, M., Pramono, R., Kotamena, F., Liem, J., Sihite, OB, Alamsyah, VU, Imelda, D., Setiawan, ST, & Agus Purwanto. (2020). Study of Work-Family Conflict Phenomenology in the Life of Female Honorary Employees. Edumaspul - Journal of Education, 4 (1), 180–201. https://doi.org/https://doi.org/10.33487/edumaspul.v4i1.347

Asbari, M., Purwanto, A., Fayzhall, M., Winanti, Purnamasari, D., & Firdaus, RA (2020). Hard skills or soft skills: Which are more important for Indonesian employees innovation. Test Engineering and Management, 83 (2836), 2836–2854. http://www.testmagzine.biz/index.php/testmagzine/article/view/4087

Asbari, M., Purwanto, A., Maesaroh, S., Hutagalung, D., Mustikasiwi, A., Ong, F., & Andriyani, Y. (2020). Impact of Hard Skills, Soft Skills and Organizational Culture: Lecturer Innovation Competencies As Mediating. EduPsyCouns: Journal of Education, Psychology and Counseling, 2 (1), 142–155. https://ummaspul.e-journal.id/Edupsycouns/article/view/419

Asbari, M., Purwanto, A., & Santoso, PB (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001: 2015 Performance in Packaging Industry. Scholars Journal of Economics, Business and Management, 8875, 577–582. https://doi.org/10.36347/sjebm.2019.v06i12.005

Asbari, M., Santoso, PB, & Purwanto, A. (2019). The Influence of Leadership and Organizational Culture on Innovative Work Behavior in Industry 4.0. Jim Upb, 8 (1), 7–15. http://ejournal.upbatam.ac.id/index.php/jim

Asbari, M., Wijayanti, L., Hyun, CC, Purwanto, A., Santoso, PB, Bernarto, I., Pramono, R., & Fayzhall, M. (2020). The role of knowledge transfer and organizational learning to build innovation capability: Evidence from Indonesian automotive industry. International Journal of Control and Automation, 13 (1), 319–333. http://sersc.org/journals/index.php/IJCA/article/view/5732

Asbari, M., Wijayanti, LM, Hyun, CC, Purwanto, A., Santoso, B., & Article, H. (2019). Effect of Tacit and Explicit Knowledge Sharing on Teacher Innovation Capability. Educational Dynamics, 14 (2), 227–243. https://doi.org/10.15294/dp.v14i2.22732

Baluyos, GR, Rivera, HL, & Baluyos, EL (2019). Employees' Job Satisfaction and Work Performance. Open Journal of Social Sciences, 07 (08), 206–221. https://doi.org/10.4236/jss.2019.78015

Beham, B., & Drobnič, S. (2010). Satisfaction with work-family balance among German office workers. Journal of Managerial Psychology, 25 (6), 669–689. https://doi.org/10.1108/02683941011056987

Blanch, A., & Aluja, A. (2012). Social support (family and supervisor), work-family conflict, and burnout: Sex differences. Human Relations, 65 (7), 811–833. https://doi.org/10.1177/0018726712440471

Bogler, R. (2001). The influence of leadership style on teacher job satisfaction. Educational Administration Quarterly, 37 (5), 662–683. https://doi.org/10.1177/00131610121969460

Chang, H. (2017). Does leadership matter? Study of leadership style, job performance and job satisfaction. Poslovna Ekonomija, 11 (2), 1–28. https://doi.org/10.5937/poseko12-16191

Chin, W. (1998). The Partial Least Squares Approach to Structural Equation Modeling (E.Modern Methods for Business Research, In: GA Marcoulides (ed.)). Lawrence Erlbaum Associates Publisher.

Chordiya, R., Sabharwal, M., & Goodman, D. (2017). Affective Organizational Commitment and Job Satisfaction: a Cross-National Comparative Study. Public Administration, 95 (1), 178–195. https://doi.org/10.1111/padm.12306

Chummar, S., Singh, P., & Ezzedeen, SR (2019). Exploring the differential impact of work passion on life satisfaction and job performance via the work – family interface. Personnel Review, 48 (5), 1100–1119. https://doi.org/10.1108/PR-02-2017-0033

Cohen, S., & Wills, TA (1985). Stress, Social Support, and the Buffering Hypothesis. Psychological Bulletin, 98 (2), 310–357. https://doi.org/10.1016/0163-8343(94)90083-3

De Vries, RE, Van Den Hooff, B., & De Ridder, JA (2006). Explaining knowledge sharing: The role of team communication styles, job satisfaction, and performance beliefs. Communication Research, 33 (2), 115–135. https://doi.org/10.1177/0093650205285366

Dessler, G. (2006). Human Resource Management (10th ed.). Gramedia Group Index.

Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. European Research on Management and Business Economics, 25 (3), 144–150. https://doi.org/10.1016/j.iedeen.2019.05.001

Fornell, C., & Larcker, DF (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. Journal of Marketing Research, 18 (1), 39. https://doi.org/10.2307/3151312

Ghozali, I. (2014). Structural Equation Modeling, Alternative Methods with Partial Least Square (PLS) (4th ed.). Diponegoro University Publishing Agency.

Goestjahjanti, FS, Asbari, M., Purwanto, A., Agistiawati, E., Fayzhall, M., Radita, FR, Maesaroh, S., Asnaini, SW, Chidir, G., Yani, A., Singgih, E ., Sudiyono, RN, Basuki, S., Yuwono, T., Hutagalung, D., Wijayanti, LM, & Hyun, CC (2020). The Influence of Organizational Learning on Increasing Hard Skills, Soft Skills and Employee Innovation. EduPsyCouns: Journal of Education, Psychology and Counseling, 2 (1), 87–97. https://ummaspul.e-journal.id/Edupsycouns/article/view/436

Greenhaus, JH, & Beutell, NJ (1985). Sources of Conflict Between Work and Family Roles. Academy of Management Review, 10 (1), 76–88. https://doi.org/https://doi.org/10.5465/amr.1985.4277352

Hackett, RD, Wang, A., & Chen, Z. (2018). Transformational Leadership and Organizational Citizenship Behavior: A Moderated Mediation Model of Leader-Member-Exchange and Gender Subordinates. APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW, 67 (4), 617–644. https://doi.org/10.1111/apps.12146

Hadi, AA, & Sullaida, N. (2018). the Relationship of Job Satisfaction, Transformational Leadership, and Work Discipline on Performance Employees With Organizational Commitment As Intervening Variable of Administration Staffs At State Malikussaleh University. Indonesian Journal of Educational Review, 5 (1), 52–67. http://journal.unj.ac.id/unj/index.php/ijer

Hair, JF, Black, WC, Babin, BJ, & Anderson, RE (2010). Multivariate Data Analysis (7th ed.). Pearson Prentice Hall.

Hazriyanto, & Ibrahim, B. (2019). The factor analysis of organizational commitment, job satisfaction and performance among lecturers in Batam. Journal of Technical Education and Training, 11 (1), 151–158. https://doi.org/10.30880/jtet.2019.11.01.19

Hedayat, A., Sogolitappeh, FN, Shakeri, R., Abasifard, M., & Khaledian, M. (2018). Relationship between Organizational Commitment and Job Satisfaction. International Letters of Social and Humanistic Sciences, 81, 30–38. https://doi.org/10.18052/www.scipress.com/ilshs.81.30

Hoboubi, N., Choobineh, AR, Ghanavati, FK, Keshavarzi, S., & Hosseini, AA (2016). The impact of job stress and job satisfaction on workforce productivity in an Iranian petrochemical industry. Safety and Health at Work. https://doi.org/10.1016/j.shaw.2016.07.002

Hsu, YR (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. International Journal of Manpower, 32 (2), 233–248. https://doi.org/10.1108/01437721111130224

Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Sudiyono, RN, Waruwu, H., Goestjahjanti, FS, Winanti, & Yuwono, T. (2020). The Role of Religiosity, Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior Mediation on Employee Performance. EduPsyCouns: Journal of Education, Psychology and Counseling, 2 (1), 311–326. https://ummaspul.e-journal.id/Edupsycouns/article/view/483

Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. The Millennium University Journal, 1 (1), 90–103.

Ith, H. (2011). Leadership Styles and Job Satisfaction Case of Cambodia.

