



## THE MODERATION ROLE OF WORK RELATED SOCIAL SUPPORT IN JOB DEMAND RELATIONSHIPS WORK FAMILY CONFLICT AND FAMILY SATISFACTION

**Irjuniawan P. Radjamin**

PSDM Post Graduate School of Airlangga University, Surabaya, Jawa Timur, Indonesia

\*e-mail : [wawan@ptsmelting.com](mailto:wawan@ptsmelting.com)

**NURI HERACHWATI**

PSDM Post Graduate School of Airlangga University, Surabaya, Jawa Timur, Indonesia

\*e-mail : [nuri-h@feb.unair.ac.id](mailto:nuri-h@feb.unair.ac.id);

**Gebrina Ayu Nastiti**

Airlangga University, Surabaya, Jawa Timur, Indonesia

\*e-mail : [gebrinaayu1994@gmail.com](mailto:gebrinaayu1994@gmail.com)

**Gebrina Ayu Pramesti**

Magister Management Teknik Institute Technology Sepuluh November

\*e-mail : [gapramesti@gmail.com](mailto:gapramesti@gmail.com)

### ABSTRACT

*Doctors are a profession that many people are interested in. However, most people don't understand that working as a doctor is not as easy as they imagine. Doctors are one of the jobs that have the highest level of stress compared to other jobs because other people's lives depend on their skills. Doctors must be ready whenever patients need them. Therefore, the aim of this research is to find out the role of moderation work related social support on relationships job demand work family conflict and family satisfaction. In this research, technique sampling which is used is nonprobability sampling. From the whole type in technique nonprobability sampling selected type purposive sampling which is in accordance with the research objectives. The sample in this study is a group that is believed to be able to provide the desired information, namely doctors who are married and have irregular working hours. The results of this research show that job demand provide a significant influence on work family conflict. work family conflict has an insignificant effect on family satisfaction.*

**Keywords** : Social Support Related to Work, Family Satisfaction, Work-Family Conflict, Job Demands

### INTRODUCTION

In this millennium era, many Indonesians spend their time at work, and have little time to gather with their families or colleagues. [Fenomena "Work-Life Balance" - Kompasiana.com](https://www.kompasiana.com) (accessed on December 1 2021) states that in 2015 the US Society for Industrial and Organizational Psychology conducted research on employees. As a result, 70% of employees complained about working hours on the grounds that the duration of meeting family was shorter, so that time to meet with family and social life at home was reduced. From the above phenomenon, it is known that work and family life in Indonesia still need to be balanced.

When viewed from an organizational perspective, employees are required to be able to balance the demands placed on family and work (Beutell and Wittig-Berman, 1999). In this case, an employee is required to have a role at work, and is also required to be able to fulfill his role in life other than work, such as communicating with family and other social lives. So it can cause

this to happen work family conflict. In various literature, it is explained that the meaning of (work family conflict/WFC) is a form of role conflict where a person must be able to fulfill the demands of his role as an employee and his role in family/social life (Greenhaus and Beutell, 1985). work family conflict (WFC) occurs when work demands disrupt a person's role in the family.

The things that cause WFC can be seen from a framework called Job-Demand Resources (JD-R) (Demerouti, Peeters and Van Der Heijden, 2012). In this framework, it is explained that WFC occurs because of demands at work (job demands) which has a psychological impact on a person. The demands of this job can be in the form of working hours that are longer than normal working hours, a high workload, and activities in the job that are always related to deadlines (Demerouti, Peeters dan Van Der Heijden, 2012).

