

**THE EFFECT OF WORK OVERTIME ON WORK STRESS AND FAMILY-WORK CONFLICT AND THEIR IMPACTS ON THE PERFORMANCE OF ACEH FINANCIAL MANAGEMENT AGENCY EMPLOYEE**

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**ABSTRACT**

This study is to measure the work overtime effect on work stress and family-work conflict and their impacts on the employee performance. The population was all civil servants at Aceh Financial Management Agency (BPKA) which received a direct impact on work overtime, totaling 105 people. The sample used as much as population (census). The data was processed using Structural Equation Modeling (SEM). The results reveal that work overtime, work stress, family-work conflict, and the performance of the Aceh Financial Management Agency employees are good; Work overtime, family-work conflict, and work stress affect the performance of Aceh Financial Management Agency employees; Work overtime affects work stress and family-work conflict among employees of the Aceh Financial Management Agency, and; Work stress and family-work conflict mediate the performance effect on work overtime for Aceh Financial Management Agency employees. So these findings prove the performance improvement model in the Aceh Financial Management Agency is a function of increasing work overtime, which will have an impact on increasing work stress, and family-work conflict. This model is proven academically and can be a reference for further expansion of research.

**Keyword:** Work Overtime, Work Stress, Family-Work Conflict, Employee Performance.

**1. INTRODUCTION**

The phenomenon of working overtime occurs in various parts of the world. Work overtime is often used to improve employee performance. Various studies have proven the implications of implementing work overtime, such as poor health conditions and inadequate recovery time, which lead to family-work conflicts (Kusumasari & Wahyuningtyas, 2018). High job demands occur in almost all areas of the Aceh Government, one of which is the Aceh Financial Management Agency (BPKA), one of government institutions in Aceh province, Indonesia. In 2015, the Aceh government received an Unqualified Opinion (WTP), namely an examination of the financial statements of the central and local governments. This causes all sectors involved in the completion of the Aceh Government's financial statements to work extra to pursue the next year's target and maintain the opinion of the WTP. The implementation of work overtime occurs almost every day with an average working hour until 10 p.m, or work overtime up to 5 hours with total working hours in general, namely 8 hours a day. After being successful with the Unqualified Opinion in 2015, then the Financial Management Agency again won the opinion in 2016, 2017, 2018, and 2019. In 2020, the Aceh Financial Management Agency returns to work as it should to obtain an

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Unqualified Opinion.

The efforts to improve employee performance include paying attention to work stress. Humans will experience stress if they cannot adjust between desires and existing realities, both inside and outside (Massie, Areros, & Rumawas, 2018). (Robbins & Judge, 2017) states employee job stress is characterized by human changes that force them to deviate from their normal functions. Some previous researchers said that family-work conflict can affect work stress. This is following (Yudhaningsih, 2021) who said that the higher the family-work conflict, the higher the work stress. Work interferes with the family, which means that most of the time and attention is devoted to doing work, so there is less time for family. On the other hand, the family also disturbs work, which means taking care of the family during work matters. This family-work conflict occurs when a person's home life clashes with his/her responsibilities at work, such as getting to work on time, completing daily tasks, or working overtime.

According to (Park et al., 2012), the conceptualization of work overtime hours is important because many countries consider different work overtime hours. The literature suggests that there are three ways to describe work overtime hours: 1. Working hours that have exceeded the statutory standard hours; 2. Working hours exceeding the maximum working hours have unintended consequences for workers; 3. Working hours are more than what the worker prefers to work. The average work overtime can reach 5-6 hours per day, and this means exceeding the overtime work regulations that have been set by the Government. Then, the length of time companies provides work overtime hours exceeds 3-4 hours of work in a day or exceeds 14 hours in a week. Working overtime at the beginning of the year and on holidays is not following Law No. 13 of 2003, namely work overtime can be done a maximum of 3 hours in 1 day and 14 hours in 1 week. At the beginning of the year, all employees of the Aceh Financial Management Agency were also directed to carry out work overtime with working hours of 4-5 hours. This is because there is a lot of work that must be completed by employees because considering the beginning of the year is the time when the company prepares the Aceh Government's financial statements. Furthermore, during holidays, employees are asked to come to the office if there is urgent work that must be done at that time. Then, employees are required to work at the beginning of the year and on holidays when needed.

