



Work-Family Conflict and Task Performance: The Mediating Role of Family Relationships among Banking Employees

Anggi Nurlia^{1*}, Keumala Hayati²

Management Department, Faculty of Economics and Business, Lampung University^{1,2}

*Corresponding author: keumala.hayati@feb.unila.ac.id |

Received: 10 February 2026 | Revised: 30 March 2026 | Published: 30 April 2026

Abstract

Purpose: This study aims to examine the effect of work-family conflict on task performance with family relationships as a mediating variable among banking employees in Indonesia.

Research Methodology: This study uses a quantitative explanatory design with a cross-sectional approach. Data were collected through structured questionnaires distributed to 175 banking employees with at least one year of work experience. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine direct and indirect relationships among variables.

Results: The findings show that work-family conflict has no significant direct effect on task performance. However, work-family conflict has a significant negative effect on family relationships. In addition, family relationships have a significant positive effect on task performance. The results also confirm that family relationships fully mediate the relationship between work-family conflict and task performance.

Conclusions: Work-family conflict does not directly reduce employee task performance but affects performance indirectly through the quality of family relationships. Strong family relationships play a crucial role in maintaining employee performance despite work-family conflict.

Limitations: This study is limited to banking employees in Indonesia and uses a cross-sectional design, which restricts generalization and causal inference. In addition, the study relies on self-reported questionnaire data.

Contributions: This study contributes to the literature by highlighting the mediating role of family relationships in explaining the link between work-family conflict and task performance, particularly in the banking sector context.

Keywords: Banking Employees, Family Relationship, Structural Equation Modeling, Task Performance, Work-Family Conflict

How to Cite: Nurlia, A., & Hayati, K. (2026). Work-Family Conflict and Task Performance: The Mediating Role of Family Relationships among Banking Employees. *Journal of People, Culture, and Organizational Growth (JPCOG)*, 1(2), 77-93.

1. Introduction

In today's era, marked by globalization, digitalization, and accelerated labor mobility, there have been significant changes in the dynamics of work life. Increasing job demands, intense competition in the

labor market, and high expectations regarding productivity force individuals to devote significant attention and energy to their professional environment ([Greenhaus, & Beutell, 1985](#) [Pascucci, & Sánchez, 2022](#)). This situation is further exacerbated by the transformation of modern work patterns, such as remote and technology-based work, which can increase work intensity and employee psychological stress ([Chuang, Chiang, & Lin, 2024](#)). In this context, the work-life balance is increasingly vulnerable to disruption, which can ultimately impact individual performance and well-being ([Borgia, Virgilio, Torre, & Khan, 2022](#) ; [Moreira, & Encarnaç, 2023](#)). One impact of this situation is the increasingly blurred boundaries between professional and personal life. This phenomenon triggers work-family conflict, defined as role conflict when work demands and family responsibilities cannot be reconciled ([Greenhaus and Beutell, 1985](#) ; [Netemeyer, Boles, & McMurrian, 1996](#) ; [Pascucci and Sánchez, 2022](#)). Work-family conflict can occur in two directions: work-to-family and family-to-work conflict, each of which impacts individual well-being and functioning ([Netemeyer et al., 1996](#)). Several studies have shown that work-family conflict is associated with decreased performance, increased stress, and decreased health and job satisfaction ([Aldhafeeri, Aly, & Hashish, 2025](#); [Misfin, Singh, & Phoolka, 2024](#) ; [Morrison, Asante, Mensah, Naa, & Kpakpo, 2020](#) ; [Tran, Mansoor, & Ali, 2023](#)).

Work-family conflict is a widespread phenomenon in modern society, affecting both men and women, especially those who must balance dual roles as employees and family members ([Kamal, El, Eshak, Mahfouz, Iso, Yatsuya, Sameh, Ghazawy, & Baba, 2022](#)). The intensity of work-family conflict tends to increase with changes in social structures, rising employment rates, and the increasing complexity of household roles ([Cunha, Hernández-Linares, Clegg, & Rego, 2022](#) ; [Suleiman, Decker, Garza, Laguerre, Dugan, & Cavallari, 2021](#)). Work-family conflict is considered a multidimensional phenomenon that not only affects work productivity but also impacts individual psychological well-being and employee performance ([Misfin et al., 2024](#) ; [Moreira and Encarnaç, 2023](#) ; [Pascucci and Sánchez, 2022](#)). Furthermore, this conflict can lead to emotional distress, chronic fatigue, and reduced quality of life, ultimately resulting in decreased job performance ([Aldhafeeri et al., 2025](#)).

Work-family conflict not only affects the family environment but also directly impacts individual performance at work, particularly in terms of completing work tasks ([Morrison et al., 2020](#); [Tran et al., 2023](#)). From an organizational behavior perspective, task performance refers to an individual's ability to meet core job demands, implement work procedures, and achieve results that meet established standards ([Souza, & Beuren, 2018](#); [Yu, & Frenkel, 2013](#)). Task performance is assessed based on timeliness, work quality, task efficiency, and adherence to standard operating procedures (SOPs) ([Souza and Beuren, 2018](#) [Widyastuti, Hayati, & Ahadiat, 2020](#)). Research shows that an individual's psychological state, particularly the level of stress and tension related to their work responsibilities, significantly influences their ability to complete these core tasks ([Nguyen, 2024](#); [Yu and Frenkel, 2013](#)).

Task performance is considered the most direct indicator of an individual's contribution to the organization's primary goals, as it reflects an individual's ability to carry out the formal tasks that constitute a central component of their job ([Pradhan, & Jena, 2017](#) ; [Yu and Frenkel, 2013](#)). Recent studies have also shown that task performance is the most relevant variable for assessing the impact of work-family conflict ([Moreira & Encarnaç, 2023](#)). Therefore, focusing on task performance enables this study to more accurately and meaningfully assess the influence of work-family conflict in the modern workplace ([Morrison et al., 2020](#); [Tran et al., 2023](#)).

The impact of work-family conflict on task performance is not always absolute and uniform. Some individuals can maintain high levels of performance despite the pressures of role conflict. This phenomenon suggests that other factors may influence or even mediate the relationship between work-family conflict and task performance. Family relationships are considered a factor. Many theories acknowledge the importance of family relationships, but relatively little empirical research specifically examines their role as a mediating variable between work-family conflict and task performance ([Cunha et al., 2022](#); [Pascucci and Sánchez, 2022](#)). Most studies focus on the direct

relationship between work-family conflict and performance without delving into the psychosocial mechanisms linking the two aspects ([Moreira and Encarnaç, 2023](#); [Tran et al., 2023](#)). As a result, measures taken by organizations and government agencies tend to be general and do not address the deeper roots of the problem ([Borgia et al., 2022](#) ; [Kusumawardani, & Rini, 2024](#)).

