



Research Paper

# The Effect of Work-Family Conflict on Work Productivity with Burnout as a mediating variable in Employees at the Representative Office of PT. X Medan City

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## Abstract

This study aims to examine the effect of work-family conflict on work productivity, with burnout as a mediating variable, among employees at PT. X's representative office in Medan. The background of this research is based on the prevalence of employees experiencing simultaneous work pressures and family responsibilities, which can potentially lead to physical and emotional exhaustion (burnout) and decrease productivity. This situation is further exacerbated by a work system that occasionally requires employees to work overtime with limited rest, so dual-role stress may negatively impact the achievement of work targets. The research uses a quantitative approach with a survey method, employing questionnaires distributed to PT. X employees in Medan. Data was collected using a Likert scale to measure variables of work-family conflict, burnout, and work productivity. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test hypotheses involving both direct and mediated relationships among these variables. The findings show that work-family conflict has a positive and significant effect on burnout, indicating that dual-role conflict tends to increase employees' emotional exhaustion. Furthermore, burnout was found to have a negative impact on work productivity, where physical and emotional exhaustion decreases work effectiveness and efficiency. Additionally, the mediation analysis results indicate that burnout significantly mediates the relationship between work-family conflict and work productivity, meaning that work-family conflict reduces productivity through increased exhaustion.

**Keywords:** Work-Family Conflict, Work Productivity, Burnout, Mediation

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## I. INTRODUCTION

In the modern workplace, employees are often confronted with the dual demands of work and family, which frequently compete with one another. The conflict between roles at work and family responsibilities, known as work-family conflict, poses a significant challenge for many individuals. This conflict can reduce employee effectiveness and even diminish overall productivity, especially when accompanied by emotional and physical exhaustion, or burnout [1]. Burnout is a state in which a person experiences prolonged fatigue that can lead to a loss of work motivation, dissatisfaction, and declining performance [2].

This study aims to explore the relationship between work-family conflict and work productivity, with burnout as a mediating variable, specifically among employees at the PT. X Representative Office in Medan City. As a fertilizer distribution company, PT. X heavily relies on the optimal performance of each employee to achieve high sales targets and meet the growing market demand. However, the intense work dynamics and government policies that restrict the distribution of subsidized fertilizers have added to the workload pressure on employees. At the same time, family responsibilities often demand equal attention and time, creating an imbalance of roles.

Based on interviews with several employees of PT. X, it was found that many experience a heavy workload along with the need to fulfill family responsibilities, such as taking children to school, caring for sick family members, and managing household affairs. This situation often forces them to take leave, affecting the company's overall productivity. Moreover, excessive demands in the workplace, such as extended overtime

schedules, add to physical and emotional exhaustion, ultimately leading to burnout. Thus, burnout arising from work-family conflict is suspected to play a significant role in decreasing employee productivity.

This study seeks to provide an in-depth understanding of how work-family conflict can lead to burnout and ultimately impact productivity. Previous studies have indicated that an imbalance between work and family roles can lower job satisfaction and performance. For example, a study by Barriga [3] conducted during the COVID-19 pandemic found that work-family conflict was closely associated with burnout among employees experiencing work overload at home. Other research also suggests that burnout not only harms individuals but also reduces organizational quality, impedes productivity, and even incurs financial costs due to employee absenteeism [4].

By identifying the specific impact of work-family conflict on productivity through burnout, this study is expected to contribute theoretically to the field of industrial and organizational psychology and serve as a reference for companies in designing policies that are more responsive to employee well-being. Proper support and effective management of this role conflict can reduce burnout, creating a healthier and more productive work environment. The results of this study are expected to be relevant not only to PT. X but also to various organizations seeking to improve productivity while considering employees' work-family balance.

## **II. LITERATURE REVIEW**

### **Work Productivity**

Work productivity is a key indicator in assessing an individual's performance within an organization. Robbins and DeCenzo [5] define productivity as the total output of goods and services produced, divided by the inputs required to produce that output. According to Wijaya and Ojak [6], productivity refers to the relationship between actual outputs in the form of goods or services and the actual inputs, reflecting the efficiency of resource use. In a company context, employee productivity can impact the organization's overall performance, particularly in achieving targets and maintaining customer satisfaction. In Beaton theory [7] mentioned that work productivity is defined as an individual's ability to work effectively and efficiently to achieve optimal results, measured by absenteeism and presenteeism. Productivity is not solely related to final results but also involves a productive attitude, motivation, and work mentality, such as discipline, innovation, and professionalism [8].

