

THE ROLE OF WORK SATISFACTION MEDIATION ON THE RELATIONSHIP BETWEEN WORK-FAMILY CONFLICT WITH EMPLOYEE PERFORMANCE

I Dewa Gede Surya Putra, I Gusti Made Suwandana

Faculty of Economics and Business, Udayana University (Unud), Bali, Indonesia

ABSTRACT: This research was conducted at Pertiwi Resort and Spa Ubud. The number of samples taken was 67 respondents, using the technique of determining the sample saturation because all members of the population were used as samples. Data collection was obtained from the distribution of questionnaires. Data analysis using path analysis, multiple analysis, and VAF analysis. The results showed that (1) Work-family conflict had a negative and significant effect on job satisfaction, (2) Work-family conflict had a negative and significant effect on employee performance, (3) Job satisfaction had a positive and significant effect on employee performance, (4) Job satisfaction can mediate the relationship between work family conflict on employee performance. Managerial implications of the results of this study are to improve the performance of employees, companies or institutions must reduce the level of work-family conflict and increase job satisfaction. Suggestions from the results of this study are for the company's management to pay more attention to the time needed by employees to complete their work to be able to minimize the level of work-family conflict.

Keywords: *work-family conflict, job satisfaction, employee performance*

I. INTRODUCTION

Employee performance is important for the survival of an organization. Performance is a central problem in the life of an organization because an organization will be able to achieve its goals or not, depending on how well the performance shown by its employees. It is the employee who determines whether other organizational resources, such as buildings, machinery, work equipment, money, raw materials, etc. can make an optimal contribution or not in achieving organizational goals. Whatever strategy is chosen by the organization in running its business, especially if the chosen strategy is differentiation or service business, then the elements of employees have a central position, they become a determinant of the success of the business being run (Suparyadi, 2015: 300).

Consumptive lifestyle of society as a result of globalization today requires them to seek a higher income. Likewise in domestic life where needs are increasing along with current economic development, especially in Indonesia. In the past, generally only the husband was in charge of working and earning a living to meet the needs of household life, while the wife's duty was to take care of all household tasks. But in the current era of globalization, the tendency of married couples is that both work. This is certainly due to one of them by the high level of expenditure required for the survival of today's household. This pattern of household life results in the difficulty of dividing time between work and family demands.

Economically, a couple who works (two-worker family) causes an increase in family and community welfare. Double income is expected to be able to meet all family needs, including children's education costs. However, on the other hand, dual role conflict between married couples who work is one of the negative consequences that can be caused. Work besides being a demand for economic needs is also due to social factors created by the environment. Shifting the role of women from a housewife to working woman makes many families have a career duel (Wirakristama, 2011).

The gap between work and family that will have a negative effect on performance and family is called work-family conflict. Work-family conflict often arises when one of the roles in work demands more or requires more attention than the role in the family. No doubt, this conflict raises various problems that affect the lives of families and the work of these workers, on the one hand is required to be responsible for caring for and nurturing the family well, on the other hand as a worker is required to work in accordance with good performance standards. However, not all of them can harmonize roles in work with roles in the family, which results in work-family conflict.

Work-family conflict is considered to have become a serious problem in today's business world (Roboth, 2015). Work-family conflict is one form of interrole conflict pressure or imbalance of roles between roles at work and roles in the family. Work-family conflict can be defined as a form of role conflict in which the demands of the role of work and family are mutually incompatible in several respects (Buhali and Margaretha, 2013). Asfahyadin et al. (2017) states that work-family conflict has a negative and significant effect on employee performance. The higher the level of work-family conflict the employee has, the lower the employee's performance in a company.

Job satisfaction felt by employees also becomes important in influencing employee performance. In a study conducted by Anwar et al. (2015) in addition to job stress, job satisfaction is a variable that has a significant effect on employee performance. According to Luthans (2006: 243), job satisfaction is the result of employee perceptions about how well their work provides what is considered important.

Satisfied workers tend to stay working for the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce workload and stress levels of members in the organization. Dissatisfied workers tend to be resistant in relation to leadership and engage in counterproductive behaviors.

