

## **Work-Family Conflict and Family-Work Conflict as Mediating Variables in Workload and Social Support for Work Stress (The Case of Female Workers in Creative Industries)**

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### **Abstract**

This study aims to analyze how workload and social support affect work stress with work-family conflict and family-work conflict as mediation variables. The samples used in the study were 225 female employees working in the creative industries. Female employees in the creative sectors were given surveys in the form of Google forms as part of the study's data collection methodology. The data analysis method used in this research is Structural Equation Modelling (SEM) analysis and processed using AMOS 23 applications. The results of analysis using SEM showed that Work-family conflict mediates the relationship between workload and job stress. Family-work conflict mediates the relationship between workload and job stress. Work-family conflict does not mediate the relationship between supervisor support and job stress. Family-work conflict mediates the relationship between supervisor support and job stress. Work-family conflict mediates the relationship between family support and job stress. Family-work conflict mediates the relationship between family support and job stress. Work-family support mediates the relationship between organizational support for reconciling and job stress and Family-work conflict mediates the relationship between organizational support for reconciling and job stress. The importance of more support provided by families and organizations for the management of work stress of female workers in the creative industry.

**Keywords:** family support, family-work conflict, job stress, organizational support for reconciling, supervisor support, work-family conflict, workload.

### **Abstrak**

*Penelitian ini bertujuan untuk menganalisis bagaimana workload dan social support mempengaruhi work stress dengan work-family conflict dan family-work conflict sebagai variabel mediasi. Sampel yang digunakan dalam penelitian ini adalah 225 karyawan perempuan yang bekerja di industri kreatif. Karyawan perempuan di sektor kreatif diberikan survei dalam bentuk Google Form sebagai bagian dari metodologi pengumpulan data penelitian. Metode analisis data yang digunakan dalam penelitian ini adalah analisis Structural Equation Modeling (SEM) dan diolah menggunakan aplikasi AMOS 23. Hasil analisis menggunakan SEM menunjukkan bahwa Work-family conflict memediasi hubungan antara beban kerja dan stres kerja. Family-work conflict memediasi hubungan antara beban kerja dan stres kerja. Work-family conflict tidak memediasi hubungan antara dukungan supervisor dan stres kerja. Family-work conflict memediasi hubungan antara dukungan supervisor dan stres kerja. Work-family conflict memediasi hubungan antara dukungan keluarga dan stres Kerja. Family-work conflict memediasi hubungan antara dukungan keluarga dan stres Kerja. Work-family support memediasi hubungan antara dukungan organisasi untuk rekonsiliasi dan stres kerja dan Family-work conflict memediasi hubungan antara dukungan organisasi untuk rekonsiliasi dan stres kerja. Penting nya dukungan lebih yang diberikan oleh keluarga dan organisasi bagi pengelolaan stress kerja pekerja Wanita di industri kreatif.*

**Kata Kunci:** beban kerja, dukungan keluarga, dukungan organisasi untuk rekonsiliasi, dukungan supervisor, family-work conflict, stres kerja, work-family conflict .

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## 1. Introduction

The demands of the work on the workforce are referred to as workload which refers to its many tasks that must be completed quickly under pressure to meet deadlines or other goals (Pluut, Helen; Iliès, Remus; Curseu, Petru L.; Liu, 2018). Results from previous studies have shown that there is a considerable difference between men and women in terms of workload and fatigue. Wanita experiences higher workload and fatigue than men (Aniței et al., 2015).

A high workload can increase the likelihood of experiencing high levels of work stress. The presence of excessive workload can worsen *Work-Family Conflict* and vice versa. In general, feelings related to violence, tension, anxiety, distraction, worry, emotional fatigue, and discomfort are considered signs of work stress (Liu et al., 2017). Professions that often present stress are media workers and creative workers because they have erratic work patterns that can cause stress and lead to fewer hours of sleep. Orang-people who work in the creative industries are at risk of having sleep problems because the ideas that come for the completion of work do not know the time and can interfere with their sleep hours (Adinaya, 2017).

