



Work-family conflict, job satisfaction, and relationship quality among APJII ISP employees in Cilegon

Nida Nayla Rahma,^{1*} Netania Emilisa,² Ana Rosalinda,³ Gavrila Indra Saputra,⁴ Muhammad Syarifin Hannan⁵

^{1,2,3,4} Universitas Trisakti, Jakarta, Indonesia.

⁵ Liuzhou Vocational and Technical College, Guanxi, China.

* Corresponding Author: 022002201119@std.trisakti.ac.id

ARTICLE INFO	ABSTRACT
<p>Keywords:</p> <p>Work-to-Family Conflict; Family-to-Work Conflict; Job Satisfaction; High Quality Relationship.</p>	<p>This study examines how Work-to-Family Conflict and Family-to-Work Conflict affect High Quality Relationships among employees of APJII-affiliated Internet Service Providers in Cilegon, with Job Satisfaction as a mediator. Using questionnaires from 150 respondents and SEM analysis, results show both types of conflict are perceived as low, while Job Satisfaction and High-Quality Relationships are rated positively. Work-to-Family Conflict negatively impacts both Job Satisfaction and High-Quality Relationships, with Job Satisfaction fully mediating this relationship. Family-to-Work Conflict does not significantly affect Job Satisfaction or High-Quality Relationships. The findings highlight the need for supportive work policies to enhance job satisfaction and workplace relationships, and suggest expanding future research to include broader variables and contexts.</p>
<p>Article history:</p> <p>Received 2025-06-14 Revised 2025-07-05 Accepted 2025-07-07</p>	<p>Contribution: The findings provide valuable insights for managers to develop supportive work policies that foster job satisfaction and strong interpersonal relationships, and offer a foundation for future research to explore these dynamics across broader contexts and variables.</p>
<p><i>This is an open access article under the CC BY-SA license.</i></p>	

1. INTRODUCTION

In the era of rapid digital transformation, the internet has become an essential need that not only supports communication but also supports almost all aspects of modern human life. Social, economic, educational, and governmental life are highly dependent on the existence of digital connectivity. According to the We Are Social report (2024), internet users in Indonesia have reached 215 million people, equivalent to 77% of the total population. This increase reflects the acceleration of digitalization and the increasing dependence of society on the internet. This massive growth in internet usage cannot be separated from the crucial role of internet service providers or Internet Service Providers (ISPs). In Indonesia, ISP companies are members of the Indonesian Internet Service Providers Association (APJII), an organization that regulates service standardization, strengthens collaboration between members, and facilitates the expansion of internet networks to remote areas of the country (Nasution, 2021).

In a survey by the Indonesian Internet Service Providers Association (APJII) to 38 provinces, it was noted that in 2023, Banten Province had the highest internet penetration nationally, at 89.10%, surpassing DKI Jakarta (86.96%) and West Java (82.73%) (Kompas, 2023). Cilegon City, as one of the main industrial areas in Banten, showed an increase in internet usage from 77.04% (2022) to 83.67% (2023) according to BPS Banten. This spike puts great pressure on ISP performance in ensuring the quality and continuity of services. The increasing number of users and increasing expectations for internet services have caused ISP employees in Cilegon City to face greater work pressure. This pressure comes from the increasing volume of requests, demands for speed in responding to network disruptions, and the requirement to work in a 24-hour shift system. This condition creates tension that has the potential to cause Work-to-Family Conflict (WFC) and Family-to-Work Conflict (FWC). WFC occurs when work responsibilities take up time, energy, and attention, thus interfering with one's role in the family. In contrast, FWC occurs when household responsibilities such as taking care of children or parents interfere with concentration and productivity at work (Khalid, 2017).