II. LITERATURE STUDY AND HYPOTHESIS DEVELOPMENT

Asfahyadin et al. (2017) states that work-family conflict has a negative and significant effect on employee performance. This is consistent with the results of research conducted by Amelia (2010), Li et al. (2013), Roboth (2015), Retnaningrum and Musadieq (2016), and Jackson and Arianto (2017) who stated that work-family conflict negatively and significantly affected employee performance. This is contrary to Nart and Batur (2013) and Warokka and Febrilia (2015) which states that work-family conflict does not significantly affect employee performance.

H1: Work-family conflict has a negative and significant effect on employee performance

In a study conducted by Warokka and Febrilia (2015), it was stated that work-family conflict had a negative and significant effect on job satisfaction. In other words, employees with work-family conflicts will have lower job satisfaction. The higher the work-family conflict felt by an employee, the lower the job satisfaction, and the lower the perceived work-family conflict, the higher the job satisfaction.

Bruck et al. (2002) states that work-family conflict has a significant effect on job satisfaction. This is supported by the results of research conducted by Amelia (2010), Ahmed et al. (2012), Boles et al. (2014), Goodarzi and Hatami (2015), and Retnaningrum and Musadieq (2016) which stated that work-family conflict had a significant effect on job satisfaction.

H2: Work-family conflict has a negative and significant effect on job satisfaction.

Talasaz et al. (2014) states that job satisfaction has a positive and significant effect on employee performance, which means that the higher job satisfaction will be followed by an increase in employee performance. This is consistent with research conducted by Shahu and Gole (2008), Riyadi (2015), Anwar et al. (2015), Goodarzi and Hatami (2015), Noermijati and Primasari (2015), and Retnaningrum and Musadieq (2016) which stated that job satisfaction has a significant effect on employee performance. This is contrary to the results of research conducted by Than et al. (2016) which states that job satisfaction does not significantly influence employee performance.

H3: Job satisfaction has a positive and significant effect on employee performance

Asfahyadin et al. (2017) states that work-family conflict has a negative and significant effect on employee performance. This is consistent with the results of research conducted by Amelia (2010) and Li et al. (2013) which states that work-family conflict negatively and significantly influences employee performance.

Bruck et al. (2002) states that work-family conflict has a significant effect on job satisfaction. This is supported by the results of research conducted by Amelia (2010) and Ahmed et al. (2012) which states that work-family conflict has a significant effect on job satisfaction.

Talasaz et al. (2014) states that job satisfaction has a positive and significant effect on employee performance. This is consistent with research conducted by Shahu and Gole (2008) and Riyadi (2015) which states that job satisfaction has a significant effect on employee performance.

H4: Job satisfaction mediates the relationship between work family conflict and employee performance.

III. METHODS

This research was conducted at Pertiwi Resort and Spa located in Ubud. This location was chosen because found problems associated with work-family conflict, and job satisfaction that affect employee performance. In addition, the choice of location is based on the availability of adequate and capable data for processing. The population in this study were 67 employees of Pertiwi Resort and Spa Ubud. The sampling method used in this study is saturated sample. The sample in this study were all employees who worked at Pertiwi Resort and Spa Ubud who were married, as many as 67 people. The data analysis technique in this

research is Path Analysis is an extension of the multiple linear regression analysis in estimating the causality relationship between variables.

IV. RESULT AND DISCUSSION

The basis for calculating path coefficients is correlation analysis and regression in calculations using the SPSS 24.0 for windows program.

Table 1
Path Analysis Results 1

Variabel	Unstandardized Coefficients		Standardized Coefficients	t hitung	Sig. uji t
	B	Std. Error	Beta		
(Constant)	38.166	1.441		26.483	.000
Work-Family Conflict (X)	-.141	.115	-.150	-1.222	.226
R Square	0,022				
F Statistic	1,493				
F significant	0,226				

Primary Data, 2019

Tabel2.
Path Analysis Results 2

Variabel	Unstandardized Coefficients		Standardized Coefficients	t hitung	Sig. uji t
	B	Std. Error	Beta		
(Constant)	10.400	5.248		1.982	.052
Work-Family Conflict (X)	-.197	.124	-.168	-1.595	.116
Job Satisfaction (M)	.623	.132	.500	4.733	.000
R Square	0,303				
F Statistic	13,917				
F significant	0,000				