Work-family conflict is a very common phenomenon in the workplace. Various studies show that the proportion of workers experiencing work-family conflict is relatively high and varies across cultural contexts and work systems ([Kamal et al., 2022](#); [Pascucci and Sánchez, 2022](#)). It indicates that work-family conflict is not only an individual problem but also a structural issue in modern organizations related to working conditions and employee well-being ([Cunha et al., 2022](#); [Tran et al., 2023](#)).

The banking sector was chosen for this study due to its high work pressure. The banking sector is known for its challenging work environment, with stringent performance demands, high targets, and complex regulations. Research shows that employees in the banking sector often work long hours, face high workloads, and experience pressure to meet financial targets. All of these factors can potentially increase work-family conflict ([Morrison et al., 2020](#); [Suhartini, Kankaew, & Syariati, 2025](#); [Tran et al., 2023](#)). Furthermore, working conditions in the banking sector often require employees to remain productive outside formal working hours, reducing the time they can spend with their families and ultimately impacting work-life balance and employee well-being ([Borgia et al., 2022](#); [Kusumawardani and Rini, 2024](#)).

Working conditions in the Indonesian banking sector also show a similar trend, with employees being required to complete administrative work outside of operating hours. It can exacerbate work-family conflict and negatively impact the quality of family relationships and task performance ([Suhartini et al., 2025](#); [Tran et al., 2023](#)). Recent studies also show that work pressure in this sector is correlated with increased role conflict and decreased work-life balance ([Borgia et al., 2022](#); [Kusumawardani and Rini, 2024](#)). These demands have the potential to exacerbate work-family conflict and, in turn, impact task performance, particularly in accuracy, SOP compliance, efficiency, and work speed ([Pradhan & Jena, 2017](#)). Previous studies on bank employees generally focused on the direct relationship between work-family conflict and task performance; however, empirical studies specifically examining family relationships as a mediating variable between work-family conflict and task performance are relatively limited. Most studies have focused on other mediating variables such as work-life balance, job satisfaction, or emotional exhaustion ([Aldhafeeri et al., 2025](#); [Moreira and Encarnaç, 2023](#)). This research is important because it attempts to fill a gap in the scientific literature regarding the dynamics of work-family conflict and task performance. By investigating the mediating role of family relationships, the conflict between work and family demands, and how this conflict influences the quality of family relationships and its impact on employee task performance, this research provides a theoretical contribution to enriching the study of role conflict management and family dynamics.

2. Literature Review and Hypothesis/es Development

2.1 *The Effect of Work-Family Conflict on Task Performance*

Theoretically, [Greenhaus and Beutell \(1985\)](#) explain that work-family conflict occurs when work and family demands conflict, resulting in an individual's energy, time, and attention being divided and unable to be allocated optimally to task completion. This condition is reinforced by the view of [Netemeyer, Boles, and McMurrian \(1996\)](#), who asserted that role conflict arises in two directions: work-to-family conflict and family-to-work conflict, each of which can disrupt an individual's functional balance. As a result, individuals experience role strain, leading to stress and emotional exhaustion that hinder performance ([Misfin, Singh, & Phoolka, 2024](#)).

Empirical research also shows that work-family conflict can reduce performance by decreasing focus, work motivation, and psychological well-being. [Pascucci and Sánchez \(2022\)](#) asserted that conflict arising between work and family roles often becomes a source of ongoing daily psychological

distress, making it difficult for individuals to maintain consistent task performance. It aligns with the findings of [Tran, Mansoor, and Ali \(2023\)](#) and [Morrison, Asante, Mensah, Naa, and Kpakpo \(2020\)](#), which showed that work-family conflict is negatively associated with employee performance across various organizational contexts.

Furthermore, [Aldhafeeri, Aly, and Hashish \(2025\)](#) showed that decreased performance due to work-family conflict is also influenced by reduced emotional resources and decreased employee engagement in performing work. When individuals are unable to balance work and family demands, cognitive capacity and work energy decline, ultimately affecting task performance. Thus, the negative relationship between work-family conflict and task performance has a strong theoretical and empirical basis.

H1: Work-family conflict negatively affects the task performance of banking employees in Indonesia.

2.2 The Impact of Work-Family Conflict on Family Relationships

Work-Family Conflict not only affects individuals in the work context but also significantly affects the quality of family relationships. Conceptually, when work demands interfere with the time, energy, and attention that should be allocated to the family, interactions between family members become limited and of poor quality ([Greenhaus, & Beutell, 1985](#); [Netemeyer, Boles, & McMurrian, 1996](#)). This condition can reduce emotional closeness, degrade the quality of communication, and weaken the family's relational function as the primary social unit ([Cunha, Hernández-Linares, Clegg, & Rego, 2022](#); [Pascucci, & Sánchez, 2022](#)).

Empirically, various studies have shown that increased work-family conflict is associated with a decline in the quality of family relationships. ([Cerin, Zhang, Mellecker, Ming, & Barnett, 2023](#)) found that high work pressure and excessive involvement in household chores can decrease family satisfaction by reducing time spent together and communication within the family. Similar findings also indicate that imbalanced domestic roles and minimal spousal support worsen the quality of family relationships and increase interpersonal tensions in the household ([Cerin et al., 2023](#)).

Furthermore, in the modern work context, which increasingly demands high levels of flexibility, work-family conflict is increasingly difficult to avoid and negatively impacts overall family well-being. Research shows that the dynamics of this role conflict affect not only individuals but also the quality of family relationships, which are interconnected with psychological well-being and work performance ([Lin, & Zhao, 2024](#); [Tran, Mansoor, & Ali, 2023](#)). Based on these theoretical arguments and empirical evidence, the following hypothesis is proposed:

H2: Work-family conflict negatively impacts family relationships among banking employees in Indonesia.

2.3 The Influence of Family Relationships on Task Performance

The quality of family relationships is a crucial determinant in developing psychological conditions that support employee performance. Warm, supportive family relationships characterized by open communication can create a stable domestic environment conducive to an individual's emotional well-being. [Cerin, Zhang, Mellecker, Ming, and Barnett \(2023\)](#) demonstrated that family involvement in the division of domestic tasks and childcare significantly increases family satisfaction, ultimately strengthening an individual's psychological balance. Broadly speaking, family emotional stability contributes to an individual's ability to manage work pressure and maintain focus on professional tasks ([Sze, Ho, Lai, Sit, Lam, & Wang, 2024](#)).