The Aceh Financial Management Agency as the financial manager of the Aceh Government reaches out to almost all SKPAs in Aceh Province. The Aceh Financial Management Agency carries out better quality planning and budgeting for Aceh's finances and is used appropriately according to the needs and expectations of the community. Therefore, all fields will continue to work optimally to achieve the company's goals. Based on the results in the Quarter I review, in the field of treasury and finance, work overtime is only 3-4 hours/day. This is because in that quarter, superiors are not too demanding of staff to complete work in a fast time, and in that quarter there is also not too much work in this field. However, it is different in the field of Accounting and Assets which in that quarter, the accounting and assets sector must complete the Aceh Government Financial Report. All staff in this field are required to immediately complete the work so that the Aceh Government's goal of obtaining the WTP Opinion can be realized. Quarter II explains that the Treasury, Accounting, Assets, and Finance sectors perform work with minimum overtime in these four areas. This is because the work that must be done is not required to be completed in a

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fast time. In Quarter III, the fields of Treasury, Accounting, and Finance is still the same as in Quarter II. However, it is different from the Assets sector which requires its staff to work 4-5 hours/day overtime because some data must be completed quickly so that it can be given to the parties concerned. Quarter IV with work overtime time of 5-6 hours/day, the Accounting Division with its work carries out the data preparation process in completing the Aceh Government Financial Report. The Asset Sector prepares data that must be submitted to the Accounting Sector for immediate completion in Quarter I. The Finance Sector completes the financial process, which will eventually become the Financial Statements of the Aceh Financial Management Agency. The last, the Treasury Department, completes its work with only 4-5 hours of overtime per day.

Based on the data obtained by the researchers, it states that each field has a different job and time for completion, so every quarter several fields have maximum and minimum work overtime. However, this does not rule out the possibility of obtaining maximum final results and achieving company goals. Each division performs work following the policies given by superiors. Based on the previous phenomena, the purpose of this study is to determine the effects of working overtime on work stress and family-work conflicts and their impacts on employee performance at the Aceh Financial Management Agency.

## **2.LITERATURE**

### **Employee Performance**

(Soetrisno, 2016) states “employee performance is the result of an employee’s work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization”. According to (Mangkunegara, 2013), “employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him or her”. Based on Government Regulation Number 30 of 2019 (RI, 2019) employee performance is the work achieved by every civil servant in the organization/unit following the employee performance system and work behavior. Meanwhile, according to (Moeheriono, 2014), performance is the achievement level description of the activity implementation program or policy in realizing the goals, objectives, vision, and mission of the organization. According to (Torang, 2013), “ employee performance is the work quantity or quality of the of individuals or groups within the organization in carrying out main tasks and functions that are guided by norms, standard operating procedures, criteria, and measures that have been determined or applicable in an organization”. In this study, employee performance will be referred to as "performance" only.

### **Work Stress**

Stress is a negative reaction from people who experience excessive pressure imposed on them due to too many demands, obstacles, or opportunities (Robbins, Coulter, & Cenzo, 2019). (Handoko, 2016) revealed that stress is a condition of tension that affects a person’s emotions, thought processes, and condition. Excessive stress can threaten a person’s ability to deal with the environment. The work environment has the potential as a work stressor. Work stressors are all work conditions that employees perceive as demands and can cause work stress (Waluyo, 2019). Companies must understand the stress experienced by their employees and how to anticipate them. (Suryani, Laksemini, & Ximenes, 2019) explained that work stress is one of the main concerns in an organization, which represents a result of an insistence on various problems faced by each

individual in the organization. According to (Kaswan, 2018), the causes of stress that affect employees come from outside the organization or the environment, from within the organization, from employee groups, and the employees themselves. In addition, other excessive pressures are meeting deadlines, working overtime, work done on holidays, unfair career paths, harassment, job changes, and sudden additions to work.