Primary Data, 2019

The effect of work-family conflict on employee performance obtained a Significance value of 0,000 with a beta coefficient of -0,388. Significance value of 0,000 < 0.05 means that work-family conflict has a negative and significant effect on employee performance. This means that the high level of work-family conflict felt by employees causes the performance of employees at Pertiwi Resort and Spa Ubud to be lower. The results of this study are in accordance with the proposed hypothesis and also in accordance with the results of previous studies conducted by Asfahyadin et al. (2017) which states that work-family conflict has a negative and significant effect on employee performance. This is consistent with the results of research conducted by Amelia (2010), Li et al. (2013), Roboth (2015), Retnaningrum and Musadieg (2016), and Jackson and Arianto (2017) who stated that work-family conflict negatively and significantly affected employee performance. This is contrary to Nart and Batur (2013) and Warokka and Febrilia (2015) which states that work-family conflict does not significantly affect employee performance.

The effect of job satisfaction on employee performance obtained a Significance value of 0,000 with a beta coefficient of 0.612. Significance value of 0,000 < 0.05 means that job satisfaction has a positive and significant effect on employee performance. This means that the high level of job satisfaction felt by employees causes the performance of employees at Pertiwi Resort and Spa Ubud to be higher. The results of this study are in accordance with the proposed hypothesis and also in accordance with the results of previous studies conducted by Talasaz et al. (2014) states that job satisfaction has a positive and significant effect on employee performance, which means that the higher job satisfaction will be followed by an increase in employee performance. This is consistent with research conducted by Shahu and Gole (2008), Riyadi (2015), Anwar et al (2015), Goodarzi and Hatami (2015), Noermijati and Primasari (2015), and Retnaningrum and Musadieg (2016) which stated that job satisfaction has a significant effect on employee performance. This is contrary to the results of research conducted by Than et al. (2016) which states that job satisfaction does not significantly influence employee performance.

The effect of work-family conflict on job satisfaction obtained significance value of 0.226 with a beta coefficient of -0.150. Significance value of 0.226 > 0.05 means that work-family conflict has a negative and not significant effect on job satisfaction. This means that the high level of work-family conflict felt by employees does not significantly influence employee job satisfaction at Pertiwi Resort and Spa Ubud. The results of this study are not in accordance with the proposed hypothesis and also contradict the results of previous studies conducted by Warokka and Febrilia (2015), which stated that work-family conflict had a negative and significant effect on job satisfaction. In other words, employees with work-family conflicts will have lower job

satisfaction. The higher the work-family conflict felt by an employee, the lower the job satisfaction, and the lower the perceived work-family conflict, the higher the job satisfaction.

Bruck et al. (2002) states that work-family conflict has a significant effect on job satisfaction. This is consistent with the results of research conducted by Amelia (2010) which states work-family conflict has a negative and significant effect on job satisfaction. Ahmed et al. (2012) states that work-family conflict has a negative and significant effect on job satisfaction. Boles et al. (2014) states that work-family conflict has a negative and significant effect on job satisfaction. Goodarzi and Hatami (2015) stated that work-family conflict had a negative and significant effect on job satisfaction. Retnaningrum and Musadieg (2016) stated that work-family conflict had a significant effect on job satisfaction.

The effect of work-family conflict on employee performance obtained a Significance value of 0.116 with a beta coefficient of -0.168. Significance value of $0.116 < 0.05$ means that work-family conflict has a negative and not significant effect on employee performance. This means that the high level of work-family conflict felt by employees does not significantly influence the level of employee performance at Pertiwi Resort and Spa Ubud. The results of this study are not in accordance with the proposed hypothesis, but in accordance with the results of previous studies conducted by Nart and Batur (2013) and Warokka and Febrilia (2015) studies which stated that work-family conflict had no significant effect on employee performance.

The results of this study contradict the research conducted by Asfahyadin et al. (2017), which states that work-family conflict has a negative and significant effect on employee performance. This is consistent with the results of research conducted by Amelia (2010), Li et al. (2013), Roboth (2015), Retnaningrum and Musadieg (2016), and Jackson and Arianto (2017) who stated that work-family conflict negatively and significantly affected employee performance.

