



# The Influence of Work-Family Conflict, Work-Family Enrichment, and Family-Friendly Policies on Job Satisfaction

Cindy Alfianuri <sup>1</sup>, Syamsul Hadi<sup>2</sup> and Tri Suparyanto <sup>3</sup>

<sup>1,2,3</sup> Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
<sup>1</sup> cindyalfii248@gmail.com

**Abstract.** This study aims to examine the effect of Work Family Conflict (WFC), Work Family Enrichment (WFE), and Family Friendly Policies (FFP) on job satisfaction at KPPD Samsat Kulon Progo. The method used was saturated sampling with 50 employees as respondents, and data were collected through questionnaires using Google Forms. The data were analyzed using Partial Least Square (PLS) through SmartPLS version 4 software. The results showed that WFC did not have a significant effect on job satisfaction (p-value 0.446), indicating that work and family conflicts did not directly affect employee job satisfaction. Conversely, WFE has a significant positive effect on job satisfaction (p-value 0.006), indicating that positive experiences at work can improve the quality of family life, which in turn increases job satisfaction. In addition, FFP also has a significant positive effect on job satisfaction (p-value 0.045), with family-friendly policies such as flexible working hours and support for family welfare increasing job satisfaction. The practical implication of this study is the importance of implementing family-friendly policies in organizations to create a balance between work and family, which can improve employee welfare and job satisfaction. From a theoretical perspective, this study adds to the understanding of the relationship between WFC, WFE, FFP, and job satisfaction factors in the context of work and family.

**Keywords:** Work Family Conflict, Work Family Enrichment, Family Friendly Policies, Job Satisfaction.

## 1 Introduction

Today, we live in an environment that continues to change, especially with the rapid development of technology, including the use of work-related devices [1]. In an organization, the interaction between work and family generally has a positive impact. Employee happiness can improve performance and job satisfaction, which are key factors in supporting the organization's success in achieving its goals [3]. However, to gain a deeper understanding, further research needs to consider Work Family Conflict (WFC) and Work Family Enrichment (WFE) when analyzing the relationship between work and family, as stated by [4]. WFC arises from dual roles at home and at work, influenced by both environments, and results in job dissatisfaction, declining mental health, and reduced quality of family life [5]. Therefore, addressing this conflict

becomes a crucial factor in achieving a higher level of job satisfaction [6]. To reduce WFC, organizations can develop positive strategies through WFE to improve employee functioning and performance [7]. WFE refers to conditions that support positive work completion, characterized by dedication, courage, and engagement in carrying out tasks [8]. This approach motivates employees to work more enthusiastically, innovate, and achieve optimal performance. Job satisfaction is achieved when employees feel fulfilled and strive to reach the company's goals [9], [10].

Understanding the relationship between work and family is essential to achieving optimal work results. When companies are able to meet employees' needs and preferences, it can positively reduce WFC, Job satisfaction increases through positive feedback, becoming an important asset for organizational success. In addition, experienced human resources provide competitive advantages and added value in achieving the organization's vision and mission [12]. Dual roles can improve family well-being through Family Friendly Policies (FFP), which help address WFC, The implementation of FFP supports women's participation and potential, in line with increasing education and awareness of gender equality, which encourages more women to pursue careers [14]. Their participation in the workforce helps them achieve financial independence, and individuals with higher education tend to have more satisfying jobs due to stronger academic skills. Thus, FFP provides greater motivation and job satisfaction for employees [15]. However, [16] presents a different perspective, suggesting that WFC does not always have a negative impact on job satisfaction. It is argued that the effect of WFC may be influenced by several factors, such as the nature of the conflict and an employee's emotional burden, which may explain why WFC does not always result in negative job satisfaction outcomes. Overall, it is important to understand the factors that influence job satisfaction at KPPD Samsat Kulonprogo, such as working hours, work relationships, work-life balance, and compensation. This study highlights the roles of WFC, WFE, and FFP in enhancing employee well-being and performance.

## 2. Literature review

### 2.1 Grand theory

The **Conservation of Resources (COR)** theory proposed by [17] explains that individuals strive to acquire, maintain, and protect resources such as time, energy, and social support. Stress arises when resources are lost, threatened with loss, or not obtained as expected. Conflict between work and family (Work Family Conflict) causes a loss of resources that reduces job satisfaction, while positive experiences between domains (Work Family Enrichment) add resources that increase satisfaction. Family-friendly policies help individuals maintain and manage these resources, thereby supporting work-family balance and increasing job satisfaction. Thus, job satisfaction depends on the ability of individuals and organizations to maintain and strengthen their resources.

