

**ANALYZING THE INFLUENCE OF WORK-FAMILY CONFLICTS
AND WORK-LIFE BALANCE TOWARDS EMPLOYEE JOB
PERFORMANCE OF DUAL-CAREER COUPLES
Case Study: PT Mitra Adiperkasa Fashion Division (MAP Fashion)**

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ABSTRACT

Nowadays, the manpower contributions in the workforce not only come from male resources, female resources also actively give their contribution to the company, which in this case, in retail industry. This situation creates the opportunity in family household to have both adults have the responsibilities to work and do the household, or having a dual-career couple situation in the household. Which if not managed well, can cause work-family conflict that might affect their job performance at work. This research aims to analyze the influence of work-family conflicts and work-life balance towards employee job performance of dual-career couples in MAP Fashion. In this research, the work-family conflict is divided into three variables based on their factor namely, time-based conflict, strain-based conflict, and behavior-based conflict. This research used quantitative method which 154 employees in MAP Fashion who have working spouse or being in the dual-career couples' situation are taken as samples. The data were collected using online questionnaires survey with Likert Scale which processed with SPSS. The result of this research shows that time-based conflict and strain-based conflict have significant negative influence towards job performance, and work-life balance have significant positive influence towards job performance of dual-career couple in MAP Fashion.

Keywords: *Dual-career couple, work-family conflict, job performance, work-life balance.*

1. Introduction

The rapid growth of malls and shopping centers is a sign of the rapid development of the fashion retail industry. The most updated data from The Central Bureau of Statistics (Biro Pusat Statistik, BPS, year) Indonesia stated that there were 649 shopping centers throughout Indonesia in 2020. West Java is the province with the greatest number of shopping centers followed by Jakarta (Central Bureau of Statistics Indonesia, 2022). According to Clark (2021), working in retail industry have their own characteristic and challenges that some people may find it hard to adapt. The challenges are namely fast-paced environments, customer service demands, and irregular working hours. If the worker or manpower in the company cannot adapt to the changes or challenges in the company, it could affect their performance and contributions to the company which can be resulted in the decreasing performance of the company. The company may not be achieving the organization goals or even losing their competitive advantages. Lower employee performance in fashion retail industry is bad for the company competitive advantages given the intense fashion retail industry competition in Indonesia.

In the modern era, the contributions of manpower not only coming from men's resources. Women's resources are also giving contributions to the human resources in many countries. Along the time women working in a professional field is continually increasing. A married woman in Indonesia is still very identic with their responsibilities as a housewife. Nevertheless, entering the modern era where a woman can participate and give contribution in being a female labor force, many women in Indonesia are starting to get a job. In Indonesia alone, according to data collected and presented by the Central Bureau of Statistics (Biro Pusat Statistik, BPS) Indonesia, in year 2022, as much as 52,74 Million or equals to 38,98% of professional worker in Indonesia are women (Central Bureau of Statictics Indonesia, 2022). It shows that some companies in Indonesia are starting to consider female labor force to run the company whether single or married woman. The challenges faced by married women in the workplace are surely different from single women. married woman needs to be able to present in both responsibilities in work as well as in their household. Especially when they have children who needs their attention and supervision. This double burden of responsibilities situation establishes the dual-role that a working mothers need to juggle all the time. This constant juggling from work to family often creates work-family conflict. Work-family conflict is a form of conflict between roles where the role pressure from work and family cannot be contradicted or harmonized in certain aspects (Utami, 2020).

When both of the adult in the household is working of have a career, tasks and responsibilities in the household needs to be divided fairly for both partners, this situation is called dual-career couples. This dual-career couples' situation is often facing a doubled amount of stress rather than regular couples, since both partners need to be in two positions where they pursuit their professional goals as well as handling the household needs, including caring for children and other stuffs. If the dual-career couples cannot find their groove on maintaining the harmony of their roles it can lead to conflict. Conflict that resulted from the imbalance of work and family duties and responsibilities. With factors that can make the dual-career couples' situation worse such as lack of communication, lack of support, and gender expectations can make a work-family conflict much more stressful and can lead to emotional exhaustion which will lead to a lower employee performance level. Given the challenges of a dual-career couples worker in modern society, worker who has in a dual-career couple situation need to maintain their work-life balance in a certain way to avoid such conflict. Ability to separate both roles is important in helping individuals manage their personal and professional lives effectively. But, achieving work-life balance in the demanding context of the fashion retail industry may not be easy. According to Andrea E. Abele (2011), there are some specific challenges that dual-career couples faced in achieving the work-life integration. The research also mentions the possible factors affecting work-life balance in dual career couples such as marital satisfaction, partnership stability, stress and well-being of individuals, parenthood, career and mobility issues, as well as organization level. If the worker has successfully achieved their work-life balance in their dual career situation, positive outcomes such as increasing job performances, reduced stress and improved overall well-being may happen.

Case Profile: PT Mitra Adiperkasa Tbk (MAP)

PT. Mitra Adiperkasa Tbk. began operations in 1995, headquartered in Jakarta, Indonesia, has experienced remarkable growth leading to its IPO in November 2004. With over 2,500 retail stores, MAP employs over 25,000 individuals and has received accolades like Fortune Indonesia's Most Admired Companies (Top 20) in 2012 and Forbes Indonesia's Top 50 Companies in 2020. Beyond retail. The vision of PT. Mitra Adiperkasa Tbk. is to become the leading omni-channel retailer in Indonesia, promoting a healthier, happier, and more fulfilling lifestyle for customers through a portfolio of world-class brands and an omni-channel retail network.

