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## **THE EFFECT OF WORK-FAMILY CONFLICT ON EMPLOYEE PERFORMANCE WITH JOB STRESS AS A MEDIATING VARIABLE AT ARIA GAJAYANA HOTEL IN MALANG CITY**

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### **ABSTRACT**

This research investigates the effect of work family conflict on employee performance, with work stress serving as a mediating factor, all within the context of the hospitality sector at the Aria Gajayana Hotel in Malang. The subject matter is pertinent because employees in the hospitality industry frequently encounter intense workloads and unpredictable scheduling, which elevate the probability of role conflict and psychological distress. This research aims to answer the question of how work-family disagreement leads to elevated job strain and reduced staff output, and whether job strain serves to mediate the connection between the two. This study provides empirical data concerning the mediating role of job strain in the relationship between work-family disagreement and staff output within the Indonesian hospitality industry, a sector that remains insufficiently explored in this particular high-demand occupational setting.

A quantitative methodology utilizing Partial Least Squares Structural Equation Modeling (PLSSEM) via SmartPLS 3 was utilized. Data were gathered from 54 personnel through saturated sampling and analyzed via measurement and structural model assessments to determine direct and indirect consequences. The results demonstrate that work family conflict substantially increases work stress and concurrently diminishes employee performance. Work stress also holds a significant negative impact on employee performance and operates as an intermediary factor in the pathway between work family conflict and employee performance. The study concludes that role conflict and job strain are central determinants influencing staff output in the hospitality sector. These findings underscore the importance of organizational assistance, equitable task distribution, and stress management tactics to sustain peak performance.

**Keywords:** work-family conflict; work stress; employee performance; mediation; hotel industry

## INTRODUCTION

The effectiveness of an employee is a core element that establishes the prosperity and competitive edge of organizations spanning diverse industrial domains. In an increasingly dynamic business environment, performance assessment goes beyond mere productivity; it also incorporates the staff member's capacity to adjust to job related stress and requirements set by the organization (Karakas & Tezcan, 2019). Global studies indicate that increased employee performance is directly proportional to the balance between professional responsibilities and personal well-being (Citra et al., 2025). However, numerous companies encounter difficulties such as reduced performance resulting from psychological strain, exhaustion, and the clash between work-related duties and private life (Zainal et al., 2020).

Factors influencing employee performance stem not only from the organization but also from social and emotional conditions outside the workplace. Research by (Syiam Rahmawati & Tanuwijaya, 2025) emphasizes that external factors such as family conflict, dual-role demands, and the inability to separate personal matters from work can reduce focus and work effectiveness. Specifically within the service sector, especially the hospitality segment, the heavy time commitment and frequent, intense engagements with clients often cause an inadequate equilibrium between professional duties and private life, a situation that eventually causes employee performance to suffer (Abdou et al., 2024).

A primary driver leading to reduced staff effectiveness is Work-Family Disagreement (WFC), a scenario where the requirements of the workplace and the home environment impede each other, making it difficult for people to successfully handle both sets of duties (Nugroho et al., 2024). Based on findings from (Sumitra et al., 2024), elevated instances of WFC are tightly correlated with lower job satisfaction and an increased likelihood of personnel considering leaving their positions. This disagreement often intensifies due to extended work periods, rigid due dates, and the numerous roles workers must juggle—circumstances frequently

encountered in service-focused and government workplaces (Awwad et al., 2022). When individuals find it hard to preserve balance between their occupational and private responsibilities, they are more susceptible to experiencing heightened pressure, which consequently degrades their productivity in the organizational setting.

Work strain serves as a critical variable in explaining the link between job-related disagreements and the quality of staff execution. Stress at work arises when the professional obligations surpass a person's capacity to manage them, potentially leading to emotional fatigue, apprehension, and even burnout (Tavassoli & Sunyer, 2025). Research by (Mutiana, 2022) identifies work stress as an important intermediate variable linking work-family conflict with counterproductive behavior in the workplace. This finding is reinforced by (Idris et al., 2023), who concluded that job stress is responsible not just for lowering personal productivity but also for diminishing feelings of job contentment and loyalty to the organization. Thus, work stress functions as an essential bridge between pressures coming from outside and the resulting performance levels exhibited by staff members.

