



The 8th International Conference on Family Business and Entrepreneurship
**UNDERSTANDING WOMEN EMPLOYEES' SATISFACTION IN
THE AUTOMOTIVE SECTOR: CHALLENGES IN A
MALE-DOMINATED FIELD**

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ABSTRACT:

The rising participation of women in the workforce has recently become a topic of significant debate, particularly regarding the intricate balance between professional and familial responsibilities. This study seeks to elucidate the effects of workload stress, perceived organizational support, and work-family conflict on work-life balance, with job satisfaction as a mediating variable. Utilizing Structural Equation Modeling (SEM) to analyze data from 254 valid respondents, the research tested ten hypotheses. Out of these, four hypotheses were substantiated, while six were not supported. Specifically, the hypotheses concerning the impact of perceived organizational support on work-life balance, the effect of work-life balance on job satisfaction, and the role of perceived organizational support in influencing job satisfaction—both directly and through work-life balance—were not validated.

Keywords: *Workload, Perceived Organizational Support, Work-family conflict, Work-life balance, Job satisfaction.*

1. Introduction

The industrial revolution significantly reshaped the roles of men and women both at home and in the workplace. Traditionally, society dictated that women should focus on domestic duties—caring for children, managing the household, and supporting their husbands. This led to the "housewife" role, where women were expected to stay within the home and avoid work outside of it, (Amin and Hastayu, 2020). In the past, women were often seen as incapable of contributing effectively beyond the home, which limited their access to important roles in the workplace. They were often viewed as too emotional and supposedly less capable of making sound decisions. However, these perceptions are now recognized as outdated and inaccurate.

Over time, particularly since the industrial revolution, women have increasingly taken on active roles in the workforce. Many now hold significant positions, including leadership roles, challenging old stereotypes about their abilities. This shift reflects a growing understanding of gender roles and an acknowledgment of women's contributions both at home and in the broader economy, as noted by Tuwu (2018). This progress is part of a larger movement toward gender equality, where individuals are valued for their abilities, regardless of gender.

However, women's participation in the workforce has fluctuated over the years, highlighting their ongoing vulnerability in professional settings. These fluctuations are influenced by various factors, such as economic downturns, societal expectations, and the challenge of balancing work and family responsibilities. Persistent gender biases and a lack of supportive workplace policies further contribute to the instability of women's participation. However, despite a slight decrease in the overall percentage of female workers in Indonesia, Jakarta has seen a consistent increase in the number of female workers over the years. Therefore, this research focuses on Jakarta to obtain accurate and comprehensive results. Below is data on women working in the city of Jakarta, as reported by BPS in 2023. We can see how woman is

active in all fields, including in the automotive industry which is synonymous with men. This field has shown confidence in woman as productive and reliable human resources (Tuwu, 2018). However, stereotypes and prejudices are the biggest barriers for women to advance in male-dominated workplaces, as seen in the automotive industry (Lloyd & Mey, 2007).

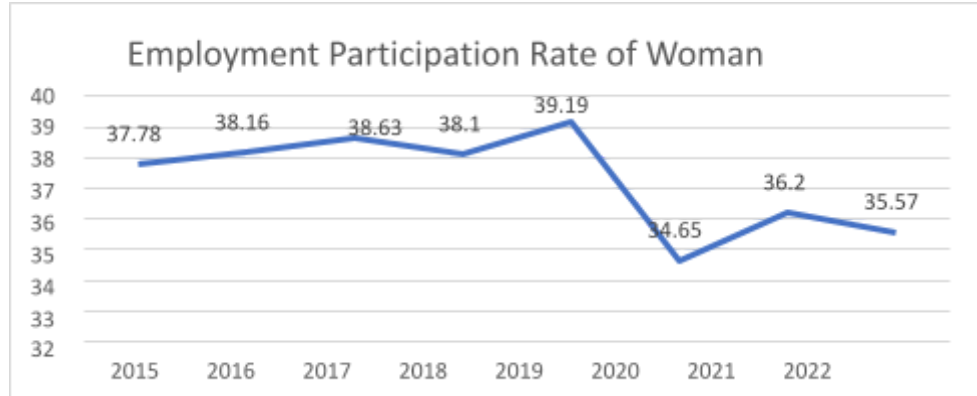


Figure 1.1 Employment Participation Rate of Woman (2015-2022)