The better the quality of family relationships, the higher the individual's task performance in the work context. Healthy family relationships, characterized by emotional closeness, effective communication, and strong social support, serve as a primary source of psychological resilience. The dimensions of cohesion and expressiveness within the family play a crucial role in shaping an individual's emotional

stability. This stability helps employees mitigate the impact of external work pressures, thereby increasing task effectiveness and consistency ([Pradhan, & Jena, 2017](#); [Yu, & Frenkel, 2013](#)).

Furthermore, [Suleiman, Decker, Garza, Laguerre, Dugan, and Cavallari \(2021\)](#) emphasized that family support contributes to improved psychological well-being, which in turn strengthens employee motivation, focus, and engagement in their work. In this context, family relationships serve not only as a social factor but also as a source of psychological energy that directly and indirectly influences work performance through increased well-being and engagement ([Moreira & Encarnaç, 2023](#)). Therefore, family relationships are expected to influence task performance positively.

H3: Family relationships positively influence the task performance of banking employees in Indonesia.

2.4 Family Relationships Mediate the Effect of Work-Family Conflict on Task Performance

Family relationships play a crucial role in mediating the influence of work-family conflict on task performance. When individuals face work-family conflict, their ability to manage stress depends heavily on sources of support at home, which serve as a primary coping mechanism ([Aldhafeeri, Aly, & Hashish, 2025](#)). A warm and supportive family helps individuals mitigate the negative emotional impacts of role conflict, ultimately maintaining psychological stability and work performance ([Misfin, Singh, & Phoolka, 2024](#)). Thus, family relationships act as a buffering mechanism, reducing the stress of work-family conflict while maintaining the sustainability of individual performance.

[Cunha, Hernández-Linares, Clegg, and Rego \(2022\)](#) emphasize that families play a crucial role in managing work stress through providing emotional support, empathy, and a sense of community as part of an adaptive family system. When work-family conflict arises, family support can reduce stress levels, thus minimizing its negative impact on performance ([Tran, Mansoor, & Ali, 2023](#)). Without strong family relationships, the stress of role conflict tends to worsen individual well-being and significantly decrease task performance ([Moreira & Encarnaç, 2023](#)).

[Chuang, Chiang, & Lin, 2024](#) found that healthy family relationships can maintain individuals' psychological stability, enabling them to work effectively despite facing role conflict in a modern, digital-based work environment. This mechanism suggests that family relationships not only directly influence task performance but also significantly mitigate the negative impact of work-family conflict through emotional and psychological pathways. In line with social support theory and the role conflict model, this condition strengthens the argument that family relationships play a crucial mediating role in this relationship ([Greenhaus, & Beutell, 1985](#); [Netemeyer, Boles, & McMurrian, 1996](#); [Pascucci, & Sánchez, 2022](#)).

H4: Family relationships mediate the effect of work-family conflict on the task performance of banking employees in Indonesia.

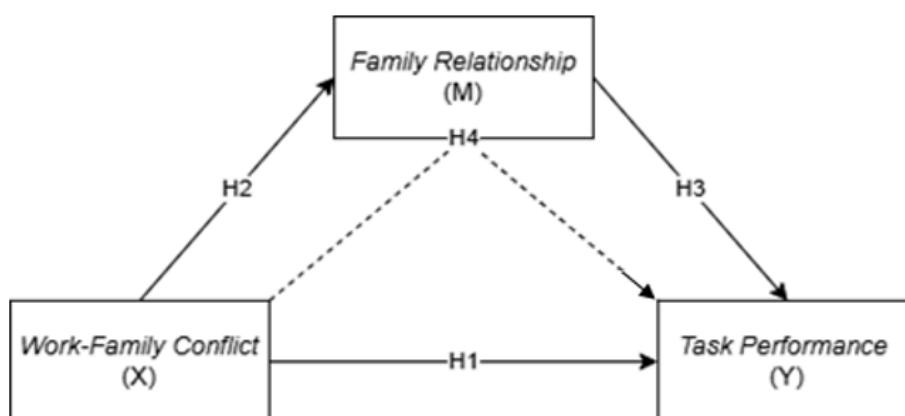


Figure 1. Research Framework

Figure 1 shows the proposed research framework illustrating the relationship between work-family conflict, family relationships, and task performance, where family relationships act as a mediating variable influencing the indirect effect of work-family conflict on task performance.

3. Research Methodology

This study employed a quantitative research design, namely an explanatory, cross-sectional design, because its primary objective was to explain causal relationships between variables, not simply to describe phenomena ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)). Using this approach, the study examined the extent to which Work-Family Conflict influences task performance and the role of family relationships as a mediating variable that bridges the relationship between the two ([Greenhaus, & Beutell, 1985](#); [Pradhan, & Jena, 2017](#)) The data collection technique in this study used a structured questionnaire ([Ghozali & Kusumadewi, 2023](#)).

3.1 Sample

Data collection used a purposive sampling technique, with the criteria being that respondents were active employees in the banking sector, had at least one year of work experience, and were willing to complete the questionnaire. The minimum sample size was 175 respondents. Based on respondent characteristics, this study was dominated by women (53%) rather than men (47%). The majority of respondents were in the 31–40 age range (40.0%), while the fewest were in the <20 age group (2.3%). In terms of education, the majority of respondents had a bachelor's degree (58.3%), while the lowest proportion had a postgraduate degree (5.1%). Based on marital status, married respondents were the largest group (84.0%), while respondents who had ever been married were the smallest (3.4%). In terms of the number of dependents, the largest category was 3–5 people. (43.4%), while the fewest were >5 people (5.1%). Regarding income, the majority of respondents (64.0%) reported sufficient income, while the lowest category was very insufficient (1.1%).

3.2 Measurement

This research instrument uses a five-point Likert scale to measure variables. In this study, variable measurements were conducted using instruments previously used in research. The Work-Family Conflict variable was measured using an instrument developed by [Netemeyer, Boles, and McMurrian \(1996\)](#), consisting of 10 statements. This instrument is used to assess the level of conflict arising from a mismatch between work and family demands ([Netemeyer et al., 1996](#)).

The task performance variable was measured using an instrument adapted from ([Widyastuti, Hayati, & Ahadiat, 2020](#)), consisting of 9 statements. However, based on the results of the measurement model evaluation, several indicators did not meet the convergent validity criteria, with factor loadings below the recommended limit ([Ghozali & Kusumadewi, 2023](#)). Therefore, only three statement items were retained and used in the next stage of analysis.