In the context of the highly dynamic and demanding ISP industry, the risk of WFC and FWC is higher. A study by (Obrenovic et al., 2020) stated that high-intensity work and 24/7 service expectations are very susceptible to triggering this role conflict. This condition not only affects employees' personal lives but also has a direct impact on job satisfaction and high-quality relationships in the work environment. Job satisfaction is an important indicator in human resource management. Employees who are satisfied with their jobs tend to show high loyalty, increased productivity, and a cooperative attitude in the team. Conversely, unmanaged Work to Family Conflict can significantly reduce job satisfaction levels (Kalliath & Kalliath, 2015). Several previous studies have examined WFC and FWC in the manufacturing, education, and health sectors (Kunkcu et al., 2024). However, research that specifically highlights this dynamic in technology-based service industries such as ISPs is still very limited. In fact, this sector has unique characteristics such as demands for 24/7 service, intense customer interaction, and high urgency in handling network disruptions (Liu et al., 2015).

In addition, the quality of relationships between individuals in the workplace or high-quality relationships is also an important aspect that is often overlooked. Employees who experience emotional stress due to role conflict tend to show withdrawal behavior, difficulty communicating, and weakened trust among coworkers (Rispen & Demerouti, 2016). The long-term impact can be a decrease in team collaboration and a decrease in overall organizational effectiveness. Several previous studies have tried to understand this phenomenon in various contexts. For example, studies by (Chung et al., 2018) and (Kunkcu et al., 2024) examined work to family conflict in the manufacturing and education sectors, and found a significant correlation between WFC and FWC with job satisfaction. However, very few studies have focused on the service technology sector such as ISP, which has different work characteristics from other industries. Furthermore, there are still few studies that use job satisfaction as a mediating variable between work to family conflict, family to work conflict and high-quality relationships. In fact, based on the findings of (Lim et al., 2021) job satisfaction acts as a psychological dampener that bridges the negative impact of role conflict on social aspects in the workplace (Salazar & Diego-Medrano, 2021) also found that in the information technology sector, stress due to role conflict greatly affects job satisfaction, especially when there is no company policy that supports work-family life balance. This condition illustrates that the technology service-based sector is in great need of a managerial approach based on empathy and role balance.

2. METHOD

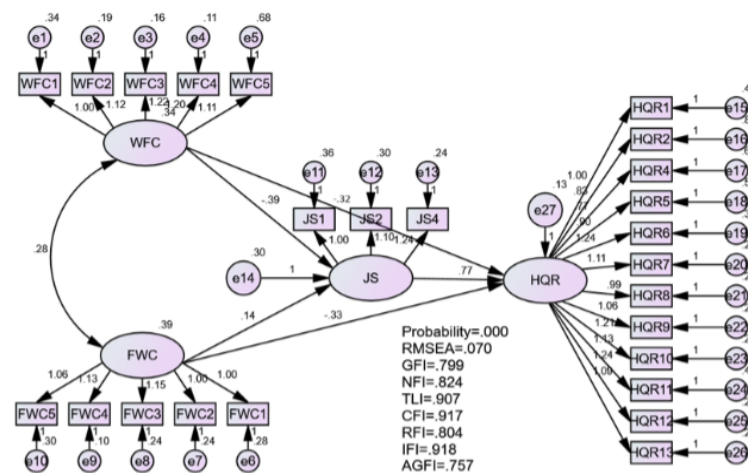
This study is quantitative in nature, referring to previous studies conducted by (Kunkcu et al., 2024) and (Zainal Badri & Ngo, 2025). Which aims to test the relationship between Work-to-Family Conflict and Family-to-Work Conflict on High-Quality Relationship, with Job Satisfaction as a mediating variable, on employees of Internet Service Provider companies that are members of APJII in Cilegon City. The data collected are cross-sectional, because they are only carried out once in a certain period, namely from April to May 2025. The unit of analysis in this study is individuals, namely employees who work at Internet Service Provider companies that are members of APJII in Cilegon City. The setting of this study is non-contrived settings, because it is carried out in a natural work environment without any manipulation from the researcher (Sekaran & Bougie, 2016). Data collection was conducted through an online survey with a five-point Likert scale-based questionnaire that had been adapted from previous studies to measure the variables of Work-to-Family Conflict, Family-to-Work

Conflict, Job Satisfaction, and High-Quality Relationship. Data analysis was conducted using the Structural Equation Modeling (SEM) method with the help of AMOS software version 22.