Based on the model proposed by Demerouti, Peeters and Van Der Heijden (2012), it can be concluded that the influenced demands or demands both at work and outside of work will increase work family conflict or family work conflict. However, there are things that can weaken this influence, namely resources. Resources in context job demand-resources refers to aspects of work or family that can help someone to meet the demands of work or family (Demerouti, Peeters and Vand Der Heijden, 2012). Resources or resources in this research act as social support which can come from within work or outside work. Foley, Ngo and Lui (2005) say that social support can weaken the relationship between job demands to work family conflict. When someone gets support from other people, family or friends in facing existing work demands, then that individual will be able to meet the demands that exist in the family and at work. In other words, when there is a family conflict that will affect work or vice versa, and there are relatives or family who support or encourage the person to face those demands, then the individual will be able to fulfill the demands both in work and in the demands existing in the family then it can be said that the level work family conflict will get lower. This can happen because there is support that can help in meeting the demands that exist in each domain.

Work family conflict high levels also have an impact on a person's level of satisfaction (satisfaction outcomes). In this case, a person's satisfaction is included in job satisfaction or job satisfaction, family satisfaction or family satisfaction, and life satisfaction or life satisfaction. When someone experiences work family conflict high levels will have a negative effect on the person's job satisfaction (Marcinkus, Whelan-Berry, and Gordon, 2006). As is work family conflict will have an impact on family satisfaction, in previous research conducted by Howard et al. (2004) indicates that work family conflict is associated with several negative things, one of which is a low level of satisfaction with one's family. The aim of this research is to analyze balance between the demands of family and work.

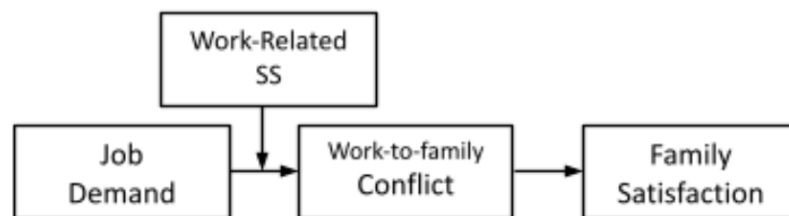
Respondents in the research were doctors in Surabaya and its surroundings. Doctors are a profession that many people are interested in. However, most people don't understand that working as a doctor is not as easy as they imagine. [Nationalist Doctor, Professional Challenges in the Midst of a Pandemic \(jawapos.com\)](#) (accessed on 12-04-2021) states that the medical profession is a noble profession and doctors are placed at the highest strata in terms of social status. [Doctors Are Hard Workers\\* – BERGELORA.COM](#) (accessed 12-04-2021) stated that work as a doctor is one of the jobs that has the highest level of stress compared to other jobs because other people's lives depend on their skills, doctors must be ready whenever patients need them. As said by John W. Holland (1996) in his article entitled.-A Doctor-dilemma. Stating that the profession as a doctor requires great physical and mental effort. Because, most of the doctor's time is spent healing his patients. As a doctor, sometimes you have to give bad news about the illness your patient is suffering from, and you also have to be able to deal with patients who are

anxious or afraid of the illness they are suffering from, so this causes the doctor to experience mental fatigue when dealing with patients.

The existence of relatively long and uncertain working hours sometimes means that doctors do not have enough time to rest, spend time with family, besides that, having an inflexible schedule can make a doctor physically and psychologically tired or exhausted in completing his work so that he can causes it to existwork family conflict.

Based on the explanation explained in the background section, the problem formulation in this research is as follows:

1. Do job demands affect WFC?
2. Does WFC have an effect on family satisfaction?
3. Does social support moderate the relationship between job demands and WFC ?



Gambar 1. Model Penelitian

It is hoped that this research will add to and develop research in the field of human resource management, especially regarding work-family balance. It is also hoped that this research will be able to become a reference for future research, especially regarding the relationship between work and family balance and the perspective of life career stage.

For hospitals or other organizations that have employees who are doctors. From this research, managers or management who are responsible for forming policies will have an overview of the decisions taken regarding problems that have the potential to arise in doctors' work and families. So that in the future policies can be formed that can suppress itwork family conflict felt by the doctor members, so that the doctor's performance will increase.

