

The Effect of Work Family Conflict on Job Performance Through Emotional Exhaustion

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ABSTRACT

This study aims to examine whether there is an effect of work-family conflict on job performance through emotional exhaustion as a mediating variable for the ER nurses, Dr. Iskak Hospital Tulungagung. The research was conducted on nurses with a total sample of 70 people, the analysis technique used was path analysis using SPSS 21. The independent variables in this study were work to family conflict (X1) and family to work conflict (X2), the mediating variable was emotional exhaustion (Z) and the dependent variable is job performance (Y). The results of this study indicate that work to family conflict has a direct and significant effect on job performance as evidenced by a significant value below 0.05, family to work conflict has a direct and significant effect on job performance. The results of the mediation test show that emotional exhaustion mediates the effect of work to family conflict on job performance and mediates the effect of family to work conflict on job performance at IGD nurses at Dr. Iskak Hospital Tulungagung.

Keywords: Work family conflict, emotional exhaustion, job performance, quality job, decent job

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INTRODUCTION

The hospital is a place that prioritizes service to the community. This good service is very much determined by the employees and nurses who work at the hospital (Rahmawati, 2015). According to Law No. 13 of 2003, employees are every person who works in an organization by receiving wages or other forms of reward according to their performance and responsibilities. Generally, job performance leads to a person's positive attitude about their job or work situation (McGinley, Hanks, & Line, 2017). The responsibilities and requirements in the workplace will affect both the level of Work to family conflict (WFC) and isolation caused by the workplace that are felt by workers. However, construction related Family to work conflict (FWC) conflicts may not always depend on work. Conflict between family life and work is defined as the extent to which the responsibilities and obligations of family life can interfere with a person's work domain (McGinley *et al.*, 2017). Conflict between family and work is often constant, as individuals experience stress and strain in caring for children or elderly family members regardless of their professional expectations. Therefore, Work to family conflict (WFC) is proposed as a factor of Family to work conflict (FWC) and it causes an influence at work on a person's attitude towards their job performance.

Research conducted by Karatepe (2013) found that emotional exhaustion fully mediates between work-family conflict and job performance. This means that when a worker experiences a work-family conflict, a worker will experience emotional exhaustion which results in the worker getting angry easily which in turn will affect the

performance of the worker concerned. A worker who has experienced emotional exhaustion will not be able to work optimally, this is because the worker will feel that there is no psychological energy in carrying out his profession. Emotional exhaustion is expressed as "the depletion of emotional and cognitive resources that operate through internal processes" (Lawson & Lee, 2018). A worker who experiences depletion of emotional resources will affect his performance because emotional exhaustion indicates the strain and stress associated with feelings that have the potential to experience losses at work.

Based on the initial interview conducted with the head of the IGD Dr. Iskak Hospital Tulungagung, it is known that the performance of the nurses is indeed stable, but the head of the IGD RSUD Dr. Iskak Hospital Tulungagung has concerns about conflicts that occur between family and work as a nurse, considering that the majority of nurses are married. Head of IGD added that emergency room nurses must work professionally to serve each patient maximally. The choice of location in this study was based on data obtained from the BPS of Tulungagung Regency, where it is known that the development of the district minimum wage (UMK) of the former Kediri Regency of Tulungagung Regency has experienced a significant growth rate of MSEs, especially from 2015 to 2016. This increase It appears that in 2015 it amounted to IDR 1,273,050 to IDR 1,420,000 in 2016, which is the highest increase compared to other districts in the former Kediri Residency. The former Kediri Residency consists of Tulungagung Regency, Kediri Regency, Nganjuk Regency, Trenggalek Regency and Blitar Regency.

LITERATURE REVIEW**Work to Family Conflict (WFC)**

Work to family conflict (WFC) refers to a form of interrole conflict in which general demands regarding time are devoted to pressure created by work related to the implementation of family-related responsibilities (Karatepe & Karadas, 2016). Factors that influence the WFC are pressure in the work environment, long and irregular working hours, excessive workloads and conflicts in the work environment. WFC occurs because the roles collide with their role as an employee where in this study is a nurse, namely work interference that affects the family, causing conflict (Karatepe & Karadas, 2016). A nurse who has conflict in her work environment will have an impact on family life, this is because her responsibility and role as a nurse will create conflict to the family environment because the nurse in question brings work problems to the family environment.