Organizational support to balance work and family is considered essential for workers in creative industries who spend more time at work than at home. The amount of work required by the company and the lack of family time can reduce the level of productivity (Summit Management, 2020). If the workload is heavy, workers need time to rest for a while to be more productive and experience less stress at work. *Family gathering* activities are one of the organizational support methods for reconciliation used by companies to improve the relationship between workers and their families and reduce stress (JPayroll, 2018).

The labor structure in the world has changed as a result of the economic pressures that are currently forcing women into the labor force. Female workers currently have dual roles namely, roles at work and roles at home. Female workers have to face demands related to their work that prevent them from doing family work (Hidayati & Rimadías, 2021).

*Work-Family Conflict* and *Family-Work Conflict* are terms used in organizations to describe conflicts that often arise when workers try to achieve balance of roles in the workplace. *Work-Family Conflict* is a type of conflict between roles in which expectations, time commitments, and tensions come from the workplace that can cause problems in the family. Whereas, *Family-Work Conflict* is a type of conflict between roles in which demands, time commitments, and tensions originate from the family that hinder the fulfillment of work-related obligations (Mansour & Tremblay, 2018). Conflicts between roles have a greater impact on working

women, both married and once married.

Stress in the workplace will increase if there is an increase in workload in the creative industries, especially for female workers who play a dual role. Conflicts that occur can be in the form of conflicts between work and family as well as between family and work (Damayanti et al., 2021).

Stress at work will increase if the workload increases in the creative industries. This happens especially in women who play several roles thus causing conflicts between work and family and between family and work (Mansour & Tremblay, 2016).

Previous studies on work-family conflict and *family-work conflict* were conducted in Quebec City, Canada's hospitality and services sector. This study aims to replicate previous research conducted in other industries and countries to fill the gaps left by previous research. By paying attention to various demographic factors including sex and marital status, this study also evaluated the existence of cultural values in female workers. Women who work in the creative industries, with marital status being married or married are the subject of this study.

## 2. Theoretical Framework and Hypothesis Developments

### *Job Stress*

Stress is a problem that people experience that results from physical and psychological or emotional elements (Snell & Bohlander, 2007). Some studies define work stress as unpleasant emotions that are often accompanied by fear, worry, disappointment, anger, sadness, and melancholy (Ismail & Gali, 2017). Too great demands on workers who exceed their capacity cause work stress. (Mansour & Tremblay, 2016). Workers may be subject to demands in the form of duties, pressures, or obligations. Resources are things that employees can control to meet demands. (Rimadías et al., 2016).

### *Work-Family Conflict*

Work-family conflict refers to a form of conflict in which general demands, time spent, and pressures caused by work can interfere with the implementation of family-related responsibilities (Mansour & Tremblay, 2016). The fulfillment of work and family responsibilities requires considerable time and energy. Balancing multiple roles in two work-family domains can increase interpersonal and intrapersonal conflict (Rathi & Barath, 2013). Work-family conflict also has three dimensions of conflict, namely time-based, behavior-based, or tension-based conflict (Liu et al., 2017).

### *Family-Work Conflict*

The obligation to divide attention to family, time commitment, and the performance of roles and responsibilities associated with the workplace is

known as family-work conflict. (Ajala, 2017). If the role of the family is very important to an individual and becomes part of the measurement of one's self-identity, then the person considers that his work consumes the time and energy needed to live out his role in the family, it can create a threat to that person (Rathi & Barath, 2013).

### **Workload**

The merit of work is the extent to which employees are expected to complete more work than is reasonably given to meet deadlines (Tabassum et al., 2017). Workload is a perceived problem in all divisions of an organization with increasing working hours, deadlines and pressure from superiors to compete and achieve goals (Abbasi, 2015). Workload occurs when the demands of the job exceed a person's ability and there are too many tasks to do and can be qualitative or quantitative (L.N & C.E, 2017).

