

EFFECT OF WORK TO FAMILY CONFLICT AND WORK STRESS ON ORGANIZATIONAL COMMITMENTS WITH WORK SATISFACTION AS INTERVENING VARIABLES

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Abstract: *The theory used is human resource management related to work-to-family conflict, job stress, job satisfaction and organizational commitment. The method used in this study is a survey approach, this type of research is quantitative descriptive and the nature of this research is explanatory research (explanation). The number of samples in this study were 72 people, using non-probability sampling techniques using purposive sampling method. The data analysis method used is path analysis using SPSS software. The results showed that partially work-to-family conflict had a positive and significant effect on work stress, work-to-family conflict had a negative and significant effect on job satisfaction, work stress had a negative and significant effect on job satisfaction, work-to-family conflict had an effect negative and significant impact on organizational commitment, work stress has a negative and significant effect on organizational commitment, job satisfaction has a positive and significant effect on organizational commitment, work-to-family conflict has a negative and significant effect indirectly on organizational commitment through job satisfaction as an intervening variable full or partial and job stress have a negative and significant indirect effect on organizational commitment through job satisfaction as an incomplete or partial intervening variable.*

Key Words: *Work to Family Conflict, Job Stress, Job Satisfaction, Organizational Commitment.*

1. INTRODUCTION:

Human resources are the factors that determine the success of a company and determine the fate of the company going forward to develop a business and be able to compete globally. So it is expected that every employee has a strong commitment to provide the best performance for the organization or company where he works. Employee commitment is one of the keys that will determine the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they have a very high responsibility to carry out the tasks and are very loyal to the institution in which they work. With commitment someone will declare the determination to do something. In commitment contained confidence, a binder that will give rise to energy to do the best. Obviously, commitment affects the work performance of human resources and ultimately also greatly affects the performance of an organization or company. Therefore the role of human resources, especially the management of the base line to the top line must be able to act as a driver to realize the mission and goals of the organization. Employees who have a high commitment to the organization can be seen from the strong desire to remain a member, the willingness to do their best for the interests of the organization, trust in the organization and strong acceptance of the values and goals of the organization. The existence of high organizational commitment to employees will make employees avoid negative organizational behaviors such as truancy, absenteeism, moving to another company, leaving work hours and so forth.

According to Kaswan (2012), organizational commitment is a measure of the willingness of employees to stay with a company in the future. Meanwhile, according to Panggabean (2004), commitment is the strong recognition and involvement of someone in a particular organization. Employee job satisfaction is one of the important aspects that need to be considered by the leadership to improve the quality of employees, if job satisfaction is fulfilled then employees will tend to have a high enthusiasm at work. According to Kaswan (2012), job satisfaction is a feeling of pleasure that results from the perception that his work fulfills or enables the fulfillment of his work's important values. Meanwhile, according to Fathoni (2006), that job satisfaction is a pleasant emotional attitude and loves work. Conflict between workers and families can occur in both women and men. According to the research of Buhali and Margaretha (2013), found that there are several levels of role conflict between men and women, that women experience role conflict at a higher rate than men. This is because women see the family as their main