Although the association connecting work-family disagreement and work strain is widely explored in academic writings, most existing studies have primarily focused on outcomes such as job satisfaction, organizational commitment, or the inclination to resign (Khan et al., n.d.; Mualis et al., 2025; Siswanto et al., 2022). Few investigations have specifically analyzed the impact of job stress when serving as an intermediary factor affecting employee performance. However, in the context of service organizations such as hospitality, individual performance is the primary indicator of organizational success. Consequently, this research seeks to address this gap in the literature by exploring the mediating role of job stress within the dynamic of work-family conflict and employee performance. In doing so, it offers an empirical insight for refining work behavior frameworks within the Indonesian service industry.

Drawing upon the context provided and the voids identified in prior studies, the

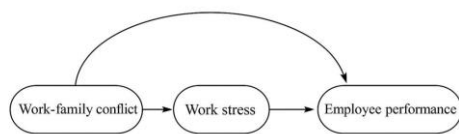
following research conjectures are established for this examination:

(H1) Work-Family Conflict is expected to have a positive and significant effect on Job Stress.

(H2) Work-Family Conflict is anticipated to influence Employee Performance.

(H3) Job Stress is proposed to significantly affect Employee Performance.

(H4) Job Stress is proposed to serve as a mediating variable in the relationship between Work-Family Conflict and Employee Performance.



**Figure 1 Conceptual Framework**

Source: Developed by the Author, 2025

## RESEARCH METHODS

This study employs a quantitative method using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The analysis for this approach was executed using SmartPLS 3. The employment of PLS-SEM is deemed suitable because it possesses the capacity to evaluate predictive causal relationships between latent variables, even with a comparatively small sample size and data that violate the assumption of normality (Joseph F. Hair Jr. et al., 2019). The research population comprised 64 employees at Aria Gajayana Hotel in Malang, from which 54 valid responses were obtained. By applying a saturated sampling technique, the study successfully achieved an 84% response rate. The process of data gathering involved utilizing a structured survey that incorporated a five-point Likert scale (where "Strongly Disagree" is represented by 1 and "Strongly Agree" by 5). This instrument was designed to gauge three primary variables: Work-Family Conflict (WFC), Job Stress (WS), and Employee Performance (EP). The assessment of Work-family conflict was carried out using metrics that cover conflict based on time, conflict based on strain, and conflict based on behavior, adapting the scale originally created by (Netemeyer et al., 1996). The job stress

construct was assessed using dimensions such as workload, time pressure, physical work environment, coworker relationships, and emotional fatigue, following the measurement framework of (Parker & Decotiis, 1983).

Meanwhile, Staff Output was assessed based on criteria such as work quality, volume, timeliness, efficiency, and autonomy, following the scale proposed by (Koopmans et al., 2014). These indicators served as the foundation for the assessment of both the outer (measurement) model and the inner (structural) model.

The PLS-SEM assessment procedure consists of two major stages. The initial stage evaluates the outer model to verify that all constructs satisfy the necessary validity and reliability standards. Convergent validity is determined by examining the outer loading coefficients (which must meet a minimum level of 0.70) and the Average Variance Extracted (AVE), which is required to be at least 0.50. The dependability of the construct is measured via Composite Reliability (CR) and Cronbach's Alpha, where both resulting figures must exceed 0.70 to confirm internal consistency. Discriminant validity is further tested using three recommended methods in PLS-SEM: the Fornell-Larcker Criterion, examination of cross-loadings, and the Heterotrait-Monotrait Ratio (HTMT), ensuring that each construct is statistically distinct.

The subsequent phase involves assessing the inner model, with an emphasis on its predictive power and the posited connections between the latent constructs. R-Square ( $R^2$ ) values are analyzed to ascertain the proportion of variance in each endogenous variable explained by the exogenous variables.