Source: Central Statistics Agency (2022)



Figure 1.2 Total of Woman at the Workplace in Jakarta

Source: Central Statistics Agency (2022)

Despite an overall rise in female workforce participation, the percentage of women in the automotive industry has remained consistently low over the past four years. Yusak Billy, Business Innovation & Sales Marketing Director at Honda Prospect Motor (HPM), voiced concerns about this issue, noting that only 10% of the 5,000 employees at Honda are women, according to a CNN report in 2022. This disparity underscores the urgent need for initiatives aimed at increasing female representation in the automotive sector. The industry's prevailing culture largely views automotive work as a male domain, with limited opportunities for women. This perception stems from the belief that the industry demands labour-intensive work traditionally associated with men (Saksena, Ophiyandri & Hidayat, 2020). There is also a widespread assumption that women may struggle with technical tasks, such as disassembling engines or handling physically demanding jobs. Additionally, the stereotype that women are more emotionally driven than men further fuels doubts about their suitability for roles in this sector (Bullock, 2019). Moreover, workplace hazards in the automotive industry pose significant challenges for female workers, as noted by Martiana et al. (2019). According to Srinivasan (2015), the corporate environment in many sectors, including automotive, is not entirely safe for women, with incidents of harassment, threats, and assaults still prevalent. These issues compromise the health, safety, and well-being of female employees (Jafree, 2017). However, this does not mean that women lack the capability to thrive in the automotive industry. Instead, it highlights the pressing need for a more inclusive and supportive environment that addresses these challenges and promotes gender equality.

Bintang Puspayoga, Minister of Women's Empowerment and Child Protection, emphasized at

the "Kick-Off Ceremonial G20 Empower and Woman20 (W20)" event that it is crucial for all parties to continually explore opportunities and potential for women's empowerment, and to support these efforts through global cooperation, such as within the G20 framework. The G20 has set a goal of achieving 58.5% employment by 2025, a target that hinges significantly on increasing the participation of women in the workforce.

Previous research shows that several factors affect job performance and satisfaction for women, particularly in the automotive industry. Women often face heavy workloads and irregular shift patterns, which can lead to stress and difficulty balancing work and home responsibilities. These challenges are compounded by work-family conflicts, where demands at work clash with family needs. Additionally, the dual roles of being both a mother and a worker can create extra pressure, especially in Jakarta, where traditional roles and inflexible work schedules further strain women's job satisfaction. This combination of factors can lead to exhaustion and reduced effectiveness at work. This research aims to measure job satisfaction among woman employees who have families in the automotive industry. With this research, a comprehensive explanation will be obtained regarding the aspect that effect woman's job satisfaction, so it is hoped that this research will be able to provide input to various interested parties for the sake of making the automotive industry better.

2. Literature review

2.1 Workload

Workload can be interpreted as individual's ability to undertake a task, which should be in line with the available workforce. Employees who cannot fulfill their job responsibilities well will have work stress (Rahmawati & Liswandi, 2022). When tasks are excessive, it can cause employee stress, lowering overall job satisfaction. Amin, Rahmiati & Wudd (2023) stated there are 3 dimensions in workload, as follows:

2.2 Effective Working Hours

The time it took the employee to perform the work.

2.3 Educational Background

The educational background of a person shapes and influences their attitude and abilities, which can include both official and informal learning experiences. The basic goal of one's education, whether formal or informal, is to learn and develop new abilities.

2.4 Type of Work Given

Tasks of various sorts are allocated, such as procedural, problem-solving, and reactive labor. Each worker is given certain tasks based on the sort of job allocated to them.