In addition, this study also uses the Sobel Test to analyze the mediating role of Job Satisfaction on the relationship between Work to Family Conflict and Family to Work Conflict on High Quality Relationship. All tests were carried out after first evaluating the overall fit model based on the Kesseling approach and the criteria set by (Ström et al., 2023). This evaluation is important to ensure that the structural model built is statistically valid and is able to explain the relationship between variables comprehensively and scientifically.

The sample used is based on the non-probability sampling method with the purposive sampling technique, the minimum sample size is 140 respondents, then the maximum sample size is 280 respondents. The sample of this study is 150 samples, this is done in case there are statement items that are not filled in by the respondents. The analysis technique in this study explicitly uses a quantitative approach that is objective and measurable, with the aim of testing the causal relationship between variables through relevant statistical methods.

Figure 5



Source: Data processed using AMOS

3. RESULTS AND DISCUSSION

From the data that has been obtained, it shows the respondent profile based on gender. Employees who work in the field internet service provider with male gender having 124 respondents while female has 26 respondents. Male respondents have a more dominant number because most of the work in this sector is technical skills such as fiber optic line development and internet network installation so that it requires physical strength and direct involvement outdoors. Therefore, the position is filled more by male workers. Meanwhile, from the age data that has been obtained, the respondent profile of employees is mostly in the age range of 18-25 years with a percentage of 42%. Respondents with this age range are more dominant because in this age group it is a transition period from the world of education (SMK, D3, D4, and S1) starting to enter the job market and tend to be more adaptive to technological developments.

The results of this hypothesis test aim to test whether there is a negative influence of work to family conflict on high quality relationships, a negative influence of family to work conflict on high quality relationships, a negative influence of job satisfaction on high quality relationships, a positive influence of work to family conflict on job satisfaction, a positive influence of family to work conflict on job satisfaction, a negative influence of work to family conflict on high quality relationships mediated by job satisfaction, and a negative influence of family to work conflict on high quality relationships mediated by job satisfaction. The results of this analysis provide an indication of whether or not there is a significant relationship between the independent variables and the dependent variables in the SEM framework in this study. The discussion of the research hypothesis is as follows:

Tabel 1
Hypothesis Testing Results

Hypothesis	Estimation (β)	p-value (≤ 0.05)	Decision
Work to Family Conflict has a negative effect on High-Quality Relationship	0.319	0.005	Supported
Family to Work Conflict has a negative effect on High-Quality Relationship	0.350	0.001	Supported
Job Satisfaction has a positive effect on High-Quality Relationship	0.478	0.000	Supported
Work to Family Conflict has a negative effect on Job Satisfaction	0.308	0.006	Supported
Family to Work Conflict has a negative effect on Job Satisfaction	0.138	0.162	Not Supported
Work to Family Conflict negatively affects High-Quality Relationship through Job Satisfaction	$0.308 \times 0.478 = 0.147$	0.005	Supported
Family to Work Conflict negatively affects High-Quality Relationship through Job Satisfaction	$0.138 \times 0.478 = 0.107$	0.092	Not Supported

Source: AMOS software version 22, 2025.

Work family conflict has a negative influence on high quality relationships

Based on the results of the hypothesis test in the table, it is known that the magnitude of the estimate (β) is -0.319, meaning that the higher the perception value of Work Family Conflict, the lower the perception of the High-Quality Relationship value. With a p-value of 0.005 <0.05, the decision of the statistical test is that the hypothesis is supported, so it can be concluded that Work Family Conflict has a negative effect on the High-Quality Relationship of employees in internet service provider companies in Cilegon City. This study shows that Work Family Conflict is an important factor that can disrupt the harmony and quality of interpersonal relationships in the work environment. This indicates that conflicts that arise from an imbalance between work demands and family needs can reduce the quality of work relationships that have the potential to affect employee performance and job satisfaction. The implication is that internet service provider companies in Cilegon City need to pay special attention to efforts to manage Work Family Conflict, for example by implementing flexible work policies, providing support for employees in balancing work and family roles, and creating a work environment that supports employee welfare. Thus, the company can improve High Quality Relationships which ultimately contribute to increased productivity and employee retention.

