

## The Role of Work Engagement in Determining Job Satisfaction: Examining Work-Family Conflict and Work Stress

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### Abstract

This study is expected to examine the effect of work-family conflict and stress on job satisfaction with work engagement as a mediating variable. The study population was Bank Rakyat Indonesia Rembang Branch employees. The number of samples is 108 employees. Data collection has employed a questionnaire. The results showed that the mediating role of work engagement caused work-family conflict not significantly to affect job satisfaction, and work stress did not significantly affect job satisfaction. Work engagement had a positive and significant effect on job satisfaction. Work engagement proved to mediate work-family conflict on job satisfaction. Work engagement can mediate job stress on job satisfaction.

## Peran Keterlibatan Kerja dalam Menentukan Kepuasan Kerja: Menguji Konflik Pekerjaan-Keluarga dan Stres Kerja

### Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh work-family conflict dan stres kerja terhadap kepuasan kerja dengan work engagement sebagai variabel mediasi. Populasi dalam penelitian ini adalah pegawai Bank Rakyat Indonesia Cabang Rembang. Jumlah sampel adalah 108 karyawan. Metode pengumpulan data menggunakan kuesioner. Hasil penelitian menunjukkan bahwa peran mediasi work engagement menyebabkan konflik kerja-keluarga tidak berpengaruh signifikan terhadap kepuasan kerja, stres kerja tidak berpengaruh signifikan terhadap kepuasan kerja, work engagement berpengaruh positif dan signifikan terhadap kepuasan kerja, work engagement mampu memediasi kerja. -Konflik keluarga terhadap kepuasan kerja dan keterikatan kerja mampu memediasi stres kerja terhadap kepuasan kerja.

JEL Classification: J24; J62; J81

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## INTRODUCTION

In the era of globalization, which is growing rapidly, there will be a lot of competition between national and multinational companies. Human resources have an important role success of a company. Management of human resources properly and correctly will result in increased employee job satisfaction, reduced employee turnover, increased productivity increased overall organizational performance (Kim et al., 2018). Job satisfaction is a pleasant or positive emotional state resulting from a person's assessment of work or experience (Onyemah et al., 2018). Employees certainly feel happy in the process of carrying out a job if they get a job that matches their expertise. Job satisfaction can be influenced by various factors such as work stress, compensation, workload work environment (Lambrou et al., 2010). Job satisfaction can positively influence employees to show enthusiasm for work and feel comfortable completing it. Problems outside work can also influence high and low employee job satisfaction.

The importance of knowing the factors that influence the decline in job satisfaction makes this research interesting to do for several reasons. First, employees with other responsibilities outside of work must continue to contribute time to complete their tasks. Employees who are married and have families certainly have challenges in dividing roles and responsibilities between work and family, especially in terms of dividing time compared to employees who are not married. Office work requires them to complete tasks on time but lack time with family, which will cause problems in the family.

Work-family conflict can be defined as a conflict between two roles experienced by someone who is required to complete responsibilities as an employee and a role in the family. Spector et al. (2007) revealed a clear relationship between work-family conflict and job demands. Job demands are the responsibility of employees who must be completed on time. Employees who experience work-family conflict tend to experience tension, job and life

dissatisfaction, reduced subjective well-being, withdrawal and intention to leave (Amstad et al., 2011), and negative consequences for individuals, organizations, and families (Carlson et al., 2019; Greenhaus & Beutell, 1985). According to Ranikusna & Wulansari (2015), there is no relationship between work-family conflict and family-work conflict on job satisfaction.

Meanwhile, according to Poernomo (2015), work-family conflict is due to high task demands, and work pressure which causes lecturers to be busy so that they do not get together with family. Second, another thing that causes a decrease in job satisfaction is job stress. Job stress results from an imbalance between job demands and individual abilities (Suifan et al., 2016). Work stress can also reduce performance (Burman & Goswami, 2018). Individuals who experience work stress can cause a decrease in job satisfaction and resulting in less-than-optimal performance. Individuals who cannot cope with the stress they experience will hinder the smooth running of work, so work productivity will decrease.