### **Family-Work Conflict**

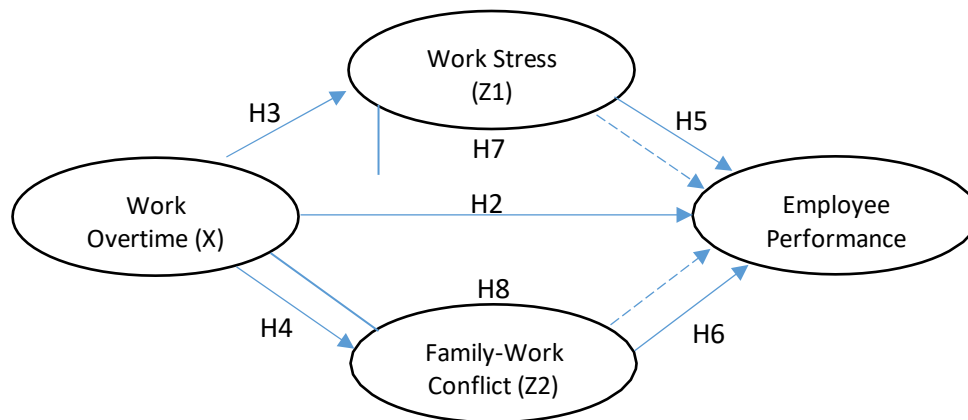
According to (Susanto, 2010), a family-work conflict is a conflict that occurs in individuals due to having multiple roles, both in work and family, where time and attention are too devoted to one role so that the demands of another role cannot be fulfilled optimally. A conflict will arise when someone tries to fulfill the demands of the role in the work. The effort is influenced by the ability of the person concerned to meet the demands of his family, or vice versa, where the fulfillment of the demands of the role in the family is influenced by the ability of the person to meet the demands of his work (Frone, Russell, & Cooper, 1992). According to (Netemeyer, Boles, & Mcmurrian, 1996), a family-work conflict is a form of inter-role conflict in which there is a general demand for time spent with the tension that work can create intrusive to perform responsibilities directly related to the family. Meanwhile, (Frone et al., 1992) explained that a family-work conflict is a conflict that occurs among employees, where on the one hand the employee has to do office work and on the other hand has to pay attention to the family as a whole, so this makes it difficult to distinguish between work disturbing family and family disturbing work.

### **Work Overtime**

Work overtime is work carried out by employees based on orders from superiors that exceeds the usual working hours of a worker on working days, or work carried out on employees' weekly rest days or national holidays. According to (Thomas & Ganster, 1995), work overtime is additional work done outside of working hours that exceed 40 hours of work per week, or work done to complete work that is impossible to complete in a normal working day. (Ellwood, 1993) found that there is no efficiency in the implementation of work overtime. When work overtime is carried out, there is an increase in primary activities such as planning, selling, management, and customer service. However, non-value added activities such as administrative, personal time and emergencies also experienced a more significant increase. Very short personal time owned by employees who work overtime causes fatigue conditions and declining health. This is because the fulfillment of personal needs is often not achieved. Thus, this causes the emergence of a work-interfering family (WIF) where work affects the family life of employees, which can potentially lead to role conflict.

### **Framework Analysis**

Based on the literature review, a framework and its hypothesis can be arranged as shown as follows.



**Figure 1.** Framework

H1 : Work overtime, work stress, family-work conflict, and the performance of the Aceh Financial Management Agency employees are good

H2 : Work overtime affects Performance

H3 : Work overtime affects Work Stress

H4 : Work overtime affects Family-Work Conflict

H5 : Work Stress affects Performance

H6 : Family-work Conflict affects Performance

H7 : work overtime affects performance mediated by work stress

H8 : work overtime affects performance mediated by family-work conflict

### 3.METHOD

This study took a population of all civil servants at the Aceh Financial Management Agency who received a direct impact on work overtime, totaling 105 people. Furthermore, the sample used the total sampling method (Sugiyono, 2017). In collecting research data following the object under study, the researcher carried out data collection activities with the help of a questionnaire. The questionnaire contains some statements. Then, the Likert scale was used to measure it with an interval of 1-5. The measurement used a calculation tool that can produce the statistical parameter tests, correlations, and so on (Ferdinand, 2014).

Furthermore, the collected data was analyzed using the Structural Equation Modeling (SEM) technique. This SEM allows the testing of “complicated” relative sets of relationships (Ferdinand, 2014). Furthermore, to test the effect of mediation, a mediation analysis was carried out using the Baron and Kenny approach, by the SPSS and the Sobel test (Ghozali, 2018).