## 2.2 Job Satisfaction

[18] Job satisfaction is important to understand because it influences employees' attitudes and behaviors toward their work. In addition, the role of leadership also needs to be considered, as a monotonous leadership style can reduce employee productivity. [19] explains that to achieve maximum job satisfaction, organizations strive to develop the skills of their employees in completing their workloads in order to achieve the vision and mission of a company by providing compensation and benefits to their employees because low job satisfaction will lead to job dissatisfaction, which will also have a negative impact on the company. [20] Job satisfaction is a sense of happiness with one's work that is influenced by factors such as environment, culture, compensation, and coworkers. Communication and social support help reduce stress, improve mental health, and encourage employee dedication[21]. According to [22], the indicators of job satisfaction are: work, wages, supervisors, and coworkers.

## 2.3 Work-Family Conflict

[23] Work-family conflict occurs when work and family roles are unbalanced due to pressure from both sides, making it difficult to divide time fairly. This conflict can reduce job satisfaction, as excessive work demands cause stress and employee dissatisfaction.[24] In this case, the relationship between work and family is very difficult because it can cause a conflict called *work-family conflict*. When someone chooses to be a career woman, *WFC* is often felt by women who choose to work. In this case, it has a negative impact on the job satisfaction of married employees because they must juggle two roles: one role and another role[26]. [27] Work-Family Conflict negatively impacts job satisfaction because it is influenced by the psychological condition of employees. When individuals struggle to balance their roles as workers and family members, conflicts arise that reduce performance and job satisfaction. In the study [28] Work-Family Conflict has two indicators: Work Interference with Family (WIF) and Family Interference with Work (FIW). Employees who are satisfied perform better, while those who are dissatisfied tend to have lower performance. The hypothesis is that high Work-Family Conflict negatively affects job satisfaction. H1: *Work-Family Conflict* has a negative effect on job satisfaction.

## 2.4 Work-Family Enrichment

Work Family Enrichment occurs when work experiences improve skills, knowledge, and resources that enhance the quality of family life. In this case,[29] Every individual with a family has dual roles that can cause Work Family Conflict or create Work Family Enrichment, which improves well-being, job satisfaction, and reduces stress. [30][31] Work Family Enrichment creates positive relationships between roles that help employees complete tasks and increase job satisfaction. In government agencies, a balanced time allocation is crucial to maintaining happiness and job satisfaction. [32][33] A career woman faces the challenge of balancing work and family roles, thus requiring Work Family Enrichment. Marital satisfaction contributes to WFE because work experiences can be applied to family life. In *Work to Family Enrichment*[34], it is divided into three indicators: *Capital*, *Affect*, and *Development*. [35] As many as 80% of employees seek a better work environment, so organizational support is important to retain them.

H2: *Work Family Enrichment* has a positive effect on *Job Satisfaction*.

### 2.5 Family Friendly Policies

An organization implements Family Friendly Policies to support gender equality, improve family welfare, and reduce poverty. Managers need to provide paid leave, affordable childcare, breastfeeding support, and flexible working arrangements so that mothers can balance work and family roles.[36] .[37] In order for employees to achieve maximum job satisfaction, organizations need to implement Family Friendly Policies to balance the demands of work and family. Without these policies, employee well-being declines and job dissatisfaction arises.[38] The implementation of Family Friendly Policies can increase job satisfaction and prevent Work Family Conflict.[39] Family Friendly Policies help employees balance work and family roles, improve quality of life, well-being, and mental health, and have a positive impact on the organization[40] . Several indicators that can be used to implement *Family Friendly Policies* according to *Work Scheduling and Benefits Packages*. *Family Friendly Policies* help workers obtain more flexible working hours to avoid depression or anxiety and symptoms of stress childcare [41]. Family-friendly policies, such as childcare services at Samsat Kulonprogo, are implemented to reduce Work Family Conflict. High work-family conflict has been proven to have a negative correlation with employee performance. Thus, the hypothesis that emerges is that strong *Family Friendly Policies* have a positive influence on *Job Satisfaction* within an organization. Therefore, the research hypothesis can be formulated as follows:  
H3: *Family-friendly policies* have a positive effect on job satisfaction.