### **Supervisor Support**

A supervisor is a person who directly supervises or manages the employees of an organization and is usually called the head of a department (Noor et al., 2019). Supervisor support according to social exchange theory is an employee's perception of their relationship with a supervisor or boss and how they can rely on their supervisor with an individual approach (Rimadias & Pandini, 2017).

### **Family Support**

Support from family members can be in the form of emotional or instrumental support, empathy, care, love and trust is emotional support, while real help in taking time, money and energy is instrumental support (Noor et al., 2019). Family support is an important factor to reduce tension and have a positive impact, it is also one of the sources of strength for a person when a person feels downed (Pattusamy & Jacob, 2017).

### **Organizational Support for Reconciling**

The ability of individuals and families to build and maintain their "pool" of resources (or otherwise lose their resources) largely depends on circumstances beyond their control (Mansour & Tremblay, 2016). When employees feel that their boss or organization is paying attention to work and family reconciliation issues and providing policies for it, then employees will feel they have more resources that can be used in the workplace (Kossek et al., 2011).

### **Hypothesis Development**

There is little empirical research that suggests that work-family conflict plays a mediating role between workloads or overwork that impacts work stress. Among the few studies, the results of a study conducted by (Goh et al., 2015) on permanent

workers at the State University in Singapore showed that workload has an indirect effect on life satisfaction through work-family conflict. Recent research has investigated that work-family conflict can mediate the relationship between workload and job stress (Mansour & Tremblay, 2016). The results showed that workload has an indirect positive effect on job stress mediated by work-family conflict. In other words, the workload faced by employees will increase the level of work-family conflict which will ultimately have an impact on work stress. Thus, the hypotheses in this study are:

H1: Work-family conflict mediates the relationship between workload and job stress.

The daily workload of dual roles (family and work) in working mothers causes sacrifices of time and energy in one of the domains (family or work) (Ajala, 2017). Working mothers find it difficult to divide time and energy fairly against two roles at the same time (Ajala, 2017). Another study conducted by (Mansour & Tremblay, 2016) explains that workload has an indirect positive effect on work stress mediated by family-work conflict. Mothers work with a high workload and use many resources at risk of losing the resources they have for the family such as time, physical, and psychological health. Thus, the hypotheses in this study are:

H2: Family-work conflict mediates the relationship between workload and job stress.

Several previous studies have examined the direct relationship between work-family conflict and supervisor support. Based on research conducted by (Kossek et al., 2011) that the relationship between supervisory support (either in general or work-family specific) has a direct relationship with work-family conflict when controlling work, and support from supervisors is effective in reducing work-family conflict-. Subsequent research conducted by (Mansour & Tremblay, 2016) showed that supervisory support in general negatively impacts work stress, with the mediating effect of work-family conflict. Thus, the hypotheses in this study are:

H3: Work-family conflict mediates the relationship between support supervisors and job stress.

There is very little research on the mediating effect of family-work conflict that mediates the relationship between supervisor support and job stress. Support from supervisors is considered a social-emotional resource that can reduce the stress of family-work conflict. When an employee faces high demands from his family, they will seek support from superiors to reduce resource loss for the family and gain more time for family (Mansour & Tremblay, 2016). This is supported by the results of research conducted by (Ajala, 2017) that superviso-