Work to family conflict (WFC) is when a person spends more hours at work, it can be positively correlated with family conflict with an employee when at home which can result in higher levels of disturbance which can affect family circumstances and psychological satisfaction. lower (Soomro, Breitenecker, & Shah, 2018). So that conditions that disrupt the employee's family life can occur when an employee brings work assignments home and will result in negative behavior, while an employee who brings work assignments home less will have a positive effect on employee behavior at home and at work. Soomro *et al.*, (2018) stated that the process of spillover effect on work to family is a major predictor of negative or positive implications of WFC (such as bringing work assignments home), as a result of additional time spent by employees to cope with workload, consequently when WFC arise can cause work stress. Therefore, job performance can be affected by stress, which is created by a negative spillover effect on work to family.

H1: Work to Family Conflict (WFC) has a significant effect on Job Performance in the emergency room nurse at Dr. Iskak Hospital Tulungagung

Family to Work Conflict (FWC)

Family to work conflict (FWC) refers to a form of interrole conflict in which the general demands of time devoted to, and the pressure created by the family, interfere with the implementation of work-related responsibilities (Mansour & Tremblay, 2016). Family to work conflict (FWC) with a nurse is caused by pressure as parents, pressure from marriage and attention from a partner. A nurse who already has a family and has children will clash with her role as a parent so that it will affect her performance in the world of work. A nurse who already has a family and has children will clash with her role as a parent so that it will affect her performance in the world of work. A nurse who has a role as a parent will have its own burden or pressure in carrying out its obligations as a nurse, when at the same time it has to fulfill its obligations as a parent or an important figure in the family and this obligation as a nurse will affect performance in the workplace.

According to Soomro *et al.*, (2018), family to work conflicts have negative results for emotional health, physical well-being, and life satisfaction. Thus, FWC can result in a decrease in employee productivity and performance. For example, an employee's family problems that affect the world of work and can cause the employee to waste time at work and reduce concentration on work. Psychological disorders can also affect the mood and energy levels of workers at home (Soomro *et al.*, 2018). So that it can lead

to conflicts that can affect job performance in the workplace.

H2: Family to Work Conflict (FWC) has a significant effect on Job Performance in the emergency room nurse at Dr. Iskak Hospital Tulungagung

Emotional Exhaustion

Emotional exhaustion can be described as a consequence of intense physical, affective, and cognitive stress and is not only important for the employees themselves, but also for the organization (Kloutsiniotis & Mihail, 2019). According to Xie, Ma, Zhou, & Tang, (2018) it has been found that emotional exhaustion is harmful to individual physical and mental health, as well as their job performance. It can be seen that emotional exhaustion can also occur due to an unbalanced relationship between work and self which then creates emotional tension and leads to the drainage of emotional sources. This shows that emotional exhaustion is very important to pay attention to because it is closely related to employee attitudes and behavior, when an employee has a high level of emotional exhaustion, it will also cause negative attitudes and behavior for an employee.

According to Zhou, Li, & Gao, (2020) emotional exhaustion is a stressful condition that is felt at work and when depersonalization or low personal achievement occurs due to emotional exhaustion, employees will prefer to seek encouragement, confirmation and direct assistance outside the place. work, or avoiding a conflict that could lead to a decline in job performance. According to Wang, Lee, & Wu, (2017) that there are many factors that affect WFC and FWC, such as job dissatisfaction, reduced organizational commitment, and emotional exhaustion. It is very easy for the WFC to thrive when an employee faces the responsibilities and demands of work, family and has limited resources to meet those demands. That is, when time pressure is high, employees reduce their willingness to participate in showing job performance. Because Wang *et al.*, (2017) show that in relation to WFC, work and family influence job performance. So that when there is pressure from the conflict it will last a long time and can cause emotional exhaustion, it will affect job performance and organizational profits if the organization does not take steps to resolve the conflict, including the WFC and FWC.