### 3. Conceptual Framework and Research Hypotheses

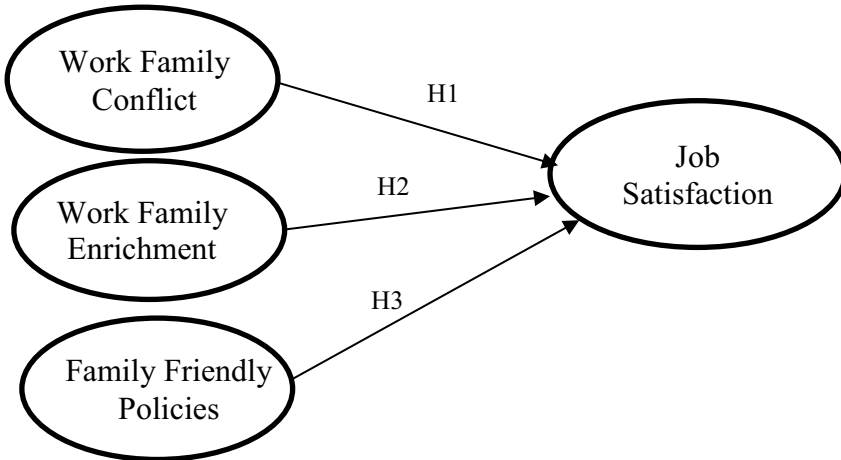


Figure 1. Conceptual framework

Figure 1. The conceptual framework This study uses two variables, namely the dependent variable and the independent variable. The dependent variable is *job satisfaction*, while the independent variables are *work-family conflict*, *work-family enrichment*, and *family-friendly policies*.

#### 4. Methodology

This study uses saturated sampling technique, which is used when the entire population is used as respondents, provided that the population is less than 100 people. Therefore, this study uses the existing population as respondents, namely 51 employees of KPPD Samsat Kulon Progo, with data collection using questionnaires, meaning that the author provides a list of statements to respondents through Google forms. This study used *PLS (Partial Least Square)* analysis, which is *variance-based SEM*, with SmartPLS Version 4 software. The Smart PLS testing began with a series of indicator validity and reliability tests, which assessed convergent validity with a correlation value of  $>0.50$ , discriminant validity with an AVE value of  $>0.50$ , and composite reliability with a value of  $>0.70$ . The next stage tested the suitability by comparing the results of the SRMR,  $d\_ULS$ ,  $d\_G$ , Chi-Square, and NFI criteria.

**Table 1.** Statement Items

<b>Work-Family Conflict</b>	
Work Interference with Family	My work hours interfere with my family activities. I often miss spending time with my family because of work.
Family Interference with Work	Time spent with my family hinders the completion of my work responsibilities. Family issues often weaken my concentration at work.
<b>Work-Family Enrichment</b>	
Capital	Work experience improves my quality of life at home. My role at work can improve family relationships.
Affect	Positive feelings at work have an impact on the quality of my relationships with my family. Emotional intelligence at work helps me build better relationships with my family.
Development	Workplace experiences are beneficial for my family. The skills I develop at work can improve my family's quality of life.
<b>Family-Friendly Policies</b>	
Work Scheduling	My work schedule helps me balance my responsibilities between work and family. My manager provides work flexibility to manage family responsibilities.
Benefit Packages	Leave from the agency helps me achieve a better work-life balance. The health insurance provided by the company supports my family's health needs.
<b>Job Satisfaction</b>	
Work	I am satisfied with my job. My supervisor provides opportunities to improve my quality of life.
Salary	The salary I receive is commensurate with the work I do. The salary I receive is commensurate with my education.
Supervision	My supervisor provides effective guidance. My supervisor provides opportunities for me to improve my performance.
Colleagues	I always receive support from my coworkers. I am satisfied with my coworkers during work.

## 5. Result & Discussion

### Characteristics of Respondents

The respondents in this study were equally divided between men and women, comprising 50% of the sample; most were between 31 and 39 years old, had a bachelor's degree, and had 5-10 years of professional experience. Table 2 shows the characteristics of the respondents involved in this study.

**Table 2.** Characteristics of the Respondents

	Total (n=50)	Percentage
<i>Gender</i>		
Male	25	50
Female	25	50
<i>Age (years old)</i>		
22 - 30	14	28
31 to 39	19	38
>40	17	34
<i>Education</i>		
Senior High School	14	28
Diploma	6	12
Bachelor's Degree	28	56
Master's Degree	2	4
<i>Working Period (years)</i>		
<5	11	22
5 to 10	19	38
10 - 15	10	20
>15	10	20

### Descriptive Analysis

The findings from the descriptive analysis are presented in Table 3 as shown below:

**Table 3.** Descriptive Analysis

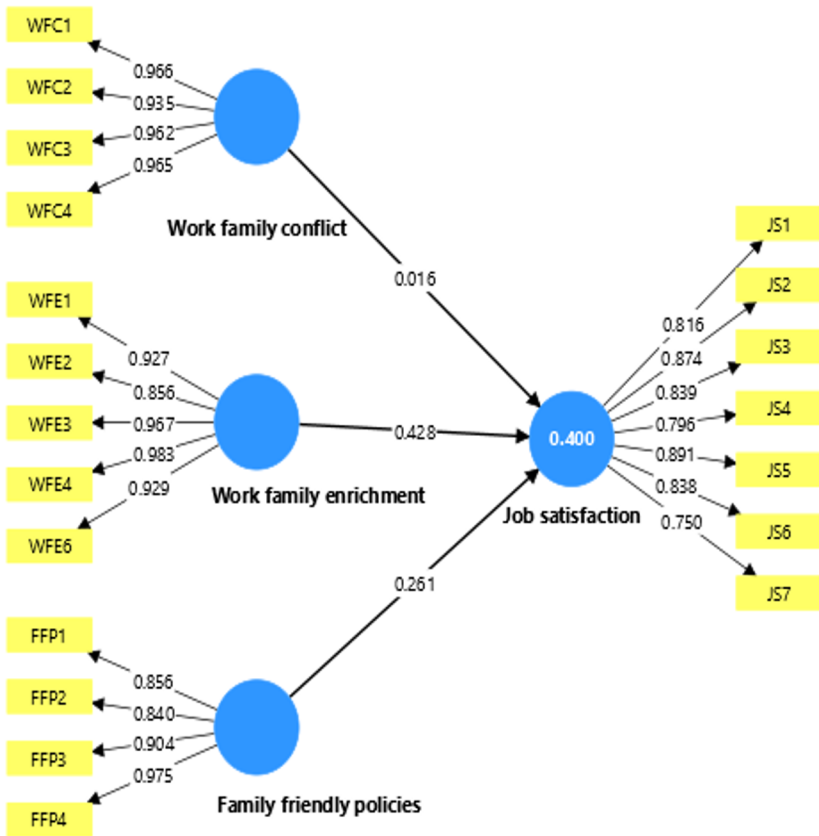
Categories	WFC	WFE	FFP	JS
Strongly Disagree	11.5	6.67%	0	7.25
Disagree	45.5	10	0	5.75
Neutral	27.5	22.33%	21.5	15
Agree	13.5	45	58.5	52
Strongly Agree	2	16	20	20

Note. WFC=Work Family Conflict; WFE=Work Family Enrichment; FFP=Family Friendly Policies; JS=Job Satisfaction.

A total of 45% of respondents agreed with the Work Family Enrichment variable,

and 58.5% of respondents agreed with the Family Friendly Policies variable. Meanwhile, 45.5% of respondents disagreed with the Work Family Conflict variable, and 52% of respondents agreed with the Job Satisfaction variable.

**Convergent Validity**



**Figure 2.** SmartPLS Structural Model

Figure 2 shows the output findings of indicator testing. An indicator has good convergent validity if the loading factor is >0.7. Table 4 displays the tabulation findings.

**Table 4.** Results of Convergent Validity Test

Ins.	<u>WFC</u>	<u>WFE</u>	<u>FFP</u>	<u>JS</u>	Description
	X1	X2	X3	Y1	
WFC 1	0.966				Valid

WFC 2	0.935			Valid
WFC 3	0.962			Valid
WFC 4	0.965			Valid
WFE 1		0.927		Valid
WFE 2		0.856		Valid
WFE 3		0.967		Valid
WFE 4		0.983		Valid
WFE 6		0.929		Valid
FFP 1			0.856	Valid
FFP 2			0.840	Valid
FFP 3			0.904	Valid
FFP 4			0.975	Valid
JS 1			0.816	Valid
JS 2			0.874	Valid
JS 3			0.839	Valid
JS 4			0.796	Valid
JS 5			0.891	Valid
JS 6			0.838	Valid
JS 7			0.750	Valid

Note. WFC=Work Family Conflict; WFE=Work Family Enrichment; FFP=Family Friendly Policies; JS=Job Satisfaction.