The effect of job satisfaction on employee performance obtained a Significance value of 0.000 with a beta coefficient of 0.500. Significance value of $0.000 < 0.05$ means that job satisfaction has a positive and significant effect on employee performance. This means that the high level of job satisfaction felt by employees causes the performance of employees at Pertiwi Resort and Spa Ubud to be higher. The results of this study are in accordance with the proposed hypothesis and also in accordance with the results of previous studies conducted by Talasaz et al. (2014) states that job satisfaction has a positive and significant effect on employee performance, which means that the higher job satisfaction will be followed by an increase in employee performance. This is consistent with research conducted by Shahu and Gole (2008), Riyadi (2015), Anwar et al (2015), Goodarzi and Hatami (2015), Noermijati and Primasari (2015), and Retnaningrum and Musadieg (2016) which stated that job satisfaction has a significant effect on employee performance. This is contrary to the results of research conducted by Than et al. (2016) which states that job satisfaction does not significantly influence employee performance.

The role of job satisfaction in mediating the effect of work-family conflict on employee performance shows that the direct effect of work-family conflict on job satisfaction is -0.150. The direct effect of work-family conflict variables on employee performance is -0.168. The direct effect of job satisfaction variables on employee performance amounted to 0.500. This means that employee performance variables are more influenced by job satisfaction than work-family conflict. While the indirect effect of work-family conflict variables on employee performance through job satisfaction is -0.075. So the total effect of work-family conflict variables on employee performance through job satisfaction is -0.243. So it can be concluded that the greater the total effect of work-family conflict on employee performance through job satisfaction, than the direct effect of work-family conflict on employee performance without going through job satisfaction variables.

The results of this study have shown that work-family conflict has a negative and not significant effect on job satisfaction, work-family conflict has a negative and not significant effect on employee performance, and job satisfaction has a positive and significant effect on employee performance. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to organizational behavior and support other empirical studies related to the effect of work-family conflict on job satisfaction, work-family conflict on employee performance, job satisfaction on performance employees, and the mediating role of job satisfaction variables on the effect of work-family conflict on employee performance.

Work-family conflict is a factor that is not so important that affects employee job satisfaction and work-family conflict is a factor that is not so important that affects employee performance. Employees who experience work-family conflict tend to feel job satisfaction that remains high and performance that remains high. This implies that dual role conflict felt by employees does not have a major effect on job satisfaction and employee performance, but in the future management must continue to pay more attention to the dual role conflict felt by employees so that it can be used as a consideration to provide workload, work time, responsibility work responsibilities that do not cause dual role conflict for their employees.

Job satisfaction is an important factor affecting employee performance. Employees with high levels of job satisfaction tend to show high performance. This implies that the management in the future can form a high job satisfaction for employees so as to further maximize employee performance.

Employee performance is the work produced by an individual both in terms of quality and quantity of work and can be accounted for with the work produced by employees in accordance with the position occupied in the company. This implies that in the future leaders can stimulate employees to maximize the performance of each individual employee so as to achieve the company's vision, mission and goals.

V. CONCLUSION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusion of this study is that Work-Family Conflict has a negative effect and is not significant to the employee's job satisfaction. This shows that the level of Work-Family Conflict does not really affect the level of employee job satisfaction.

Work-Family Conflict has a negative and not significant effect on employee performance. This shows that the level of Work-Family Conflict does not significantly affect the level of employee performance.

Job Satisfaction has a positive and significant effect on employee performance. This shows that the higher employee job satisfaction can improve employee performance.

Job satisfaction as a mediating variable the indirect effect of work-family conflict variables on employee performance. This shows that Work-Family Conflict has a significant impact on employee performance if mediated by Job Satisfaction, which means that employee performance is highly dependent on the level of Job Satisfaction of the employee and also the level of Work-Family Conflict of employees.

Work family conflict has a negative and significant effect on job satisfaction. Based on the description of respondents' answers to the work-family conflict variable, the indicator "my work requires completion time which makes it difficult for me to fulfill my family responsibilities" shows the highest results. Thus, it is recommended for company management to pay more attention to the time needed by employees to complete their work in order to minimize the level of work-family conflict so as to maximize the level of job satisfaction felt by employees.