Third, work-family conflict and work stress can be reduced by the existence of work engagement owned by employees. Work engagement can be defined as a positive, satisfying work-related state of mind characterized by enthusiasm, dedication, and absorption (Schaufeli et al., 2002). Employees with high work engagement are also related to organizational positions. Employees with high positions, such as supervisors, have a higher work engagement than ordinary employees. The research novelty is elaborate on how work engagement determines job satisfaction for bank employees.

This research was conducted on employees of Bank Rakyat Indonesia, Rembang branch, one of the banks that channel funds in providing loan assistance to the community. Based on interviews with several employees of the Rembang Branch of Bank Rakyat Indonesia, job satisfaction can decrease due to job demands, such as the number of jobs that must be completed. In terms of filing, long working hours cause employees to lack time to gather with family. Disagreements with coworkers can lead to a lack of closeness with coworkers

and lead to social interaction. Job satisfaction also decreases when employees feel that their body condition is unhealthy and causes them not to focus on work.

Employees who cannot perform both roles can lead to conflict between work and family. Employees who are unable to complete the work demands in the office will feel unsure of the results provided. Therefore, work-family conflict can cause various negative things, such as weakening employee commitment, high turnover, and low satisfaction. According to Greenhaus & Beutell (1985), work-family conflict can be defined as a conflict between roles where the demands of work and family roles do not match.

Several studies have shown that there is a negative and significant effect between work-family conflict on job satisfaction (Freire & Bettencourt, 2020); previous research conducted by Nayak (2015) work-family conflict has a bad effect on job satisfaction, while research conducted by Freire & Bettencourt (2020), Baral & Sampath (2019) shows that work-family conflict has a negative and significant effect on job satisfaction. Based on this description, the first research hypothesis:

H1: Work-family conflict negatively and significantly affects job satisfaction.

Stress is a declining psychological condition that disrupts the balance of the mind, causes feelings of displeasure, and decreases one's mood. The physical and mental conditions of employees must be the main components that must be considered by the company when the initial process of recruiting employees. Physical and psychological conditions will affect employee satisfaction and performance, affecting a company's success. Previous research conducted by Yousaf & Rasheed (2019) states that job stress is negatively related to job satisfaction, while research conducted by Wu (2019) indicates that job stress is negatively and significantly related to job satisfaction. Based on this description, the second hypothesis:

H2: Job stress has a negative and significant effect on job satisfaction.

According to Schaufeli et al. (2002), work engagement is a set of positive and satisfying states of mind in the workplace characterized by passion, dedication, and absorption. According to Lu et al. (2016), work engagement, such as dedication, enthusiasm, and absorption, can significantly and positively influence employee job satisfaction. Employee-perceived work engagement has a significant effect on job satisfaction. Employees who have low work engagement will result in not have job satisfaction. The third hypothesis:

H3: Work engagement has a positive and significant effect on job satisfaction.

The higher the perceived role demands of employees, the employee's perceived work engagement should be higher than the perceived role conflict. Work engagement felt by employees can also mediate the relationship between work-family conflict and life satisfaction felt by employees (De Simone et al., 2014). Research conducted by Karatepe (2016) work engagement can reduce the effect of work-family conflict on employee life satisfaction. With the work engagement that employees have, they can reduce the negative influence that can reduce job satisfaction. Meanwhile, in this study, work engagement was used to mediate the relationship between work-family conflict and job stress on job satisfaction. The fourth hypothesis:

H4: Work engagement mediates work-family conflict on job satisfaction.

According to Yousaf & Rasheed (2019), work stress employees feel can reduce job satisfaction but depends on self-efficacy such as work engagement. Job satisfaction can be achieved by how the leader pays more attention to the problems experienced, is closer to employees, and provides feedback (Molina, 2021). Employees who cannot control the state of perceived stress will result in decreased job satisfaction for employees, stress can also affect work engagement. Employees with high work engagement will feel they are bound by responsibilities and will stay for a long time (Novitasari et al., 2020). Job stress affects work engagement both directly and through other variables

such as welfare and job satisfaction. Work stress can also be reduced if employees have high work engagement. The fifth hypothesis:

H5: Work engagement mediates job stress on job satisfaction

## METHOD

This type of research is quantitative research. At the same time, this research design is quantitative and examines the effect of work-family conflict and stress on job satisfaction with work engagement as a mediating variable. The data used in this research is using primary data. This research's population is Bank Rakyat Indonesia Rembang Branch employees. The number of samples used is 108 employees. The selected employee receives the target from the company to earn a certain amount of money; therefore, they have high stress levels. The data collection method used a questionnaire distributed online. In this study, the technique of proportionate stratified random sampling was used. The data is processed using the smartPLS 3.0 application.