## LITERATURE REVIEW

According to research from Beutell and Wittig-Berman (1999), it is stated that an employee is required to be able to balance the demands placed on family and work. In this case, an employee is required to have a role at work, and is also required to be able to fulfill his role in life other than work, such as communicating with family and other social lives. Some researchers suggest that there are 2 forms of role conflict. These two roles are Work Family Conflict (WFC) dan family work conflict (FWC) (Grywacz and Marks, 2000). Demerouti, Peeters, and Van der Heijden (2012) stated that the two conflicts are interconnected but have different causes. Work Family Conflict (WFC) occurs when demands on work will disrupt a person's role in the family, while FWC occurs when there are demands on family life that will disrupt a person's role at work.

in previous research conducted by Howard et al. (2004) indicated that WFC is related to several negative things, one of which is a person's low level of family satisfaction. Several studies on WFC focus on finding the causes of why WFC occurs and its consequences (Foley, Ngo and Lui, 2005; Greenhaus and Beutell, 1985; Beutell and Wittig-Berman, 1999; Hill, Jacob, Shannon, Brennan, Blanchard and Martinengo, 2008 ; Marcinkus et al., 2006), but it is also important to know how the WFC/FWC phenomenon looks like when viewed from career level (career stage) or from the level of life (life stage) different. Demerouti, Peeters and Van Der Heijden (2005) stated that there are differences in the WFC/FWC phenomenon when viewed from a person's career and life level. Demerouti et al (2005) divide a person's career and life levels into 3 groups, namely younger employees, middle-aged employees and older employees. This research seeks to apply the theoretical concepts put forward by Demerouti et al (2005) into empirical research. The aim of this research is to analyze whether there are differences in the WFC/FWC phenomenon in terms of antecedents and outcomes in these 3 groups.

### **Job Demand-Resources (JD-R)**

Job Demand-Resources is a model put forward by Demerouti, Bakker, Nachreiner and Chaufeli (2001). In this model it is stated that job characteristics are divided into two parts, namely job demand and job resources. Job Demand or job demands refer to aspects of work that require physical and mental effort so that they can have an impact on the employee's psychology.

Demerouti et al. (2001) explains that one example of work demands is strictness deadline, long working hours and several other aspects. Boyar, Carr, Mosley Jr., Carson (2007) explain that Job Demand (Work demand) is a view of the level of demands in the work domain. Whereas job resources are aspects of work that can help someone to meet the demands of work so as to reduce the impact of work pressure.

Richter and Hacker (1988) in Demerouti et al. (2001) explains that resource can be divided into two groups, external groups and internal groups. The external group consists of organizational resources and social resources, while the internal group consists of cognitive features and action patterns. In this research, what is meant social resources is support that comes from colleagues and peer groups (Richter and Hacker, 1988).

### **Job Demand**

As mentioned above, Job demand is a view of the level of demands in the work domain (Boyar, et al. 2007). Yang, Chen, Choi and Zou (2000) also explain that Job demand is pressure that arises from excessive workload and time pressure at the work location, including work-related busyness and deadline. Ganster and Fusilier (1989) also explain that Job demand can be measured through the degree to which employees have to work hard and fast, have a lot of things to do and have little time. Apart from workload and time pressure, the acceptance of conflict from various sources can influence the activities carried out by employees and will be seen as job demands (Boyar, et al. 2008). Job demand is a characteristic of work that has the potential to cause tension, in cases where it exceeds the employee's adaptive abilities (Schaufelli and Bakker, 2004).

Mykletun, Dahl, Moen and Tell (2005) state that there are three measurement factors job demand. Firstly, everyone who works is required to complete their work quickly, secondly, everyone who works is required to work hard, and thirdly, everyone who works is required to have a lot of time to complete the work.

## **Work Family Conflict**

Before explaining the definition of work family conflict, it is important to note that Greenhaus and Beutell (1985), referring to the theory put forward by Kahn, Wolfe, Quinn, Snoek and Rosenthal in 1964, explained that work family conflict is one form of interrole conflict. Interrole conflict is defined as a form of role conflict where there is pressure from one domain that is incompatible with another domain (Greenhaus and Beutell, 1985).