**Table 5.** Discriminant Validity Test Results

Ins.	FFP		JS	WFC	WFE
	X3	Y1	X1	X3	
<b>FFP1</b>	<b>0.856</b>		0.505	0.171	0.554
<b>FFP2</b>	<b>0.840</b>		0.402	0.289	0.605
<b>FFP3</b>	<b>0.904</b>		0.499	0.247	0.539
<b>FFP4</b>	<b>0.975</b>		0.516	0.209	0.612
<b>JS1</b>	0.405		<b>0.816</b>	-0.022	0.420
<b>JS2</b>	0.566		<b>0.874</b>	0.044	0.604
<b>JS3</b>	0.448		<b>0.839</b>	0.325	0.410
<b>JS4</b>	0.423		<b>0.796</b>	0.228	0.397
<b>JS5</b>	0.442		<b>0.891</b>	0.133	0.561
<b>JS6</b>	0.485		<b>0.838</b>	0.088	0.604
<b>JS7</b>	0.317		<b>0.750</b>	0.072	0.396
<b>WFC1</b>	0.204		0.127	<b>0.966</b>	0.084
<b>WFC2</b>	0.317		0.180	<b>0.935</b>	0.228
<b>WFC3</b>	0.171		0.123	<b>0.962</b>	0.078
<b>WFC4</b>	0.225		0.060	<b>0.965</b>	0.113
<b>WFE1</b>	0.584		0.600	0.128	<b>0.927</b>
<b>WFE2</b>	0.619		0.520	0.158	<b>0.856</b>
<b>WFE3</b>	0.609		0.539	0.135	<b>0.967</b>
<b>WFE4</b>	0.634		0.579	0.149	<b>0.983</b>
<b>WFE6</b>	0.554		0.548	0.111	<b>0.929</b>

Note. WFC=Work Family Conflict; WFE=Work Family Enrichment; FFP=Family Friendly Policies; JS=Job Satisfaction.

The loading value of all indicators has a loading factor value  $>0.7$ . Thus, it can be concluded that most indicators have good convergent validity.

### Discriminant Validity

As Table 5 shows, indicators are declared valid if their relationship with their construct is higher than with other constructs.

The discriminant validity test results show valid numbers because the correlation between items and the same indicator is more significant than the correlation with others. Therefore, it can be conclusively stated that this data exhibits discriminant validity.

### Construct Reliability

The construct reliability is considered strong, as indicated by a loading factor greater than 0.70 and an average variance extracted exceeding 0.50, as shown in Table 6.

**Table 6.** Results of Construct Reliability

Variables	AVE	Description
Work-Family Conflict	0.802	Reliable
Work-Family Enrichment	0.689	Reliable
Family-Friendly Policies	0.916	Reliable
Job Satisfaction	0.871	Reliable

Note. AVE=Average Variance Extracted.

The analysis confirms that all variables meet the reliability criteria. This is demonstrated by average variance extracted (AVE) values exceeding 0.50, ensuring the validity and reliability of the measurement model.

### Goodness-of-Fit

Model fit testing evaluates the SmartPLS estimated output against the criteria outlined in Table 7.

**Table 7.** Goodness of Fit Results

Fit	Cut-Off	Estimation	Description
<b>Summary</b>			
SRMR	Less than 0.10	0.078	Fit
Chi-Square	$\chi^2$ statistic $\geq \chi^2$ table Chi-square / $df \leq 3$	$383.869 \geq 406.5$	Not Fit
NFI	Approximately	0.734	Less Fit

GoF	equal to 1 0.1 (Low GOF), 0.36 (Strong GOF)	<b>0.572</b>	Strong fit
-----	--	--------------	------------

Table 7 shows that Chi Square has an estimated value of  $383.869 \geq 406.5$ , so the model is said to be not fit. Several other indicators, such as SRMR and goodness of fit (GoF), can be declared fit, and one indicator, NFI, is less fit with a value of 0.572.

**Hypothesis Testing**

Only the results of valid and reliable instrument tests were used in hypothesis testing. The results of hypothesis testing from this study show that all hypotheses were accepted, except for the hypothesis regarding the impact of abusive leadership on turnover intention, as shown in Table 8.

**Table 8.** Hypothesis Testing

Hypothesis	Original Sample	t-statistics	p-value	Description
Work-family conflict -> Job satisfaction	0.016	0.136	<b>0.446</b>	Not Proven
Work-family enrichment → Job satisfaction	0.428	2,489	<b>0.006</b>	Proven
Family-friendly policies -> Job satisfaction	0.261	1.691	<b>0.045</b>	Proven

Note. \*p<0.05; \*\*p<0.01; \*\*\*p<0.000.