As a retail company that is constantly faced with market dynamics and increasingly fierce competition, MAP needs the support of reliable human resources and good work behaviour to achieve a competitive performance. Thus, employee performance is one of the things that MAP needs to pay

attention to in order to achieve its goals. These problems were identified in one of MAP's business units, MAP Fashion.

The newest data from MAP Fashion division Employee Data Management, approximately 35% of the employees are married and if we assume all the female employees have their spouse working (dual-career couples) then we have at least 55% of the married marital status MAP Fashion employees are having a dual-career couple situation.

Due to the a fast-paced nature of work life in the fashion industry, it can be assumed that employees have to deal with work and family responsibilities, this double role often leading to work-family conflict. The researcher undertook some preliminary interviews with several dual-career couples and the results revealed that female dual-career couple employee had difficulty managing time in her life. The two roles that she plays make her need more effort in balancing work life with family life, this in the end often influences the emergence of problems and responsibilities when playing the role of a working woman, the role of a wife, and the role of a mother.

Since dual-career couple employee refers to a married employee who have spouse that also pursuing a career and committed to their work as much as themselves, both partners need to balance the role and responsibility in their household. This situation is different with a regular married employee that having their spouse in charge dominantly at their household so that the employee can focus on their work. With dual-career couple employee, they need to be able to present in both responsibilities in work as well as in their household since both of them have double responsibilities. This double burden of responsibilities situation establishes the dual-role that dual-career couple employee need to juggle all the time. This constant juggling from work to family often creates work-family conflict when the role pressure from work and family cannot be contradicted or harmonized in certain aspects. With factors that can make the dual-career couples' situation worse such as lack of communication, lack of support, and gender expectations can make a work-family conflict much more stressful and can lead to emotional exhaustion which will lead to a lower employee performance level.

To overcome this problem, it is important to understands the complex dynamics between work and family roles, and to develop an effective strategy to support the dual-career couples to help them maintain and improve their job performance specially in retail industry. It is important to maximize the employee performance to maintain its competitive advantages. Since MAP Fashion have at least 55% of their employees are composed of dual-career couples its indicates that employee of MAP Fashion is dominated by dual-career couple employee who is more prone to work-family conflict that can impeded their work performance rather than a regular employee. The result of this research will be to give a valuable knowledge and practical recommendation for the MAP fashion retail company to effectively enhance the company performance through supporting the dual-career couples in the company overcome their challenges.

This study aims to explore the relationship between work-family conflict causes by Greenhaus & Beutell (1985), which is time-based conflict, strain-based conflict, and behavior-based conflict in relation to job performance, and work-life balance influence to the job performance of the employee. Additionally, it seeks to investigate the influence of employee status (dual-career couple) on the level of conflict experienced both at home and at work, and its effect on job performance. Existing research tends to focus more on conflict viewed through the lens of gender, so this study aims to provide new insights into conflict management by considering not only gender but also employee status (dual-career couples).

2. Literature Review

Dual-Career Couples. The term dual-career couple refers to a dual-earner couple where both partners are pursuing a career, that is, both are committed to work and perhaps also to progression at work (Boye, 2014).

Work-Family Conflict. Work–family conflict is a result of a dual role conflict between role as a worker at work and role as spouse or parents in the family (Chang, et.al, 2017). Work and family raise different requirements, expectations, norms, demands, and priorities which both parties have an opposite relationship with one another, and therefore allocating more time to one of them causes conflict from the other. This shows that work can spill over to influence family matters, and vice versa is also true (Al-Alawi, 2021). Greenhaus & Beutell (1985), stated that there are three main causes of work-family conflict namely; Time-based conflict, Strain-based conflict, and Behavior-based conflict.

Work-Life Balance. Parkes & Langford (2008) state that work-life balance is an individual's capability to carry out responsibility in carrying out their personal and work life, as well as being committed to activities outside of work and other activities.

Employee Job Performance. Mangkunegara (2017), argues that job performance is the result of work in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to them.

Time-based conflict Towards Job Performance. Interference between work and family is encountered by many workforces (Schieman et al., 2009) when they work in family time that will negatively impact the quality of family life (Peters et al., 2009). Responsibilities to work and families carried out at work time will cause conflicts (Owolabi & Ajibose, 2019). Accordingly, most working women confront difficulties in handling these dual roles because they find it hard to manage and balance their time between work and family (Abueita, 2005). Al Azzam, (2017) stated that women who are married and have children tend to have high role conflict and this affects their performance, when carrying out their careers as employees, women are also required to be able to act as wives, as well as mothers who care for and care for their families. Balancing work and family responsibilities often requires effective time management. Study from Azrah & Arquisola (2022), found that a double role at work and family often makes it difficult to divide time between family and work. Employees who struggle with this balance may experience difficulties in prioritizing tasks and meeting deadlines, leading to lower job performance.

H1₀: There is no significant influence of time-based conflict towards job performance of dual-career couples in MAP Fashion.

H1₁: There is a significant influence of time-based conflict towards job performance of dual-career couples in MAP Fashion.