Both direct and indirect (mediation) effects are investigated using the bootstrapping method with 5,000 replications to establish statistical importance. Path coefficients are considered statistically important if the t-value exceeds 1.96 and the p-value is below 0.05. Through these thorough assessments, both the measurement model and the structural model undergo strict validation to ensure the reliability of the study's results.

## RESULT

### Outer Model

**Table 1 Outer Loading**

	employee performance	work family conflict	work stress
ep 01	0,941		
ep 02	0,812		
ep 03	0,860		
ep 04	0,924		
wfc 01		0,891	
wfc 02		0,919	
wfc 03		0,868	
wfc 04		0,936	
ws 01			0,858
ws 02			0,882
ws 03	0,885	ws 04 0,865	ws 05 0,865
ws 06	0,930		

Source: SmartPLS3, research data analysis results, 2025

The outer loading results indicate that all indicators across the three constructs have loading values above the minimum threshold of 0.70, confirming strong convergent validity. For the employee performance variable, indicators ep 01 (0.941), ep 02 (0.812), ep 03 (0.860), and ep 04 (0.924) demonstrate strong contributions in representing the employee performance construct. For work-family conflict, indicators wfc 01 (0.891), wfc 02 (0.919), wfc 03 (0.868), and wfc 04 (0.936) also show high loading values, indicating that they effectively capture the WFC construct. Meanwhile, the WS variable is reflected by indicators ws 01 (0.858), ws 02 (0.882), ws 03 (0.885), ws 04 (0.865), ws 05 (0.865), and ws 06 (0.930), all of which exceed the required threshold, confirming that these indicators are valid in measuring work stress. Overall, the strong outer loading values across all indicators demonstrate that each item exhibits adequate consistency and contributes effectively to forming their respective constructs within the study.

**Table 2 Construct Reliability And Validity**

	Cronbac h's Alpha	rho _A	Composi te Reliabilit y	Average Variance Extracte d (AVE)
employee performan ce	0,907	0,90 9	0,93 6	0,785
work family conflict	0,925	0,92 6	0,94 7	0,817
work stress	0,942	0,94 6	0,95 4	0,776

Source: SmartPLS3, research data analysis results, 2025

The outcomes of the assessment of latent variable reliability and validity substantiate that each variable employed in this investigation meets the required criteria for achieving strong reliability and valid convergence. For the performance variable, the calculated 0.907 for Cronbach's Alpha, 0.909 for rho\_A, and 0.936 for Composite Reliability prove that the measurement items selected are dependable and internally consistent in measuring staff output. Furthermore, the Average Variance Extracted (AVE) score of 0.785 signifies that over 78.5% of the variation in the measurement items is explained by the latent factor, hence satisfying the requirement for convergent validity.

The work-family conflict variable likewise demonstrates high dependability, reporting a Cronbach's Alpha of 0.925, a rho\_A of 0.926, and a Composite Reliability of 0.947. Its AVE score of 0.817 indicates this variable has a high capability to capture the variance of its items, exceeding the minimum cutoff of 0.50. In a similar fashion, the job stress variable shows exceptional internal consistency, as evidenced by a Cronbach's Alpha of 0.942, a rho\_A of 0.946, and a Composite Reliability of 0.954. The AVE score of 0.776 lends additional support that the measuring items adopted are sound representations of the variable.

### Discriminant Validity

The evaluation of discriminant validity is performed to ensure that each theoretical concept within the proposed model is genuinely unique and possesses no shared

variance with others. As noted by (Joseph F. Hair Jr. et al., 2019), this form of validity captures the degree to which a conceptual factor is empirically distinguishable from all other constructs being analyzed. In this research, the evaluation employed three tests: the Fornell–Larcker Criterion, the inspection of Cross Loadings, and the Heterotrait–Monotrait Ratio (HTMT), following the guidance of (Henseler et al., 2014), for the explicit purpose of verifying that every construct is distinct and has been measured precisely.