Research variables include the dependent, independent, and mediating variables. The dependent variable is job satisfaction with indicators of social support, type of work, salary, achievement, and promotion (Taylor & Bowers, 1974). The independent variables consist of (1) work-family conflict with the indicator demands of work, excess working time, lack of involvement in the family, work tension, and busy work (Netemeyer et al., 1996); (2) work stress with indicate anxiety, lack of rest, physical pain, emotionally unstable and unfocused (Lemyre & Tessier, 2003). The mediating variable of work engagement indicates passion, dedication, and absorption (Schaufeli et al., 2006).

### Instrument Test

Sugiyono (2015) instrument is a tool used to measure natural and social phenomena being observed. A valid instrument means that the measuring instrument used to obtain the data is valid (Sugiyono, 2015). Valid research results can be known if there are similarities between the data collected and the actual data

in the field. The validity test consists of external validity and internal validity.

### Validity test

#### Convergent Validity

According to Abdillah & Hartono (2015), convergent validity states that the measures of a construct must be highly correlated. To find out whether an indicator is declared valid or not, it can be seen from the value of outer loading  $> 0.7$ .

#### Discriminant Validity

The discriminant validity test can be seen by comparing the roots of the AVE to be higher than the correlation between latent variables or looking at the cross-loading score ( $> 0.7$ ). The indicator is declared a valid discriminant if the AVE root is greater than the variable coefficient (Solimun et al., 2017).

### Reliability Test

A Reliability test is used to determine whether the instrument used shows the accuracy and precision of the measuring instrument. The reliability test can be done in two ways: Cronbach's alpha, which measures the lower limit of the construct reliability value, and composite reliability, which measures the actual value of construct reliability. (Chin, 1995). Rule of thumb alpha value or composite reliability must exceed 0.7 even though the value of 0.6 is still accepted (Hair, 2014).

### Goodness of Fit

The Goodness of fit is used to determine whether the observed values and the tested results suit the results. The Goodness of fit can be calculated manually using the total value of  $R^2$ . There are three criteria, namely small (0.02), medium (0.15) and large (0.35)

### Effect Size

According to Wong (2013), the latent variable is said to have an effect size if the value of  $f^2$  is more than 0 and has three categories small (0.02), medium (0.015) and large (0.35). Effects size is used to determine the effect of exogenous variables on endogenous variables.

### **Predictive Relevance ( $Q^2$ )**

Predictive relevance ( $Q^2$ ) or  $Q$  square ( $Q^2$ ) values are used to assess and evaluate structural models. It can be said that the model has predictive relevance if the value of  $Q$  square ( $Q^2$ ) is greater than zero.

### **Determinant Coefficient ( $R^2$ )**

According to Abdillah & Hartono (2015), the partial least square structural model uses  $R^2$  for the dependent construct, the path coefficient value or t-values for each path in testing the significance. The value of  $R^2$  is used to measure the variation of the variable. If  $R^2$  is high, the prediction model is better than the research model.

### **Hypothesis Testing (Direct Effect)**

To test the hypothesis in the analytical method partial least-square - can be done using the path coefficient. The hypothesis is supported if the value of t-statistic  $>$  t-table. To test the direct effect using a comparison between the value of the original sample and t-statistics. The one-tailed hypothesis is  $>1.64$  with a significance of 5%.

### **Mediation Test (Indirect Effect)**

To test the effect of mediation between the independent and dependent variables, it can be done using the bootstrapping technique on smart PLS. Based on the table of total effects, there is a table of total predictions (direct and indirect effects). The hypothesis is supported if the t-statistic value is  $> 1.64$  with a significance level of 5%.