Further research is expected to be carried out in a wider population scope, different types of business industries, and different regions, thus the findings are likely to be different as well.

The research data was taken in a certain time (cross section), it is suggested that in the future future research can use time series data or research with longitudinal data to produce better research.

Further research can add constructs other than work-family conflict and job satisfaction to be able to identify more deeply about employee performance.

REFERENCES

- [1] Abiyev, R. H., Saner, T., Eyupoglu, S., dan Sadikoglu, G. 2016. Measurement of job satisfaction using fuzzy sets. *Procedia Computer Science*. Vol. 102, pp. 294 – 301.
- [2] Adams, J. S. 1963. Toward an understanding of inequity. *Journal of abnormal social psychology*. Vol. 67, No.1, pp. 422-436.
- [3] Allen, David G., Lyn M Share Rodger W. Griffeth. 2003. The Role Of Perceived Organizational Support And Supportive Human Resources Practice In The Turnover Process. *Journal of Management* 2003, pp 99-118.
- [4] Amelia, A. 2010. Pengaruh Work To Family Conflict dan Family To Work Conflict Terhadap Kepuasan Dalam Bekerja, Keinginan Pindah Tempat Kerja, dan Kinerja Karyawan. *Jurnal Ekonomi dan Bisnis*. Vol. 4, No. 3, pp. 201-219.
- [5] Anwar, A. B., Maupa, H., Ali, M., dan Ismail, M. 2015. The Effects of Work Stress and Compensation on the Employees' Performance through Motivation and Job Satisfaction at the Private Life Insurance Companies in Jakarta, Indonesia. *Scientific Research Journal (SCIRJ)*. Vol 3, No. 9, pp. 33-36.
- [6] Asfahyadin, A. L., Nur, N., Taufik, M. H., Sabara, G. T., Rosmawaty, Kartini, dan Mirad. 2017. The Influence Of Work-Family Conflict And Work Stress On Employee Performance. *International Journal of Management and Applied Science*. Vol. 3, No. 2, pp. 1-6.
- [7] Asra, S. 2013. *Metode Pembelajaran*. Bandung: Wacana Prima.
- [8] Bangun. Wilson. 2012. *Manajemen Sumber Daya Manusia*. Erlangga: Bandung.
- [9] Beheshtifar, M. dan Zare, E. 2012. Effect Perceived Organizational Support On Employees Attitudes Toward Work. *Science Data Report*, Vol. 4, No. 8, hal. 28-34.
- [10] Bustamam, F. L., Teng, S. S., dan Abdullah, F.Z. 2014. Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia - Social and Behavioral Sciences*. Vol. 144, pp. 392 – 402.
- [11] Carlson, D. S., dan Perrewew, P. L. 1999. The role of social support in the stressor-strain relationship: an examination of work-family conflict. *Journal of Management*. Vol. 25, No. 1, 513-540.
- [12] Chiang, C. F., dan Hsieh, T. S. 2012. The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*. Vol. 31, pp. 180–190.