**Discussion**

a. **Work-Family Conflict on Job Satisfaction**

Based on the results of the first hypothesis testing, a *Bootstrapping Path Coefficient* value of 0.016 was obtained with a t-statistic of 0.136 and a p-value of 0.446. Because the t-statistic of 0.136 is less than 1.96 and the p-value of 0.446 is greater than 0.05, the first hypothesis is not statistically proven and is not accepted. These results indicate that *work-family conflict* does not have a significant effect on *job satisfaction* among employees at KPPD Samsat Kulonprogo. These findings are not in line with research conducted by [23], which states that role conflict between work and family can reduce an individual's level of job satisfaction. These results indicate that the conflict between work and family demands at KPPD Samsat Kulonprogo does not directly affect job satisfaction. This is because employees are able to manage their dual roles with organizational support, such as flexible policies and a conducive work environment, so that job satisfaction remains stable despite the conflict. [16] Work-family conflict does not always have a negative impact on job satisfaction, as its influence depends on the level of

stress and social support from family and the work environment. At KPPD Samsat Kulonprogo, stable working conditions, clear task distribution, and harmonious relationships serve as buffers against conflict.

b. Work-Family Enrichment on Job Satisfaction

The results of this study indicate that *Work Family Enrichment* has a significant effect on *Job Satisfaction* at KPPD Samsat Kulon Progo with a *Bootstrapping Path Coefficient* value of 0.428 with a t-statistic of 2.489 and a p-value of 0.006. With a t-statistic of  $2.489 > 1.96$  and a p-value of  $0.006 < 0.05$ , the second hypothesis is accepted. These results indicate that *Work Family Enrichment* has a significant positive effect on the job satisfaction of KPPD Samsat Kulonprogo employees. This finding is in line with previous research[29] on *Work Family Enrichment*, which states that positive work experiences such as skill development, peer support, and success improve family management skills. Conversely, family harmony strengthens employees' enthusiasm and commitment to work. Additionally, this study supports the findings of[31] and[33] Work Family Enrichment improves psychological well-being by transforming the pressure of dual roles into positive resources that support productivity and job satisfaction.

c. Family-Friendly Policies on Job Satisfaction

Statistical analysis using the *Path Coefficient Bootstrapping* method shows that *Family Friendly Policies* have a positive and significant influence on *Job Satisfaction* with a value of 0.261, a t-statistic of 1.691, and a p-value of 0.045. Since the t-statistic is  $1.691 < 1.96$  and the p-value is  $0.045 < 0.05$ , the third hypothesis is accepted. These results indicate that the better the implementation of Family Friendly Policies, the higher the job satisfaction of employees. Policies such as work flexibility, paid leave, and family welfare support help employees balance work and personal life, so they feel valued, supported, and more satisfied at work. These findings are in line with research conducted by[39] The implementation of family-friendly policies such as flexible working hours, easy leave, and family health facilities improves employee well-being and job satisfaction by helping them effectively balance work and family responsibilities.[37] Organizations that implement Family Friendly Policies create a positive work environment that reduces stress and increases job satisfaction.

## 6. Conclusion

Based on the presented articles, the main conclusion that can be drawn is the importance of the relationship between work and family life in influencing employee job satisfaction. This study explores the influence of Work-Family Conflict (WFC), Work-Family Enrichment (WFE), and Family-Friendly Policies (FFP) on Job Satisfaction, focusing on employees at the Kulonprogo Samsat KPPD. The results show that WFC has a positive and significant effect on job satisfaction, meaning that conflict between work and family can actually encourage employees to put more effort into managing their roles, thus creating a certain sense of

accomplishment. On the other hand, WFE has also been shown to have a significant positive effect on job satisfaction, where positive experiences at work can improve the quality of family life and vice versa. The implementation of FFP, such as flexible work policies, also has a positive impact on job satisfaction because it allows employees to balance responsibilities between work and family. Overall, this study confirms that both WFC, WFE, and family-friendly policies have a positive contribution in improving work-life balance, which ultimately has an impact on job satisfaction. The implementation of policies that support the well-being of families and employees is very important in creating a productive and harmonious work environment.