This understanding is in line with previous research from (Kunkcu et al., 2024) who studied Work Family Conflict in the construction sector. They found that work to family conflict has a negative effect on job satisfaction, which in turn also reduces high quality relationships in the workplace. In the study, pressure from work roles that spread to the family realm caused stress and emotional exhaustion, which then prevented workers from building healthy communication and interpersonal relationships in the work environment. The decline in the quality of this relationship is a significant challenge in team-based organizations, especially in work management. Support for this negative relationship is also strengthened in the research of (Zainal Badri & Ngo, 2025) which was conducted in the manufacturing sector, especially on millennial workers. They found that work to family conflict had a direct impact on decreasing job satisfaction, which was one of the triggers for decreasing work motivation, as well as decreasing the quality of social interactions in the work environment. In the context of young workers, limited emotional resources due to this conflict make it difficult for them to build positive interpersonal connections, even in a supportive work environment. On the other hand, high quality work relationships (HQR) are actually one of the protectors against the negative impacts of role conflict. According to (Stephens et al., 2015), positive work relationships help improve individual resilience in dealing with stress, including from work-family imbalance. They found that supportive relationships in the workplace encourage helping behavior and increase employee perceptions of the work environment as an emotionally safe place.

Family work Conflict has a negative influence on High Quality Relationships

Based on the results of the hypothesis test in the table, it is known that the magnitude of the estimate (β) is -0.330, meaning that the higher the perception value of Family Work Conflict, the lower the perception of the High-Quality Relationship value. With a p-value of 0.001 <0.05, the decision of the statistical test is that the hypothesis is supported, so it can be concluded that Family Work Conflict has a negative effect on the High-

Quality Relationship of employees in internet service provider companies in Cilegon City. This study indicates that pressure and demands from family can interfere with employees in establishing healthy communication, effective teamwork, and positive emotional relationships with coworkers. This is a crucial issue, especially in a work environment that relies on collaboration such as the internet service industry. The implication is that internet service provider companies in Cilegon City need to pay special attention to the balance of family and work life experienced by employees. Organizations need to develop flexible work policies, psychosocial support, and stress management training programs that can help employees manage the pressures of home life. With support from the company, the quality of work relationships can be improved, which will ultimately strengthen team performance and increase organizational productivity.

In line with research by (Mincarone et al., 2025), family tensions have been shown to disrupt social relations in the workplace, and companies that ignore this aspect will face challenges in maintaining a positive and productive work atmosphere. This finding is reinforced by several previous studies showing that conflict between family and work roles has an impact on less harmonious work relationships. (Shiri, 2024) explains that family to work conflict can increase work stress levels and disrupt the dynamics of relationships between individuals in the organization, especially in companies that have intensive work systems and high targets. In addition, research by (Aldhaen, 2024) emphasizes the importance of organizational support in building healthy working conditions, because conflict from the household can damage trust and collaboration between employees in the workplace. If left without intervention, this condition can have an impact on increasing conflict between employees, high turnover, and decreased productivity. Research by (Naafs, 2017) which studied young workers in the Cilegon industrial area also strengthens the relevance of the local context of these findings. In his report, it was stated that cultural pressures on traditional roles, especially on men as breadwinners, increase the potential for dual role conflict. When employees have to balance work and family demands without structural support from the company, the quality of interpersonal relationships tends to decline. This is in line with the findings of (Artiawati, 2014) which shows that the imbalance between work and family roles has a negative correlation with job satisfaction and relationships between employees. This study is also supported by a measurement instrument that shows that most respondents feel that home life interferes with their focus and responsibilities at work, and causes tension in completing tasks and establishing teamwork. Employees who feel disturbed by family pressure tend to experience emotional exhaustion more easily and exhibit behavior that withdraws from social dynamics in the workplace. This hinders the formation of high-quality relationships that include trust, empathy, and collaboration.