### **Work-Family Conflict**

Work-family conflict refers to the imbalance between work and family responsibilities, leading to conflicts and pressure for individuals. Greenhaus and Beutell [9] define work family conflict as inter-role conflict arising when the demands of work and family roles are mutually incompatible, hindering an individual's ability to fulfill both responsibilities. Netemeyer and Boles [10] emphasize that work family conflict occurs in two directions: work-to-family conflict (when work interferes with family responsibilities) and family to work conflict (when family responsibilities interfere with work). There are three main types of work-family conflict: time-based conflict, strain-based conflict, and behavior-based conflict [9]. Time-based conflict occurs when time demands in one role impede the performance of the other, while strain-based conflict arises from emotional or physical stress in one role that affects performance in another. Behavior-based conflict is caused by differences in behavioral expectations between work and family roles, such as distinct behaviors required in work and family environments [11].

### **Burnout**

Burnout is a state of physical and emotional exhaustion experienced by individuals due to prolonged work-related stress. Maslach [2] describes burnout as a response to chronic work stress, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout often affects individuals facing excessive workloads and unable to balance time and energy between work and personal life. According to Irmis [12], the three main dimensions of burnout are: emotional exhaustion, leading to a sense of psychological depletion; depersonalization (cynicism), causing a cynical or negative attitude toward others; and reduced personal accomplishment, resulting in feelings of inefficacy and dissatisfaction with one's achievements. In this context, burnout can act as a mediating variable that exacerbates the effect of work-family conflict on work productivity.

### **The Effect of Work-Family Conflict on Burnout**

Several studies indicate that work-family conflict can be a major cause of burnout. [10] state that individuals who struggle to balance work and family responsibilities tend to experience emotional fatigue and stress, ultimately leading to burnout. Research by Hardiani [13] shows that work-family conflict has a significant impact on burnout, where conflicting role demands result in mental and emotional fatigue. Burnout often emerges as an adaptive response to prolonged role conflict, leading to job dissatisfaction and decreased

motivation. In an organizational context, employee burnout due to role conflict can harm the company by reducing productivity and increasing turnover.

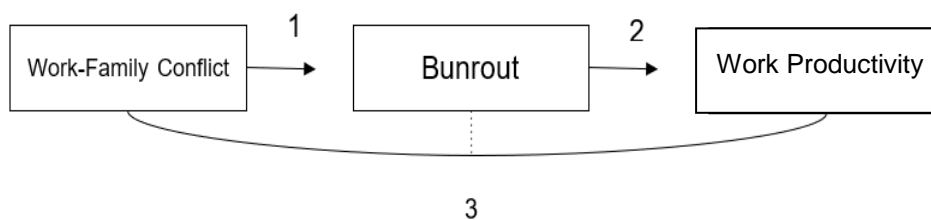
### **The Effect of Burnout on Work Productivity**

Burnout has a direct impact on work productivity. When someone experiences emotional and mental exhaustion, their ability to focus and work effectively decreases. Maslach [2] suggests that burnout causes individuals to lose motivation and experience a decrease in energy, which negatively affects work outcomes. A study by Saptarani et al. [14] found that burnout negatively correlates with work productivity, with individuals experiencing burnout showing suboptimal performance and higher absenteeism. Han [15] said that burnout impacts not only individual performance but also service quality and customer satisfaction in a business context, especially if employees experiencing burnout work in service or sales.

### **The Effect of Work-Family Conflict on Work Productivity with Burnout as a Mediating Variable**

Work-family conflict can decrease work productivity by increasing burnout levels in individuals. Minarika et al. [16] suggest that work-family conflict positively impacts burnout, which in turn has a negative impact on productivity. Burnout acts as a mediating variable that intensifies the impact of role conflict on productivity decline. Hardiyani [13] states that burnout caused by work-family conflict leads to deviant workplace behaviors, such as absenteeism and lack of engagement, which affects productivity. Thus, burnout serves as an intermediary mechanism explaining why conflict between work and family roles can directly impact individual productivity. Based on the theoretical explanations presented above, the hypothesis in this research is as follows:

- H1** : Work-Family Conflict has a positive effect on Burnout.
- H2** : Burnout has a negative effect on Work Productivity.
- H3** : Burnout mediates the relationship between Work-Family Conflict and Work Productivity.