The family relationship variable was measured using an instrument adapted from [Fok, Allen, Henry, and Team \(2014\)](#), comprising 16 items. This instrument was designed to measure the quality of family relationships, including aspects of togetherness, communication, cooperation, and harmony among family members ([Cunha, Hernández-Linares, Clegg, & Rego, 2022](#)). However, after an instrument evaluation, only 7 items were found to be valid and reliable for measuring family relationship variables ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)).

3.3 Analysis Tools

Data analysis was conducted using the Partial Least Squares (PLS) method within the Structural Equation Modeling (SEM) framework. SEM-PLS aims to test predictive relationships between constructs by examining whether one construct influences another ([Ghozali & Kusumadewi, 2023](#)). In this study, the constructs tested included Work-Family Conflict, family relationships, and task performance. SEM-PLS analysis is conducted in two stages: an outer model evaluation, which includes tests of convergent validity, discriminant validity, and reliability. The next stage is inner model evaluation, which is conducted through path coefficient analysis, R-Square, and Effect Size (f^2), as well as hypothesis testing using a bootstrapping procedure by examining the t-statistic and p-value ([Ghozali and Kusumadewi, 2023](#); [Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)).

4. Results and Discussions

4.1 Results

4.1.1 Validity and Reliability Test

The results of the convergent validity test indicate that several indicators still do not meet the established criteria. According to ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)), indicators with loading factor values above 0.70 are considered very good, but a minimum value of 0.50-0.60 is still acceptable in exploratory research. Several indicators had values below the minimum limit, such as TP3, TP4, TP5, TP6, TP7, TP8, and FR1, FR5, FR6, FR11, FR12, FR13, FR14, FR15, and FR16, and therefore did not optimally reflect the construct. Furthermore, the task performance and family relationship variables also had Average Variance Extracted (AVE) values of 0.315 and 0.398, respectively, which remain below the minimum limit of 0.50. It indicates that these two variables do not meet the criteria for convergent validity. In terms of reliability, all constructs met the required criteria, with Cronbach's Alpha (CA) and Composite Reliability (CR) values above 0.60. Therefore, although the constructs met the reliability aspect, some indicators and variables still did not meet the required validity standards.

Subsequently, items with low reliability were removed from the analysis. Further evaluation was conducted by examining the Average Variance Extracted (AVE) values. The AVE value must be greater than 0.50 to be acceptable. The analysis results in Table 1 indicate that all constructs met these criteria: Work-Family Conflict = 0.686, Task Performance = 0.561, and Family Relationship = 0.513. Therefore, all constructs in this research model met the established criteria for convergent validity.

The results of the cross-loading analysis for discriminant validity indicate that all indicators had the highest loadings on the Work-Family Conflict, Task Performance, or Family Relationship constructs, compared to the other constructs. This condition indicates that each indicator can well differentiate the construct being measured. Therefore, the measurement model in this study meets the criteria for discriminant validity, indicating that each construct is unique and accurately represents the measured variable.

In the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, construct reliability is generally evaluated using two main measures: Composite Reliability and Cronbach's Alpha. A construct is considered reliable if its Composite Reliability value is >0.70 ([Hair et al., 2021](#)). A good Cronbach's Alpha value is generally >0.70 , but for initial research, a value ≥ 0.60 is still acceptable ([Ghozali & Kusumadewi, 2023](#)). Based on the results of reliability testing using SmartPLS, the Cronbach's Alpha and Composite Reliability values for each variable met or exceeded the minimum threshold and were therefore deemed reliable (Work-Family Conflict: 0.949, 0.952; Task Performance: 0.611, 0.616; Family Relationship: 0.842, 0.843). Therefore, the instruments used in this study have adequate internal consistency for further analysis.

Table 1. Validity and Reliability of Variables

Variables	Item	Convergence Validity SLF >0.60	Convergence Validity AVE >0.50	Convergence Validity CA >0.60	Reliability CR >0.60
Work-Family Conflict	WFC1	0,841			
	WFC2	0,827			
	WFC3	0,853			
	WFC4	0,859			
	WFC5	0,833	0,686	0,686	0,686
	WFC6	0,830			
	WFC7	0,801			
	WFC8	0,833			
	WFC9	0,823			
	WFC10	0,777			
Task Performance	TP1	0,671			
	TP2	0,639			
	TP3	0,551			
	TP4	0,334			
	TP5	0,511	0,561	0,561	0,561
	TP6	0,569			
	TP7	0,521			
	TP8	0,583			
	TP9	0,601			
Family Relationship	FR1	0,501			
	FR2	0,509			
	FR3	0,600			
	FR4	0,543			
	FR5	0,522			
	FR6	0,501			
	FR7	0,576			
	FR8	0,560	0,513	0,513	0,513
	FR9	0,616			
	FR10	0,607			
	FR11	-0,764			
	FR12	-0,684			
	FR13	-0,775			
	FR14	-0,685			
	FR15	-0,730			

Table 1 presents the results of validity and reliability testing using SmartPLS, showing that all indicators of Work-Family Conflict, Task Performance, and Family Relationship meet the required criteria for convergent validity, Cronbach's Alpha, and Composite Reliability, indicating that all constructs are valid and reliable for further structural analysis.

4.1.2 Hypothesis Testing

Table 2. Hypothesis Testing

Hypothesis	Hypothesis	Original Sample	T Statistik	P Value	Remarks
H_1	Work family conflict \rightarrow task performance	0.060	0.931	0.352	Not supported
H_2	Work family conflict \rightarrow family relationship	-0.499	8.096	0.000	Supported
H_3	Family relationship task \rightarrow performance	0.644	6.933	0.000	Supported
H_4	Work family conflict \rightarrow family relationship \rightarrow task performance	-0.321	4.764	0.000	Supported

Table 2 shows the results of hypothesis testing conducted using the bootstrapping method in SmartPLS, based on path coefficients, t-statistics, and p-values. The significance criteria applied were t-statistic > 1.96 and p-value < 0.05 . The results show that Work-Family Conflict does not have a significant direct effect on task performance ($t = 0.931$; $p = 0.352$), indicating that H_1 is not supported. In contrast, Work-Family Conflict has a significant negative effect on family relationships ($t = 8.096$; $p = 0.000$), indicating that higher levels of conflict reduce the quality of family relationships, thereby supporting H_2 . Furthermore, family relationships have a significant positive effect on task performance ($t = 6.933$; $p = 0.000$), supporting H_3 . Finally, the indirect effect results indicate that family relationships significantly mediate the relationship between Work-Family Conflict and task performance ($t = 4.764$; $p = 0.000$), supporting H_4 . Overall, the findings indicate a full mediation effect, where Work-Family Conflict influences task performance indirectly through family relationships.