Job satisfaction has a positive influence on high quality relationships

Based on the results of the hypothesis test in the table above, it is known that the estimate (β) is 0.773, meaning that the higher the job satisfaction value, the higher the high-quality relationship value. With a p-value of $0.000 < 0.05$, the decision from the statistical test is that the hypothesis is supported, so it can be concluded that job satisfaction has a positive influence on employee high-quality relationships in internet service provider companies in Cilegon City. This study indicates that employees who are satisfied with their jobs tend to build more harmonious, communicative, and supportive relationships with their coworkers. The implication is that ISP companies in Cilegon City need to pay attention to factors that influence employee job satisfaction, such as role clarity, comfortable working conditions, and recognition of contributions. A work environment that is able to meet the psychological and professional needs of employees will encourage the creation of stronger and more collaborative working relationships. This is reinforced by research from (O'Hara et al., 2025) which states that job satisfaction contributes directly to the formation of a healthy work climate and positive interpersonal relationships among coworkers.

This is also supported by research by (Wang, 2025) which explains that job satisfaction has a close correlation with social relationships in the workplace, especially in terms of trust and empathy between individuals. In organizations that value employee contributions and provide space for professional growth, the quality of relationships between employees tends to increase significantly. In addition, (Nowrouzi-kia et al., 2025) found that job satisfaction is the main predictor of the formation of healthy work relationships, and is able to reduce psychological stress due to workload.

In the context of ISP companies, strong work relationships are key to operational success, especially since the work is technical and relies heavily on team synergy. When employees are satisfied with their jobs, they tend to be more open to communication, resolve conflicts constructively, and respect each other within the team. A study by (Dilrangi et al., 2025) also showed that a work environment that supports job satisfaction

directly increases communication effectiveness, which is the foundation of high-quality work relationships. Thus, the results of this hypothesis not only strengthen theories of job satisfaction in relation to interpersonal relationships but also provide important implications for company policies.

Work to family conflict has a negative influence on job satisfaction

Based on the results of the hypothesis test in the table, it is known that the estimate (β) is -0.393, meaning that the higher the perception value of Work to Family Conflict, the lower the job satisfaction value. With a p-value of $0.006 < 0.05$, the decision from the statistical test is that the hypothesis is supported and a significant negative relationship between work to family conflict and job satisfaction is identified in employees working at internet service providers (ISPs) in Cilegon City. In other words, when work responsibilities begin to interfere with the roles and time that should be carried out in family life, employees will feel a decrease in job satisfaction at work. This condition shows that interference from work to family aspects has emotional and psychological implications that impact employees' perceptions of their work. This provides an illustration that high work pressure, such as long working hours, non-stop service demands, and heavy burdens of responsibility, can result in the inhibition of family roles. The imbalance of these roles will make employees feel personally unfulfilled, which ultimately has an impact on job dissatisfaction.

A study conducted by (Wang, 2025) confirmed that high Work to Family Conflict tends to result in negative perceptions of work because individuals feel they have failed to meet their personal expectations outside of work. In line with this, (O'Hara et al., 2025) stated that organizations that do not provide support for employees' family roles are at risk of having an unhealthy and less productive work environment. In addition, (Daoli & Mohsenvand, 2017) also highlighted the importance of creating an organizational structure that takes into account the psychological and social capacities of employees. When organizations do not consider the pressures experienced by employees outside of work, job satisfaction tends to decrease due to the accumulation of unresolved stress. This is exacerbated in the ISP industry, where operational pressures and technical needs are high and ongoing, potentially strengthening the negative impact of work to family conflict on job satisfaction. Seeing this, ISP companies in Cilegon City need to adopt employee welfare-based strategies. This approach can include work flexibility, responsive leave to family needs, and stress and time management training.

Family to work conflict has a negative influence on job satisfaction

Based on the results of the hypothesis test in the table, it is known that the estimate (β) is 0.138, meaning that the higher the perception value, the better. Family to Work Conflict then it can increase the value job satisfaction. However, with a p-value of $0.162 > 0.05$, the decision from the statistical test is that the hypothesis is not supported. So, it can be concluded that Family to Work Conflict does not have a significant negative impact on job satisfaction employees at an internet service provider company in Cilegon city. Disturbances or pressures originating from family responsibilities that affect work have not been statistically proven to reduce the level of job satisfaction employees in the context of this study. These results indicate that although employees face challenges in balancing family and work roles, this does not necessarily have a direct impact on their perceptions of job satisfaction.