obligation and should get more attention than their worker role. Meanwhile, according to Amelia (2010), work-to-family conflict is a condition that occurs when one's work affects or disrupts his family's life. Stress can be interpreted as something that makes us experience mental stress or the burden of life, a force that is urgent or tense, disturbs the balance because of problems or demands for adjustment. According to Mangkunegara (2007), work stress is a feeling of stress experienced by employees in dealing with work. Excessive stress will adversely affect the individual to deal with their environment normally. As a result their performance becomes poor and indirectly affects the organization where they work. Based on the results of the pre-survey conducted by researchers at PT. Panca Tangguh Medan Pillar, it is known that there are phenomena that occur related to organizational commitment at PT. Panca Tangguh Medan Pillar. The problem lies in the low commitment of employees, this can be seen from the indicator of continuing commitment in which the lack of pleasure in the work because there is no appreciation for employees who excel and exemplary. As a result, it has an impact on increasing employee absenteeism and decreasing employee performance. The commitment of employees will disrupt the effectiveness and efficiency of the company which also results in employee performance. Low organizational commitment mentioned low employee commitment due to work-to-family conflict and work stress factors. Problems related to work-to-family conflict due to indicators of conflict due to time, where employees often go home long so that the lack of time together in the family because employees leave work beyond normal working hours. The normal hours of work for employees are 8 hours in 1 day, the working hours of employees begin at 08.00 Wib until 17.00 Wib. In addition to work-to-family conflict, work stress in companies also has problems. The indicators of work stress that can be seen are physiological, psychological symptoms such as employees who are easily emotional, sensitive, unable to relax, and headaches. Workload and time pressure cause stress on employees. The increasing workload faced by employees, it can increase stress. Employees are faced with various problems such as workloads that exceed the ability limit. For example, the main tasks that must be completed each employee amounted to 2 tasks, but on the sidelines of the task there are some additional tasks where the time to complete tasks has the same schedule. These additional tasks can take the form of out-of-town service, work in the office becomes piling up and a number of the piling tasks must be completed at the same time. Based on the problem and the description above, a research will be conducted under the title Effect of Work to Family Conflict and Job Stress on Organizational Commitment with Job Satisfaction as an Intervening Variable.

1. LITERATURE REVIEW:

1.1. Work to Family Conflict:

Conflict is a conflict that occurs between what is expected by someone against himself, others, organizations with the reality of what is expected (Mangkunegara, 2007). Therefore conflict will arise when a person has to make a choice between two roles that must be lived (roles in family and work) so that the person has to play a dual role, namely as husband / wife, parents, children and employees

1.2. Job Stress:

Stress is a condition of tension that affects emotions, thoughts and physical conditions of a person. Stress that is not handled properly will usually result in the inability of a person to interact positively with their environment, both in the work environment and outside, (Siagian, 2008). So that behavior towards stress is the result of the interaction of situations with individuals, including specific personality traits and behavioral patterns based on attitudes, needs, values, past experiences, environmental conditions and abilities.

1.3. Job Satisfaction:

Job Satisfaction is the result of employees' perceptions of how well their work provides what is considered important. For them, job satisfaction can lead to an increase in life happiness, while for companies job satisfaction can increase productivity so that what the company's goals will be achieved (Luthans, 2006).

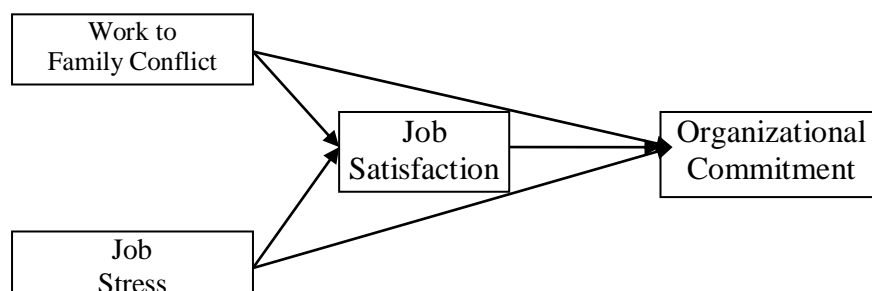


Figure 1. Conceptual Framework

1.4. Organizational Commitment:

Organizational commitment is the level at which a worker identifies an organization, its goals and hopes to remain a member (Robbins and Judge, 2015). So that organizational commitment is a measure of employee willingness to stay with a company in the future.

2. Hypothesis:

- Work to Family Conflict has a positive and significant effect on Job Stress
- Work to Family Conflict has a negative and significant effect on Job Satisfaction
- Job Stress has a negative and significant effect on Job Satisfaction
- Work to Family Conflict has a negative and significant effect on Organizational Commitment
- Job stress has a negative and significant effect on Organizational Commitment
- Job Satisfaction has a positive and significant effect on Organizational Commitment
- Work to Family Conflict has a negative and significant effect on Organizational Commitment through Job Satisfaction.
- Job Stress has a negative and significant effect on Organizational Commitment through Job Satisfaction.

3. RESEARCH METHODS:

This study uses a sample survey approach, where data collection is only done in a portion of the population (Arikunto, 2010). Based on the type of problem studied, the techniques and tools used in this study are quantitative descriptive and the type of research supported by a sample survey that collects data on factors related to the research variables. The nature of the research is explanatory research relating to the position of the variables studied and the influence of one variable with another variable. This research was conducted at PT. Panca Tangguh Pillar in Medan, having its address at Jalan Kapten Sumarsono Medan.