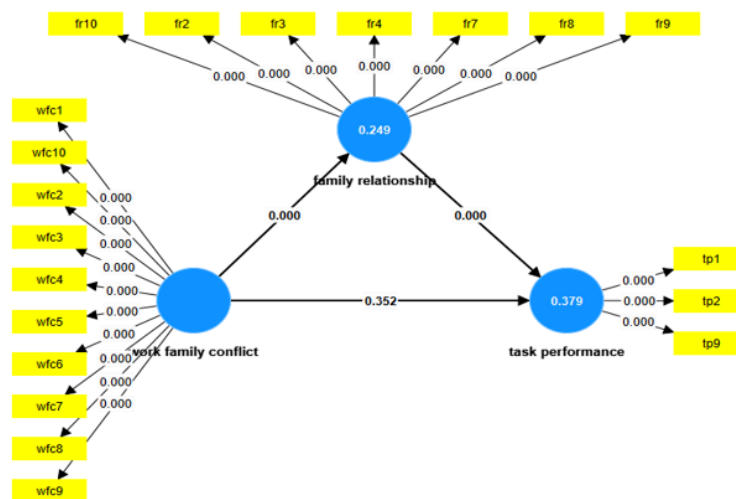


Figure 2. Hypothesis Testing

Figure 2 shows the structural model results of the study, including the relationships between Work-Family Conflict, Family Relationship, and Task Performance. The model indicates that Work-Family Conflict has no significant direct effect on Task Performance, while it has a significant effect on Family Relationship. In addition, Family Relationship shows a strong positive effect on Task Performance. The coefficient of determination (R^2) values indicate that 24.9% of the variance in Family Relationship and 37.9% of the variance in Task Performance are explained by the model, suggesting a moderate explanatory power of the structural model.

4.1.3 R-Square and F-Square tests

Based on the results of the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, an R^2 value of 0.249 was obtained for the Family Relationship variable and 0.379 for the Task Performance variable. These values indicate that the research model has moderate explanatory power. The R^2 value of 0.249 indicates that Work-Family Conflict explains 24.9% of the variation in Family Relationships, with the remaining variation influenced by other variables outside the model. It suggests that Family Relationships are influenced not only by Work-Family Conflict but also by other factors such as family communication, social support, and individual psychological conditions (Fok, Allen, Henry, & Team, 2014; Sze, Ho, Lai, Sit, Lam, & Wang, 2024). Meanwhile, the R^2 value of 0.379 for Task Performance indicates that the model variables explain 37.9% of the variation in task performance. Thus, it can be concluded that task performance is a complex and multidimensional phenomenon, influenced not only by work-family conflict and family relationships, but also by other factors such as motivation, leadership, and the work environment (Yu & Frenkel, 2013).

Table 3. F-Square

	TP	FR
Work family conflict	0,004	0,332
Task performance		
Family relationship	0,501	

Source: SmartPLS Testing

Table 3 shows that the variables in the model exhibit an indirect relationship pattern, with work-family conflict exerting a strong influence on family relationships ($f^2 = 0.332$), while family relationships substantially influence task performance ($f^2 = 0.305$). Conversely, work-family conflict has no significant direct influence on task performance ($f^2 = 0.009$), which is categorized as a very small or negligible effect size based on SmartPLS criteria (SmartPLS, n.d.). These findings indicate that work-family conflict is not a direct determinant of task performance but rather operates through a relational mechanism: the quality of family relationships. Thus, family relationships act as both a core mechanism and a primary transmission channel that bridges the influence of work-family conflict on task performance, thus strengthening the indication of full mediation in this research model (Greenhaus & Beutell, 1985).

4.2 Discussion

4.2.1 The Effect of Work-Family Conflict on Task Performance

The results of this study indicate that work-family conflict does not significantly impact task performance. This finding has important implications: work-family conflict has not significantly contributed to changes in employee task performance, as evidenced by the very small effect size (f^2) of 0.009. It indicates that respondents are generally still able to balance work and family demands, so perceived conflict is not yet high (Pascucci & Sánchez, 2022). This situation indicates that work-family conflict is not yet strong enough to affect task performance directly. Therefore, the first hypothesis in this study is not empirically supported (Morrison, Asante, Mensah, Naa, & Kpakpo, 2020).

The results of the descriptive analysis indicate that most respondents tend not to experience high levels of work-family conflict. Respondents feel that work demands do not significantly interfere with their work life. Conversely, family demands do not hinder their work performance. Furthermore, low levels of work-family conflict also indicate that respondents can maintain a balance between work and family. This ability enables individuals to remain focused on completing tasks, meeting work targets, and maintaining work quality despite facing role demands (Borgia, Virgilio, Torre, & Khan, 2022).

Theoretically, the results of this study can be explained by the Boundary Theory developed by ([Souza & Beuren, 2018](#)), which posits that individuals can manage and separate boundaries between work and family life. When someone manages both roles well, the resulting conflict does not always directly affect performance. In this study, respondents were likely able to maintain professionalism and work responsibilities despite facing pressures from family life. It aligns with the view of ([Cunha, Hernández-Linares, Clegg, & Rego, 2022](#)), who stated that work-family boundaries are dynamic and can be adjusted by individuals so that the demands of one role do not unduly interfere with the other.

These results suggest that the influence of work-family conflict on task performance is likely more indirect. Work-family conflict tends first to affect an individual's psychological state, such as work stress, emotional exhaustion, or decreased well-being, before ultimately impacting work performance. [Moreira and Encarnaç \(2023\)](#) explain that an individual's level of well-being influences the relationship between work-family conflict and task performance, a finding also supported by [Misfin, Singh, & Phoolka, 2024](#). In other words, when conflict does not seriously disrupt psychological well-being, work performance can still be maintained.

The results of this study confirm that work-family conflict is not a direct determinant of task performance. The influence of work-family conflict often requires intermediary variables, particularly those related to an individual's psychological state and well-being. Therefore, organizations need to pay attention to employee work support and work-life balance to prevent emerging conflict from escalating into stress that could impact future work performance ([Borgia et al., 2022](#)).

4.2.2 The Effect of Work-Family Conflict on Family Relationships

The results of this study indicate that work-family conflict negatively affects family relationships. Furthermore, the f^2 value of 0.332 indicates a large effect size. This finding suggests that conflict between work and family demands is a major factor in shaping the quality of family relationships ([Allen, French, Dumani, & Shockley, 2020](#)).