This is supported by previous research by (Neslihan et al., 2024) who studied the kitchen staff of five-star hotels in Türkiye. The results of the study showed that family-to-work conflict does not have a significant influence on job satisfaction. Although there is a negative correlation between family-to-work conflict and job satisfaction, the relationship is not strong enough to affect overall job satisfaction. This finding suggests that conflict originating from family demands entering the work domain does not necessarily significantly reduce individual satisfaction, especially when individuals have adequate adaptive capacity and social support at work. This perspective can be explained through conservation of resources theory latest version, which emphasizes the importance of the role of psychological and social resources in dealing with stress due to loss of resources during the pandemic (Shin et al., 2021). This understanding is reinforced by another study conducted by (Dong et al., 2024) which explains that work-to-family conflict does not have a direct impact on job satisfaction. The results of the study indicate that the negative influence of work conflict on the family is only felt to be significant when mediated by feelings of guilt towards the family (work-to-family guilt). In the research of (Wei et al., 2023) showed that contextual support from superiors can mitigate the negative impact of role conflict on work outcomes and psychological well-being. Thus, although family-to-work conflict does not directly affect job

satisfaction, leadership factors and social support continue to play an important role in maintaining employee work motivation and commitment.

Work to family conflict negatively affect high quality relationship mediated job satisfaction

Based on the results of testing the sixth hypothesis, it was found that Work to Family Conflict have a significant impact on High Quality Relationship mediated Job Satisfaction based on value p -value of $0.005 < 0.05$. The value estimate of -0.304 which shows that there is a negative influence between Work to Family Conflict to High Quality Relationship mediated Job Satisfaction. So, it can be concluded that Job Satisfaction mediate partially in influencing Work to Family Conflict to High Quality Relationship So it can be concluded that the sixth hypothesis of this study is supported. The data shows that employees who experience conflict between work demands and family life tend to have a high level of job satisfaction lower, which ultimately has an impact on the declining quality of working relationships in the organizational environment. In other words, when employees feel that the workload interferes with their roles and responsibilities in the family, this can reduce job satisfaction, which is then reflected in less harmonious working relationships with colleagues and superiors. This study shows that job satisfaction has an important role in maintaining the quality of interpersonal relationships in the workplace, especially in conditions of dual role pressure experienced by employees.

Research by (Zalewska, 2020) confirms these findings by showing that work to family conflict can significantly reduce job satisfaction, which further reduces the quality of relationships between colleagues in the work environment. In the organizational context, low job satisfaction consequence work to family conflict impact on decreasing emotional and collaborative engagement between employees, thus creating psychological distance between employees. Furthermore, (Liu et al., 2015) also found that employees who face role pressure from work to family experience a decrease in their ability to build healthy work relationships due to feelings of stress and emotional exhaustion. When job satisfaction decreased, employees became less open to communication, collaboration, and trust between coworkers, which are important elements of high quality relationship. In addition, (Orellana et al., 2023) stated that job satisfaction act as a mediator in the relationship between workload and work relationship dynamics. In situations where work and family conflict is high, job satisfaction become an important buffer that can weaken the negative impact of conflict on the quality of interpersonal relations in the workplace. This supports the findings in this study, where job satisfaction proven to mediate the influence work to family conflict to high quality relationship. Therefore, it is important for organizations, especially in the service industry such as Internet Service Providers, to create a supportive work environment, pay attention to employee psychological well-being, and provide space for more flexible work role adjustments.

Family to work conflict has a negative impact on high quality relationship mediated by job satisfaction

Based on the results of testing the seventh hypothesis, it was found that Family to Work Conflict does not have a significant effect on High Quality Relationship mediated Job Satisfaction based on value p -value of $0.082 > 0.05$. The value estimate of 0.107 which shows that there is a positive influence between Family to Work Conflict to High Quality Relationship mediated Job Satisfaction. So it can be concluded that Job Satisfaction does not have a mediating role in influencing Family to Work Conflict to High Quality Relationship. Although in theory conflict originating from the family can have a negative impact on relationships in the workplace, the results of data processing show that Job Satisfaction was not able to mediate the relationship significantly. Thus, the tension due to family role conflict to work was not statistically proven to reduce the quality of work relationships through the path of decreasing job satisfaction. This finding shows that in the context of organizations in Cilegon City, the relationship between Family to Work Conflict and High-Quality Relationship not much influenced by the level of employee job satisfaction. Most likely, other factors such as the company's internal support system, work flexibility, or work culture also play a bigger role in forming quality work relations. Therefore, the seventh hypothesis in this study is stated as not supported because the direct and indirect effects do not show significance.