**Figure 1:** Conceptual Framework

### **III. RESEARCH METHODS**

This study employs a quantitative method with a correlational approach to examine the relationship between work-family conflict and work productivity, with burnout as a mediating variable. This method was chosen to provide insights into the causal relationship between measurable variables that are relevant to the study's objectives. The population of this study consists of all employees at the Medan City Representative Office of PT. X who are married, based on the assumption that individuals with families face greater challenges in balancing work and family roles. Sample selection was conducted using purposive sampling, a technique based on specific criteria, including employees with dual family roles who work at PT. X's representative office.

The study involves three main variables. Work-family conflict is the independent variable, work productivity is the dependent variable, and burnout serves as the mediating variable. Work-family conflict is defined as the conflict between work and family roles that creates an imbalance, disrupting an individual's responsibilities. Work productivity is defined as an individual's ability to work effectively and efficiently to achieve optimal results, measured by absenteeism and presenteeism, according to Beaton's [7] theory. Burnout, as the mediating variable, refers to a state of emotional and physical exhaustion due to prolonged work stress, which affects individual performance. Burnout is measured using an instrument adapted from the [17]. Burnout Inventory, encompassing three dimensions: emotional exhaustion, reduced personal accomplishment, and cynicism.

Data collection was conducted via a Likert-scale questionnaire, where respondents were asked to rate their agreement with statements related to work-family conflict, work productivity, and burnout. The questionnaire was distributed online to ensure efficiency in data collection and convenience for participants. The research instrument was pre-tested on a pilot sample to ensure its validity and reliability. Instrument validity was assessed through convergent validity testing with a minimum loading factor of 0.5 for each indicator, while reliability was measured using Cronbach's Alpha with a minimum value of 0.7 to ensure internal consistency of each scale.

Data analysis was conducted using Structural Equation Modeling - Partial Least Squares (SEM-PLS), which allows for simultaneous testing of direct relationships between independent, dependent, and mediating variables. The SEM-PLS analysis consists of two main stages: the outer model and the inner model analysis. The outer model analysis evaluates construct validity and reliability by testing the loading factor, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. The inner or structural model is used to assess the strength of relationships between variables within the research model, measuring the R-square and Goodness of Fit values. Burnout mediation testing is conducted to determine the extent to which burnout mediates the relationship between work-family conflict and work productivity. The mediation effect is measured by calculating both direct and indirect effects through path coefficients and significance testing using p-values.

#### IV. RESEARCH RESULT

This study involved a total of 42 respondents who are employees at PT. X's Representative Office in Medan. The majority of respondents are aged between 30 and 40, indicating they are in a productive age range with significant responsibilities both in their professional and family lives. Of the respondents, 65% are male and 35% female, with 80% being married and having children. This demographic is relevant to research on work-family conflict, as individuals with family responsibilities tend to be more susceptible to role conflict. Additionally, most respondents work in positions requiring direct interaction with clients or customers, which typically demands a high level of concentration and emotional engagement.

#### 4.1 Statistical Description of the Respondents

##### Work Productivity

**Table 1** Work Productivity Overview

Range	Category	Frequency	Percentage
$X < 25.67$	Low	5	11.9%
$25.67 \leq X < 40.33$	Medium	9	21.4%
$40.33 \leq X$	High	28	66.6%
<b>Total</b>		<b>42</b>	<b>100%</b>

Based on the table above, it can be observed that 5 (11.9%) subjects have a low Work Productivity score, 9 (21.4%) subjects have a moderate Work Productivity score, and 28 (66.6%) subjects have a high Work Productivity score. This indicates that the majority of subjects fall within the high Work Productivity score category. This shows that the higher the value obtained, the lower the productivity at work.

##### Work Family Conflict

**Table 2** Work Family Conflict Overview

Range	Category	Frequency	Percentage
$X < 18$	Low	7	16.6%
$18 \leq X < 27$	Medium	12	28.5%
$27 \leq X$	High	23	54.7%
<b>Total</b>		<b>42</b>	<b>100%</b>

Based on the table above, it can be observed that 7 (16.6%) subjects have a low level of Work-Family Conflict, 12 (28.5%) subjects have a moderate level of Work-Family Conflict, and 23 (54.7%) subjects have a high level of Work-Family Conflict. This indicates that the majority of the subjects experience a high level of Work-Family Conflict.