Emotional exhaustion has a relationship with job performance and work-family conflict, this is shown by Karatepe (2013) who found that emotional exhaustion fully mediates between work family conflicts and job performance. This shows that to have an effect on job performance, work family conflicts must first go through emotional exhaustion as mediation.

H3: Emotional Exhaustion mediates the relationship between Work to Family Conflict (WFC) and Job Performance in emergency room nurses of Dr. Iskak Hospital Tulungagung

H4: Emotional Exhaustion mediates the relationship between Family to Work Conflict (FWC) and Job Performance in emergency room nurses Dr. Iskak Hospital Tulungagung

Job Performance

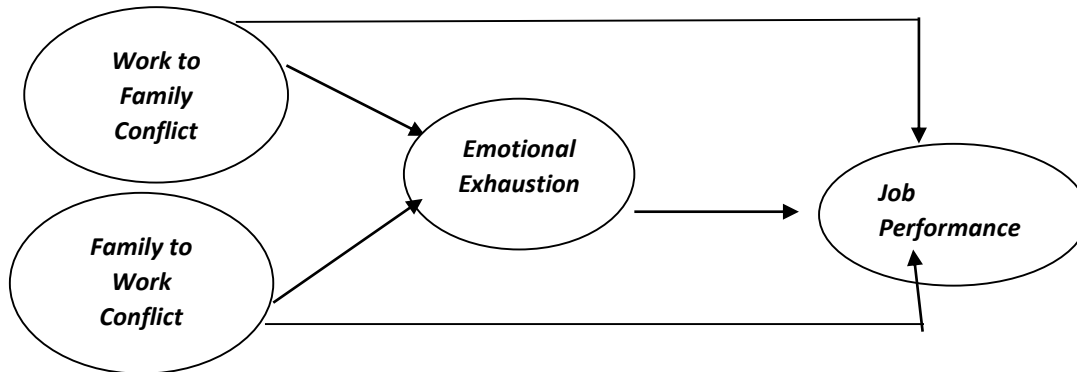
Job performance is the level at which an individual succeeds in completing task-related behavior and is an indicator of how well he is performing in the job domain he has (Carlson, Kacmar, Thompson, & Andrews, 2019). Motowido and Van Scorter in Roboth (2015) say that performance is the result of work which refers to the results obtained from substantive tasks that differentiate a person's work from other jobs and include more technical aspects of performance.

Based on the description of the definition above, it is clear that job performance is the result of work achieved by a person based on the quantity and quality of all job requirements attached to the job being performed, whether the work done is in accordance with what has been determined or not. If a worker is able to achieve or exceed what has been determined, then the worker can be

said to have performed well which is determined by the quantity and quality of work.

Conceptual Framework

Based on the theoretical and hypothetical basis, the analysis model is as follows:



METHODS

Based on the formulation of the problem that has been stated in the previous chapter, this research uses a quantitative approach, where the quantitative approach focuses more on proving the hypothesis empirically.

OPERATIONAL DEFINITION

This study has four hypothesis testing, namely Work to Family Conflict (WFC) has a significant effect on Job Performance in the emergency room nurses of Dr. Iskak Hospital Tulungagung, the second hypothesis, namely Family to Work Conflict (FWC) has a significant effect on Job Performance in the emergency unit nurses, the third hypothesis, namely Emotional Exhaustion, mediates the relationship between Work to Family Conflict (WFC) and Job Performance in the emergency unit nurses and the fourth hypothesis, namely Emotional Exhaustion, mediates the relationship between Family to Work Conflict (FWC) and Job Performance in the emergency unit nurses. Work to Family Conflict (WFC), Family to Work Conflict (FWC) and Emotional Exhaustion adopt measurement items from Karatepe (2013), using a Likert

scale namely strongly disagree (Scale 1) to strongly agree (scale 5). The job performance variable in this study adopted question items using a Likert scale, namely strongly disagree (scale 1) to strongly agree (scale 5) filled in by the respondent's boss.