**Table 3 Fornell-Larcker Criterion**

	employee performance	work family conflict	work stress
employee performance	0,886		
work family conflict	-0,815	0,904	
work stress	-0,832	0,802	0,881

Source: SmartPLS3, research data analysis results, 2025

**Table 4 Cross Loading**

	employee performance	work family conflict	work stress
ep 01	0,941	-	-0,815
ep 02	0,812	-	-0,659
ep 03	0,860	-	-0,746
ep 04	0,924	-	-0,719
wfc 01	-0,789	0,891	0,748
wfc 02	-0,726	0,919	0,652
wfc 03	-0,699	0,868	0,757
wfc 04	-0,729	0,936	0,734
ws 01	-0,750	0,664	0,858
ws 02	-0,901	0,778	0,882
ws 03	-0,684	0,654	0,885
ws 04	-0,619	0,683	0,865

ws 05	-0,681	0,742	0,865
ws 06	-0,718	0,698	0,930

Source: SmartPLS3, research data analysis results, 2025

**Table 5 Heterotrait–Monotrait Ratio (HTMT)**

	employee performance	work family conflict	work stress
employee performance	0,888		
work family conflict			
work stress	0,890	0,853	

Source: SmartPLS3, research data analysis results, 2025

The findings from evaluating discriminant validity across three separate techniques—the Fornell–Larcker standard, Inter-Construct Correlations, and the Heterotrait–Monotrait proportion—suggest that every variable within this study satisfies the necessary criteria. This confirms that each latent variable is unambiguously unique from the others and is indeed capturing the concept it was designed to measure.

The outcomes using the Fornell–Larcker method reveal that the square root of the Average Variance Extracted (AVE) magnitudes along the primary diagonal (with values of 0.886 for employee performance, 0.904 for work-family conflict, and 0.881 for work stress) exceed the correlation coefficients between the different constructs in both the corresponding rows and columns. This demonstrates that each construct's capacity to account for the variation in its own set of items is stronger than its ability to account for the variance in other constructs. Consequently, discriminant validity, when judged by the Fornell–Larcker measure, has been established.

The cross-loading values further confirm that every indicator loads higher on its respective construct than on any other construct. For instance, indicator ep1 loads 0.941 on employee performance, which is substantially higher than its loadings on the other constructs. The same pattern is seen

across all WFC indicators (wfc1, wfc3, wfc4, wfc5) and work stress indicators (ws1, ws2, ws5, ws6, ws7, ws8). These results reinforce that each indicator accurately measures the construct it is intended to measure, supporting strong discriminant validity.

The HTMT values are universally below the recommended limit of 0.90, with EP–WFC at 0.888, EP–WS at 0.890, WFC–WS at 0.853. These values demonstrate that the correlations between constructs are not excessively high, meaning each construct remains distinct from the others. Thus, the HTMT criterion is fully met.

Overall, the results from all three assessments confirm that the constructs in this study exhibit strong discriminant validity, thereby ensuring that the measurement model is appropriate and robust for subsequent structural equation modeling.

### Inner Model

**Table 6 R Square**

	R Square	R Square Adjusted
employee performance	0,754	0,744
work stress	0,643	0,636

Source: SmartPLS3, research data analysis results, 2025

The findings from the Coefficient of Determination analysis point to the model exhibiting strong forecasting power. The dependent variable job performance registers an  $R^2$  metric of 0.754 ( $R^2$  corrected = 0.744), meaning that seventy-five point four percent of the fluctuation in employee performance is explained by the factors work-family disagreement and job pressure. This demonstrates that the structural framework is highly effective in projecting alterations in employee output based on the effect exerted by these predictor variables.

In a different light, the endogenous variable job strain displays a Coefficient of Determination magnitude of 0.643 (with a corrected  $R^2$  of 0.636), signifying that sixty-four point three percent of the variation in work strain is accounted for by the construct work-family disagreement. This indicates a substantial degree of explanatory power,

suggesting that work-family disagreement acts as a primary predictor in influencing personnel's reported levels of stress.

In summary, the Coefficient of Determination values confirm that the proposed conceptual model possesses high prediction accuracy and furnishes useful clarity on the mechanisms by which work-family disagreement and job pressure lead to variations in job performance.