2.5 Perceived Organizational Support

Perceived organizational support refers to how employees feel their company values their contributions and cares about their well-being. Definitions vary, but generally, it includes how employees see the company recognizing their efforts and supporting their personal needs (Suifan, Abdallah & Al Janini, 2018; Simarmata et al., 2021; Nasution&Karnelli, 2023). Key elements include fairness, leadership support, and acknowledgment of employees through incentives and good working conditions (Ratnasari, Utami & Prasetya, 2023). This perception is important because it boosts employee trust and motivation, which can enhance their performance and help achieve company goals (Eisenberger et al., 2020; Natalia & Arquisola, 2022). Rhoades & Eisenberger (2002) in Tjandra, Wijaya & Thio, (2018), there are three indicators of perceived organizational support, as follows:

Procedural Justice

Procedural justice is an approach used to determine how resources should be distributed among employees. The accumulation of incidents involving equal resource allocation has a substantial impact on the sense of organizational support. This displays the organization's genuine care for its employees' well-being.

Supervisor support

Supervisors who serve as the organization's spokespeople and show a real interest in workers' work give exceptional help. This involves inspiring people and thoroughly knowing their goals.

Organizational rewards and work conditions

Recognizing human resources has a favourable effect on the sense of corporate support. Accolades, working circumstances such as business recognition, training, role-related demands, job security, and regional autonomy are all correlated with perceived organizational support.

Work – Family Conflict

Work-family conflict arises from competing interests between one's personal and professional lives. Domestic duties frequently have a negative effect on one's performance at work. (Robbins & Timothy, 2013; Rahmi & Fairuzzabdi, 2019). The inability to find a satisfactory compromise between one's employment responsibilities and those of one's family is an example of the role conflict known as work-family conflict (Bharata, Sumarsono, Widyaningrum & Choirinnisa, 2021; Zahra&Fazlurrahman, 2023) These are dimension of Work-Family Conflict (Amin, Rahmiati & Wudd, 2023):

Time-based conflict

It's a circumstance in which time restrictions provide new obstacles to juggling various jobs. Everyone has the same 24 hours in a day; however, there are times when an employee's commitments overlap. One set of commitments is related to job requirements, while the other is related to family obligations.

The strain-based conflict

This is a circumstance in which the responsibilities of one function have a major impact on another. This situation might cause the employee to experience worry, dissatisfaction, tiredness, or, in short, stress.

The behaviour-based conflict

Behavior-based conflict occurs when an employee's actions are inconsistent with the expectations of both parties (work and family). Certain behaviors required at work may contrast with those expected at home, and vice versa.

Work – life balance

Work-life balance comprises the issue of reconciling the competing demands of a company's profitability with the well-being of people who face pressures from both work and personal life (Bahar & Prasetyo, 2021). There are 3 aspect in work-life balance, namely:

Time balance

Time balance is a technique for properly balancing time spent on work, leisure, and rest. Time balance is expected to result in higher focus, increased productivity, increased work satisfaction, and improved time management, ultimately leading to better overall well-being and lower stress.

Balance of engagement

This notion is based on attaining a balanced psychological commitment between one's job and non-work responsibilities, allowing individuals to completely enjoy their free time and actively participate in both the physical and emotional components of social events.

Balance of satisfaction

This notion is based on establishing a balance in an individual's degree of happiness at work and in their personal life. When someone effectively satisfies their work-related and non-work-related demands, they attain satisfaction. This balance may be seen in a variety of ways, including family well-being, relationships with coworkers, and the quality and amount of work completed.

Job Satisfaction

It is characterized as a worker's positive emotions and behaviours related to their work that result from an assessment of meeting a crucial work value respect. (Nurwati, 2021). Job satisfaction can be effect by a variety of factors, including the salary earned, opportunities for advancement, relationships with coworkers, job responsibilities, job type, company structure, and available amenities (Pratiwi & Fatoni, 2023). Employment satisfaction is a measure of how much one enjoys their employment. The more satisfied an employee, the more motivated they are and hence committed as well, and work well, which

leads to ongoing improvements in job performance and a beneficial effect on the company's overall success (Aoliso & Lao, 2018). According to Sunanda (2020) there are 5 indicators, namely:

Satisfaction with job features

This relates to how well an employee's employment matches their personal preferences, resulting in a sense of pride in their work.