Primary data of this study are data from questionnaires that have been filled in by emergency room nurses at Dr. Iskak Hospital Tulungagung hospital and their superiors, while secondary data is obtained from research journals, data from the BPS website of Tulungagung Regency, and data on the number of IGD nurses at Dr.Iskak hospital. Tulungagung.

The data collection process carried out in this study was to provide a set of written questions or questionnaires to the emergency room nurses at Dr. Iskak Hospital Tulungagung as the respondent. The population used in this study were all emergency room nurses at Dr. Iskak Hospital Tulungagung district with a population of 70. Based on this population, the sampling technique in this study used the census method. This is because the population is limited and can be reached by researchers.

Table 1

N=70		Frequency	Percentage	Total%
Gender	Male	22	31.4	31.4
	Female	48	68.6	100
Age	< 25 years old	13	18.6	18.6
	25-35 years old	34	48.6	67.2
	> 35-45 years old	18	25.7	92.9
	> 45 years old	5	7.1	100
Last education	SPK/SPR	24	34.3	34.3
	AKPER	34	48.6	82.9
	S1/D4	12	17.1	100
Year of working	< 2 years	6	8.6	8.6
	2-4 years	5	7.1	15.7
	> 4-7 years	40	57.1	72.8
	> 7 years	19	27.1	100
Marriage status	Single	18	25.7	25.7
	Married	50	71.4	97.1
	Divorced	2	2.9	100
Number of children	0	20	28.6	28.6
	1	26	37.1	65.7
	2	21	30	95.7
	3	3	4.3	100
	> 3	0	0	100

Note: Four (4) demographic variables were coded in the data as Gender, Age, Education, and Type of Business.

ANALYSIS TECHNIQUE

Validity and Reliability Test

Table 2

Variables	Code	Factor Loading			α	γ_s	CR	(AVE)	
<i>Work to Family Conflict</i>	WFC1	0.793			0.861	0.868	0.900	0.644	
	WFC2	0.868							
	WFC3	0.763							
	WFC4	0.815							
	WFC5	0.769							
<i>Family to Work Conflict</i>	FWC1		0.817		0.744	0.769	0.830	0.500	
	FWC2		0.532						
	FWC3		0.683						
	FWC4		0.760						
	FWC5		0.710						
<i>Emotional Exhaustion</i>	EE1			0.817	0.878	0.885	0.911	0.673	
	EE2			0.890					
	EE3			0.791					
	EE4			0.806					
	EE5			0.791					
<i>Job Performance</i>	JP1				0.884	0.907	0.913	0.932	0.733
	JP2				0.844				
	JP3				0.878				
	JP4				0.927				
	JP5				0.737				

Note: WFC (Work to Family Conflict), FWC (Family to Work Conflict), EE (Emotional Exhaustion), and JP (Job Performance).

Test R-Square, F-Square, and Q-Square

Result of R-Square Value

Tabel 3

Note: It is known that Emotional Exhaustion and Job Performance have an R-Square value of > 0.5 which means they are strong

Variabel	Original Sample - R-Square
<i>Emotional Exhaustion</i>	0.541
<i>Job Performance</i>	0.826

models.

Result of F-Square Value

Table 4

Note: It is known that if the Work to Family Conflict and Family to Work Conflict variables are removed, then the effect on the

Variabel <i>Emotional Exhaustion</i>	R-Square	F-Square
<i>Included</i>	0.541	0.000
<i>Exclude Work to Family Conflict</i>	0.418	0.267
<i>Exclude Family to Work Conflict</i>	0.463	0.170

Emotional Exhaustion variable is > 0.15 or has a moderate effect.

Tabel 5

Variabel <i>Job Performance</i>	R-Square	F-Square
<i>Included</i>	0.826	0.000
<i>Exclude Work to Family Conflict</i>	0.796	0.170
<i>Exclude Family to Work Conflict</i>	0.665	0.927
<i>Exclude Emotional Exhaustion</i>	0.811	0.084

Note: It is known that if the Work to Family Conflict variable is removed, the effect on the Job Performance variable is 0.170 > 0.15 or it also has a moderate effect. If the Family to Work Conflict variable is removed, then the effect on the Job Performance variable is 0.927 > 0.35 or it also has a big influence. Meanwhile, if the Emotional Exhaustion variable is removed, the effect on the Job Performance variable is 0.084 < 0.02 or has a small effect.