By definition interrole conflict that then work family conflict (WFC) is defined as a form of interrole conflict where there are role pressures from work that conflict with role pressures from the family (Greenhaus and Beutell, 1985). Then according to Howard, et al. (2004) work family conflict is something that arises when role participation in the family is more difficult than role participation in work. Work family conflict arises when a person's participation in a domain (family or work) interferes with a person's ability to fulfill their responsibilities and obligations in one of those domains. For example, someone is said to experience work family conflict when his participation in work interferes with his ability to fulfill the responsibilities and obligations of his role at home.

Conflicts that arise due to efforts to fulfill and balance the role demands of the family and the role demands of work are divided into two, namely work family conflict and family work conflict. WFC is defined as a form of conflict where there is role pressure from the work domain which conflicts with role pressure in the family domain, while FWC is defined as a form of conflict where there is role pressure from the family which conflicts with role pressure from work. FWC can arise when participation in work roles becomes more difficult due to participation in family roles (Greenhaus and Beutell, 1985). Demerouti (2012) also stated that WFC and FWC are correlated, but the causal factors and resulting consequences are different. So it appears that the main difference between WFC and FWC lies in the domain of the pressure.

Carlson, Kacmar and William (2000) state that there are five measurements that can be used to measure work family conflict. Firstly, the amount of time spent at work. Second, there is fatigue in doing work at work. Third, there is stress at work, fourth, the attitudes applied at work are different from the attitudes applied at home. Lastly, the attitude towards work is not suitable to be applied elsewhere.

## **Social Support**

Social support or social support according to Marcinkus et al. (2006) defined as a relationship structure that can provide resources or support. Zimet, Gregory D. Dahlem, Nancy W. Zimet, Sara G. Farley, Gordon K. (1988) explained that social support is an exchange of resources between two or more people carried out to improve well-being from support recipients. Social support can come from various parties, Marcinkus et al. (2006) say that social support can come from relationships at work or personal relationships. Several studies also differentiate the domain of social support into 2, namely social support that comes from work and social support that comes from a person's personal life (Katz and Kahn, 1978; Sarason, Sarason and Pierce, 1990). In the work context, what constitutes social support is support from superiors or the organization where employees work. In the context of personal life, what is meant by social support can come from a partner, friends, or parents.

## **Work-related social support**

Marcinkus, et al. (2006) states that there are nine measurements to measure Work-related Social Support. Firstly, there is a flexible work schedule from the direct supervisor, secondly there is mutual understanding between co-workers, thirdly there is support from co-workers to carry out responsibilities within the family, fourthly the availability of co-workers to carry out other work assignments or responsibilities of co-workers, fifthly there is flexibility in changing schedules, sixth the availability of colleagues to share experiences and understanding of life, seventh organizations provide flexible work schedules, eighth organizations have policies that make it easier to pay attention to family and finally there is support from the organization to carry out responsibilities within the family.

## **Satisfaction Outcomes**

Beutell and Berman (2008) explain that there are four types of indicators satisfaction outcomes. Four types satisfaction outcomes that is job satisfaction, marital satisfaction, family satisfaction and life satisfaction. However, in their research, Kim and Choo (2001) stated that Marital Satisfaction is part of Family Satisfaction, where marital satisfaction will refer to the quality of relationships within the family, namely the relationship with one's spouse and also with children. Based on this then satisfaction outcomes used in this research are job satisfaction, family satisfaction and life satisfaction. This was also done by Lapierre, Spector, Allen, Poelmans, Cooper, O'Driscoll, Sanchez, Brough and Kinnunen (2008) who conducted research on testing the relationship between six dimensions work-family conflict on employee satisfaction with work, family and life as a whole.

## **Family Satisfaction**

Family satisfaction or family satisfaction is a subjective evaluation based on a person's family life. Family satisfaction assesses the positive feelings felt by someone regarding their family situation (Beutell and Wittig-Berman, 2008). Family satisfaction is satisfaction that refers to the quality of relationships within the family, namely relationships with partners and also with children (Kim and Ling, 2001). Based on the measurement items of Millis, Grasmick, Morgan and Wenk (1992), it can be seen that a person's satisfaction with the family can be viewed through four things. The first is satisfaction with family relationships, the second is satisfaction with the family's role in decision making, the third is satisfaction with the family's role in difficult times, the fourth is satisfaction with the family's response to current work.