Satisfaction from present compensation

This indicates that employees think their remuneration reflects the value they provide to their job, and is comparable to the pay earned by colleagues in similar jobs.

Validation of supervisor effectiveness

This refers to supervisors' ability to accomplish their tasks, which include supervision, guidance, and giving technical help to subordinates.

Acceptance of promotion opportunities

This indicates that employees have opportunity to advance to higher positions within the firm depending on their skills.

Peer relationship satisfaction

This demonstrates how at ease an employee is when engaging with coworkers while performing their duties.

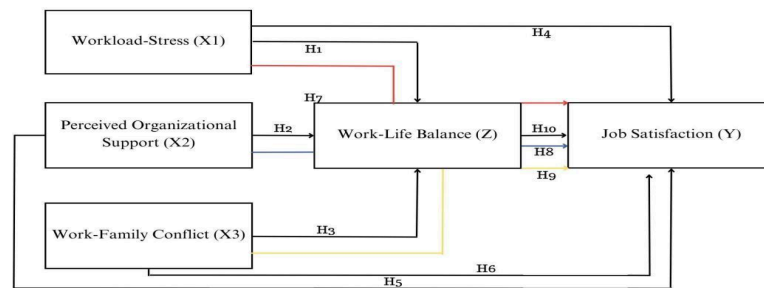


Figure 2.1 Research Framework

Source: Yusnita & Nurlinawaty (2023); Darmawan (2023); Nurkhayati & Khasbulloh (2023)

3. Research Method

A quantitative research technique was used in this study. Quantitative research examines the connections between variables in order to test certain hypotheses. In this study, the researcher collected data directly from the primary source or from the specific research subjects by delivering a questionnaire with a series of questions. The subjects of the study were 254 married women working in the automotive industry in Jakarta.

4. Results and Discussion

Table 4.1. Respondents' profile

No	Categories	Total respondents	Percentage
Age			
1	17 – 24	70	27.6%
2	25 – 34	102	40.2%
3	35 – 49	77	30.3%
4	50 – 64	5	2%
TOTAL		254	100%

4.1 Outer model analysis

An outer model is required to identify the link between the latent variable and its indication. It is used to display the outcomes of testing for the validity and reliability of constructs and research tools. Here is the study's outer model:

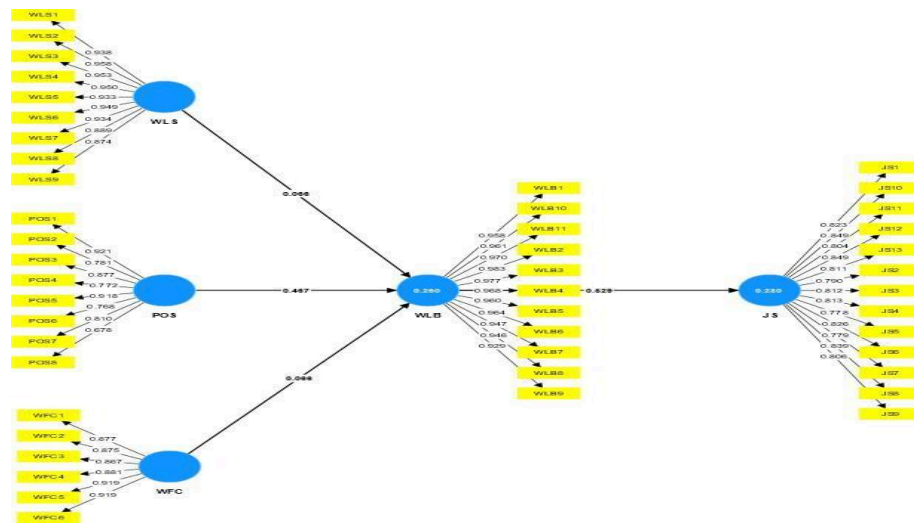


Figure 4.2 Outer Model Measurement
Source: Data Processed by Researchers, SmartPLS 4.0 (2023)