The operational variables were needed to describe research variables into concepts, dimensions, indicators, and measures that were directed to obtain the value of other variables. The indicators used are as follows:

### **Independent Variable**

The independent variable is Work Overtime (X). The following are indicators of work overtime (Wickramasinghe, 2010):

- 1) Doing work until late at night
- 2) Doing work at the end of the month, the end of the year, and official holidays
- 3) Bringing office work to home

### **Dependent Variable**

Following the problem to be studied, the dependent variable is Employee Performance (Y). The following are indicators for measuring employee performance in this study (PP RI No. 30 of 2019):

- 1) Completing service tasks
- 2) Always be polite
- 3) Trying to satisfy the service
- 4) Carry out tasks efficiently
- 5) Prioritizing official interests
- 6) Attachment to duties, functions, and responsibilities
- 7) Able to generate new ideas
- 8) Able to find new ways to improve work
- 9) Willingness to help co-workers
- 10) See problems as opportunities, not threats
- 11) Willingness to work better and full of enthusiasm
- 12) Able to work together
- 13) Respect the opinion of coworkers
- 14) Accepting decisions are taken legally
- 15) Be firm and impartial
- 16) Set a good example
- 17) Able to move the work team
- 18) Able to make decisions

### **Mediation Variable**

In this study the mediating variables are as follows:

• Work Stress (Z1), the following are indicators of Work Stress (Jin, Jin, & Weisman, 2017):

- 1) Worries
- 2) Anxiety
- 3) Stress
- 4) Frustration

• Family-Work Conflict (Z2), the following are indicators of Family-Work Conflict (Frone et al., 1992):

- 1) Pressure as a parent

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- 2) Marital pressure
  - 3) Lack of involvement as a partner
  - 4) Lack of involvement as a parent
  - 5) Work intervention

#### **4.RESULT**

The testing shows the result that the characteristics of the respondents based on the gender of the employee are dominated by women as many as 63 people (60%) and there are 42 men (40%). Characteristics based on the age are dominated by those aged 36-45 years as many as 53 people (50.5%), aged 25- 35 years 35 people (33.3%), aged 46-55 years 12 people (11.4%), and those aged < 25 years 5 people (4.8%). Characteristics based on education level are dominated by S-1 (bachelor) in as many as 67 people (63.8%), S-2 (master) 17 people (17.1%), D-3 (Diploma III) 16 people (16.2%), and high school 3 people (2.9%). Characteristics based on length of service are dominated by those who worked for 6-10 years, as many as 82 people (78.1%), 19 people who worked for 1-5 years (19.1%), and 4 people who worked for 11-15 years (4%). Data stated that most civil servants at the Aceh Financial Management Agency consist of women aged 36 to 45 years old with a Diploma IV/Bachelor (S-1) educational background. Most of the employees at the Aceh Financial Management Agency have worked for 6 to 10 years. Therefore, it is believed that the data in this study is accurate and appropriate to describe the condition of civil servants at the Aceh Financial Management Agency.

Respondents' responses to all variables in this study showed the average value regarding the variables in this study, which was in the good rating category. This showed that the respondents rated well for statements regarding family-work conflict and employee performance. The variable that got the lowest average value is work stress, with an average of 3.16. From the calculation, the value of  $\gamma_1$  of all research variables is 3.51, which is greater than 3.40. This means the  $H_0$  hypothesis is accepted, namely work overtime, work stress, family-work conflict, and the performance of the Aceh Financial Management Agency employees are good.

Hypothesis testing result was seen from its Critical Ratio (C.R), If  $CR > 1.967$  and  $p < 0.05$ , then  $H_0$  is rejected/  $H_a$  is accepted. The result figures work overtime affects work stress, family-work conflict, and the performance of Aceh Financial Management Agency employees. It will be discussed further as follows:

#### **Work Overtime on Performance (H2)**

This hypothesis testing proves the work overtime variable effect on performance is significant where the coefficient is -0.105 with CR -2.339 and  $p 0.019 < 0.05$ . This also explains that if work overtime increases by 1 point, then employee performance will decrease by 0.105. This concludes the hypothesis  $H_{a2}$  is accepted, namely that work overtime significantly affects the performance of Aceh Financial Management Agency employees.