### Hypotheses Test Results

**Table 7 Direct Effect**

Original Sample (O)	T Statistics ( O/STDEV )	P Values
work family conflict -> employee performance	-0,815	21,088 0,000
work family conflict -> work stress	-0,802	19,035 0,000
work stress -> employee performance	-0,499	3,700 0,000

Source: SmartPLS3, research data analysis results, 2025

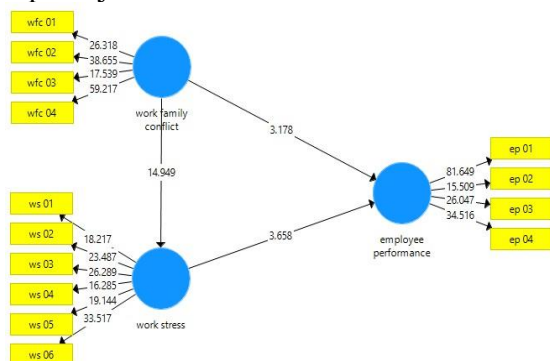
**Table 8 Indirect Effects**

Original Sample T Statistics ( O/STDEV )	P Values
work family conflict -> work stress employee performance	-0,400 3,678 0,001

Source: SmartPLS3, research data analysis results, 2025

The outcomes of the direct influence analysis illustrate that Work-Family Disagreement (WFC) has an adverse and statistically significant effect on Staff Output (EP), with a standardized beta value of -0.815, a t-ratio of 21.088, and an associated probability value of 0.000. This finding demonstrates that as the degree of conflicting demands experienced by personnel in juggling job and domestic responsibilities rises, their job performance correspondingly declines.

WFC has a noteworthy and affirmative effect on WS, proven by a path coefficient of 0.802, together with a t-value of 19.335, and a related p-value of 0.000. This result suggests that an imbalance between professional and family responsibilities directly increases the degree of stress experienced by staff. Furthermore, WS is seen to exert a statistically substantial and adverse impact on EP, with a standardized beta weight of -0.499, a t-statistic value of 3.703, and a p-level of 0.001. The implication is that elevated levels of job strain diminish employees' capability to perform their duties proficiently and to their full capacity. Moreover, the conclusions from the Mediation Test show that WFC has a significant and inverse indirect influence on EP when WS acts as a mediator, as demonstrated by a path value of -0.400, a corresponding tvalue of 3.678, and a p-level of 0.001. This finding confirms that Job Strain functions as an intermediary variable in the relationship between WFC and EP. Put differently, greater degrees of work-family disagreement result in increased levels of strain, which subsequently contributes to poorer performance. In totality, the conclusions of this investigation demonstrate that WFC substantially affects the reduction of personnel output both through a direct route and circuitously via job strain. Consequently, firms need to prioritize the oversight of competing demands and the minimization of employee pressure to ensure top-tier job execution.



**Figure 2 Internal Model Measurement Methods**

Source: SmartPLS3, research data analysis results, 2025

The internal model illustrates the relationships between the latent constructs WFC, WS, and EP along with the strength of the indicators measuring each variable. In the

measurement model, all indicators demonstrate strong contributions to their respective constructs, as reflected by the high loading values. Indicators wfc04 and wfc02 emerge as the strongest representations of Work Family Conflict, while ws05 and ws03 serve as the most dominant indicators of Work Stress. Within the Employee Performance construct, ep01 shows the highest loading, indicating that task effectiveness is the most essential dimension in evaluating employee performance.

In the structural model, the path from WFC to WS shows the strongest coefficient (14.949), indicating that role conflict is a primary driver of increased levels of work stress. Additionally, WFC demonstrates a negative influence on EP (3.178), suggesting that greater levels of incompatibility between professional and personal duties lead to reduced EP. Likewise, the path from WS to EP (3.658) shows a significant negative impact, meaning that elevated stress levels hinder employees' ability to perform effectively. Overall, the model confirms that Work Family Conflict not only directly reduces Employee Performance but also indirectly affects it through Work Stress as a mediating variable. These findings underscore the necessity of managing role conflict and work stress to preserve optimal employee performance within the organization.