## References

- [1] L. Li and X. Wang, 'Technostress inhibitors and creators and their impacts on university teachers' work performance in higher education', *Cognitive Technology and Work*, vol. 23, no. 2, pp. 315–330, May 2021, doi: 10.1007/s10111-020-00625-0.
- [3] N. Nurhanan and Heri Sasono, 'Employee Performance as Seen from Leadership Style and Self-Efficacy', *Inisiatif*, vol. 1, no. 3, pp. 01–15, Jul. 2022, doi: 10.30640/inisiatif.v1i3.518.
- [4] L. M. Gutiérrez Vargas, J. Alegre, and S. Pasamar, 'Explaining job satisfaction through the use of work–family benefits and their impact on the employee's family context', *IJM*, vol. 44, no. 9, pp. 20–36, Dec. 2023, doi: 10.1108/IJM-01-2022-0055.
- [5] J. Kushwaha, P. Singh, and R. Kushwaha, 'Predicting working sole Indian mothers' satisfaction towards work–family balance integrating the Kano model and weighted average method', *International Journal of Social Economics*, vol. 51, no. 6, pp. 725–740, Oct. 2023, doi: 10.1108/IJSE-02-2023-0074.
- [6] M. M. Hammond, C. Murphy, and C. A. Demsky, 'Stress mindset and the work–family interface', *International Journal of Manpower*, vol. 42, no. 1, pp. 150–166, Jun. 2020, doi: 10.1108/IJM-05-2018-0161.
- [7] M. J. Quade, M. Wan, D. S. Carlson, K. M. Kacmar, and R. L. Greenbaum, 'Beyond the Bottom Line: Don't Forget to Consider the Role of the Family', *Journal of Management*, vol. 48, no. 8, pp. 2167–2196, Nov. 2022, doi: 10.1177/01492063211030546.
- [8] M. Kyei-Frimpong, O. B. O. Damoah, and M. O. Amankwah, 'Modeling innovative work behavior through leadership behaviors in the hospitality industry; the role of work–family enrichment', *Journal of Hospitality and Tourism Insights*, vol. 7, no. 2, pp. 1010–1030, Mar. 2024, doi: 10.1108/JHTI-11-2023-0815.
- [9] S. Jain and S. K. Nair, 'Integrating work–family conflict and enrichment: understanding the moderating role of demographic variables', *International Journal of Organizational Analysis*, vol. 29, no. 5, pp. 1172–1198, Dec. 2020, doi: 10.1108/IJOA-07-2020-2330.
- [10] P. Kalliath, T. Kalliath, X. W. Chan, and C. Chan, 'Enhancing job satisfaction through work–family enrichment and perceived supervisor support: the case of Australian social workers', *Personnel Review*, vol. 49, no. 9, pp. 2055–2072, May 2020, doi: 10.1108/PR-06-2018-0219.

- [12] S. Dhir and T. Dutta, 'Linking supervisor-support, person-job fit and person-organization fit to company value', *JIBR*, vol. 12, no. 4, pp. 549–561, May 2020, doi: 10.1108/JIBR-04-2019-0124.
- [14] P. Gupta and S. Srivastava, 'Work–life conflict and burnout among working women: a mediated moderated model of support and resilience', *IJOA*, vol. 29, no. 3, pp. 629–655, May 2021, doi: 10.1108/IJOA-12-2019-1993.
- [15] V. Yadav and H. Sharma, 'Family-friendly policies, supervisor support and job satisfaction: mediating effect of work-family conflict', *XJM*, vol. 20, no. 1, pp. 98–113, Feb. 2023, doi: 10.1108/XJM-02-2021-0050.
- [16] N. M. Fazliawan and Y. Yanuar, 'The Influence of Family-Work Conflict on Job Satisfaction with the Mediating Variable of Work Engagement', *JMK*, vol. 2, no. 2, p. 531, May 2020, doi: 10.24912/jmk.v2i2.7947.
- [17] S. E. Hobfoll, 'Conservation of resources: A new attempt at conceptualizing stress.', *American Psychologist*, vol. 44, no. 3, pp. 513–524, 1989, doi: 10.1037/0003-066X.44.3.513.
- [18] Timothy A Judge, 'Job Satisfaction', in *Essentials of Job Attitudes and Other Workplace Psychological Constructs*, Routledge, 2020, pp. 207–241. doi: 10.4324/9780429325755-11.
- [19] R. Hartono and E. Nurwati, 'The Effect of Compensation and Motivation on Employee Performance with Job Satisfaction as Intervening Variables at Hotel XYZ, in Jakarta', vol. 18, 2021.
- [20] N. P. Rahmadhani and Y. Priyanti, 'Basic Concepts of Job Satisfaction: A Theoretical Review', vol. 1, no. 1, 2022.
- [21] S. Sunarta, 'THE IMPORTANCE OF JOB SATISFACTION', *E.FISIENSI*
- [22] A. B. Santoso and R. Yuliantika, 'THE EFFECT OF JOB SATISFACTION AND COMPENSATION ON INTENTION TO STAY', *mea*, vol. 6, no. 3, pp. 1407–1422, Nov. 2022, doi: 10.31955/mea.v6i3.2571.
- [23] K. S. Liftyawan, F. S. Hadi, and T. S. Agustina, 'The Effect of Work-Family Conflict, Emotional Exhaustion, and Work Stress on Performance', vol. 5, no. 1, 2020.
- [24] I. Rasid Mujahidin, 'The Effect of Work Stress and Work-Family Conflict on Employee Performance Mediated by Job Satisfaction at PT. Tirta Investama', Feb. 2024, doi: DOI Issue: 10.46306/jbbe.v17i2.
- [26] R. M. Yusuf and H. Hasnidar, 'Work-family conflict and career development on performance of married women employees: Case of Bank E.mployees, Indonesia', *IJRBS*, vol. 9, no. 1, pp. 151–162, Jan. 2020, doi: 10.20525/ijrbs.v9i1.601.
- [27] C. Liu, J. Cao, P. Zhang, and G. Wu, 'Investigating the Relationship between Work-To-Family Conflict, Job Burnout, Job Outcomes, and Affective Commitment in the Construction Industry', *IJERPH*, vol. 17, no. 16, p. 5995, Aug. 2020, doi: 10.3390/ijerph17165995.
- [28] N. K. Sulistiowati, 'Dual Role Conflict of Female Workers Working From Home During the Covid Pandemic', 2021.
- [29] Ranti Nurbayanti, 'The Influence of Work Engagement on Work-Family Enrichment in Dental Nurses', *BCSPS*, vol. 3, no. 1, Jan. 2023, doi: 10.29313/bcps.v3i1.5384.
- [30] M. Akasah, A. Rahmat, and F. Oemar, 'The Influence of Job Crafting on Work-Family Enrichment with Positive Emotion as a Mediator', vol. Vol. 2, no. No. 3, pp. 223–233, August 2023.
- [31] Xiaolong Hu, 'The influence mechanism of job crafting on work-family enrichment: Modeling positive emotion as a mediator', *AJBM*, vol. 3, no. 3, 2021, doi: 10.25236/AJBM.2021.030304.
- [32] F. Jannah and I. Suryani, 'THE EFFECT OF WORK-LIFE BALANCE ON HAPPINESS MEDIATED BY SELF-ESTEEM IN BANKING SECTOR EMPLOYEES IN BANDA ACEH CITY', vol. 11, no. 1, pp. 124–137, 2020.