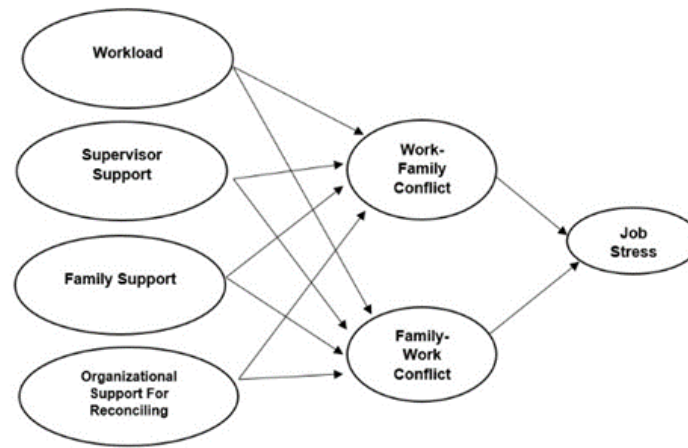


Figure 1. Research Models

Source: Adopted from Mansour & Tremblay (2016)

ry support has a negative impact on work stress with the mediating effect of family-work conflict. Thus, the hypotheses in this study are:

H4: Family-work conflict mediates the relationship between supervisor support and job stress.

Previous research conducted by (Armstrong et al., 2015) found that there was a negative influence between family support and job stress for jobs with high stress levels on some of the officers who were sampled in their study. Subsequent research conducted by (Mansour & Tremblay, 2016) showed that family support has an indirect effect on work stress through work-family conflict. Thus, the hypotheses in this study are:

H5: Work-family conflict mediates the relationship between family support and job stress.

There are very few studies on family-work conflict that indirectly affect the relationship between family support and job stress. Previous research conducted by (Byron, 2005) explained that support in the family such as spousal support can reduce the level of family-work conflict. However, subsequent research conducted by (Mansour & Tremblay, 2016) explains that family support does not have an indirect effect on work stress through family-work conflict. However, the results of a study conducted by (Selvarajan et al., 2013) concluded that support from couples has a negative relationship with work-family conflict through family-work conflict. Thus, the hypotheses in this study are:

H6: Family-work conflict mediates the relationship between family support and job stress.

Research conducted by (Kossek et al., 2011) shows that work-family conflict mediates the relationship between organizational support for reconciling and job stress. Further research was conducted by (Mansour & Tremblay, 2016) which showed that organizational support for reconciling includ-

ing supervisory support for work-family balance can have a negative impact on work stress, with the mediating effect of work-family conflict. In fact, research (Mansour & Tremblay, 2016) also found that the indirect effect of organizational support for reconciling on job stress is higher if mediated by work-family conflict than the absence of mediation variables. Thus, the hypotheses in this study are:

H7: Work-family conflict mediates the relationship between organizational support for reconciling and job stress.

Very little research exists on the effect of organizational support for reconciling on job stress mediated by family-work conflict variables. Research conducted by (Gurbuz et al., 2013) revealed that perceived organizational support has a negative impact on family-work conflict and also work-family conflict. Further research conducted by (Mansour & Tremblay, 2016) shows that organizational support for reconciling has a negative impact on job stress with the mediating effect of family-work conflict. Thus, the hypotheses in this study are:

H8: Family-work conflict mediates the relationship between organizational support for reconciling and job stress.

### 3. Research Method

#### Research Design

The research methodology that will be used in this study is a quantitative descriptive approach. The quantitative research approach is one that uses statistical analysis and various measurement tools to measure data. Descriptive research, on the other hand, is defined as a study that tries to describe something by using various formulations of questions and hypotheses in research, defining something clearly, planned, and structured to represent a large number of samples (Malhotra et al., 2017).

The sample from this study was female workers who worked in the creative industry who were or had been married (*single parent*). This study used