#### **Work Overtime on Work Stress (H3)**

The hypothesis testing figures the work overtime variable effect on work stress is significant where the coefficient is 0.858 with CR 9.503, which is greater than 1.967 and  $p 0.00 < 0.05$ . This also explains that if work overtime increases by 1 point, then work stress will increase

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by 0.858. This means the Ha3 hypothesis is accepted, namely work overtime affects work stress for Aceh Financial Management Agency employees.

#### **Work Overtime on Family-Work Conflict (H4)**

The hypothesis testing shows the work overtime effect on family-work conflict is significant where 0.555 with CR 7.111 > 1.967. This also explains if work overtime increases by 1 point, then family-work conflict will increase by 0.555. This reveals the Ha4 hypothesis is accepted, namely work overtime affects family-work conflict for Aceh Financial Management Agency employees.

#### **Work Stress on Performance (H5)**

The hypothesis testing showed the work stress variable effect on performance is significant where the coefficient is -0.570 with CR -2.464 > 1.967 and p 0.013 < 0.05. This also explains if work stress increases by 1 point, then employee performance will decrease by 0.570. This figures the Ha5 hypothesis is accepted, that is, work stress affects the performance of Aceh Financial Management Agency employees.

#### **Family-Work Conflict on Performance (H6)**

The hypothesis testing indicated that the family-work conflict variable effect on performance is -0.311 with CR -2.977 > 1.967 and p 0.002 < 0.05. This explains if the family-work conflict increases by 1 point, then the performance will decrease by 0.311. This figures the Ha6 hypothesis is accepted, that is, family-work conflict affects the performance of Aceh Financial Management Agency employees.

The proof of the hypothesis that has an indirect effect contained in the model was tested by the Sobel approach. The results shows the z value is -4.4086 > 1.976 with p 0.000 < 0.05. This reveals there is an indirect effect between work overtime on performance, mediated by work stress (H7). Thus, it figures the Ha7 hypothesis is accepted, namely that work stress mediates the work overtime effect on the performance of Aceh Financial Management Agency employees.

Furthermore, the test of the mediating effect of the family-work conflict variable which was carried out using the Sobel obtained a z value of -2.7795 and p 0.0054 < 0.05. This result shows an indirect effect between work overtime on performance, mediated by family-work conflict (H8). This shows the Ha8 hypothesis is accepted, that is, family-work conflict mediates work overtime effect on the performance of Aceh Financial Management Agency employees.

## **5. DISCUSSION**

The result of testing the first hypothesis showed that work overtime, work stress, family-work conflict, and performance were considered good by the Aceh Financial Management Agency employees. In the assessment of work overtime, the statement that has the lowest score is "every employee is required to work on national holidays so that the organization's targets are achieved". This explains that the employees of the Aceh Financial Management Agency do not want to work if there is a national holiday. It is because, on the national holiday, they want to use it to be able to rest from their work. In the assessment of work stress, the statement that has the lowest value is "every employee feels that there is no tension and punishment due to risky tasks from the superior".



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In the assessment of the family-work conflict, the statement that has the lowest score is “employees experience pressure as parents when they have to work overtime”. Furthermore, in the performance assessment, the statement “I can always complete the service task as well as possible” has the lowest score.

The result of testing the second hypothesis showed that work overtime affects the performance of the Aceh Financial Management Agency’s employees. To avoid employee work overtime, efficient performance is needed to achieve the desired results. This result is following the opinion of (Sumarningsih, 2015) who stated that the application of overtime hours is useful for accelerating the project completion schedule or catching up with the schedule. However, it will reduce productivity, increasing labor costs. Research by (Kusumasari & Wahyuningtyas, 2018) also proved that work overtime affects performance.

The result of testing the third hypothesis showed that work overtime affects work stress for Aceh Financial Management Agency employees. This means that excessive working hours given to employees can make employees feel burdened so that it can make them stressed. This result is following (Berger & Hobbs, 2006) who stated that the additional duration of work on a work shift will increase the error rate. Work stress will also increase so that it will be fatal to the company's achievement. Research conducted by (Marchelia, 2014) also showed a significant difference in work stress in terms of working hours for employees.