- [13] Cinamon, R. G., dan Y. Rich. 2002. Gender differences in the importance of work and family roles: Implication for work-family conflict. *Sex Roles. A Journal of Research*. Vol. 47, No.1, pp. 531-541.
- [14] Costa, P. T. Jr., dan McCrae, R. R. 1992. *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-Factor (NEO-FFI) Inventory Professional Manual*. Odessa, FL: PAR.
- [15] Dadang, S. 2013. *Teori, Kuesioner dan Proses Analisis Data Perilaku Organisasi*. Jakarta : CAPS.
- [16] Edwards, J. R., dan Rothbard, N. P. 2000. Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*. Vol. 25, No. 1, pp. 178-199.
- [17] Edy Sutrisno. 2014. *Manajemen Sumber Daya Manusia*. Cetak Ke Enam. Pranada Media Group: Jakarta.
- [18] Eisenberger, Robert and Linda Rhoades. 2002. Perceived Organizational Support: A Review Of The Literature. *Journal of Applied Psychology* Vol. 87. No.4. 698-714.
- [19] Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate Dan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- [20] Gibson, James L et al. 2006. *Organizations (Behavior, Structure, Processes)*. Twelfth Edition. McGraw Hill.
- [21] Greenhaus, J.H., and Beutell, N. J. 1985. Sources of Conflict Between Work and Family Roles. *Academy of Management Review*. Vol.10, No. 1, pp. 76-88.
- [22] Gujarati, Damodar, 1999. *Ekonometrika Dasar*. Jakarta :Erlangga.
- [23] Hasibuan, M. S. P. 2009. *Manajemen Personal*. Yogyakarta: BPFE.
- [24] Hasibuan, S. P. M. 2009. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta : Bumi Aksara.
- [25] Hughes, R. L., Ginnett, R. C., and Curphy, G. J. 2012. *Leadership, Enhancing the Lessons of Experience*. Alih Bahasa: Putri Izzati. Jakarta: Salemba Humanika.
- [26] Hulawa, Theresia W. 2014. Perceived Organizational Support, Job Satisfaction Dan Organizational Citizenship Behavior Pada PT. Bank Maluku Cabang Utama Kota Ambon. *Agora*, Vol.2, No.2.
- [27] Irianto, Y. 2001. *Manajemen Sumber Daya Manusia : Teori dan Praktek*. Surabaya : Insan Cendikia.
- [28] Jackson, dan Arianto, Y. 2017. Pengaruh Work-Family Conflict Terhadap Kinerja Karyawan PT Sinta Pertiwi. *Jurnal KREATIF : Pemasaran, Sumberdaya Manusia dan Keuangan*. Vol. 5, No. 1, pp. 99-111.
- [29] Kahn, R. L., Wolfe, R. P., Quinn, J.D., dan Snoek. 1964. *Organizational Stress*. John Wiley & Sons: Newyork.
- [30] Koopmans, L., dkk. 2011. Conceptual Frameworks of Individual Work Performance: A Systematic Review. *Journal of Economic and Management*. Vol. 53, No.8, pp. 856 – 866.
- [31] Koopmans, L., Bernards, C.M., Hildebrandt, V.H., Vet, H.C.W. de, Beek, A.J. van der. 2014. Construct Validity of the Individual Work Performance Questionnaire. *Journal of Occupational and Environment Medicine*. Vol. 56, No. 3, pp. 331-337.
- [32] Li, C., Lu, J., dan Zhang, Y. 2013. Cross-Domain Effects Of Work-Family Conflict On Organizational Commitment and Performance. *Social Behavior and Personality*. Vol. 41, No. 10, pp. 1641-1654.