**Table 1.** *Corporate Governance Perception Index weighting(CGPI)*

Variable	Indicator	Source
<b>Workload (WOLD)</b>	<p><b>WOLD 1:</b> My job requires me to work quickly.</p> <p><b>WOLD 2:</b> My job requires hard work.</p> <p><b>WOLD 3:</b> I am not asked to do excessive work.</p> <p><b>WOLD 4:</b> I have plenty of time to finish my work.</p> <p><b>WOLD 5:</b> I am not subject to job demands put forward by others.</p> <p><b>WOLD 6:</b> My work requires full concentration.</p> <p><b>WOLD 7:</b> My tasks are often interrupted before I can complete them, so I have to go back to continuing my work.</p> <p><b>WOLD 8:</b> My work is very busy.</p> <p><b>WOLD 9:</b> Waiting for work from other people or other departments often slows down my work.</p>	(Mansour & Tremblay, 2016)
<b>Work-Family Conflict (WFC)</b>	<p><b>WFC 1:</b> My home and family life is influenced by my job responsibilities.</p> <p><b>WFC 2:</b> It was very challenging for me to fulfill family obligations given how much time my career required.</p> <p><b>WFC 3:</b> My work obligations prevent me from getting the things I want to get done at home.</p> <p><b>WFC 4:</b> The pressure I experience at work makes it harder for me to take care of my family's needs.</p> <p><b>WFC 5:</b> I often change my plans for the family because of obligations at work.</p>	(Mansour & Tremblay, 2016)
<b>Family-Work Conflict (FWC)</b>	<p><b>FWC 1:</b> My work-related activities are hampered by the needs of my family or partner.</p> <p><b>FWC 2:</b> Because of the obligation to my family, I had to postpone my work.</p> <p><b>FWC 3:</b> The needs of my family or partner interfere with my ability to complete tasks at work.</p> <p><b>FWC 4:</b> My obligations at work, such as arriving on time, completing daily tasks, and working overtime, are hampered by my family life.</p> <p><b>FWC 5:</b> Family pressure makes it difficult for me to do my job.</p>	(Mansour & Tremblay, 2016)
<b>Job Stress (JS)</b>	<p><b>JS 1:</b> I'm not comfortable with my job.</p> <p><b>JS 2:</b> I feel the urgency of time and rush while doing work.</p> <p><b>JS 3:</b> Abdominal pain, back discomfort, headaches, and stiff neck all bother me while doing work.</p> <p><b>JS 4:</b> I'm busy, troubled, or worried while doing work.</p> <p><b>JS 5:</b> I was lost, unable to concentrate, and confused while doing work.</p> <p><b>JS 6:</b> I feel a huge weight on my shoulders while doing work.</p> <p><b>JS 7:</b> I struggle to control my thoughts, feelings, moods, or actions while doing work.</p> <p><b>JS 8:</b> I am anxious when doing work.</p>	(Mansour & Tremblay, 2016)
<b>Supervisor Support (SUPS)</b>	<p><b>SUPS 1:</b> My superiors attach importance to the rights of his subordinates.</p> <p><b>SUPS 2:</b> My boss noticed what I was saying.</p> <p><b>SUPS 3:</b> My boss is very helpful in getting the job done.</p> <p><b>SUPS 4:</b> My boss managed to get employees to work together.</p>	(Mansour & Tremblay, 2016)
<b>Family Support (FAMS)</b>	<p><b>FAMS 1:</b> I feel supported by my family in carrying out my duties and responsibilities in the office.</p> <p><b>FAMS 2:</b> I feel supported by my family in carrying out my duties and responsibilities at home.</p> <p><b>FAMS 3:</b> My family members realized how challenging my job was.</p> <p><b>FAMS 4:</b> I am confident that my family will provide the support I need when I am discouraged at work.</p> <p><b>FAMS 5:</b> I have no family members with whom I can discuss my work.</p> <p><b>FAMS 6:</b> When I am under pressure at work, my partner or other family members cannot do anything to help.</p>	(Mansour & Tremblay, 2016) (Armstrong et al., 2015)
<b>Organizational Support for Reconciling (ORSR)</b>	<p><b>ORSR 1:</b> I feel that my boss is paying attention to the issue of reconciling between work and family.</p> <p><b>ORSR 2:</b> I feel there is a policy regarding work-family life balance in my workplace.</p> <p><b>ORSR 3:</b> The company attaches great importance to my goals and performance.</p> <p><b>ORSR 4:</b> I can get help from the company when I encounter a problem.</p> <p><b>ORSR 5:</b> The company values my opinion or suggestion.</p> <p><b>ORSR 6:</b> The company allows me to have flexible working hours if I guarantee getting my work done.</p> <p><b>ORSR 7:</b> The time off I have is enough for me to do work at home</p> <p><b>ORSR 8:</b> The company cares about my happiness very much.</p>	(Mansour & Tremblay, 2016) (Karakas & Tezcan, 2019)