Convergent Validity

Table 4.2 Outer Loading Result

Var	Indicat or	Oute r Mode l	Result	Var	Indicat or	Outer Model	Result	Var	Indicat or	Outer Model	Result
Work load	WLS1	0.938	Valid	POS	POS1	0.921	Valid	WF C	WFC1	0.877	Valid
	WLS2	0.958	Valid		POS2	0.781	Valid		WFC2	0.875	Valid
	WLS3	0.953	Valid		POS3	0.877	Valid		WFC3	0.867	Valid
	WLS4	0.950	Valid		POS4	0.772	Valid		WFC4	0.881	Valid
	WLS5	0.933	Valid		POS5	0.918	Valid		WFC5	0.919	Valid
	WLS6	0.949	Valid		POS6	0.768	Valid		WFC6	0.919	Valid
	WLS7	0.934	Valid		POS7	0.810	Valid				
	WLS8	0.889	Valid		POS8	0.678	Valid				
	WLS9	0.874	Valid	JS1	0.823	Valid					
WLB	WLB1	0.958	Valid	JS2	0.790	Valid					
	WLB2	0.983	Valid	JS3	0.812	Valid					
	WLB3	0.977	Valid	JS4	0.813	Valid					
	WLB4	0.968	Valid	JS5	0.778	Valid					
	WLB5	0.960	Valid	JS6	0.826	Valid					
	WLB6	0.964	Valid	JS7	0.779	Valid					
	WLB7	0.947	Valid	JS8	0.839	Valid					
	WLB8	0.946	Valid	JS9	0.806	Valid					
	WLB9	0.929	Valid	JS10	0.849	Valid					
	WLB10	0.961	Valid	JS11	0.804	Valid					
WLB11	0.970	Valid	JS12	0.849	Valid						
					JS13	0.811	Valid				

Table 4.3. Average Variance Extracted (AVE)

Variable	AVE	Rule of Thumb	Result
Job Satisfaction	0.663	>0.50	Valid
Perceived Organizational Support	0.672		Valid
Work-Family Conflict	0.792		Valid
Work-Life Balance	0.922		Valid
Workload	0.867		Valid

Source: Data Processed by Researchers, SmartPLS 4.0 (2023)

Fornell Larcker

Table 4.4. Fornell Larcker Test Result

	JS	POS	WFC	WLB	WLS
JS	0.814				
POS	0.557	0.820			
WFC	0.208	0.254	0.890		
WLB	0.529	0.501	0.196	0.960	
WLS	0.226	0.259	0.181	0.199	0.931

	Cronbach's Alpha	rho A	Composite Reliability	Rule of Thumb	Result
Job Satisfaction (Y)	0.958	0.958	0.962	>0.70	Reliable
Perceived Organizational Support (X2)	0.928	0.939	0.942		Reliable
Work-Family Conflict (X3)	0.948	0.958	0.958		Reliable
Work-Life Balance (Z)	0.992	0.992	0.992		Reliable
Workload(X1)	0.981	0.994	0.983		Reliable

4.2 Inner Model Analysis

The construct, significant value, and R-squared value of the research model may be discovered by analyzing the inner model, which is also called the structural model. To evaluate the structural model, we looked at the R-squared value for the dependent construct of the test and the significance of the coefficients of the structural route parameters.