Population is the subject of research. The population in this study were employees of PT. Panca Pilar Tangguh is married or has had a partner and has worked for at least 3 years, totaling 247 people. The sample is a portion or representative of the population under study. To get a sample that describes the population, this study uses the Slovin formula so that the number of samples in this study amounted to 72 respondents. The data collection method in this study was carried out by using a Questionnaire (questionnaire) given to the employees of PT. Panca Tangguh Pillars, Interviews (interviews) conducted directly with the Division / Division of the Directorate of Human Resources and General who provide data and information relating to research at PT. Panca Tangguh pillar and documentation study that is by collecting and studying relevant data and supporting this research, such as a brief history, organizational structure, number of employees and other data in PT. Panca Tough Pillar. The type of data collected in this study is sourced from Primary Data, namely: data obtained directly from interviews and questionnaires to employees of PT. Tough Pillars and Secondary Data are data obtained from written documents by studying various writings from text books, journals and the internet that are related and support this research.

4. RESEARCH RESULT:

4.1. Effect of Work to Family Conflict on Work Stress:

The test results show that work-to-family conflict has a positive and significant effect on work stress at PT. Panca Tangguh Medan Pillar. This means that the greater the work-to-family conflict of employees, the more work stress the employee will have, while the smaller the work-to-family conflict of employees, the less work stress the employee will have. Work-to-family conflict has a close relationship with work stress, a person will experience work-to-family conflict when work matters affect family life where employees of PT. Panca Pilar Tangguh quickly comes to work at 08.00 WIB so that employees find it difficult to divide their time in managing household obligations, where employees often experience delays in coming to work and have an impact on the onset of stress resulting in decreased employee performance. In addition, employees also experience high excess working hours of PT. Panca Pilar Tangguh is a result of employees often leaving for long periods of time from the office resulting in lack of time with family, where the average employee leaves at 19.00 WIB, this can cause anxiety due to stress, both anxiety arising from the employee's family and the employee itself. Respondents' answers about work-to-family conflict indicate that the majority of respondents' answers about work-to-family conflict in the statement items answered strongly agree, meaning that work-to-family conflict has an important role in influencing work stress at PT. Panca Tough Pillar. Based on the answers of respondents who on average answered strongly agreed that the long time to go home can affect employee work stress at PT. Panca Tough Pillar. Stress will arise when a husband or wife cannot meet the demands of the family so they can get home faster from the office for more time with family. As parents it is not easy to manage two roles at once let alone the average employee leaves every day at 19.00 WIB, as

an employee is required to prioritize completing office matters rather than family affairs, this sometimes makes an employee depressed because of the demands of both roles resulting in stress.

4.2. Effect of Work to Family Conflict on Job Satisfaction:

The test results show that work to family conflict has a negative and significant effect on job satisfaction at PT. Panca Pilar Tangguh Medan, which means that the more work to family conflict occurs, the lower the job satisfaction of employees, on the contrary the decrease in work to family conflict in employees will increase employee job satisfaction. The emergence of fatigue felt by employees of PT. Panca Pilar Tangguh Medan after returning from the office due to the many demands of duties in the office so that it is less able to complete household work as a result it is difficult for employees to take advantage of opportunities for learning provided by the company because in addition to prioritizing seniority to accelerate career development at PT. Medan's Five Pillars of Resilience must also be supported by levels of education, this makes employees feel less satisfied with the company.

Besides that, it often takes a long time to get home from the office experienced by PT. Panca Pilar Tangguh Medan will increasingly lead to limited time to spend with family and lack of time to do household obligations, which will lead to demands from the family so that employees can get home quickly from the office. If family demands are not met then there will be a tension in one role that ultimately affects the performance of other roles resulting in employee dissatisfaction, but if the employee can balance the roles in work and family then a satisfaction is achieved. Satisfaction will occur if an employee can arrange time at the office by returning home on time, so he will have more with his family, thereby reducing work and family conflicts.