the *Structural Equation Model (SEM)* for data analysis techniques. According to (Hair *et al.* 2014) using SEM analysis techniques allows the analysis of a series of relationships simultaneously, thus providing statistical efficiency.

**Measurement and Data Collection**

Questionnaires as research instruments are created using *google forms* and sent online to married or once married female workers in the creative industry. The Likert scale is used to measure research-related factors in the range of points 1 to 6. Point 1 represents "Strongly Disagree" and point 6 represents "Strongly Agree."

**4. Results, Discussions, and Managerial Implications**

**Respondent Profile**

The results of the respondent profile used as a sample in this study were female workers in the creative industry who were married or had been married and had an average of 1 child with the most dominant job in the culinary industry sector. Respondents in the content study were aged between 21-30 years with a service period of 2-3 years and the majority worked in large-scale companies with more than 30 employees. The creative industry sector varies including culinary, fashion, TV, interior design, and so on. The distance that respondents travel from home to work is about 1-2 hours long with an average spending rate of 50-70% of income per month.

**Validity and Reliability Test**

In measuring the validity of a variable in SEM, it can be seen in the *value of the loading factor*. A variable is said to be valid if *the loading factor* > 0.5 (Hair. *et al.*, 2014). Reliability measurement in SEM can use *composite reliability* measure and *variance extracted measure*. A model can be said

to be good or reliable if the *construct reliability (CR)* value  $\geq 0.70$  and *the average variance extracted (AVE)*  $\geq 0.50$ . Based on the results of the analysis of *factor loading* values for all indicators above 0.5 and AVE values above 0.5, CR is more than 0.7 so that all variables are said to be valid and reliable so that they are in accordance with the requirements and can be continued for the next test, namely the overall model test (*Overall Model Fit*).

**Goodness of Fit Test**

Table 2 shows some *fit indexes* for the overall model match based on SEM calculations using the *tools* found in AMOS 23.

The results of the *goodness of fit* analysis for RMSEA measurements are good fit with an analysis result of 0.071 ( $\leq 0.08$ ) as required and CMIN/DF is *good fit* with an analysis result of 2.144 ( $\leq 5$ ) as required. As for the CFI measurement, it is marginal fit with an analysis result of 0.899 ( $\leq 0.90$ ), the TLI measurement is *marginal fit* with an analysis result of 0.889 ( $\leq 0.95$ ), the GFI measurement is poor fit with an analysis result of 0.771 ( $\leq 0.90$ ) and the AGFI measurement is poor fit with an analysis result of 0.735 ( $\leq 0.90$ ). If at least one of the model's feasibility test methods is met, the model is considered viable from various *goodness of fit* (Haryono & Wardoyo 2012). Therefore, it can be concluded that the SEM model provides an excellent fit for the entire data.