**Burnout**

**Table 3** Burnout Overview

Range	Category	Frequency	Percentage
X < 30	Low	7	16.6%
30 ≤ X < 45	Medium	9	21.4%
45 ≤ X	High	26	61.9%
<b>Total</b>		<b>42</b>	<b>100%</b>

Based on the table above, it can be observed that 7 (16.6%) subjects have low levels of burnout, 9 (21.4%) subjects have moderate levels of burnout, and 26 (61.9%) subjects have high levels of burnout. This indicates that the majority of the subjects fall into the high burnout category.

**4.2 Analysis of Relationship Between Variables**

**The Effect of Work Family Conflict on Burnout**

The analysis results show that work family conflict has a positive and significant effect on burnout, with a p-value of < 0.05. This means that the higher the level of work family conflict experienced by employees, the greater the likelihood of them experiencing burnout. The conflict between job and family roles causes ongoing emotional and physical stress, which ultimately leads to exhaustion. This finding aligns with the research by Netemeyer and Boles [10], which indicates that individuals who are unable to balance job and family responsibilities tend to experience higher levels of burnout.

**The Effect of Burnout on Work Productivity**

The analysis also indicates that burnout has a negative and significant effect on work productivity, with a p-value of < 0.05. This suggests that the higher the level of burnout experienced by employees, the lower their work productivity. Burnout causes employees to feel emotionally and physically drained, making it difficult for them to concentrate and meet work targets. This finding is consistent with Maslach's [2] theory, which explains that burnout causes individuals to lose motivation and feel less effective in completing work tasks. Additionally, decreased productivity can result from a reduction in concentration and a lack of desire to engage actively in work.

**The Effect of Work Family Conflict on Work Productivity with Burnout as a Mediating Variable**

The mediation test shows that burnout plays a role as a mediating variable in the relationship between work-family conflict and work productivity. The indirect path testing results show a coefficient of 0.876 with a p-value of > 0.05, indicating that work-family conflict significantly reduces work productivity through the increase in burnout levels. In other words, work-family conflict indirectly affects work productivity by causing burnout in employees. When high role conflict leads to exhaustion, employee productivity tends to decline because they no longer have the energy and motivation to achieve optimal performance. This finding supports the theory proposed by Greenhaus and Beutell [9], which suggests that work-family conflict can create emotional stress that affects performance, especially when burnout serves as a mediator in this relationship.

**Table 4** Significant test of influence

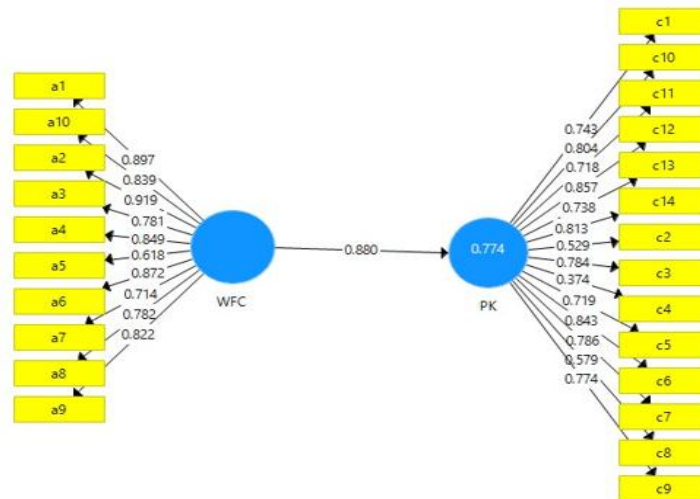
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<b>BNT -&gt; PK</b>	0.655	0.672	0.119	5.519	<b>0.000</b>
<b>WFC -&gt; BNT</b>	0.893	0.898	0.026	34.591	<b>0.000</b>
<b>WFC -&gt; PK</b>	0.291	0.275	0.124	2.352	<b>0.019</b>

### 4.3 Hasil Pengujian Hipotesis Mediasi

#### Direct Effect Estimation

**Table 5** Test The Influence Of The Deredct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WFC -&gt; PK</b>	0.876	0.879	0.033	26.858	<b>0.000</b>



**Figure 2:** Direct effect framework

Based on the table and figures, it can be seen that the original sample value / path coefficient of the Work Family Conflict variable to Work Productivity is 0.876 (value b). Furthermore, it was found that Work Family Conflict had a significant effect on Work Productivity with statistical values of  $T = 26,858 > 1.96$  and  $p\text{-values} = 0,000 < 0.05$ .