Strain-based conflict Towards Job Performance. As more women are pursuing challenging jobs, the increasing demand for balancing between fulfilling family responsibilities and performing the job successfully is becoming more crucial and can cause, in some cases, stress and anxiety (Shabir & Gani, 2020). The strain of managing work and family roles depletes cognitive resources, such as attention and mental energy. When employees are stressed or burdened with family responsibilities, their ability to focus on work tasks is reduced, resulting in reduced job performance. Tension in facing demands will also cause emotional exhaustion. Work-family conflict caused by strain negatively impacts job performance by draining cognitive and emotional resources, impairing decision making, reducing engagement, and causing health problems and lowering job satisfaction. Addressing these challenges through a supportive work environment and policies can help reduce negative impacts on job performance. Previous research by (Al-Alawi, 2021) on “A study of the effects of work-family conflict, family-work conflict, and work-life balance on Saudi female teachers’ performance in the public education sector with job satisfaction as a moderator.” Implied Family-work conflict was revealed to have a significant negative impact on employee performance.

H2₀: There is no significant influence of strain-based conflict towards job performance of dual-career couples in MAP Fashion.

H2₁: There is a significant influence of strain-based conflict towards job performance of dual-career couples in MAP Fashion.

Behavior-based conflict Towards Job Performance. Work-family conflict is a concept that implies incompatibility of role pressures from family and work, for example, competing demands on time or

incompatible behavioural demands, and includes both work-to-family conflict and family-to-work conflict. (Boye, 2014).

Behavior-based conflict often arises when an employee's behavior in one role (e.g. work) conflicts with the behavior required in another role (e.g. family). This overlap can cause inefficiency and reduced effectiveness of both roles. For example, an employee who is required to have high work readiness may have difficulty meeting family obligations, and vice versa, leading to performance problems in both areas. When employees are forced to shift behavior between work and family roles, this can disrupt their focus (Ferdian, 2017). Continuous shifts in behavior can slow down work processes and reduce effectiveness, thereby reducing work performance.

H3₀: There is no significant influence of behavior-based conflict towards job performance of dual-career couples in MAP Fashion.

H3_a: There is a significant influence of behavior-based conflict towards job performance of dual-career couples in MAP Fashion.

Work-life Balance Towards Job Performance. Work-life balance can be attributed to the steadiness between two distinct roles that an employee does, which in this case, we are referring to the family and work roles which in turn leads to job performance. When employees feel supported in managing their responsibilities outside of work, they are more likely to feel satisfied with their jobs and committed to their organization. Increased job satisfaction correlates with higher levels of job performance and lower turnover rates. Rotondo and Kincaid (2008) and Mäkelä and Suutari (2011) support the statement that there is a significant impact on employee performance by work-life balance. Effective company support will cause a positive reaction from employees, so hopefully will be able to decrease Work-Family Conflict and increase Work-Life Balance (Amazue & Onyishi, 2016).

H4₀: Work-life balance does not have a significant influence towards job performance of dual-career couples in MAP Fashion.

H4_a: Work-life balance does have a significant influence towards job performance of dual-career couples in MAP Fashion.

Time-based conflict, Strain-based conflict, Behavior-based conflict and Work-life Balance simultaneously towards Job Performance.

The conflict between work and family is the actual complex that assumes unfavorable spillover from the domain of work to that of the family. It determines the stress levels when a person spend more time at work, causing them to lack enough time to spend with their families (Soomro, 2018). Greenhaus & Beutell (1985), stated that there are three main causes of work-family conflict namely; Time-based conflict, Strain-based conflict, and Behavior-based conflict. Research shows that an imbalance between life and work translates to unfavorable results like poor performance and low productivity (Ruppner, 2015). This conflict often leads to increased stress levels as employees navigate conflicting demands from work and personal life. However, organizations that promote work-life balance can help reduce this stress by offering flexible work arrangements, such as telecommuting or flexible hours. This reduction in stress can improve job performance by enhancing focus, decision-making abilities, and overall well-being.

H5₀: There is no significant influence of time-based conflict, strain-based conflict, behavior-based conflict, and work-life balance simultaneously towards job performance of dual-career couples in MAP Fashion.

H5_a: Simultaneously, time-based conflict, strain-based conflict, behavior-based conflict, and work-life balance have significant influence towards job performance of dual-career couples in MAP Fashion.

Theoretical Framework

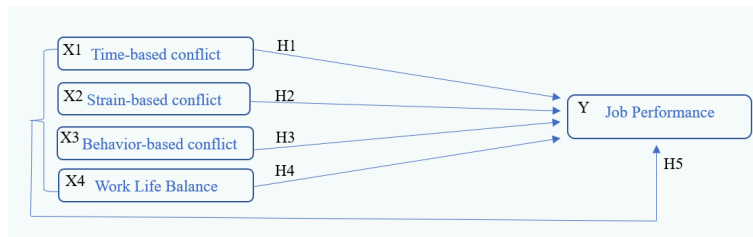


Figure 1 Framework Design

3. Research Method

The researcher used the quantitative method for this research. The quantitative method is chosen by the researcher because the data collected later on can be measured and analyzed to know the relation between each variable and the moderator variable. By quantitative method, the results are expected to be more relatable to the actual events occur in PT. Mitra Adiperkasa Tbk, Fashion Division.

The concept to be examined in this study is Work-Family Conflict, Work-life Balance and Job Performance. Independent variables are Work-Family Conflict divided as three variable X followed by Work-life Balance. And dependent variable is Job Performance.