**Hypothesis Testing Results**

After an investigation of each hypothesis, the following conclusions can be drawn from the results of hypothesis testing:

The results of testing the first hypothesis that the *p-value* is  $0.001 < 0.05$  with an influence value of 0.592. From these results, it can be concluded that *work-family conflict* can mediate the influence of *workload* on *job stress* so that the first hypothesis

**Table 2.** Goodness of Fit Test Result

<i>Goodness of Fit Index</i>	<i>Cut of Value</i>	<i>Analysis Results</i>	<i>Model Evaluation</i>
RMSEA	RMSEA $\leq 0,08$ ( <i>Good Fit</i> ) 0,08 $\leq$ RMSEA $\leq 0,10$ ( <i>Marginal Fit</i> ) > 0,10 ( <i>Poor Fit</i> )	0,071	<i>Good Fit</i>
GFI	GFI $\geq 0,90$ ( <i>Good Fit</i> ) 0,80 $\leq$ GFI $\leq 0,90$ ( <i>Marginal Fit</i> ) GFI $\leq 0,80$ ( <i>Poor Fit</i> )	0,771	<i>Poor Fit</i>
AGFI	AGFI $\geq 0,90$ ( <i>Good Fit</i> ) 0,80 $\leq$ AGFI $\leq 0,90$ ( <i>Marginal Fit</i> ) AGFI $\leq 0,80$ ( <i>Poor Fit</i> )	0,735	<i>Poor Fit</i>
CFI	CFI $\geq 0,90$ ( <i>Good Fit</i> ) 0,80 $\leq$ CFI $\leq 0,90$ ( <i>Marginal Fit</i> ) CFI $\leq 0,80$ ( <i>Poor Fit</i> )	0,899	<i>Marginal Fit</i>
TLI	GFI $\geq 0,95$ ( <i>Good Fit</i> ) 0,80 $\leq$ GFI $\leq 0,95$ ( <i>Marginal Fit</i> ) GFI $\leq 0,80$ ( <i>Poor Fit</i> )	0,889	<i>Marginal Fit</i>
CMIN / DF	CMIN/DF $\leq 5,0$ ( <i>Good Fit</i> )	2,144	<i>Good Fit</i>

**Table 3.** Hypothesis Testing Results

Hypothesis	Standardized Estimate	P-Value < 0,05	Conclusion
<i>Work-family conflict</i> mediates the relationship between <i>workload</i> and <i>job stress</i> .	0,592	0,001	H1 Data Supported
<i>Family-work conflict</i> mediates the relationship between <i>workload</i> and <i>job stress</i> .	0,266	0,001	H2 Data Supported
<i>Work-family conflict</i> mediates the relationship between <i>support supervisors</i> and <i>job stress</i> .	-0,358	0,096	H3 unsupported data
<i>Family-work conflict</i> mediates the relationship between <i>supervisor support</i> and <i>job stress</i> .	-0,253	0,037	H4 Data Supported
<i>Work-family conflict</i> mediates the relationship between <i>family support</i> and <i>job stress</i> .	-0,377	0,018	H5 Data Supported
<i>Family-work conflict</i> mediates the relationship between <i>family support</i> and <i>job stress</i> .	-0,222	0,025	H6 Data Supported
<i>Work-family conflict</i> mediates the relationship between <i>organizational support for reconciling</i> and <i>job stress</i> .	0,480	0,009	H7 Data Supported
<i>Family-work conflict</i> mediates the relationship between <i>organizational support for reconciling</i> and <i>job stress</i> .	0,335	0,005	H8 Data Supported

in this study is supported by data. Working women are often faced with *work-family conflict* problems due to heavy workloads and family responsibilities (Noor et al., 2019). The results of this study are in line with research conducted by (Mansour & Tremblay, 2016) that *work-family conflict* can mediate the relationship between *workload* and *job stress*.

The results of the second hypothesis test showed that the *p-value* was  $0.001 < 0.05$  with an influence value of 0.266. From these results, it can be concluded that *family-work conflict* can mediate the influence of *workload* on *job stress* so that the second hypothesis in this study is supported by data. The results of this study are in line with the results of other studies conducted by (Mansour & Tremblay, 2016) that workload has an indirect positive effect on work stress mediated by *family-work conflict* using a sample of workers in the hospitality industry in Quebec,

The results of the third hypothesis test showed that the *p-value* was  $0.096 > 0.05$  with an influence value of -0.358. From these results, it can be concluded that *work-family conflict* cannot mediate the influence of *supervisor support* on *job stress* so that the third hypothesis in this study is not supported by data.