## DISCUSSION

The conclusion reached from this study is that WFC negatively affects both job-related stress and staff productivity. This result aligns with the principles of Role Conflict Theory (Kahn et al., 1964), which posits that psychological strain occurs when the requirements of professional and domestic duties are incompatible. Within the specific working context of Hotel Aria Gajayana, where personnel encounter unpredictable timetables, service demands during busy periods, and high-intensity duties, these opposing demands naturally heighten the probability of job strain. A comparable finding was reported by (Nugroho et al., 2024), who underlined that asymmetrical demands between roles tend to intensify staff members' stress reactions.

Moreover, the analysis reveals that work–family conflict significantly influences employee performance. Interestingly, this relationship does not always manifest negatively. In certain cases, employees respond to role pressures by enhancing their concentration, self-discipline, and work effort as a form of adaptive coping. This aligns with the cognitive appraisal concept proposed by (Lazarus & Folkman, 1984), which suggests that individuals may interpret stressors as challenges that motivate higher performance. Supporting this view (Syiam Rahmawati & Tanuwijaya, 2025) found that role pressure may stimulate work motivation when employees perceive the demands as achievable challenges.

The study also confirms that job stress significantly affects employee performance. This outcome reflects the concept of eustress introduced by (selye & hans, 1956), which describes positive stress capable of increasing alertness, motivation, and work efficiency. In service-intensive fields such as hospitality, moderate levels of stress often push employees to work more accurately and productively before the stress shifts into a harmful (distress) phase. (Tavassoli & Sunyer, 2025) similarly stated that optimal stress levels can enhance productivity, provided the pressure is not excessive.

In addition, the findings reveal that job stress operates as a linking mechanism between workfamily conflict and employee performance. This implies that role conflict impacts performance not only through a direct route but also through the indirect psychological pathway of heightened stress. This result aligns with (Idris et al., 2023), who stressed that anxiety functions as an intermediate connection between pressures related to roles and the conduct of employees at work. Employees who experience conflicting responsibilities often face elevated stress, which subsequently shapes how effectively they carry out their tasks.

Overall, the research strengthens the notion that WFC and job stress represent key factors for comprehending staff conduct within the hospitality sector. The characteristic environment of hotel employment marked by rigorous time constraints, expectations for

service excellence, and high operational intensity subjects employees to conditions that can either foster or impede performance, depending on effective pressure management. These findings emphasize the need for organizations to strengthen support mechanisms, balance workloads, and implement effective stress-management strategies. As recommended by (Awad et al., 2022), organizational support plays an essential role in helping employees respond positively to role pressure, ensuring that stress remains at adaptive rather than harmful levels.

## CONCLUSION

This investigation concludes that Work Family Conflict and job stress are crucial factors influencing employee performance at Aria Gajayana Hotel. The results demonstrate that Work Family Conflict substantially elevates job stress while also having a direct impact on employee performance. Moreover, job stress not only affects performance on its own but also serves as a primary mediator that conveys the effect of Work Family Conflict onto performance. These findings indicate that role pressures experienced by employees and the psychological strain that follows are key mechanisms that shape how effectively employees perform in the hospitality setting. The model's predictive capability, evidenced by an ( $R^2$ ) score of 0.754 for employee performance and 0.643 for job stress, further emphasizes the strong effect of these variables within the organizational environment.

This study has certain limitations, primarily related to the sample size. Although the total employee population consisted of 64 individuals, only 54 respondents were able to participate because some employees were off duty or engaged in tasks that prevented questionnaire completion. This limitation may impact the representativeness of the data and narrow the applicability of the results. Future studies are encouraged to involve a larger and more complete respondent pool, broaden the research scope, and incorporate additional variables such as organizational support, burnout, or job satisfaction to develop a more comprehensive understanding of employee performance dynamics. Practically, the findings underline the need for managerial

attention to workload distribution, psychological well-being, and structured stress-management strategies to ensure sustained employee performance in the hospitality industry.

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