## **Relationship between job demand terhadap Work Family Conflict**

The demands at work will affect a person's WFC level. Ford, Heinen and Langkamer (2007) suggest that when job demands such as long working hours, strict deadline This will lead to role conflict in work and family. In other words, the higher the demands felt by someone in their work, the higher the possibility of experiencing WFC.

As explained in the previous section, the difference between WFC and FWC lies in their domain. So if demands at work will give rise to work and family role conflict (WFC), then demands in the family will give rise to family and work conflict (FWC) (Ford, Heinen and Langkamer, 2007). Based on this, the following hypothesis can be formulated:

H1 : job demand influence on WFC

### **The relationship between Work Family Conflict and family satisfaction**

When someone feels a high level of work-family conflict, this will affect the family satisfaction they feel. Based on previous research in Taiwan, it is known that WFC has a negative effect on job satisfaction and family satisfaction (Lu, Cooper, Kao, Chang, Allen, Lapierre, O'driscoll, Poelmans, Sanchez, and Spector, 2010). This is in accordance with the results of research conducted by Ford, Heinen and Langkamer (2007) that when a role at work interferes with the family, it will reduce a person's level of family satisfaction. This is because when someone experiences role conflict at work, it will disrupt their role in the family, the result is that work related to the household cannot be completed properly, which will reduce family satisfaction.

Based on this explanation, a hypothesis can be drawn, namely:

H2 : WFC influences family satisfaction

### **Moderation relationships Work-related social support to the influence between job demand dan Work Family Conflict**

The demands of work and family influence Work Family Conflict, but this influence can be minimized when there is social support from both work and personal. Marcinkus, et al. (2006) stated that social support can play a role antecedent, direct effects, mediators and moderators. Marcinkus, et al. (2006) also stated that when employees feel that they are supported by their superiors, such as being allowed to go home to care for a sick child, this will reduce the negative influence job demand against WFC. Employees who perceive that the company is less supportive of family matters were found to experience more WFC, less job satisfaction, less organizational commitment and a higher desire to leave compared to companies that provide support for family matters. This relationship provides support that reducing WFC can be done by reducing time demands and stress (Demerouti, et al., 2006) Based on this explanation, a hypothesis can be drawn as follows:

H3 : Social support will moderate the relationship between job demand dan WFC

## **METHOD**

This research uses a quantitative approach, where research uses a quantitative approach which focuses on hypothesis testing, the data used must be measurable, and will produce conclusions that can be generalized, explaining the phenomenon in a measurable way. This quantitative research approach uses statistical (analysis tools). Partial Least Square (PLS).

There are several reasons that encourage the use of analytical tools Partial Least Square First, in this research, two types of indicators (reflective and formative) were used to measure each variable. Second, this research model is quite complex with the presence of mediating and moderating variables as well as grouping in the research model. And finally, the aim of the research is to predict the relationship between variable.

Sekaran (2013:241) states that the sample is part of the population. By using samples, conclusions will be obtained that can be used to generalize the population. The technique for determining samples is called sampling.

In this research, techniquesampling which is used is nonprobability sampling. Nonprobability sampling is a techniquesampling which is used to type the probability of an element in the population being selected as a sample subject is unknown (Sekaran 2006:135). Use non probability sampling chosen because of the unavailability of access for researchers to obtain sample frame of the number of elements in the population. Of all types in engineering nonprobability sampling selected type purposive sampling which is in accordance with the research objectives. According to Sekaran (2006:136) purposive sampling needs to be done to obtain information from specific targets. In this study, the group that is believed to be able to provide the desired information are doctors who are married and have irregular working hours. This is determined related to the existence of variables family demand and job demand. Where researchers have the assumption that doctors who are married and have children will experience higher demands from their families compared to doctors who are not married and/or do not have children and doctors who have less regular working hours will experience higher job demands compared to those who do not have children. doctors who have regular working hours.