Table 1 Research Variables

No.	Variable	Indicator
1.	Time-based conflict (X1)	<ul style="list-style-type: none"> - Work interferes with family time at home - take office hours to spend time with family, vice versa
2.	Strain-based conflict (X2)	<ul style="list-style-type: none"> - Work stress makes individuals ignore their role as parents - problems with family affect harmony at work, vice versa
3.	Behavior-based conflict (X3)	<ul style="list-style-type: none"> - Problems at work affect behavior at home - Family problems that affect behavior at work
4.	Work-Life Balance (X4)	<ul style="list-style-type: none"> - Balance time Management in both work and family - Balance self-engagement in both work and family - Balance satisfaction in both work and family
5.	Job Performance (Y)	<ul style="list-style-type: none"> - Quality - Quantity - Responsibility - Teamwork

In this research, the researcher used purposive sampling with several criteria in selecting the respondents, Since MAP Fashion population is huge in number, the researcher took the sample from one floor (SSC 28th Floor) which according to MAP Manpower Data on January 2024 there are 500 active employees, 266 are with married marital status in which 145 are female employees, and 121 are male employees. if we assume all the married female employees have their spouse working (dual-career couples) then we can have at least 54% of the samples (145 employees) in SSC 28th Floor with the dual-career couples' situation as our research subject.

The primary source of the data will be using Google forms for the questionnaire distribution system to the PT. Mitra Adiperkasa Fashion Division (MAP Fashion) employees. This platform is chosen due to the time effectivity and the data management effective for the central data of this research. in the respondent perspective, the platform is easy to access through internet connection, requires minimal effort and accessible whenever and wherever.

The statement measured in the questionnaire are consist of variable-related statements which

namely work-life balance aspect, work-family conflict aspect and work performance as the dependent variable. To measure the score of each statement, 5 (Five) scale of Likert scale will be used as below:

Table 1 Likert Scale

Source: Sugiyono (2018)

Scale	Value
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

The method used in this study is based on a survey questionnaire. Because this research is quantitative research, the data obtained from respondents via questionnaires is coded according to a 1-5 Likert scale which will be tabulated using statistical analysis. For this research the data collected will be tested and analysed through validity test, reliability test, statistic descriptive analytics, classical assumption and hypothetical test

4. Results and Discussion

The demographic profile includes variables such as employee's gender, position/job title, years of married, partner's industry, partner's position/job title, and the quantity of children. Analyzing these characteristics provides valuable insights into the diverse perspectives and challenges faced by different groups within the respondent pool. Below is the table of the overall data collected for this study:

Table 3 Summary of respondents' demographic profile

Criterion	Details	Number	Percentage
Employee's Gender	Female	102	66,23%
	Male	52	33,77%
Employee's Position/ Grade	Rank & File (A)	5	3,25%
	Junior Associate (B1)	9	5,84%
	Associate (B2)	27	17,53%
	Senior Associate (B3)	32	20,78%
	Executive (C1)	9	5,84%
	Senior Executive (C2)	8	5,19%
	Associate Manager (D1)	17	11,04%
	Manager (D2)	16	10,39%
	Senior Manager (D3)	7	4,55%
	Division Manager (E1)	6	3,90%
	Senior Division Manager (E2)	2	1,30%
	General Manager (F1)	7	4,55%
	Senior General Manager (F2)	3	1,95%
	Associate Vice Manager (G1)	3	1,95%
	Vice President (G2)	2	1,30%
Executive Vice President (G4)	0	0,00%	
Other	1	0,65%	
Employee's Years of Marriage	Less than 1 Year	12	7,79%
	1-5 Years	56	36,36%
	5-10 Years	45	29,22%
	more than 10 Years	41	26,62%
Employee's Number of Children	0	16	10,39%
	1	51	33,12%
	2	50	32,47%
	3	27	17,53%
	4	5	3,25%
	5	3	1,95%

	more than 5	2	1,30%
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The data collected from MAP Fashion population which the researcher took the sample from one floor (SSC 28th Floor), according to MAP Manpower Data on January 2024 there are 500 active employees, 266 are with married marital status in which 145 are female employees, and 121 are male employees. if we assume all the married female employees have their spouse working (dual-career couples) then we can have at least 54% of the samples (145 employees) in SSC 28th Floor with the dual-career couples' situation as our research subject.

This study however, have gathered and collected data from 154 respondents of MAP Fashion employee with dual-career couple situation which covers 57% of the overall employees with married marital status. The respondents are dominated with female respondents with 66.2% and followed by male respondents with 33.8%. The job title dominated from Senior Associate level (21.3%), with 1 to 5 years of marriages take the most part of the chart with 36.4%, and the amounts of children are 1 child with 33.1%. For an overview of the research variables in this study, such as work-family conflict (time-based, strain-based, and behavior-based), work-life balance, and job performance, the following descriptive statistical which shows the theoretical range, the actual range, median, average (*mean*) and standard deviation which can be presented in the table below:

Table 4 Descriptive Analysis Table

Variable	Valid N	Theoretical			Actual			
		Min.	Max	Mean	Min.	Max.	Mean	Std. Dev.
Time-based Conflict (X1)	154	4	20	12	13	20	17,94	1,524
Strain-based Conflict (X2)	154	4	20	12	9	20	14,44	2,556
Behavior-based Conflict (X3)	154	4	20	12	5	17	11,44	2,373
Work-life Balance (X4)	154	9	45	27	28	45	39,48	3,442
Job Performance (Y)	154	12	60	36	37	60	51,32	4,644

Table 4 shows that the majority of the dual-career couple employee at MAP Fashion have experience high time-based conflict, high strain-based conflict and low-to-neutral strain-based conflict within their personal life and work life that might resulted in work-family conflict. The majority of the dual-career couple employee at MAP Fashion have good work-life balance and the Job performance of the majority of the dual-career couple employee at MAP Fashion is high. The table also shows that the respondents answer for those variables are not variative between one and other respondents, or also means the majority of the respondents have similar experience or opinion towards the variable.