- [33] Luthans, F. 2006. *Perilaku Organisasi, (Alih Bahasa V.A Yuwono, dkk)*. Edisi Bahasa Indonesia. Yogyakarta: ANDI.
- [34] Mahmudi. 2005. *Manajemen Kinerja Sektor Publik*. Yogyakarta : UPP AMP YKPN.
- [35] Malayu, S. P. H. 2006. *Manajemen Sumber Daya Manusia*. Jakarta: Budi Aksara.
- [36] Malhotra, N. K. 2009. *Riset Pemasaran, Edisi keempat, Jilid 1*. Jakarta : PT Indeks.
- [37] Mallisa, M. 2009. Pengaruh Dukungan Organisasi Terhadap Kinerja Internal Auditor Pada Perbankan Di Makassar. *Adiwidia*. Edisi September, hal 1-8.
- [38] Mangkunegara, A. A. A. P. 2006. *Perencanaan dan Pengembangan Manajemen Sumber Daya Manusia*. PT Refika Aditama.
- [39] Margaretha, A. 2013. The Factors influence the behavior of Mataraman Java Consumers in Selecting the Retail Format. Faculty of Business. *Universal Journal of Management and Social Sciences*. Vol. 3, No.1, pp. 26-28.
- [40] Mathis, R.L., dan Jackson, J. H. 2006. *Human Resource Management: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- [41] Miao, R., H.G. Kim. 2010. Perceived Organizational Support, Job Satisfaction And Employee Performance: An Chinese Empirical Study. *Journal Of Service Science And Management*, No. 3, Hal. 257-264.
- [42] Michel, J. S., Mitchelson, J. K., Pichler, S., & Cullen, K. L. 2010. Clarifying relationships among work and family social support, stressors, and work-family conflict. *Journal Of Vocational Behavior*. Vol. 76, No. 1, pp. 91–104.
- [43] Miner, John. B. 1990. *Organizational Behavior: Performance and Productivity*. New York: Random House.
- [44] Motowidlo, S. J., dan Borman, W. C. 1997. Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*. Vol. 10, pp. 99-109.
- [45] Munir, R. I. S., dan Rahman, R.. A. 2016. Determining Dimensions of Job Satisfaction using Factor Analysis. *Procedia Economics and Finance*. Vol. 37, No. 1, pp. 488 – 496.
- [46] Nart, S., dan Batur, O. 2013. The relation between work-family conflict, job stress, organizational commitment and job performance: A study on turkish primary teachers. *European Journal of Research on Education*. Vol. 2, No. 2, pp. 72-81.
- [47] Niehoff, B.P., Moorman, R.H., Blakely, G., Fuller, J., 2001. The influence of empowerment and job enrichment on employee loyalty in a downsizing environment. *Group Organization Management* 26 (1), 93–113.
- [48] Noermijati, dan Primasari, D. 2015. The effect of job stress and job motivation on employees' performance through job satisfaction (A study at PT. Jasa Marga (Persero) Tbk. Surabaya - Gempol branch). *Journal of Economics, Business, and Accountancy Ventura*. Vol. 18, No. 1, pp. 231 – 240.
- [49] Osman, Culha, H. Atay, U. Colakoglu. 2010. The Effect Of Perceived Organizational Support On Employees Affective Outcomes: Evidence From The Hotel Industry. *Tourism and hospitality Management*, Vol. 16, No. 2, pp 125-150.