4.3. Effect of Job Stress on Job Satisfaction:

The test results show that work stress has a negative and significant effect on employee job satisfaction at PT. Panca Tangguh Medan Pillar, meaning that the more work stress of the employee will decrease the job satisfaction of employees, on the contrary the more decrease in employee job stress will increase employee job satisfaction. Stress is very individual and basically destructive if there is no balance between the mental endurance of an individual with the burden he feels. The stress that occurred at PT. Panca Tangguh Medan Pillar, as a result of excess standard workload and urgent work completion time resulting in decreased employee performance and impact on job satisfaction. In addition, the company also does not provide overtime pay in excess of work hours due to completion of increased workloads so that employees are increasingly dissatisfied with their work and consequently employees are not motivated to accept the excess workload provided by the company. If the company can reduce the level of workload received by employees and provide overtime pay for excess completion of workloads, the employee will get satisfaction, thus encouraging employees to be more enthusiastic about working.

4.4. Effect of Work to Family Conflict on Organizational Commitment:

The test results show that work-to-family conflict has a negative and significant effect on organizational commitment at PT. Panca Pilar Tangguh Medan, which means an increase in employee work-to-family conflict will reduce employee commitment to the company and conversely a decrease in work-to-family conflict will further increase employee commitment to the company. Lack of time with family due to quickly come to work and often long time home experienced by PT. Panca Pilar Tangguh Medan, resulting in pressure or demands from the family to spend more time with family, this makes employees often leave or absent and have an impact on decreasing employee commitment. The inability of employees to balance their roles in the family and at work will cause employees to feel less committed to their organizations. If an employee can manage time at the office by returning home on time, he will have more time with family so that it can reduce the demands of the family and have an impact on increasing employee commitment.

4.5. Effect of Job Stress on Organizational Commitment:

The test results show that work stress has a negative and significant effect on organizational commitment on the employees of PT. Panca Tangguh Medan Pillar. This means that the more work stress the employee will reduce the commitment of employees and vice versa the less work stress the employee will increase employee commitment. The work stress experienced by the employees of PT. Panca Pilar Tangguh Medan due to the lack of attention from superiors to subordinates, this can be seen from the lack of appreciation given to employees who excel and no overtime pay is given for excess work hours resulting in decreased employee performance so that employees of PT. Panca Pilar Tangguh Medan is less than happy with work and has an impact on low employee commitment. Job stress experienced by employees of PT. Panca Pilar Tangguh Medan is also due to sudden additional work, such as out of town service that sometimes there is no prior notification to the employee concerned so that the employees of PT. Panca Pilar Tangguh Medan in doing work becomes uncomfortable which causes anxiety, this makes employees less motivated to work hard and has an impact on the low commitment of employees where employees often avoid work and stall for time to complete tasks.

4.6. Effect of Job Satisfaction on Organizational Commitment:

The test results show that job satisfaction has a positive and significant effect on organizational commitment at PT. Panca Tangguh Medan Pillar. That is, the greater employee job satisfaction will increase employee commitment, conversely the smaller employee job satisfaction will reduce employee commitment. PT employees. Panca Pilar Tangguh Medan has a high level of satisfaction, due to several things, namely the provision of salaries in accordance with the provisions agreed upon together and the nominal salary received can meet the needs of life of employees and families so that employees of PT. Panca Pilar Tangguh Medan is proud to be a part of the company, thereby increasing employee commitment to survive the organization for a long time. The satisfaction that is owned by the employees of PT. Panca Pilar Tangguh Medan to the company's support in developing themselves and increasing knowledge outside the company by providing opportunities to learn as much as possible, both at their own expense and scholarships provided by the company so that employees of PT. Medan's five tough pillars are motivated to be more responsible and encourage employees to be more skilled so that employees have a strong desire to remain loyal to the company.