### **Descriptive Analysis of Respondents Identity**

Based on research conducted on Bank Rakyat Indonesia Rembang Branch employees by distributing questionnaires to 108 employees in about two weeks, it can be concluded that the average respondents are in the age range of 20-28 years (54%) or as many as 58 respondents. This shows that the Rembang Branch of Bank Rakyat Indonesia absorbs employees at a productive age to increase work productivity. Male employees tend to dominate because it makes it easier to find new customers with a percentage of 56%.

The highest level of education is at the undergraduate level (98%). This shows that employees must have high education in following-with the required position. The position that fills the most questionnaires (38%). Respondents have more than 5 years of service (56%) and are married (74%). This shows that the employee has worked for a long time and has survived in the company.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis of Research Variables**

The index value of the job satisfaction variable is 78.6% which belongs to the high criteria. This can be interpreted that the indicators of job satisfaction which are arranged into several questions can represent or describe the perception of job satisfaction results for employees of Bank Rakyat Indonesia Rembang Branch. Based on data processing summarized in descriptive analysis, it can be concluded that the percentage of the lowest item job satisfaction variable is 74.7% which states "I am satisfied with the progress I have made to this organization". The average value of the work-family conflict variable index is 78.09% which is classified as high criteria. This can be interpreted that the indicators of work-family conflict, which are arranged into several questions, can represent or describe the perception of the results of work-family conflict felt by employees of Bank Rakyat Indonesia Rembang Branch. The lowest work-family conflict item variable was 76.06% which stated "I find it difficult to complete work at home because of work demands". The average value of the work stress variable index is 80.31% which belongs to the high criteria. This can be interpreted that the indicators of work stress which are arranged into several questions can represent or describe the perception of work stress results. The percentage of the lowest item work stress variable is 77.72% which states "I feel my mind is in a mess, lacks concentration and can't focus at work".

The average value of the work engagement variable index is 79.82% which belongs to the high criteria. This can be interpreted that the indicators of work engagement, arranged into several

questions, can represent or describe the perception of the results of work engagement. The percentage of the lowest item work engagement variable was 77.26% which stated “I feel excited to work when I wake up in the morning.”

Convergent Validity Results in Figure 1 can be concluded that after going through re-estimation to get good convergent validity, the questionnaire items with an outer loading value above 0.7 are declared valid.