The results of the fourth hypothesis test showed that the *p-value* was  $0.037 < 0.05$  with an influence value of -0.253. From these results, it can be concluded that *family-work conflict* can mediate the influence of *supervisor support* on *job stress* so that the fourth hypothesis in this study is supported by data. Support from superiors or supervisors is considered a social-emotional resource that can reduce the stress level of *family-work conflict* (Kossek et

al., 2011). The results of this study are in line with the results of a study conducted by (Mansour & Tremblay, 2018) that supervisory support has a negative impact on work stress with the mediating effect of *family-work conflict*.

The results of the fifth hypothesis test showed that the *p-value* was  $0.018 < 0.05$  with an influence value of -0.377. From these results, it can be concluded that *work-family conflict* can mediate the influence of *family support* on *job stress* so that the fifth hypothesis in this study is supported by data. The results of this study are in line with the results of previous research conducted by (Armstrong et al., 2015) which found that there is a negative influence between *family support* on *job stress*.

The results of the sixth hypothesis test showed that the *p-value* was  $0.025 < 0.05$  with an influence value of -0.222. From these results, it can be concluded that *family-work conflict* can mediate the influence of *family support* on *job stress* so that the sixth hypothesis in this study is supported by data. The results of this study are in line with previous research conducted by (Armstrong et al., 2015) which found that there is a negative influence between *family support* and *job stress*.

The results of the seventh hypothesis test showed that the *p-value* was  $0.009 < 0.05$  with an influence value of 0.480. From these results, it can be concluded that *work-family conflict* can mediate the influence of *organizational support for reconciling* on *job stress* so that the seventh hypothesis in this study is supported by data. Research conducted by (Mansour & Tremblay, 2016) shows that organizational support for *reconciling* including supervisory support for work and family balance

has a negative impact on work stress, with the mediating effect of work-family conflict. In fact, research (Mansour & Tremblay, 2016) also found that in the mediation role of work-family conflict, the indirect effects of organizational support for reconciling are higher than the effect of supervisor support on job stress..

The results of the eighth hypothesis test showed that the  $p$ -value was  $0.005 < 0.05$  with an influence value of 0.335. From these results, it can be concluded that family-work conflict can mediate the influence of organizational support for reconciling on job stress so that the eighth hypothesis in this study is supported by data. The results of this study show that organizational support for reconciling has a positive impact on work stress. The results of this study are not in line with previous studies conducted by (Mansour & Tremblay, 2016), due to differences in Eastern culture and Western culture. In addition, respondents considered that organizational support in reconciling work and family could be achieved with certain programs and was considered a workload, thus impacting increased work stress on employees.

## 5. Conclusions, Suggestions, and Limitations

The conclusions of the research results from the hypothesis testing results are as follows: Work-family conflict and family-work conflict mediate the relationship between workload and job stress. Family-work conflict mediates the relationship between supervisor support and job stress. Work-family conflict and Family-work conflict mediate the relationship between family support and job stress. Work-family conflict and Family-work conflict mediate the relationship between organizational support for reconciling and job stress. However, Work-family conflict does not mediate the relationship between support supervisors and job stress.

Based on research, the advice that can be given is: to reduce the workload on female workers in the creative industry, it is recommended to provide good supporting facilities, such as a quiet and comfortable workspace and also work equipment that supports employees to concentrate fully on work, besides that management must be able to manage the workload between employees so that no one feels the most burdened. The superior needs to have the initiative in helping the subordinates who are struggling by communicating and asking about the difficulties experienced.

Further research needs to deepen and separate the impact of work stress on married women compared to those who have been married, can also consider the influence of the number of children owned, whether the number of children can affect the level of work stress in employees and expand the object of study

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