Tabel 6

Hasil Nilai Q-Square

Variabel	SSO	SSE	Q ² (=1-SSE/SSO)
<i>Emotional Exhaustion</i>	350.000	226.794	0.352
<i>Job Performance</i>	350.000	145.507	0.584

Note: It is known that the entrepreneurial motivation and achievement variables have a Q-Square value of 0.352 and 0.584 which indicates that the Q-Square value is > 0. So, it shows that the dependent variable has predictive relevance.

RESULTS AND DISCUSSION

Hypothesis testing

Testing was carried out through the bootstrapping stage of PLS-SEM. To find out the results, it can be seen through the original sample value, T-statistic and P-value.

Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Emotional Exhaustion -> Job Performance	0.593	0.593	0.066	8.951	0.000
Family to Work Conflict -> Emotional Exhaustion	0.361	0.370	0.113	3.202	0.001
Family to Work Conflict -> Job Performance	0.168	0.169	0.077	2.198	0.028
Work to Family Conflict -> Emotional Exhaustion	0.452	0.447	0.113	4.015	0.000
Work to Family Conflict -> Job Performance	0.250	0.250	0.074	3.382	0.001

Source: Data processed (2020)

Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Family to Work Conflict -> Emotional Exhaustion -> Job Performance	0.214	0.220	0.072	2.950	0.003
Work to Family Conflict -> Emotional Exhaustion -> Job Performance	0.268	0.264	0.069	3.861	0.000

Source: Data processed (2020)

DISCUSSION

Work to Family Conflict (WFC) on Job Performance

Based on hypothesis testing using partial least square (PLS), it was found that there was a positive and significant effect of work to family conflict (WFC) on job performance. So that hypothesis 1 is accepted. This shows that in this study the emergency room nurse has high conflict from work to family, he still has high performance.

This positive relationship was influenced by the difficulty of finding work, although it was explained that the conflict between work and family was high, but it was still better than those who did not work. Interview with one of the chiefs of the emergency stated that many applications have been submitted to become nurses at this hospital, this shows that even though the nurses have a high work to family conflict they must still work professionally. The research is different from the research conducted by Roboth in 2015 which found that work family conflict has a negative and insignificant effect on performance.

Family to Work Conflict (FWC) on Job Performance

Based on hypothesis testing using partial least square (PLS), it was found that there was a positive and significant effect of family to work conflict (FWC) on job performance. So that hypothesis 2 is accepted. This shows that in this study the emergency room nurse has high conflicts from family to work, he still has high performance.

The results of this study indicate a positive influence between family to work conflict (FWC) on job performance, when the family to work conflict (FWC) of nurses increases, job performance will also increase. Facts in the field show that this positive influence is caused by the demand to work professionally as a nurse in accordance with existing hospital regulations. Even though conflict is high, hospital nurses are able to manage conflict into better performance. This is in accordance with the opinion expressed by Robbins and Judge which states that basically the level of conflict has a positive and negative effect on performance, at the optimal level of conflict, the resulting performance is maximum but after reaching the optimal point it will reduce performance if the conflict increases. This research is certainly different from the research conducted by J8 which states that family to work conflicts have negative results that can result in decreased productivity and employee performance.

Work to Family Conflict (WFC) on Job Performance is mediated by Emotional Exhaustion

Based on hypothesis testing using partial least square (PLS), it was found that there was a positive and significant influence on the emotional exhaustion variable mediating the relationship between work to family conflict (WFC) on job performance. So that hypothesis 3 is accepted. The results of this study are consistent with research conducted by Karatepe in 2013 which found that emotional exhaustion mediates the relationship between work to family conflict (WFC) on job performance on hotel frontlines and managers in Romania. This study agrees with Karatepe that emotional exhaustion mediates the work to family conflict (WFC) variable on job performance, but there are differences in the effect of the mediation. The difference is that this study found that emotional exhaustion mediates partially, this is different from Karatepe, who found that emotional exhaustion mediates fully.