#### Indirect Effect Estimation

**Table 6** Test The Influence Of The Inderect Effect

	Indirect Effect	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>WFC -&gt; PK -&gt; BNT</b>	0.585	0.603	0.109	5.350	<b>0.000</b>

Based on the table above, it can be seen that the value of the coefficient of the Work Family Conflict pathway on Work Productivity through Burnout is 0.585 (value b"), with a significant influence known from the statistical value of  $T = 5,350 > 1.96$  and the value of  $p\text{-values} = 0.000 < 0.05$ .

Based on the analysis carried out, it is known that the coefficient of the direct effect path (value b) is 0.876 with  $p\text{-values} = 0.000 < 0.05$  and the value of indirect effect (value b") is 0.585 with  $p\text{-values} = 0.000 < 0.05$ , then it can be concluded that the value of the path coefficient in direct effect and indirect effect shows a positive and significant direction in the form of mediation from Burnout in the variable Work Family Conflict to Work Productivity based on Hair, et al. [18] is Partial Mediation Complementary.

### 4.4 Discussion

#### The Effect of Work Family Conflict on Burnout in employees at PT.X

The subsequent analysis reveals that Burnout negatively affects work productivity. The original sample value of -0.655 indicates a negative relationship, with a T-value of  $5.519 > 1.96$  and a p-value of  $0.000 < 0.05$ , demonstrating the significance of the effect. This means that the higher the level of burnout, the lower the work productivity of the employees.

Saptarani et al. [14] in their study describe how burnout directly affects the work productivity of nurses at Medika BSD Hospital, particularly those experiencing emotional exhaustion due to deteriorating work

conditions. The stress experienced by healthcare workers results in negative impacts on the quality of healthcare services).

### **The Effect of Burnout on Work Productivity in Employees at PT.X**

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### **The Effect of Work-Family Conflict on Work Productivity with Burnout as a mediating variable in Employees at PT. X**

Both Work-Family Conflict and Burnout in this study affect work productivity. The analysis shows that burnout mediates the relationship between Work-Family Conflict and work productivity with partial complementary mediation. This means that Work-Family Conflict can directly influence work productivity without necessarily involving burnout. This suggests that Work-Family Conflict plays a more significant role in enhancing work productivity.

According to the study by Akkas et al. [19], Work-Family Conflict contributes to increased employee absenteeism through factors such as physical and emotional exhaustion. Employee absenteeism aligns with aspects of work productivity, according to Beaton [7]. Further research by Rulyana [20] indicates that the effect of burnout on work productivity is partial, meaning only some aspects of burnout influence work productivity.

## **V. CONCLUSION**

Based on the analysis conducted in this study, it can be concluded that Work-Family Conflict has a positive and significant impact on Burnout, meaning that the higher the level of conflict between work and family experienced by employees with families, the higher the level of burnout they feel. Furthermore, Burnout negatively affects work productivity; the lower the level of burnout, the higher the productivity produced by employees. This study also indicates that Burnout partially mediates the effect of Work-Family Conflict on work productivity, meaning that Work-Family Conflict still influences work productivity with or without considering Burnout as a mediating variable. The total impact of Work-Family Conflict and Burnout on the work productivity of employees at the PT. X representative office in Medan City is 85.4%, with Burnout being influenced by Work-Family Conflict by 79.8%. Additionally, descriptive analysis shows that the levels of Work-Family Conflict, Burnout, and work productivity among employees at the PT. X representative office are in the high category, indicating that employees experience high levels of conflict and burnout, while their work productivity is categorized as low.

It is advisable for the company to establish policies that foster a healthy achieving a balanced blend of work and personal life for employees. Implementing measures like flexible working hours, psychological support programs, and stress management training can serve as effective strategies to alleviate the adverse effects of work-family conflicts and prevent burnout. Furthermore, the company could organize open communication programs to discuss employees' needs in achieving a balance between work and family roles. Increasing attention to Employee health and satisfaction not only helps prevent burnout but also enhances overall productivity and creates a healthier, more supportive work environment.

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