- [33] S. A. R. Denty and E. S. Indrawati, 'The Relationship Between Marital Satisfaction and Work Family Enrichment Among Female Employees at PT. Ridho Agung Mitra Abadi', *Jurnal EMPATI*, vol. 10, no. 5, pp. 346–353, Jan. 2022, doi: 10.14710/empati.2021.32937.
- [34] E. O. Christian and E. A. Pratiwi, 'WORK FAMILY ENRICHMENT TERHADAP WORK ENGAGEMENT', 2022.
- [35] F. Fatemeh, 'Family-supportive organizational environment and turnover intention', *IJPPM*, vol. 70, no. 8, pp. 2113–2130, Nov. 2021, doi: 10.1108/IJPPM-10-2019-0467.
- [36] P. M. Ayunda, R. Muhammad, H. D. Septi, S. E. Kurnia, and P. A. Sekar, 'FAMILY-FRIENDLY POLICY PRACTICE IN THE KEPULAUAN RIAU GOVERNMENT WORKPLACES', 2022.
- [37] Susana Pasamar, 'Why a strong work-life balance system is needed?', *cuadernosgestion*, vol. 20, no. 3, pp. 99–107, Dec. 2020, doi: 10.5295/cdg.180903sp.
- [38] J. Žnidaršič and M. Marič, 'Relationships between Work-Family Balance, Job Satisfaction, Life Satisfaction and Work Engagement among Higher Education Lecturers', *Organizacija*, vol. 54, no. 3, pp. 227–237, Aug. 2021, doi: 10.2478/orga-2021-0015.
- [39] Md. M. Rahman, N. A. Ali, A. H. Jantan, Z. D. Mansor, and Md. S. Rahaman, 'Work to family, family to work conflicts and work family balance as predictors of job satisfaction of Malaysian academic community', *JEC*, vol. 14, no. 4, pp. 621–642, Jul. 2020, doi: 10.1108/JEC-05-2020-0098.
- [40] H. K. Gameda and J. Lee, 'Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study', *Heliyon*, vol. 6, no. 4, p. e03699, Apr. 2020, doi: 10.1016/j.heliyon.2020.e03699.
- [41] A. N. Rohimah, 'ANALYSIS OF WORK-LIFE BALANCE POLICIES AND JOB SATISFACTION FROM A HUMAN RESOURCES PERSPECTIVE', no. 2(7), pp. 39–46, 2023.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