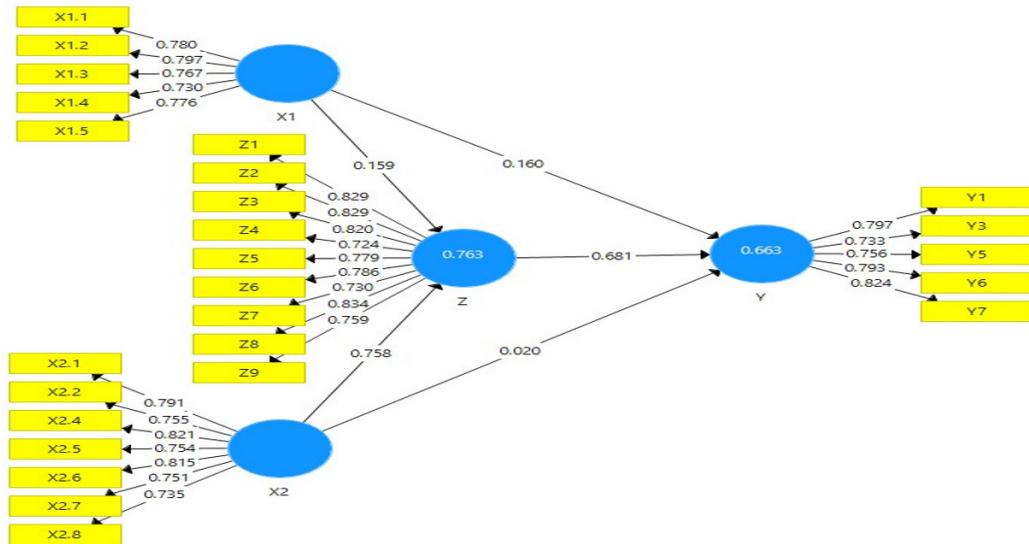


Figure 1. Loading Factor

Table 1. Discriminant Validity

	Work Family Conflict	Job Stress	Job Satisfaction	Work Engagement
WFC1	.78	.482	.485	.517
WFC2	.797	.492	.49	.416
WFC3	.767	.575	.562	.492
WFC4	.73	.536	.528	.513
WFC5	.776	.485	.495	.469
JSt1	.692	.791	.728	.675
JSt2	.44	.755	.617	.577
JSt3	.551	.821	.747	.611
JSt4	.495	.754	.69	.486
JSt5	.501	.815	.676	.558
JSt6	.492	.751	.575	.464
JSt7	.432	.735	.638	.479
Jsa1	.525	.591	.797	.723
Jsa2	.26	.417	.733	.565
Jsa3	.425	.466	.756	.484
Jsa4	.634	.69	.793	.669
Jsa5	.545	.583	.824	.657

WE1	.59	.803	.649	.829
WE2	.512	.766	.649	.829
WE3	.527	.739	.67	.82
WE4	.601	.63	.622	.724
WE5	.471	.66	.638	.779
WE6	.587	.677	.622	.786
WE7	.453	.509	.554	.73
WE8	.5	.657	.645	.834
WE9	.489	.657	.657	.759

Table 1. discriminant validity It can be concluded that the correlation value of the construct with its indicators is greater than that of the correlation with other constructs for each variable declared valid because the cross-loading value is  $> 0.7$ .

Table 2. the reliability test show that Cronbach's alpha and composite reliability for all variables have a value of more than 0.70. It

can be concluded that all constructs show the accuracy and precision of the measurer.

Based on the above calculation, it can be seen that the value of the goodness of fit index is 0.555. The conclusion is that it is categorized as having a large influence and there is a match between the results of observations and the frequency based on the expected value which is almost close to 1.

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Work Family Conflict	.841	.852	.887	.61
Job Stress	.828	.828	.879	.593
Job Satisfaction	.889	.893	.913	.601
Work Engagement	.924	.926	.937	.622

**Table 3.** Effect Size

Variable	Effect Size	Category
Work-Family Conflict -> Job satisfaction	.269	Moderate
Job Stress -> Job Satisfaction	.536	Big
Work-Family conflict ->Work engagement	.159	Moderate
Job Stress ->Work Engagement	.758	Big
Work Engagement -> Job Satisfaction	.681	Big

**Table 4.** Predictive Relevance

Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Job satisfaction	540000	345737	0.36
Work Engagement	972000	522.889	0.462
Average			0.411

Table 4. Predictive Relevance It can be concluded that the model has a predictive relevance value on the job satisfaction variable of 0.360, while work engagement has a value of 0.462 and the average predictive value of relevance is 0.411. It can be concluded that the Q-square value greater than zero means that the model has predictive relevance.

**Table 5.** Determinant Coefficient

Variable	R-Square (R <sup>2</sup> )
Job Satisfaction	.663
Work Engagement	.763

Table 5 show Determinant Coefficient If the value of R-Square (R<sup>2</sup>) is multiplied by 100%, it can be concluded that the value of the coefficient of determination for job satisfaction of 66% can be interpreted that 66% of variations in the value of job satisfaction can be explained by work- family conflict and work stress, while the remaining 34% is explained by variables

other outside the analytical model. The value of the coefficient of determination from work engagement yields a value of 76%. This value indicates that 76% of the variation in the value of work engagement can be explained by work-family conflict and work stress, while the remaining 24% is explained by other variables outside the analysis model.

The effect of work-family conflict on job satisfaction gives the results with the original sample value of 0.160, t-statistic of 1.533 < 1.64, and p-value of 0.126 > 0.050. These results mean that the mediating role of work engagement in the form of enthusiasm, dedication, and absorption will reduce the increase in work-family conflict. Employees with job demands who devote more time to work are less involved in the family, busy with work if it is not balanced with self-awareness of their responsibilities towards work, it will result in decreased job satisfaction, the decrease is only 16%. Hypothesis 1 which states that work-family conflict has a negative and significant effect on job satisfaction is rejected.