Karakas, A., & Sahin, N. (2017). The Relation between Work Family Conflict and Employee Performance: A Research on Hotel Employee. Socioeconomics, 25 (32), 51–51. https://doi.org/10.17233/sosyoekonomi.289385

Kertiriasih, NNR, Sujana, IW, & Suardika, IN (2018). The Effect of Leadership Style to Job Satisfaction, Employee Engagement and Employee Performance (Study at PT. Interbat, Bali, Nusra, and Ambon). International Journal of Contemporary Research and Review, 9 (03), 20592–20600. https://doi.org/10.15520/ijcrr/2018/9/03/468

Kusumaningsih, SW, Ong, F., Hutagalung, D., Basuki, S., Asbari, M., & Purwanto, A. (2020). Organizational Culture, Organizational Commitment and Employees' Performance: The Mediating Role of Organizational Citizenship Behavior. TEST Engineering and Management, 83 (March-April 2020), 18277–18294. http://www.testmagzine.biz/index.php/testmagzine/article/view/6958

Lambert, EG, Minor, KI, Wells, JB, & Hogan, NL (2015). Social support's relationship to correctional staff job stress, job commitment, job satisfaction, and organizational commitment. The Social Science Journal, 1–11. https://doi.org/10.1016/j.soscij.2015.10.001

Maesaroh, S., Asbari, M., Hutagalung, D., Agistiawati, E., Basuki, S., Radita, FR, Nurasiah, Yulia, Y., Singgih, E., & Chidir, G. (2020). The Influence of Religiosity and Transformational Leadership on Employee Performance through Organizational Citizenship Behavior Mediation. EduPsyCouns: Journal of Education, Psychology and Counseling, 2 (1), 276–290. https://ummaspul.e-journal.id/Edupsycouns/article/view/473

Mansour, S., & Tremblay, D.-G. (2016). Workload, generic and work – family specific social supports and job stress: mediating role of work-family and family-work conflict. International Journal of Contemporary Hospitality Management, 28 (8). https://doi.org/http://dx.doi.org/10.1108/IJCHM-11-2014-0607

Mullen, PR, Malone, A., Denney, A., & Dietz, SS (2018). Job Stress, Burnout, Job Satisfaction, and Turnover Intention Among Student Affairs Professionals. College Student Affairs Journal, 36 (1), 94–108. https://doi.org/https://doi.org/10.1353/csj.2018.0006

Ngah, N., Ahmad, A., Hamid, TATA, & Ismail, A. (2010). The Mediating Role of Work-family Conflict in the Relationship between Supervisor Support and Job Satisfaction. The International Journal of Interdisciplinary Social Sciences, 4 (11).

Onyemah, V., Rouzie, D., & Iacobucci, D. (2018). Impact of religiosity and culture on salesperson job satisfaction and performance. International Journal of Cross Cultural Management, 18 (2), 191–219. https://doi.org/10.1177/1470595818787543

Pluut, H., Ilies, R., Curşeu, PL, & Liu, Y. (2018). Social support at work and at home: Dual-buffering effects in the work-family conflict process. Organizational Behavior and Human Decision Processes, 146 (April 2016), 1–13. https://doi.org/10.1016/j.obhdp.2018.02.001

Purwanto ;, A., Asbari ;, M., & Santoso, PB (2019). The Influence of Competence, Motivation, Leadership, Commitment and Work Culture of Integrated Management System ISO 9001, ISO 14000 and ISO 45001 in the Automotive Industry. Journal of Productivity, 6, 158–166. www.openjurnal.unmuhpnk.ac.id/index.php/jp

Purwanto, A., Asbari, M., Budi Santoso, P., Mayesti Wijayanti, L., Chi Hyun, C., Berman Sihite, O., & Prameswari Saifuddin, M. (2020). The Effect of Participatory and Autocratic Leadership Style on the Performance of the HAS 23000 Halal Assurance System in the Packaged Food Industry. Edumaspul - Journal of Education, 4 (1). https://www.researchgate.net/publication/339470652_P Efek_Gaya_Kepemimpin_Participatif_dan_Otokratis_Terhadap_K Kinerja_Sistem_Jaminan_Halal_HAS_23000_Pada_Industri_Makanan_Kemas

Purwanto, A., Asbari, M., & Santoso, PB (2019). Can ISO 38200: 2018 Wood and Wood Based Product Chain of Custody Increase Business Competitiveness of Wood Industries in West Java? Journal of Forests and Communities, 11 (2), 113. https://doi.org/10.24259/jhm.v11i2.8358