The analysis revealed that respondents' perceived work-family conflict was generally low, with most respondents feeling that work demands did not significantly interfere with family life and that family demands did not significantly hinder the performance of work duties ([Chuang, Chiang, & Lin, 2024](#)). However, some respondents still experienced difficulty balancing time between work and family, particularly when work consumed time that could otherwise be used to fulfill family responsibilities ([Tayal & Mehta, 2023](#)). This situation indicates that, despite relatively low levels of conflict, Work-Family Conflict remains a phenomenon experienced by some employees.

On the other hand, descriptive results indicate that the Family Relationship variable is in the high category. Respondents tend to have harmonious family relationships, characterized by high levels of togetherness, cooperation in household chores, harmonious relationships among family members, and open communication ([Winda & Sunarto, 2025](#)). Furthermore, family members are also accustomed to discussing and sharing stories about various problems they face. These findings indicate that respondents have a supportive and conducive family environment that provides emotional and social support.

In this study, the results of hypothesis testing indicate that any increase in Work-Family Conflict continues to have consequences for family relationships. This finding is important when linked to the respondents' characteristics as banking employees with high work demands. This high work pressure can spill over into the family environment, triggering emotional tension and reducing harmonious family relationships. This situation supports the view of ([Cavagnis et al., 2023](#)), who explain that Work-Family Conflict is a form of role imbalance that can impact the quality of family life and individual well-being. The higher the intensity of the conflict, the greater the risk of disrupting interpersonal relationships within the family.

The results of this study are also supported by ([Kamal et al., 2022](#)), who found that Work-Family Conflict significantly impacts family conditions and individual health. When work demands increase, individuals experience difficulty fulfilling family responsibilities, which then leads to dissatisfaction in family relationships ([Sarwar, Panatik, Sukor, & Rusbadrol, 2021](#)). It indicates that Work-Family Conflict not only affects work-related aspects but also directly affects family dynamics.

The results of this study confirm that work-family conflict is a significant determinant of family relationship quality. Persistent conflict can reduce communication quality, emotional closeness, and family harmony ([Persram, Scirocco, & Howe, 2019](#)). Therefore, organizations need to create work policies that better support work-life balance to minimize role conflict experienced by employees and maintain healthy family relationships.

4.2.3 The Influence of Family Relationships on Task Performance

The analysis results show that family relationships have a positive effect on task performance, with an f^2 value of 0.305, indicating a moderate to large effect. This finding confirms that the quality of family relationships plays a significant role in improving individual performance in the workplace. The better the family relationships, the more likely an individual is to demonstrate optimal work performance ([Susanto, Hoque, Jannat, Emely, Zona, & Islam, 2022](#)).

The analysis showed that respondents demonstrated strong family relationships, reflected in family togetherness, cooperation in household chores, harmonious relationships among family members, and open communication. It indicates that the family serves as an important source of social and emotional support for individuals, which aligns with the concepts of family well-being and family communication quality. Furthermore, respondents' task performance was also high, demonstrated by their ability to identify problems, resolve work issues, and meet organizational performance standards ([Grevenstein, Bluemke, Schweitzer, & Aguilar-Raab, 2019](#)).

The findings of this study are supported by ([Mertika, Mitskidou, & Stalikas, 2020](#)), who explain that the quality of family relationships and satisfaction are closely related to an individual's emotional well-being. Positive family relationships can foster a sense of comfort and balance in life, enabling individuals to perform work activities more productively. Furthermore, ([Susanto et al., 2022](#)) also found that the quality of communication and family well-being are positively related to an individual's happiness and psychological well-being, which ultimately supports performance in daily life, including at work. This support aligns with the view that family well-being can be a source of psychological energy that impacts work performance. In other words, individuals with strong family relationships tend to be more focused at work, experience lower stress, and demonstrate higher productivity. These results indicate that employee performance is influenced not only by organizational factors but also by supportive family living conditions. The results of this study support the third hypothesis, which shows that task performance is influenced not only by organizational factors such as compensation, leadership, and the work environment, but also by social and emotional conditions within the family. In other words, family life and work are two interrelated domains that can positively influence each other, as explained in the work-family interface literature. When individuals receive support and harmony within the family, this positive energy can carry over into the work environment, improving task performance ([Heskiau & McCarthy, 2021](#)).

4.2.4 The Mediating Role of Family Relationships

The analysis results show that family relationships significantly mediate the effect of work-family conflict on task performance. Given the insignificant direct effect and strong indirect effect, it can be concluded that full mediation occurs. This finding suggests that work-family conflict does not directly affect performance but rather influences the quality of family relationships, which, in turn, affects individual performance ([Ribeiro, Gomes, Oliveira, & Dias, 2023](#)).

This mediating role is consistent with the findings of the research analysis. Respondents reported relatively low levels of work-family conflict, while family relationships and task performance were high. It explains why work-family conflict did not directly reduce work performance. The low levels of perceived conflict still allowed respondents to maintain harmonious family relationships, ensuring that emotional and social support from their families remained available to support work performance (Yan, Bai, Geng, & Gao, 2025). In other words, the quality of family relationships is a crucial factor bridging the relationship between work-family conflict and performance.

This model aligns with (Hobfoll, 1989) Conservation of Resources (COR) theory, which states that individuals strive to preserve their resources, including social relationships and emotional energy. When work-related conflict depletes these resources, family relationships are disrupted, ultimately impacting performance (Yan et al., 2025). Furthermore, these findings support the concept of spillover, in which negative experiences in one domain (work) can spill over into another (family) and then re-influence the original domain (work performance).

Based on the descriptive results, respondents' family relationships were characterized by high levels of togetherness, open communication, and cooperation among family members, as well as harmony in their family life. It indicates that the family serves as an important source of emotional support. This support helps individuals maintain focus, problem-solving skills, and meet high performance standards despite facing various work demands (De et al., 2021). Therefore, as long as the quality of family relationships is maintained, the negative impact of work-family conflict on work performance can be minimized.

The results of this study align with those of (Moreira & Encarnaç, 2023) who explained that the influence of work-family conflict on task performance does not operate directly but rather through the individual's well-being. When work-family conflict disrupts an individual's psychological and social relationships, it also impacts work performance (Borgia, Virgilio, Torre, & Khan, 2022). These findings are also supported by (Paseucci & Sánchez, 2022), who stated that work-family conflict has significant consequences for family life and individual well-being, which ultimately impacts work outcomes.