**Table 6.** Path Coefficient

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P-Values	Result
Work-Family Conflict -> Job Satisfaction	.16	.162	.104	1,533	.126	Rejected
Job Stress -> Job Satisfaction	.02	.028	.15	.134	.893	Rejected
Work Engagement -> Job Satisfaction	.681	.675	.138	4.946	0	Accepted
Work-Family conflict -> Work Engagement	.159	.159	.076	2,087	.037	Accepted
Job Stress -> Work Engagement	.758	.759	.06	12,699	0	Accepted

**Table 7.** Indirect Effect

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistic	P - Values	Result
Work-Family Conflict -> Job satisfaction	.109	.105	.051	2.12	.035	Accepted
Job Stress -> Job Satisfaction	.516	.513	.116	4.439	0	Accepted



The effect of job stress on job satisfaction gives results with the original sample value of 0.020, t-statistic of  $0.134 < 1.64$  and p-value of  $0.893 > 0.050$ . These results mean that the more employees feel the mediating role of the work engagement they have, the less job stress they will have which can reduce job satisfaction. The decrease is only 2%. The workload that is felt will take time to rest so that employees feel physically ill, employees who feel anxious about the results of work will cause a chaotic mind, not focus, and less able to control mood. The results of the study indicate that work family conflict does not have a significant effect on job satisfaction. This indicates that when employees have a conflict, both family and work have no effect on job satisfaction. This study indicates that employees have other factors that lead to job satisfaction. This study differs from previous research which states that work family conflict causes a decrease in job satisfaction so that employees do not have the same satisfaction when they have conflict.

Hypothesis 2 which states that job stress has a negative and significant effect on job satisfaction is rejected. Work engagement can increase job satisfaction, with the original sample value of 0.681, t-statistic of  $4.946 > 1.64$  and p-value of  $0.000 < 0.050$ . These results mean that the more often employees feel enthusiastic about work by giving high dedication and understanding each task, the higher the perceived job satisfaction. Based on these results it can be concluded that hypothesis 3 which states that work engagement has a positive and significant effect on job satisfaction is accepted.

The work-family conflict which can reduce job satisfaction can be reduced by increasing the work engagement that is owned by employees with the original sample value of 0.109, t-statistic of  $2.120 > 1.64$ , and p-value of  $0.035 < 0.050$ . It can be concluded that when employees feel work-family conflict which can reduce job satisfaction, work engagement such as enthusiasm, dedication, and absorption in employees can reduce the effect of work-family conflict felt by employees. Thus, hypothesis 4

is accepted which states that work engagement can mediate work-family conflict on job satisfaction. Job stress that can reduce job satisfaction can be reduced by increasing the work engagement that employees have with the original sample value of 0.516, t-statistic of  $4.439 > 1.64$ , and p-value of  $0.00 < 0.050$ . It can be concluded that when employees feel work stress such as anxiety, lack of rest so that they are sick, unstable emotions and not focused on work can be reduced when work engagement is high such as enthusiasm, dedication and absorption is important to reduce employees who feel work stress. Based on these results, it can be concluded that hypothesis 5 which states that work engagement can mediate job stress on job satisfaction is accepted.

## CONCLUSIONS AND RECOMMENDATION

Work-family conflict and job stress are not significant in influencing job satisfaction. The mediating role of work engagement, such as enthusiasm for work, dedication, and understanding in each task, reduces problems related to work demands such as file management, excess working time, lack of involvement in the family, work tension and busywork, anxiety at work, lack of rest, unhealthy body condition, unstable emotions and not focused also only a small number of employees feel. Therefore, work-family conflict and work stress are not serious problems for employees.

Work engagement mediates work-family conflict on job satisfaction. Employees who feel high work demands, excess working time, lack of involvement in the family, tension at work, and being busy with work will certainly have an impact on perceived job satisfaction. However, the feeling of enthusiasm, high dedication, and absorption in every given task, will reduce the influence of work-family conflict.

Work engagement mediates job stress on job satisfaction. Employees who have high enthusiasm for work will of course always contribute to the company. The enthusiasm of employees will reduce anxiety, mood and stay focused

on work. For further research, it is hoped that this research model can be developed. For example, looking for variables that can reduce the influence of work-family conflict and work stress and researching other sectors such as hotels and hospitals.

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