4.7. Effect of Work to Family Conflict on Organizational Commitment through Job Satisfaction:

Hypothesis research results indicate that work-to-family conflict has a negative and significant effect on organizational commitment at PT. Panca Tangguh Medan Pillars through job satisfaction. Based on the calculation of direct and indirect effects, it shows that job satisfaction is able to provide an indirect or partial mediating effect between work-to-family conflict on organizational commitment. The influence in the indirect form can be said to be the influence of the work to family conflict variable on organizational commitment through job satisfaction. The influence of mediation partially on the variable job satisfaction at PT. Panca Pilar Tangguh Medan where the quality of supervision provided by superiors is not satisfying employees, while the quality of supervision provided is dominated by using room chat where subordinate computers are connected to superiors' computers so employees feel less effective in communicating between superiors and subordinates so that if there are problems faced by employees very difficult to resolve immediately. Employee dissatisfaction due to unresolved problems in the office that makes employees tend to be irritable when at home so that employees are less eager to carry out their activities at home and in the office and have an impact on decreasing employee loyalty so employees often take advantage of the remaining leave or absence from office.

In addition, employees of PT. Panca Pilar Tangguh Medan also felt dissatisfied with the career development provided by the company which still prioritizes seniority and education levels so that employees who are young, have more ability and are skilled are still considered less capable in holding a certain position. Besides unfair career development, employees of PT. Panca Pilar Tangguh Medan also complained about the often long time home faced by employees so that employees find it difficult to divide time between work and family, this makes employees less motivated to work hard. Conflict will arise when someone has to make a choice between two roles that must be lived (roles in family and work) so that the person has to play a dual role, namely as husband / wife, parents, children and employees. The company needs to pay attention to the lives of employees' families in order to reduce the occurrence of conflicts, problems that occur in the lives of employees' families will impact on employee performance so that it harms the company. Organizational commitment will grow when work-to-family conflict is low, then if organizational commitment grows it will increase the level of employee job satisfaction.

4.8. Effect of Job Stress on Organizational Commitment through Job Satisfaction:

Hypothesis research results indicate that work stress has a negative and significant effect on organizational commitment at PT. Panca Tangguh Medan Pillars through job satisfaction. Based on the calculation of direct effects and indirect effects indicate that job satisfaction is able to provide a mediating effect, partially or partially between work stress and organizational commitment. The influence in the indirect form can be said as work stress variable on organizational commitment through job satisfaction. The influence of mediation partially on the variable job satisfaction at PT. Panca Tangguh Medan Pillar, due to lack of supervision of work development given by superiors to subordinates. Supervision in question is the lack of direct communication with superiors so that if employees experience problems at work then employees find it difficult to solve it immediately, this causes employees to experience stress that impacts on employee performance decreases so that employees feel less happy about the job. Besides that employee. Panca Pilar Tangguh Medan also felt unsatisfied about the relationship between employees, especially between divisions. This is because the distance between divisions with other divisions is far apart so employees rarely communicate, if the boss orders the employee to consult with other divisions to discuss the work, the employee often experiences stress so as to avoid the job that the boss ordered. The attitude of employees who avoid work causes a low commitment of employees to want to work hard.

Stress will arise when work makes multiple demands and conflicts or lack of clarity regarding work, authority, responsibility, supervision and workload so that dissatisfaction increases and the impact on employees' commitment to the company decreases. This is according to according to Wibowo (2012), Stress can have a very negative effect on organizational behavior and individual health. Research shows there is a strong negative relationship between feelings of stress with job satisfaction resulting in decreased organizational commitment and performance. Based on this it can be said that job satisfaction can contact the effect of stress. work towards organizational commitment, but job satisfaction as an intervening variable or intermediary has only a small role in this study because the effect of work stress on organizational commitment is greater than the effect of work stress on organizational commitment through job satisfaction. Job stress in this study has the definition of feeling depressed experienced by employees in dealing with work, meaning that when employees feel uncomfortable doing work then directly the employees at PT Panca Pilar Tangguh Medan will have an impact on decreasing employee commitment.

5. CONCLUSIONS:

- Partially work to family conflict has a positive and significant effect on the work stress of PT Panca Pilar Tangguh Medan employees.
- Partially work to family conflict has a negative and significant effect on job satisfaction of employees of PT Panca Pilar Tangguh Medan.
- Partially work stress has a negative and significant effect on job satisfaction of employees of PT Panca Pilar Tangguh Medan.
- Partially work to family conflict has a negative and significant effect on the organizational commitment of PT Panca Pilar Tangguh Medan employees.
- Partially work stress has a negative and significant effect on the organizational commitment of PT Panca Pilar Tangguh Medan employees.
- Partially job satisfaction has a positive and significant effect on the organizational commitment of employees of PT Panca Pilar Tangguh Medan.
- Partially work to family conflict has a negative and significant indirect effect on organizational commitment through job satisfaction as an intervening variable at PT Panca Pilar Tangguh Medan.
- Partially work stress has a negative and significant indirect effect on organizational commitment through job satisfaction as an intervening variable at PT Panca Pilar Tangguh Medan.