Purwanto, A., Asbari, M., & Santoso, PB (2020). The Influence of Parenting Style and Genetic Personality on the Development of Child Character Education in PAUD Islamic Company. Journal of Empirical

Research in Islamic Education, 8 (1). https://doi.org/http://dx.doi.org/10.21043/quality.v8i1.6606

Purwanto, A., Asbari, M., Santoso, PB, Wijayanti, LM, Hyun, CC, & Pramono, R. (2020). Effect of Application ISO 38200: 2018 Chain of Wood Products Custody toward Paper Company Competitiveness in Borneo Island Indonesia. International Journal of Science and Management Studies (IJSMS), April, 28–35. http://www.ijsmsjournal.org/2020/volume-3 issue-2 / ijsms-v3i2p104.pdf

Purwanto, A., Budi Santoso, P., & Asbari, M. (2020). Effect Of Integrated ManagementaSystem Of ISO 9001: 2015 And Iso 22000: 2018 Implementation To Packaging Industries Quality Performance In Indonesia. MEA Scientific Journal (Management, Economics, and Accounting), 4 (1), 17–29. https://doi.org/https://doi.org/10.31955/mea.vol4.iss1.pp17-31

Purwanto, A., Mayesti Wijayanti, L., Chi Hyun, C., Asbari, M., & Budi Santoso Post Graduate, P. (2019). ISO 38200: 2018 Benefit and Timber Industries Competitiveness: Rethoric or Reality. Management and Accounting Administration, 1. https://doi.org/https://doi.org/10.4536/jr.v1i1.12

Purwanto, A., Putri, RS, Ahmad, AH, Asbari, M., Bernarto, I., Santoso, PB, & Sihite, OB (2020). The effect of implementation of integrated management system ISO 9001, ISO 14001, ISO 22000 and ISO 45001 on Indonesian food industries performance. Test Engineering and Management, 82 (14054), 14054–14069. http://www.testmagzine.biz/index.php/testmagzine/article/view/3078

Qureshi, MA, Qureshi, JA, Thebo, JA, Shaikh, GM, Brohi, NA, & Qaiser, S. (2019). The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan. Cogent Business and Management, 6 (1). https://doi.org/10.1080/23311975.2019.1654189

Sabahi, AH, & Sanai Dashti, N. (2016). The effect of emotional intelligence and job satisfaction on organizational citizenship behavior. Management Science Letters, 64 (2003), 475–480. https://doi.org/10.5267/j.msl.2016.6.001

Santoso, PB, Purwanto, A., & Asbari, M. (2019). Influence of Implementation Chain of Custody Forest Management System FSC-STD-40-004 V3-0 to Business Performance of Paper Industries in Indonesia Indonesia. International Journal of Management and Humanities, 4 (4), 32–36. https://doi.org/10.35940/ijmh.d0482.124419

Seers, A., McGee, GW, Serey, TT, & Graen, GB (1983). The Interaction of Job Stress and Social Support: A Strong Inference Investigation. Academy of Management Journal, 26 (2), 273–284. https://doi.org/10.2307/255975

Now, U., & Bougie, R. (2003). Research Methods For Business: A Skill Building Approach (Sixth edit). John Wiley and Sons, Inc.

Siengthai, S., & Pila-Ngarm, P. (2016). The interaction effect of job redesign and job satisfaction on employee performance. Evidence-Based HRM, 4 (2), 162–180. https://doi.org/10.1108/EBHRM-01-2015-0001

Smith, TD, DeJoy, DM, Dyal, MA (Aimee), & Huang, G. (2019). Impact of work pressure, work stress and work – family conflict on firefighter burnout. Archives of Environmental and Occupational Health, 74 (4), 215–222. https://doi.org/10.1080/19338244.2017.1395789

Torlak, NG, & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. International Journal of Productivity and Performance Management, 68 (2), 276–295. https://doi.org/10.1108/IJPPM-05-2018-0182

Widiawati, D., & Yanuar RS, T. (2019). Effect of Budget Participation on Managerial Performance Mediated By Job Satisfaction and Organizational. Journal of Business Studies, 04 (1), 1–13.

Zain, AND, & Setiawati, T. (2019). Influence of Work Family Conflict and Job Satisfaction on Medical Employee Performance through Organizational Commitment. Review of Integrative Business and Economics Research, 8 (1), 1–19. https://search.proquest.com/docview/2088048618?accountid=17242