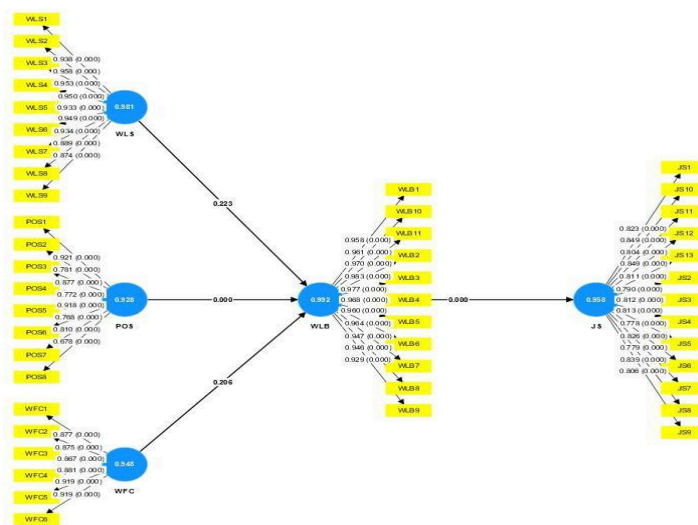


Figure 4.4 Inner Model Analysis

Goodness of Fit (Q^2)

To evaluate predictive skills and the practical application of research or research models, otherwise known as the "Goodness of Fit," it can be by measuring the value of Q^2 .

$$Q^2 = 1 - (1 - R^2) (1 - R^2)$$

$$Q^2 = 0.4585 \rightarrow 45.85\%$$

Direct Testing Result

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
POS-> WLB	0.467	0.468	0.064	7.318	0.000	Significant
WFC -> WLB	0.066	0.068	0.052	1.266	0.206	Not Significant
WLB -> JS	0.529	0.528	0.063	8.373	0.000	Significant
Workload ->WLB	0.066	0.068	0.054	1.220	0.223	Not Significant
POS-> JS	0.247	0.249	0.056	4.434	0.000	Significant
WFC-> JS	0.035	0.036	0.028	1.232	0.218	Not Significant
Workload- -> JS	0.035	0.037	0.030	1.177	0.239	Not Significant

Source: Data Processed by Researchers, SmartPLS 4.0 (2023)

Variable	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
WFC -> WLB -> JS	0.035	0.036	0.028	1.232	0.218	Not Significant
POS -> WLB -> JS	0.247	0.249	0.056	4.434	0.000	Significant
WL -> WLB -> JS	0.035	0.037	0.030	1.177	0.239	Not Significant

Source: Data Processed by Researchers, SmartPLS 4.0 (2023)

5. Conclusion and implications

The study on married women in Jakarta's automotive industry found that workload and work-family conflict significantly affect their work-life balance, but work-related stress and perceived organizational support do not. While perceived organizational support does improve job satisfaction, work-family conflict does not directly impact it. However, when work-family conflict is mediated by work-life balance, it does influence job satisfaction. Interestingly, neither work-life balance nor stress has a direct effect on job satisfaction. This suggests that while balancing work and family life is important, feeling supported by the organization is a stronger factor in determining job satisfaction.

5.1 Recommendation

Women working in the predominantly male automotive industry face considerable challenges, underscoring the need for systemic reforms to create a more inclusive environment. Based on the research findings, several key measures are recommended for companies to better support and value female employees:

1. **Equitable Workload Distribution:** Ensuring that women are not overburdened with excessive tasks is crucial to preventing burnout and promoting sustained productivity. A fair allocation of responsibilities enables women to perform their roles efficiently without unnecessary strain.
2. **Consistent Scheduling:** Offering regular, predictable work shifts is essential for women to manage their professional duties alongside personal obligations, fostering a healthier work-life balance.
3. **Leadership Opportunities:** Providing qualified women with the chance to occupy strategic and leadership roles is pivotal not only for their career advancement but also for challenging entrenched gender biases within the industry.

4. **Inclusive Workplace Culture:** Cultivating an environment where women feel free from judgment or bias by their male counterparts is critical. This ensures that women can fully participate and contribute, without the fear of being marginalized.
5. **Focus on Efficiency and Balance:** Encouraging women to optimize their work performance by minimizing errors and reducing overtime helps achieve greater work-life harmony. This approach benefits both individual well-being and the company's overall efficiency.

By adopting these strategies, automotive companies can significantly improve gender inclusivity, enabling women to excel in their careers and reducing the barriers that currently limit their professional growth.

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