6. RECOMMENDATIONS:

In order for the work to family conflict to decrease, PT Panca Pilar Tangguh Medan needs to do this by: paying attention to employee work schedules that are too fast where employees come to work at 08.00 WIB, to be changed to 09.00 WIB, this is because most of the employees have been married and usually the employee performs his obligations at home first before starting his work as an employee in the office, besides that by changing the work schedule of employees to 9:00 a.m., then the employee's return hours to 18.00 a.m PT Panca Pilar Tangguh Medan is an industrial location where the average employee is located at 17.00 Wib. In addition, companies also need to pay attention to the high excess work hours of employees, as a result employees often leave long time from the office so that employees lack time with family. The high excess of employee work hours can result in conflicts from work to home due to the demands of employees' families to spend time with family. Therefore companies need to evaluate the cause of employees often experience a long time home and quickly come to work so as to increase employee productivity towards the company. In order to reduce employee work stress, PT Panca Pilar Tangguh Medan needs to do it by: paying attention to the amount of workload that must be completed and the time of work completion. Mismatch of workload with completion time can cause work stress in the form of anxiety that results in employees becoming less focused so that employee performance decreases. Therefore the company needs to do a standard workload analysis such as determining how many employees are needed to complete a job and how much workload can be delegated to an employee so that employees do not experience stress which impacts on employee performance decreases. In addition, the company is also advised not to provide additional work to employees in a hurry, for example out of town service that does not notify the employee in question the day before, so employees often experience inconvenience in working to cause stress in the form of anxiety. The company needs to notify the employee the day before for additional work so that employees can minimize the errors that occur while working.

In order to reduce employee work stress, PT. Tangguh Panca Pilar Medan needs to do it by: paying attention to the amount of workload that must be completed and the time of completion of the work. Mismatch of workload with completion time can cause work stress in the form of anxiety that results in employees becoming less focused so that employee performance decreases. Therefore the company needs to do a standard workload analysis such as

determining how many employees are needed to complete a job and how much workload can be delegated to an employee so that employees do not experience stress which impacts on employee performance decreases. In addition, the company is also advised not to provide additional work to employees in a hurry, for example out of town service that does not notify the employee in question the day before, so employees often experience inconvenience in working to cause stress in the form of anxiety. The company needs to notify the employee the day before for additional work so that employees can minimize the errors that occur while working.

In order to increase job satisfaction, PT. Panca Tangguh Medan Pillars are advised to do it by: improving the quality of supervision by frequently communicating directly between superiors and subordinates where previously using room chat that is on each computer of each employee who has been connected directly with superiors who are perceived to be less effective in communicating so that employees sometimes resolve the task was not in accordance with what was instructed by the boss. Overseeing the progress of employees' work by frequently asking questions directly or observing directly the work progress of employees so that if there are obstacles experienced by employees can be immediately resolved. Providing fair career development to every employee by not looking at seniority and education levels of employees but rather looking at employee abilities, skills and hard work so that employees are motivated to work well. Maintaining a harmonious relationship between fellow employees by rotating between divisions regularly and often holding inter-division meetings so as to reduce the indifference between employees.

In order to increase organizational commitment, PT. Tangguh Panca Pilar Medan needs to do this by: increasing the feeling of pleasure at work by giving overtime to employees who are assigned to do overtime. In addition, the company also encourages employees to work hard and be responsible for their work by giving rewards to employees who excel and set an example so as to eliminate the employee's assumption that people who work hard without working hard are not treated the same. Low employee commitment will disrupt the effectiveness and efficiency of the company which also results in employee performance. For further research it is suggested that it is necessary to develop this research so that it does not only focus on intervening variables but can also focus on moderating variables so that this research can be used as a comparison.

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