This study confirms that the quality of family relationships is an important mechanism explaining how work-family conflict affects task performance. Work-family conflict does not directly reduce work performance; rather, it first weakens family relationships, which, in turn, affect an individual's psychological well-being and productivity. Therefore, organizations need to address employees' work-family balance through policies that support work-life balance, work flexibility, and psychological support to prevent role conflict from developing into a problem that can degrade the quality of family relationships and employee work performance (De et al., 2021).

5. Conclusions

Based on the results of data analysis using the Structural Equation Modeling (SEM-PLS) method, it can be concluded that Work-Family Conflict does not have a significant direct effect on Task Performance; thus, conflict between work and family does not directly reduce employee performance. This finding indicates that employees can maintain professionalism and fulfill work responsibilities despite various demands outside of work. However, Work-Family Conflict was shown to have a significant negative effect on Family Relationships, indicating that the higher the work-family conflict an individual experiences, the lower the quality of their family relationships. Furthermore, Family Relationships had a significant positive effect on Task Performance, indicating that harmonious family relationships can provide emotional support and psychological stability, thereby contributing to improved performance. Furthermore, the results also show that Family Relationships fully mediate the relationship between Work-Family Conflict and Task Performance. Thus, the effect of work-family conflict on performance does not occur directly, but rather through changes in the quality of family relationships. These findings confirm that family

relationships are an important mechanism explaining how work-family conflict can affect employee performance.

Based on the research findings, organizations should not only focus on directly improving employee performance but also consider non-technical factors that indirectly impact performance, particularly those related to employees' family life. The findings of this study indicate that family relationships play a strategic role in mitigating the impact of work-family conflict on task performance. Therefore, this aspect needs to be addressed in human resource management policies. Leaders are expected to demonstrate empathy for employees, provide social support, and foster open communication regarding the need for work-family balance. Superior support is one factor that can reduce work stress and improve employee well-being.

Organizations can also consider offering programs that holistically support employee well-being, such as counseling, stress management training, and activities involving employees' families. This approach reflects the organization's view of employees not only as individual workers but as part of a broader social system. Therefore, an effective performance improvement strategy focuses not only on work productivity but also on overall employee work-life balance. This holistic approach is expected to create sustainable performance while improving employee well-being.

Acknowledgement

The authors would like to express their sincere gratitude to all respondents who participated in this study, especially banking employees in Indonesia who provided valuable time and information. Appreciation is also extended to colleagues and academic reviewers for their constructive feedback and suggestions that improved the quality of this manuscript. Any remaining errors are the responsibility of the authors.

Author Contributions

AN contributed to the conceptualization of the study, development of the research design, data collection, and preparation of the initial manuscript draft. KH contributed to the supervision of the research process, validation of the methodology, data analysis interpretation, and critical revision of the manuscript. Both authors approved the final version of the manuscript for publication.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and no financial, commercial, or personal relationships influenced the design, data collection, analysis, interpretation, or reporting of the findings.

References

- Aldhafeeri, N. A., Aly, E., & Hashish, A. (2025). The effect of work-family conflict on staff nurses' job performance : the mediating role of emotional intelligence. *BMC Nurs*, 24, 614. <https://doi.org/10.1186/s12912-025-03280-w>
- Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2020). A cross-national meta-analytic examination of predictors and outcomes associated with work-family conflict. *Journal of Applied Psychology*, 105(6), 539. <https://doi.org/10.1037/apl0000442>
- Borgia, M. S., Virgilio, F. Di, Torre, M. La, & Khan, M. A. (2022). Relationship between Work-Life Balance and Job Performance Moderated by Knowledge Risks : Are Bank Employees Ready ? *Sustainability*, 14, 5416. <https://doi.org/10.3390/su14095416>

- Cavagnis, L., Russo, C., Danioni, F., & Barni, D. (2023). Promoting women's well-being: A systematic review of protective factors for work–family conflict. *International Journal of Environmental Research and Public Health*, 20(21), 6992. <https://doi.org/10.3390/ijerph20216992>
- Cerin, E., Zhang, C. J. P., Mellecker, R. R., Ming, W. kit, & Barnett, A. (2023). Socioeconomic characteristics and domestic work as correlates of family satisfaction in Hong Kong mothers of young children. *BMC Public Health*, 23(1), 1-13. <https://doi.org/10.1186/s12889-023-17129-x>
- Chuang, Y. T., Chiang, H. L., & Lin, A. P. (2024). Information quality, work-family conflict, loneliness, and well-being in remote work settings. *Computers in Human Behavior*, 154(December 2023), 108149. <https://doi.org/10.1016/j.chb.2024.108149>
- Cunha, M. P. E., Hernández-Linares, R., De Sousa, M., Clegg, S., & Rego, A. (2022). *Evolving Conceptions of Work-Family Boundaries: In Defense of The Family as Stakeholder*.
- De Angelis, M., Mazzetti, G., & Guglielmi, D. (2021). Job insecurity and job performance: A serial mediated relationship and the buffering effect of organizational justice. *Frontiers in psychology*, 12, 694057. <https://doi.org/10.3389/fpsyg.2021.694057>
- Fok, C. C. T., Allen, J., Henry, D., & Team, P. A. (2014). The Brief Family Relationship Scale: A Brief Measure of the Relationship Dimension in Family Functioning. *Assessment*, 21(1), 67-72. <https://doi.org/10.1177/107319111425856>
- Ghozali, I., & Kusumadewi, K. A. (2023). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0 Untuk Penelitian Empiris edisi 2*.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of and Conflict Family Between Work. *Academy of Management Review*, 10(1), 76-88. <https://doi.org/10.2307/258214>
- Grevenstein, D., Bluemke, M., Schweitzer, J., & Aguilar-Raab, C. (2019). Better family relationships—higher well-being: The connection between relationship quality and health related resources. *Mental health & prevention*, 14, 200160. <https://doi.org/10.1016/j.mph.2019.200160>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial Least Squares (PLS-SEM) Using R Equation Modeling Squares Structural*.
- Heskiau, R., & McCarthy, J. M. (2021). A work–family enrichment intervention: Transferring resources across life domains. *Journal of Applied Psychology*, 106(10), 1573. <https://doi.org/10.1037/apl0000833>
- Hobfoll S. E. (1989). Conservation of resources. *A new attempt at conceptualizing stress*. *The American psychologist*, 44(3), 513-524. <https://doi.org/10.1037//0003-066x.44.3.513>
- Kamal, O., El, A., Eshak, E. S., Mahfouz, E. M., Iso, H., Yatsuya, H., Sameh, E. M., Ghazawy, E. R., & Baba, S. (2022). A comparative study of the work - family conflicts prevalence , their sociodemographic , family , and work attributes , and their relation to the self - reported health status in Japanese and Egyptian civil workers. *BMC Public Health*, 1–12. <https://doi.org/10.1186/s12889-022-13924-0>
- Kusumawardani, S. T., & Rini, H. P. (2024). The Mediating Role of Work Stress between Work-Family Conflict and Work-Life Balance on Female Bank Employees. *Jurnal Pamator: Jurnal Ilmiah Universitas Trunojoyo*, 17(3), 480-490. <https://doi.org/10.21107/pamator.v17i3.26685>
- Lin, C. H., & Zhao, J. (2024). Testing the determinants of job satisfaction among police administrative officers in Taiwan. *Policing*, 47(6), 880-896. <https://doi.org/10.1108/PIJPSM-11-2023-0145>
- Mertika, A., Mitskidou, P., & Stalikas, A. (2020). “Positive Relationships” and their impact on wellbeing: A review of current literature. *Psychology: The Journal of the Hellenic Psychological Society*, 25(1), 115-127. https://doi.org/10.12681/psy_hps.25340