Based on the test results in this study, it can be explained that the direct effect of work to family conflict (WFC) of the emergency room nurse on their job performance through emotional exhaustion has decreased, this means that when the emergency room nurse experienced emotional exhaustion, so the direct effect of work to family conflict was reduced because the influence of the emotional exhaustion variable was greater. The test results showed that the emergency room nurse felt tired of the work being done as the highest item chosen by the nurses, this shows that a high sense of guilt can have a higher effect on performance compared to work to family conflict (WFC), this is due to work to family conflict (WFC)) is more influential when directly on performance without involving emotional exhaustion.

Family to Work Conflict (FWC) on Job Performance is mediated by Emotional Exhaustion

Based on hypothesis testing using partial least square (PLS), it was found that there was a positive and significant influence on the emotional exhaustion variable mediating the relationship between family to work conflict (FWC) on job performance. So that hypothesis 4 is accepted. This is evidenced by the indirect effect testing which shows that the mediation criteria have been met, where the influence of the variable family to work conflict (FWC) on job performance is significant, the effect of emotional exhaustion on job performance is significant, family to work conflict (FWC) on job performance is significant. and the influence of family to work conflict (FWC) variables on

job performance through emotional exhaustion is also significant. The results of this study are consistent with research conducted by Karatepe in 2013 which found that emotional exhaustion mediates the relationship between family to work conflict (FWC) on job performance at hotel frontlines and managers in Romania.

Based on the test results in this study, it can be explained that the direct effect of family to work conflict (FWC) of the emergency room nurse on their job performance through emotional exhaustion has decreased, this means that when the emergency room nurse experienced emotional exhaustion, so the direct effect of family to work conflict (FWC) was reduced because the influence of the emotional exhaustion variable was greater. The test results showed that the emergency room nurse of Dr. Iskak Hospital Tulungagung felt tired of the work done as the highest item chosen by the nurses, this can also be indicated based on the average demands of the emergency room nurse family affects work activities and shows high yields. According to Wang et al., (2017) work and family influence each other and then affect job performance. In addition, because the pressure from the conflict will last a long time, then will affect job performance and organizational profits, the emergency room nurse at Dr. Iskak Hospital Tulungagung is required to take steps to resolve the conflict immediately so as not to experience a decline in job performance.