The result of testing the fourth hypothesis showed that work overtime has a significant effect on family-work conflict for employees of the Aceh Financial Management Agency. This means that the increasing working hours owned by employees can lead to demands from their families so that family and work conflicts can occur. Therefore, working overtime affects family-work conflicts at the Aceh Financial Management Agency. Many studies have concluded that work-family and family-work conflicts are related, but they are different things (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009). In this case, family-work conflict is work that interferes with family duties, or family roles interfere with work responsibilities.

The result of testing the fifth hypothesis indicated that the work stress variable affects the performance of the Aceh Financial Management Agency's employees. It means that research at the Aceh Financial Management Agency found the work stress influence on the performance of its employees. This means that work stress experienced by employees can affect their performance so when they feel stressed at work it can affect the performance of employees. This result is following (Khuong & Yen, 2016) who stated that work stress affects employee performance. The higher the employee's work stress level, the lower the employee’s performance and conversely, the lower the employee’s work stress level, the employee’s performance will increase. Research conducted by (Dewanta, 2018) also stated that work stress negatively affects the performance of female employees.

The result of testing the sixth hypothesis indicated that the family-work conflict variable affects the performance of the Aceh Financial Management Agency’s employees. Employees who feel family-work conflict can affect the performance of employees at the Aceh Financial Management Agency. This result is following (Asfahyadin et al., 2017), who stated the family-work conflict has a negative effect on employee performance. Research conducted by (Dewanta, 2018) also stated that family-work conflict and work stress have a simultaneous negative effect on the performance of female employees.

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The result of testing the seventh hypothesis showed that work stress mediates the relationship between performance and work overtime for Aceh Financial Management Agency employees. This means that the work overtime experienced by employees can make them experience stress, and it can have an impact on their performance. Thus, if employees have excessive working hours, it can cause stress which will affect their performance. This result is following (Bashir & Ramay, 2010) that found a negative effect between work stress variables on the performance of bank employees in Pakistan. This study mentioned the factors that influence work stress to be able to reduce employee performance, such as heavy workload, time constraints, role conflict, and role ambiguity. Research conducted by (Firmana & Hariyono, 2011) found that from the results of the data, it turns out that employees who experience moderate stress and mild stress are almost the same. One of them can be experienced by employees because work on the night shift has a lot of work overtime, so there is little rest time. Then, it affects the performance of the employees.

Furthermore, the result of testing the eighth hypothesis showed that family-work conflict mediates the performance effect on work overtime of Aceh Financial Management Agency employees. This means that excessive working hours obtained by employees can cause conflicts in their families, so excessive working hours of employees can trigger conflicts between family and work. Thus, the emergence of this conflict can interfere with the performance of employees because sometimes they are not focused due to family-work conflicts. The result of this study is following the research by (Christine, Oktorina, & Mula, 2010) which stated that in work life there are often work conflicts, such as risky work, inadequate work equipment, various work demands from superiors, or colleagues that require additional working hours, and so on.

## **6. CONCLUSION**

The results reveal (1) Work overtime, work stress, family-work conflict, and the performance of the Aceh Financial Management Agency employees are good. (2) Work overtime, family-work conflict, and work stress affect the performance of Aceh Financial Management Agency employees. (3) Work overtime affects work stress and family-work conflict among employees of the Aceh Financial Management Agency. (4) Work stress and family-work conflict mediate the performance effect on work overtime for Aceh Financial Management Agency employees. So these findings prove the performance improvement model in the Aceh Financial Management Agency is a function of increasing work overtime, which will have an impact on increasing work stress, and family-work conflict. This model is proven academically and can be a reference for further expansion of research.

Some of the conclusions above and based on the research facts, some recommendations can be given, namely : (1) The Aceh Financial Management Agency is expected to be able to further optimize the working hours of its employees so that employees do not have to work overtime during national holidays or outside office hours. (2) The Aceh Financial Management Agency is expected to be able to minimize work stress by creating a comfortable working atmosphere, providing a portion of work according to ability, and providing clear directions. (3) Employees of the Aceh Financial Management Agency are expected to minimize family-work conflicts by providing understanding and explanations about excessive working hours to the family. (4) Further researchers are expected to be able to look for other research objects to get

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results that are in line with the expectations.

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