## RESULTS AND DISCUSSION



Figure 2. Significance Test Results path coefesien.

Based on the significance test path coefesien The statistical data can be depicted in the picture above. It is known that there is a significant influence job demand to work family conflict with a t-statistic value of 2.74 and original sample 1.207. There is a non-significant effect work family conflict to family satisfaction with T statistic results of 0.42 and original sample 0.049. while significant results were also obtained for the moderating effect of WRSS on the relationship job demand and work family conflict with a T statistic of 1.75 and original sample amounting to 1,157.

### Influence job demand to work family conflict

It is known that job demand provide a significant influence on work family conflict,. H1 is accepted This means that the high workload, long and erratic working hours experienced by the medical profession can result in disruption of work as a doctor and will also have an impact on interference with one's role in carrying out obligations in the family domain.

With the demands of work as a doctor who is required to always prioritize the health and recovery of patients, it is not uncommon for problems in their work to be brought into household



matters so that they can occur. work family conflict in the medical profession. In other words, that one of the predictors of occurrence work family conflict is existence work overload in the medical profession (Frone et.al., 1997). Work overload is described as work that must be completed by someone quickly and precisely. Thus causing the person's fatigue and exhaustion (Leiter & Schaufeli 1996, Aryeet al., 2005). This is also supported by Cooper, Sloan, & Williams, 1994, who stated that the medical profession has a high level of stress compared to other jobs, so that the demands of work as a doctor can interfere with home life (Pleck, 1997). This is supported by Ford, Heinen and Langkamer (2007) who stated that when job demands such as long working hours, strict deadline, having a heavy workload, continuously working under time pressure, having to be able to handle the high demands of patients faced, and having erratic working hours (Rout, 1999) will cause it to happen work to family conflict.

### **Influence work family conflict to family satisfaction**

Can be known work family conflict has an insignificant effect on family satisfaction. This means that conflict at work which can disrupt roles in the family domain does not affect family satisfaction in the medical profession. So, respondents felt that their families really supported their work as doctors, so that even though there were work problems that could cause conflict in the family, this did not affect satisfaction with family life. The family support felt by doctors mainly comes from the partner.

If we look at the characteristics of the respondents' answers, it is known that 80% of the respondent couples have jobs. Marshall & Barnett (1993) stated that couples who both work can better understand their partner's position when they experience problems with their work and have empathy high level so that they can support each other when a conflict occurs in one of the domains.

### **Moderating influence social support on relationships job demand to work family conflict**

Based on Figure 2, it is known that the original sample value has a moderating effect work related social support towards relationships job demand and WFC is -1.157. Meanwhile, the T-statistic value of the moderation effect work related social support towards relationships job demand and WFC is 1.75 (significant) Hypothesis 3 is accepted

Moderation effect work-related social support which was found, supported by research by Lu, et al (2010) where support from supervisor able to reduce work family conflict. If an individual experiences problems at work but feels social support from co-workers, then the pressure felt from these problems can be minimized (Carlson, et al, 1999). Carlson, et al (1999) also added that colleagues and supervisor able to create a positive work environment, for example when supervisor able to reduce pressure in the workplace by having light discussions regarding family problems and being flexible when an employee has a problem

## **CONCLUSION**

Based on this research, it is known that job demand has a significant influence on work family conflict. H1 is accepted. This means that the high workload, long and erratic working hours experienced by the medical profession can result in disruption of work as a doctor and will also impact interference with one's role in carrying out obligations in the family domain. work family conflict has an insignificant effect on family satisfaction, H2 is rejected. This means that conflict at work which can disrupt roles in the family domain does not affect family satisfaction

in the medical profession. H3 is accepted, meaning that doctors receive social support from their colleagues so that doctors feel comfortable working even though there is a lot of pressure in the work of doctors.

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