Validity Test. Based on the validity test result, all the data collected from the questionnaire of variable X and Y are valid because the R_{count} is bigger than R_{table} and the value is positive, there are correlation between the variables so that the data are stated as **Valid**.

Variable	R_{count}	R_{table}	Result
Y.1	0.69	0.158 2	Valid
Y.2	0.536	0.158 2	Valid
Y.3	0.591	0.158 2	Valid
Y.4	0.66	0.158 2	Valid
Y.5	0.601	0.158 2	Valid

Table 5 Validity Test Result

Variable	R _{count}	R _{table}	Result
X1.1	0.592	0.158 2	Valid
X1.2	0.584	0.158 2	Valid
X1.3	0.552	0.158 2	Valid
X1.4	0.523	0.158 2	Valid
X2.1	0.419	0.158 2	Valid
X2.2	0.785	0.158 2	Valid
X2.3	0.791	0.158 2	Valid
X2.4	0.281	0.158 2	Valid
X3.1	0.394	0.158 2	Valid
X3.2	0.558	0.158 2	Valid
X3.3	0.222	0.158 2	Valid
X3.4	0.597	0.158 2	Valid
X4.1	0.424	0.158 2	Valid
X4.2	0.475	0.158 2	Valid
X4.3	0.583	0.158 2	Valid
X4.4	0.428	0.158 2	Valid
X4.5	0.381	0.158 2	Valid
X4.6	0.636	0.158 2	Valid
X4.7	0.613	0.158 2	Valid
X4.8	0.682	0.158 2	Valid
X4.9	0.567	0.158 2	Valid

Reliability Test. The reliability test for this research is using the *Cronbach Alpha (α)*. Since the reliable range of *Cronbach Alpha (α)* based on Shi J. et. al (2012) is between 0,6 to 0,8, therefore the overall result of the data and variables is **Reliable**.

Y.6	0.556	0.158 2	Valid
Y.7	0.546	0.158 2	Valid
Y.8	0.544	0.158 2	Valid
Y.9	0.473	0.158 2	Valid
Y.10	0.348	0.158 2	Valid
Y.11	0.392	0.158 2	Valid
Y.12	0.478	0.158 2	Valid

Table 6 Reliability Test Result

Variable	N of Items	Cronbach's Alpha (α) Value	Result
Time-based Conflict (X1)	4	0,613	Reliable
Strain-based Conflict (X2)	4	0,766	Reliable
Behavior-based Conflict (X3)	4	0,755	Reliable
Work-life Balance (X4)	9	0,773	Reliable
Job Performance (Y)	12	0,684	Reliable

Normality Test. This normality test was carried out using the *One-Sample Kolmogorof-Smirnov Test*. The data is tested for **normal** distribution if the resulting *Asymp Sig (2-tailed)* value is greater than the *alpha* value, namely 0.05 (5%). Below is the data analysis result:

Table 7 One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		154
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.21847958
Most Extreme Differences	Absolute	.055
	Positive	.049
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Heteroskedastic Test. The result of the heteroskedastic test is showed in the graphic table below:

Table 8 Heteroskedastic Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.816	.583		4.833	.000
	X1	-.352	.624	-.046	-.565	.573
	X2	-.010	.007	-.107	-1.522	.130
	X3	.001	.007	.007	.109	.913
	X4	-.036	.007	-.019	-.362	.313

a. Dependent Variable: ABRESID

From table 8 above, it shows that the variables have the significancy value greater than 0.05, in which resulted in the data variables are passed the heteroskedastic test or there is no heteroskedastic issue of this research data.

Multicollinearity Test. The result for the multicollinearity test of this research can be seen in the table graphic below:

Table 9 Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.673	1.487
	X2	.903	1.108
	X3	.977	1.024
	X4	.667	1.499

a. Dependent Variable: Y

From the table 9 above, can be conclude that there is no issue of multicollinearity on those variables or on the other word, the data for this research is passed the multicollinearity test.

Hypothesis Testing

T-Test. The result of the T-Test of this research is shown in the table graphic below:

Table 10 T-Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.704	.636		5.822	.000
	X1	-2.411	.600	-.314	-4.020	.000
	X2	-.018	.007	-.193	-2.499	.014
	X3	-.001	.008	-.011	-.145	.885
	X4	.825	.101	.611	8.139	.000

a. Dependent Variable: Y

According to table 10 above, the analytical explanation is described as follows:

- a. Time-based Conflict (X1) Towards Job Performance (Y)
 The **T**count value is – 4.020 (negative value) with significance value of 0.000. Since its a one-tailed test, then the absolute **T**count is 4.020 which is greater than (>) the value of **T**table 1.654 with the significance value 0.000 which is less than (<) 0,05. This conclude that H1 is **accepted** and H1₀ is rejected. With the negative value of coefficient β (β value = –2.411), this shows that there is a significant negative influence of time-based conflict towards job performance.
 H1a: There is a significant influence of time-based conflict towards job performance of dual-career couples in MAP Fashion.
- b. Strain-based Conflict (X2) Towards Job Performance (Y)
 The **T**count value is – 2.499 (negative value) with significancy value of 0.014. the absolute **T**count is 2.499 which is greater than (>) the value of **T**table 1.654 with the significancy value 0.014 which is less than (<) 0,05. This conclude that H2 is **accepted** and H2₀ is rejected. With the negative value of coefficient β (β value = –0.018), this shows that there is a significant negative influence of strain-based conflict towards job performance.
 H2_a: There is a significant influence of strain-based conflict towards job performance of dual-career couples in MAP Fashion.
- c. Behavior-based Conflict (X3) Towards Job Performance (Y)
 The **T**count value is – 0.145 (negative value) with significancy value of 0.885. The absolute **T**count is 0.145 which is less than (<) the value of **T**table 1.654 with the significancy value 0.885 which is greater than (<) 0,05. This conclude that H3 is **rejected** and H3₀ Accepted. There is no significant influence of behavior-based conflict towards job performance.
 H3₀: There is no significant influence of behavior-based conflict towards job performance of dual-career couples in MAP Fashion.
- d. Work-Life Balance (X4) Towards Job Performance (Y)
 The **T**count value is 8.139 with significancy value of 0.000. the absolute **T**count is 8.139 which is greater than (>) the value of **T**table 1.654 with the significancy value 0.000 which is less than (<) 0,05. This conclude that H4 is accepted and H4₀ is rejected. With the value of coefficient β (β value = 0.825), this shows that there is a significant positive influence of work-life balance conflict towards job performance.

F-Test. The F-test result of this research is shown in the table below:

Table 11 F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1441.001	4	360.250	28.883	.000 ^b
	Residual	1858.408	149	12.473		
	Total	3299.409	153			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X2, X1, X3

According to the F-test result on table 11, the **F**count is 28.883 and the significance value is 0.000 the **F**count is greater than (>) **F**table which is 2.66 and the significance value is 0.000 which is less than (<) 0.05. this means the hypotheses are **accepted**. The time-based conflict (X1), strain-based conflict (X2), behavior-based conflict (X3), and Work-life balance (X4) simultaneously have significant influence towards job performance.

H5: Simultaneously, time-based conflict, strain-based conflict, behavior-based conflict and work-life balance have significant influence towards job performance

Coefficient Determination Test. This test is aimed to know how far the independent variable can influence the dependent variable. The result of the coefficient determination test is shown in the table below:

Table 13 Coefficient Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.437	.422	3.53165

a. Predictors: (Constant), X4, X2, X1, X3

According to table 13 above, the adjusted R Square (R^2) is 0.422 or 42,2%. This means that the independent variables which is time-based conflict (X1), strain-based conflict (X2), behavior-based conflict (X3), and work-life balance (X4) can explain the dependent variable (Job Performance (Y)) about 42,2%, and the rest (57,8%) is determined by other variable outside this research study.

DISCUSSION

The Influence of Time-based Conflict (X1) Towards Job Performance (Y)

Based on the data analysis and hypothesis test for H1 conducted in this research, the result indicates that there is a significant negative influence of time-based conflict towards job performance. From the data collected via questionnaire filled by dual-career couple employee at MAP Fashion, indicates that 66.2% of dual-career couple in MAP Fashion is female employee that experience high time-based conflict within their personal life and work life which this time-based conflict is impeding their performance at work. This time-based conflict can happen when the female employee is having difficulties in handling their times between work and family. The researcher argues that female who experience dual-career couple situation is more likely to have time-based conflict occur in their life. This argument is supporting the previous research from Abueita (2004) that states most working women confront difficulties in handling these dual roles because they find it hard to manage and balance their time between work and family. Thus, female employee who struggle with this balance may experience difficulties in prioritizing tasks and meeting deadlines, leading to lower job performance. This indicates that the higher time-based conflict experienced by dual-career couple employee at MAP Fashion, the lower their job performance will be. This result is aligned with the previous research by Abueita (2005), Meliala (2020), and Al Azzam (2017), that indicates the work-family conflicts have a negative impact on the job performance. Most working women confront difficulties in handling these dual roles because they find it hard to manage and balance their time between work and family. The more conflicts experienced by female employees will cause a decrease in their performance at work. This shows that female inability to manage

and balance time between work and family will cause conflicts and this affects their performance when carrying out their career. When the female employee comes home after their work, they still need to prepare many things for the family and household needs. This matter decreased their time to rest and create a greater chance for stress and burnout to happen which will reduce their ability to focus, make decisions, and maintain productivity at work. With the lack of support from a partner or family, it's getting harder to find a balanced time. This is where the contribution of the spouse and family member is needed to create a good environment at home so that they don't feel overwhelmed at home. The support from the spouse and family network such as maintaining good communication with partner, balancing and dividing household tasks accordingly, and setting time boundaries between work and family. When the female employee got enough emotional and physical support from their family, the feeling of stress and exhaustion from work can be reduced.