- Misfin, E. W., Singh, M., & Phoolka, S. (2024). Impact of family and work conflicts on job satisfaction , life satisfaction and health of female teachers in Ethiopia : the moderating role of resilience. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2430458>
- Moreira, A., & Encarnaç, T. (2023). administrative sciences Conflict (Work-Family and Family-Work) and Task Performance : The Role of Well-Being in This Relationship. *Administrative Sciences*, 13(4), 94. <https://doi.org/10.3390/admsci13040094>
- Morrison, D. A., Asante, C., Mensah, J. V., Naa, G., & Kpakpo, A. (2020). work-family conflict and employee performance in ghana's banking sector. *International Journal of Research - Granthaalayah*, 8(September), 113–122. <https://doi.org/10.29121/granthaalayah.v8.i9.2020.1120>
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410. <https://doi.org/10.1037/0021-9010.81.4.400>
- Nguyen, Phan To Uyen, H. N. N. (2024). From balance to performance : The mediating role of job motivation and engagement among married employees in FDI enterprises. *Global Business & Finance Review (GBFR)*, 29(4), 109-122.. <https://doi.org/10.17549/gbfr.2024.29.4.109>
- Pascucci, T., Hernández Sánchez, B., & Sánchez García, J. C. (2022). Being stressed in the family or married with work? A literature review and clustering of work-family conflict. *European Journal of Management and Business Economics*, 31(2), 239-265. <https://doi.org/10.1108/EJMBE-06-2021-0191>
- Persram, R. J., Scirocco, A., Della Porta, S., & Howe, N. (2019). Moving beyond the dyad: Broadening our understanding of family conflict. *Human Development*, 63(1), 38-70. <https://doi.org/10.1159/000501880>
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69-85. <https://doi.org/10.1177/2278533716671630>
- Ribeiro, N., Gomes, D., Oliveira, A. R., & Dias Semedo, A. S. (2023). The impact of the work-family conflict on employee engagement, performance, and turnover intention. *International Journal of Organizational Analysis*, 31(2), 533-549. <https://doi.org/10.1108/IJOA-02-2021-2646>
- Sarwar, F., Panatik, S. A., Sukor, M. S. M., & Rusbadrol, N. (2021). A job demand–resource model of satisfaction with work–family balance among academic faculty: Mediating roles of psychological capital, work-to-family conflict, and enrichment. *Sage Open*, 11(2), 21582440211006142. <https://doi.org/10.1177/21582440211006142>
- Souza, G. E. De, & Beuren, I. M. (2018). Impact of an enabling performance measurement system on task performance and job satisfaction. *Revista Contabilidade & Finanças*, 29(77), 194-212. <https://doi.org/10.1590/1808-057x201805850>
- Suhartini, E., Kankaew, K., & Syariati, A. (2025). She Works , Therefore She Worries : The Hidden Costs of Balance for Women in Indonesian Banking. *Jurnal Manajemen Bisnis*, 16(2), 442-459. <https://doi.org/10.18196/mb.v16i2.27224>
- Suleiman, A. O., Decker, R. E., Garza, J. L., Laguerre, R. A., Dugan, A. G., & Cavallari, J. M. (2021). Worker perspectives on the impact of non-standard workdays on worker and family well-being: A qualitative study. *BMC Public Health*, 21(1), 1-12. <https://doi.org/10.1186/s12889-021-12265-8>

- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of SMEs employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in psychology, 13*, 906876. <https://doi.org/10.3389/fpsyg.2022.906876>
- Sze, K. Y. P., Ho, S. Y., Lai, A. Y. K., Sit, S. M. M., Lam, T. H., & Wang, M. P. (2024). Socioeconomic Disparities in Family Well-Being, Family Communication Quality, and Personal Happiness among Chinese: Findings from Repeated Cross-Sectional Studies in 2016–2023. *Applied Research in Quality of Life, 19*(6), 3357-3375. <https://doi.org/10.1007/s11482-024-10378-x>
- Tayal, D., & Mehta, A. K. (2023). The struggle to balance work and family life during the covid-19 pandemic: Insights based on the situations of working women in Delhi. *Journal of Family Issues, 44*(6), 1423-1465. <https://doi.org/10.1177/0192513X211058817>
- Tran, P. A., Mansoor, S., & Ali, M. (2023). Managerial support, work–family conflict and employee outcomes: an Australian study. *European Journal of Management and Business Economics, 32*(1), 73-90. <https://doi.org/10.1108/EJMBE-03-2020-0056>
- Widyastuti, K., Hayati, K., & Ahadiat, A. (2020). Effect of ethical leadership on performance: validation of task performance measurement in banking context. *Test Engineering and Management, 83*, 8485-8497.
- Winda, S. N. H., & Sunarto, M. Z. (2025). Integration of the Roles of Men and Women in Forming a Harmonious Family. *International Journal of Science and Environment (IJSE), 5*(4), 193-202. <https://doi.org/10.51601/ijse.v5i3.176>
- Yan, Y., Bai, W., Geng, Y., & Gao, J. (2025). Can decent work promote fertility intention? The mediating role of work-family conflict. *Humanities and Social Sciences Communications, 12*(1), 1-14. <https://doi.org/10.1057/s41599-025-04693-3>
- Yu, C., & Frenkel, S. J. (2013). Explaining task performance and creativity from perceived organizational support theory : Which mechanisms are more important ? *Journal of Organizational Behavior, 1181*(December 2012), 1165–1181. <https://doi.org/10.1002/job>