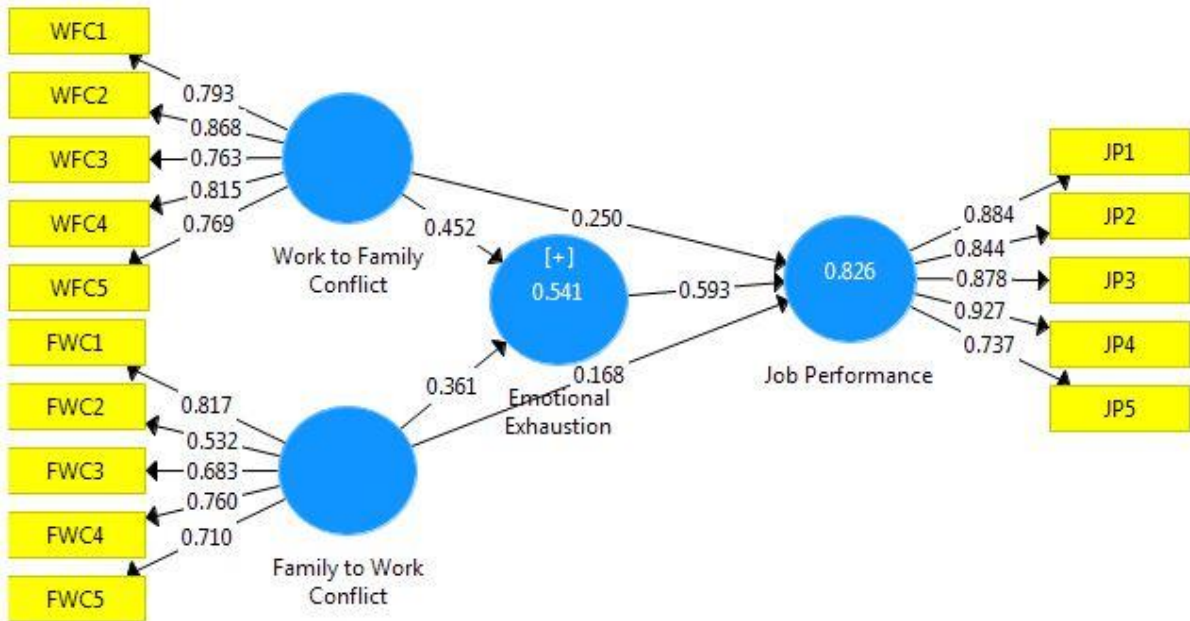
CONCLUSION

Based on the results of data analysis and discussion, the conclusion in this study is that Work to Family Conflict (WFC) has a significant effect on Job Performance in emergency room nurses at Dr. Iskak Hospital Tulungagung, Family to Work Conflict (FWC) has a significant effect on Job Performance in the emergency room nurses of Dr. Iskak Hospital Tulungagung, Emotional Exhaustion mediates the relationship between Work to Family Conflict (WFC) and Job Performance in emergency room nurses at Dr. Iskak Hospital Tulungagung, and Emotional Exhaustion mediated the relationship between Family to Work Conflict (FWC) and Job Performance in emergency room nurses at Dr. Iskak Hospital Tulungagung. Therefore, according to Chummar, Singh, & Ezzedeen, (2019) it is necessary to have a positive mood and good skill acquisition in order to expand resources and overcome the available emotional exhaustion to do a good job and then to produce high job performance.

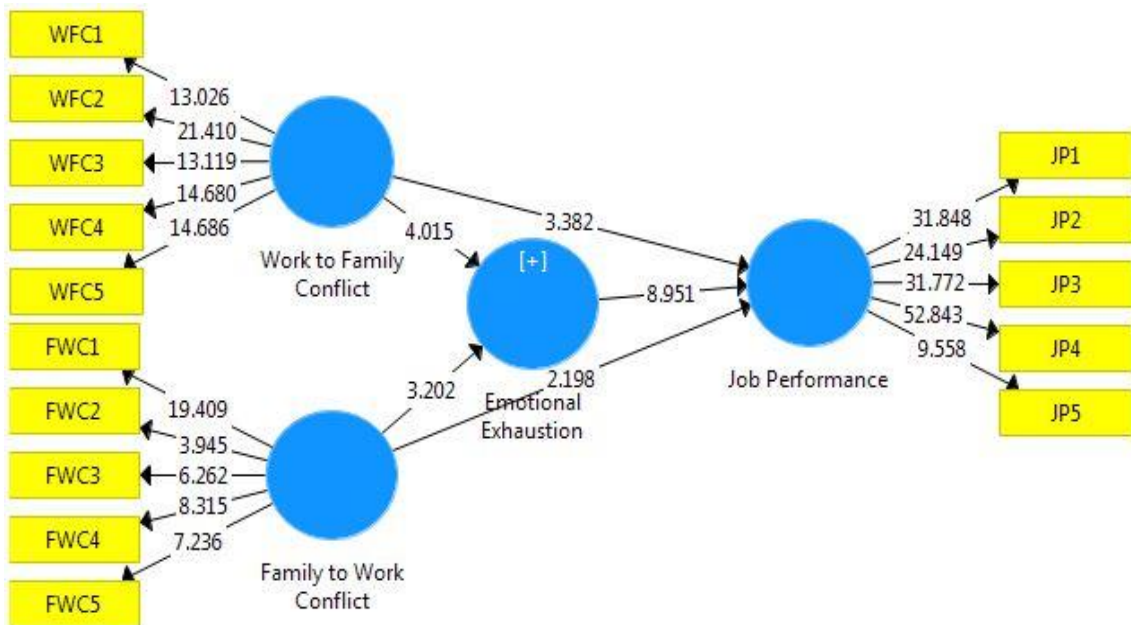
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Gambar 1. Hasil Outer Model



Gambar 2. Hasil Inner Model