The Influence of Strain-based Conflict (X2) Towards Job Performance (Y)

Based on the data analysis and hypothesis test for H2 conducted in this research, the result indicates that there is a significant negative influence of strain-based conflict towards job performance. From the data collected via questionnaire filled by dual-career couple employee at MAP Fashion, indicates that the 66.2% of the dual-career couple employee in MAP Fashion is female respondent which is experiencing high strain-based conflict within their personal life and work life which this strain-based conflict is impeding their performance at work. This strain-based conflict can happen when the employee is having difficulties in managing their roles between work and family in which creates tension and reduce their ability to focus on task. The strain of managing work and family roles depletes cognitive resources, such as attention and mental energy. When female employee is stressed or burdened with family responsibilities, their ability to focus on work tasks is reduced, resulting in reduced job performance. Tension in facing demands will also cause emotional exhaustion. This fatigue reduces employees' capacity to perform work tasks effectively, as they may lack the emotional energy necessary to be productive and perform at their best. This indicates that the higher strain-based conflict experienced by dual-career couple employee at MAP Fashion, the lower their job performance will be. This result is aligned with previous research from Ren and Chadee (2016), Wayne et al. (2017) and Al-Alawi (2021), that shows work-family conflict caused by strain can cause family-to-work pressure that can influence the female employee's performance. Strain-based conflict revealed to have a significant negative impact on employee performance. Strain-based conflict often leads to increased physical absenteeism (absence from work due to stress-related problems) and emotional absenteeism (present at work but not fully functional) that can negatively impact their productivity at work. With strain-based conflict, female employees experience conditions where they get mental stress with poor mental condition and health. These conditions can cause them to be unable to meet high work demands on time next because of emotional exhaustion which is shown by negative feelings, fatigue and depression. Chronic tension can cause physical health problems such as headaches, fatigue, or other stress-related illnesses. With poor health can reduce the female employee's ability to perform tasks efficiently and effectively. The constant strain of balancing work and family demands can lead to stress that result in decreased motivation and effort, thus having a negative impact on work performance. The support from spouse and family member is highly needed to help the female employee to feel relieved and supported. When female employee arrived at home, they might still feel exhausted from work and prone to be triggered by things at home. The spouse needs to be able to compromise when the female is adapting to the shifting strain at work and at home. By actively listening, having an open and effective communication, and maintaining the body language and speaking tone are able to make the supportive environment at home for female employee to release their tension from work before shifting to the household responsibilities.

The Influence of Behavior-based Conflict (X3) Towards Job Performance (Y)

Based on the data analysis and hypothesis test for H3 conducted in this research, the result indicates that there is no significant influence of behavior-based conflict towards job performance. The data collected via questionnaire filled by dual-career couple employee at MAP Fashion, from the respondent characteristics, the 21.3% of the respondent obtained is Senior Associates level, the result indicates that the majority is experiencing lower-to-neutral behavior-based conflict within their personal life and work life which indicates the behavior-based conflict is not have significant influence on their performance at work. The result analysis shows that dual-career couple employees at MAP Fashion is able to adapt the shifting behavior at work and at home on daily basis which might cause conflict. In fashion industry, the daily professional behavior is applied, the behaviors needed to handle a high-pressure work environment may not align with the nurturing behaviors needed at home. These

inconsistencies can impact job performance by causing confusion, errors, and inefficiencies. The result shows that the dual-career couple employee in MAP Fashion is still able to adapt the changes between their behavior at work and at home which lower the chances for behavior-based conflict to occur. When employees are forced to shift behavior at work, it can disrupt their focus (Ferdian, (2017)). This situation is more often occur if the job is the type that have very high-pressure work environment and different disciplinary level such as police officer or army, in which not applies in this research subject. Thus, support from the spouse and family network is needed by creating supportive home environment to help the dual-career couple employee in their behavior transition at home.

The Influence of Work-life Balance (X4) Towards Job Performance (Y)

Based on the data analysis and hypothesis test for H4 conducted in this research, the result indicates that there is a significant positive influence of work-life balance towards job performance. From the data collected via questionnaire filled by dual-career couple employee at MAP Fashion, with 66.2% female employees and 33.8% male employees, the respondent obtained is experiencing high work-life balance within their personal life and work life which have positive influence to their performance at work. This work-life balance can happen when the employee is able to divide and find harmony in the role between work and family. When the dual-career couple employees have the opportunity to achieve a better balance between work and personal life, they are often more productive at work. They can approach tasks with renewed energy and focus, leading to improved job performance and innovative contributions to the organization. This indicates that the higher work-life balance experienced by dual-career couple employee at MAP Fashion, the higher their job performance will be. When MAP Fashion able to promote work-life balance through policies such as flexible work hours, telecommuting options, or family-friendly benefits, they can help mitigate the negative effects of work-family conflict on job performance. This result aligned with previous research from Rotondo and Kincaid (2008) and Mäkelä and Suutari (2011) which support the statement that there is a significant impact on employee performance by implementing work-life balance. Former studies about work-life balance on Saudi female teachers' performance, (Al-Alawi et al., 2021) also support the statement that creating a balance makes the female employee satisfied and shows significant improvement in their performance. When employees feel supported in managing their time between work and family, they are less likely to experience conflict/issues that could otherwise impact job performance.

The Influence of Time-based Conflict (X1), Strain-based Conflict (X2), Behavior-based Conflict (X3), and Work-life Balance Simultaneously Towards Job Performance (Y)

Based on the data analysis and hypothesis test for H5 conducted in this research, the result indicates that simultaneously, there is a significant influence of time-based conflict, strain-based conflict, behavior-based conflict, and work-life balance towards job performance. From the data collected via questionnaire filled by dual-career couple employee at MAP Fashion, indicates that the respondent obtained, which dominated with 66.2% female employee is experiencing low behavior-based conflict, high work-family conflict on time-based and strain-based, and high work-life balance. These variables simultaneously have influence to their performance at work. When there is a spillover from the domain of work to the family domain and vice versa, it can cause work-family conflict if the employee is not able to divide and find harmony in the role between work and family. By achieving a harmonious integration of work and personal life, it can contribute to their overall job performance at work. Work-family conflict does have negative impact on the job performance of dual-career couple employees, but when it is managed with proper work-life balance application, it can help to reduce the effect of the work-family conflict that impeding job performance by allows dual-career couple employees to adjust their responsibilities to meet both work and personal obligations more effectively, thereby reducing conflict and enhancing job performance.