- [50] Pradhan, R. K., dan Jena, L. K. 2017. Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*. Vol. 5, No. 1, pp. 1-17.
- [51] Ratna, Suryani. 2011. Analisis Pengaruh Persepsi Dukungan Organisasi Terhadap Turnover Intentions Dengan Peran Komitmen Keorganisasian Sebagai Mediasi. *Tesis: Program Pasca Sarjana, Universitas Indonesia*.
- [52] Retnaningrum, A. K., dan Musadieg, M. A. 2016. Pengaruh Work-Family Conflict Terhadap Kepuasan Kerja dan Kinerja (Studi pada perawat wanita RSUD Wonosari Yogyakarta). *Jurnal Administrasi Bisnis (JAB)*. Vol. 36, No. 1, pp. 72-81.
- [53] Rivai, Veithzal. 2011. *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Edisi Ke 2 Cetakan ke 4. Jakarta: Rajawali Pers.
- [54] Riyadi, S. 2015. Effect of Work Motivation, Work Stress and Job Satisfaction on Teacher Performance at Senior High School (SMA) Throughout The State Central Tapanuli, Sumatera. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*. Vol. 20, No. 2, pp. 52-57.
- [55] Robbins, Stephen dan Judge, T. 2008. *Perilaku Organisasi (Organizational Behavior)*. Jakarta: Salemba Empat.
- [56] Roboth, J. Y. 2015. Analisis Work Family Conflict, Stres Kerja Dan Kinerja Wanita Berperan Ganda Pada Yayasan Compassion East Indonesia. *Jurnal Riset Bisnis dan Manajemen*. Vol. 3, No. 1, pp. 33-46.
- [57] Schein, Edgar H. 1983. *Psikologi Organisasi*. Seri Manajemen No. 80. Jakarta: Djaya Pirusa.
- [58] Schultz, D., dan Schultz, E. S. 2013. *Psychology and work today (10 edition)*. New York: Pearson.
- [59] Sedarmayanti. 2009. *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: CV Mandar Maju.
- [60] Shahu, R., dan Gole, S. V. 2008. Effect of Job Stress and Job Satisfaction On Performance : An Empirical Study. *AIMS International Journal Of Management*. Vol. 2, No. 3, pp. 237-246.
- [61] Siagian, P. S. 2012. *Manajemen Sumber Daya Manusia*. Bumi Aksara: Bandung.
- [62] Simamora, H. 2004. *Manajemen Sumber Daya Manusia*. Edisi Ketiga. Yogyakarta : STIE YPKN.
- [63] Simanjuntak, P. J. 2005. *Manajemen dan Evaluasi Kinerja*. Jakarta: Lembaga Penerbit Fakultas Ekonomi UI.
- [64] Stoner, J. A. F. 2010. *Management*. Prentice Hall International, Inc Englewood Cliffs: New York.
- [65] Sugiyono. 2013. *Metode Penelitian Bisnis*. Cetakan ke-17. Bandung: Alfabeta.
- [66] Sugiyono. 2016. *Metode Penelitian Kombinasi (Mixed Methods)*. Bandung: Alfabeta.
- [67] Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- [68] Suparyadi, H. 2015. *Manajemen Sumber Daya Manusia - Menciptakan Keunggulan Bersaing Berbasis Kompetensi SDM*. Edisi 1. Yogyakarta: Andi.
- [69] Susanto. 2010. Analisis Pengaruh Konflik Kerja-Keluarga terhadap Kepuasan Kerja Pengusaha Wanita di Kota Semarang. *Aset*. Vol. 12, No. 1, pp. 75-85.
- [70] Talasaz, Z. H., Saadoldin, S. N., dan Shakeri, M. T. 2014. The Relationship between Job Satisfaction and Job Performance among Midwives Working in Healthcare Centers of Mashhad, Iran. *Journal of Midwifery and Reproductive Health*. Vol. 2, No.3, pp. 157-164.
- [71] Than, V. D., Pham, C. H., dan Pham, L. 2016. Job Stress, Involvement, Satisfaction and Performance of Employees in Garment 10 Corporation in Vietnam. *International Journal of Financial Research*. Vol. 7, No. 3, pp. 96-109.
- [72] Triaryati, N. 2003. Pengaruh Adaptasi Kebijakan Mengenai Work Family Issue Terhadap Absen Dan Turnover. *Jurnal Manajemen & Kewirausahaan*. Vol. 5, No. 1, pp. 85-96.
- [73] Tsui, A., Jone, L. P., dan Lyman, W. P. 1997. Alternative Approaches To The Employee-Organization Relationship: Does Investment In Employees Pay Off?. *Academic of Management Journal*. Vol. 40, No. 5, pp. 1089-1121.
- [74] Wahyu Ariani. 2010. Persepsi Terhadap Dukungan Organisasi Dan Penyelia, Kepuasan, Nilai Dan Komitmen Pada Industri Perbankan Indonesia. *Jurnal Keuangan dan Perbankan*, Vol. 15, No.3 hal. 416-427.
- [75] Wann-Yih, Wu, Sein Htaik (Lawrence). 2011. The Impacts Of Perceived Organizational Support, Job Satisfaction And Organizational Commitment On Job Performance In Hotel Industry. *The 11th International DSI and the 16th APDSI Joint Meeting*. Taipei Taiwan.
- [76] Warokka, A., dan Febrilia, I. 2015. Work-Family Conflict and Job Performance: Lesson from a Southeast Asian Emerging Market. *Journal of Southeast Asian Research*. Vol. 2015, No. 2015, pp. 1-14.
- [77] Wexley, K. N., dan Yukl, G. A. 2003. *Perilaku Organisasi dan Psikologi Personal*. Jakarta : PT Rineka Cipta.
- [78] Wibowo. 2010. *Manajemen Kinerja*. Edisi Ketiga. Jakarta : Rajawali Pers.
- [79] Wirakristama, Richardus Chandra., Suharnomo. 2011. Analisis Konflik Peran Ganda (Work- Family Conflict) Terhadap Kinerja Karyawan Wanita Pada PT Nyonya Meneer Semarang Dengan Stres Kerja Sebagai Variabel Intervening. Universitas Diponegoro. Semarang.
- [80] Wirawan. 2009. *Evaluasi Kinerja Sumber Daya Manusia: Teori, Aplikasi Dan Penelitian*. Jakarta: Salemba Empat.