5. Conclusion and Implications

1. Time-based Conflict have significant negative influence towards employee job performance of dual-career couple in MAP Fashion. The majority of dual-career couple employee is experiencing high time-based conflict within their personal life and work life which this time-based conflict is impeding their performance at work. This time-based conflicts of dual-career couple employee creates difficulties for them in prioritizing tasks and meeting deadlines, leading to lower job performance. The more time-based conflict they have, the more it affects their job performance at work.

2. Strain-based Conflict have significant negative influence towards employee job performance of dual-career couple in MAP Fashion. The majority of dual-career couple employee is experiencing high strain-based conflict, the strain caused by stress or demand with family responsibilities makes their ability to focus on work tasks is reduced, resulting in reduced job performance. The higher strain-based conflict experienced by dual-career couple employee at MAP Fashion, the lower their job performance will be.

3. Behavior-based Conflict does not have significant influence towards employee job performance of dual-career couple in MAP Fashion. The majority of dual-career couple employee is experiencing lower-to-neutral behavior-based conflict within their personal life and work life. The dual-career couple employee in MAP Fashion is still able to adapt the changes between their behavior at work and at home which lower the chances for behavior-based conflict to occur.

4. Work-life Balance have significant positive influence towards employee job performance of dual-career couple in MAP Fashion. The majority of dual-career couple is experiencing high work-life balance within their personal life and work life which have positive influence to their performance at work. By achieving a better balance between work and personal life, they are often more productive at work. The more work-life balance they have, the more it gives effects to their job performance at work.

5. Time-based Conflict, Strain-based Conflict, Behavior-based Conflict, and Work-life Balance simultaneously have significant influence towards employee job Performance of dual-career couple in MAP Fashion. These variables simultaneously have influence to their performance at work. When there is a spillover from the domain of work to the family domain and vice versa, it can cause work-family conflict if the employee is not able to divide and find harmony in the role between work and family. By achieving a harmonious integration of work and personal life, it can contribute to their overall job performance at work.

From the conducted research, the company is advised to pay attention to the conflict experienced by dual-career couple employee that might affect their job performance which in this case is the time-based conflict and strain-based conflicts. By knowing which conflict is affecting their job performance, the advice and solution given can be more effective. This concept can be conducted if the managers, human research staff, and the employee are proactive in evaluation session. For example, if the employee experiencing time-based conflict which affect their job performance, the superior or HR can give advice or guide for more time-balanced, time-effective, and arrange the working hours according to work needs so that the employee can maintain their job performance. Below describes recommendation for the company to apply based on specified circumstances of the dual-career couple employee might experience:

1. Dual-career couple employee with time-based conflict

Many dual-career couple employee have to take care of office work as well as responsibilities at home. When employee feel pulled in different directions due to conflicting time demands, they may struggle to prioritize their task effectively at work resulted in decreased job performance. By the company promote work-life balance through policies such as flexible work-hours, telecommuting options, or family-friendly benefits, this can help to mitigates the negative effect of time-based conflict.

2. Dual-career couple employee with strain-based conflict

Employees experiencing strain-based conflict may be more prone to absenteeism due to stress-related illnesses or the need to attend to personal matters. With the company that facilitate work-life balance can help reduce absenteeism by accommodating employees' personal needs and promoting a healthy work-life integration. Prioritize mental-health programs such as employee assistance programs or stress management resources can help mitigates the effect of strain-based conflict. By reduced absenteeism, this improves overall productivity and ensures continuity in the work progress.

3. Dual-career couple employee with lack of work-life balance

Lack of balance between work-life and family can create a greater chance for work-family conflict to occur in the dual-career couple employee that impeding their job performance. Therefore, by company fostering supportive work environment that values work-life balance can engage the employee to apply

their work-life balance in daily basis. When the employee feels supported in managing their responsibilities outside of work, they are more likely to feel satisfied with their job and committed to the organization.

The implementation of work-life balance is very beneficial and crucial for dual-career couple employee. therefore, the researcher recommends the dual-career couple employee to actively practice work-life balance in their daily life to maintain a healthy relation among work and family as well as maintaining their performance in both roles. Improve awareness on the types of conflict that they might experience, discuss with their partner and be cooperative with the company HR staff if the conflict starts to affect their ability to work can help the dual-career couples to go through their problem and find solution from the family or the company side.

The contribution of the spouse and family member is important to create a good environment at home so that they don't feel overwhelmed at home. The support from the spouse and family network such as maintaining good communication with partner, balancing and dividing household tasks accordingly, and setting time boundaries between work and family. The spouse needs to be able to compromise when the female is adapting to the shifting strain at work and at home. By actively listening, having an open and effective communication, and maintaining the body language and speaking tone are able to make the supportive environment at home for female employee to release their tension from work before shifting to the household responsibilities. When the female employee got enough emotional and physical support from their family, the chances of work-family conflict to occur can be reduced and it will help them maintain their work performance.

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