As in research by (Helmy, 2018) found that Family to work Conflict does not have a significant influence on Job Satisfaction, as well as Job Satisfaction does not mediate the relationship between Family to work Conflict And Turnover Intention. Similar results were also shown by research by (Fazliawan & Yanuar, 2020) which found that family-work conflict does not have a significant effect on job satisfaction. However, the variables work engagement can be used as a mediation between family to work conflict And job satisfaction. (Rahman et al., 2018) added that in a stressful work environment, the influence of Family to work Conflict to

Job Satisfaction not always consistent and often insignificant, especially when there are protective factors such as superior support. In addition, research by (Orellana et al., 2023) also strengthens these results, stating that Family to Work Conflict does not have a significant impact on Job Satisfaction, different from Work to Family Conflict which has a significant negative influence. These findings support the results of research on company employees Internet Service Provider in Cilegon City, where Family to Work Conflict does not significantly affect High Quality Relationship through Job Satisfaction. This indicates that in certain organizational contexts, such as technology companies that operate with high work pressure and demands for flexibility, the dynamics of work relationships are more influenced by internal organizational factors than by role pressures from family to work.

4. CONCLUSION

Based on the results of the analysis of 150 respondents who were mostly male, aged 18–25 years, with a high school/vocational high school education background, and had a work period of 1–5 years, a number of important findings were found. Descriptively, the employees showed a low level of role conflict both from work to family and vice versa (Family to Work Conflict). On the other hand, they felt a high level of job satisfaction and good quality of work relationships, which were shown through enthusiasm, satisfaction, and enjoyment in working.

The results of the hypothesis testing indicate that there is a significant negative influence of Work to Family Conflict and Family to Work Conflict on High Quality Relationship. Likewise, Work to Family Conflict has a negative effect on Job Satisfaction, while Family to Work Conflict does not show a significant effect on Job Satisfaction. In the opposite relationship, Job Satisfaction is proven to have a positive and significant effect on High Quality Relationship. In terms of mediation, Job Satisfaction is proven to fully mediate the effect of Work to Family Conflict on High Quality Relationship. However, no mediation effect of Job Satisfaction was found on the relationship between Family to Work Conflict and High-Quality Relationship. This finding indicates that work pressure that impacts family life has a greater impact on the quality of relationships in the workplace than family pressure on work, and job satisfaction is an important factor in maintaining high quality work relationships.

REFERENCES

- Aldhaen, E. (2024). *Business sustainability with artificial intelligence (AI): Challenges and opportunities* (Vol. 2). Springer. <https://doi.org/10.1007/978-3-031-71318-7>
- Artiawati, A. (2014). *Religiosity and the work-family interface across cultures*.
- Chung, E., Kamri, T., & Mathew, V. N. (2018). Work-family conflict, work-family facilitation and job satisfaction: Considering the role of generational differences. *International Journal of Education, Psychology and Counseling*, 3(13), 32–43.
- Daoli, A. C., & Mohsenvand, A. (2017). The relationship between organizational structure and employee job stress. *Asian Social Science*, 8(4), 124–130. <https://doi.org/10.5539/ass.v8n4p124>
- Dilrangi, M. U., Ratnayake, R. M. C. S., & Fernando, R. (2025). Resilient leadership and employee empowerment: Overcoming challenges in Sri Lanka's private higher education sector. *International Journal of Contemporary Business Research*, 3(2). <https://doi.org/10.4038/ijcbr.v3i2.23>
- Dong, N., Zhang, M., & Livingston, B. A. (2024). Effects of work-to-family conflict on job satisfaction and reparative behaviors. *Chinese Management Studies*, 18(2), 575–589. <https://doi.org/10.1108/CMS-01-2023-0013>
- Fazliawan, N. M., & Yanuar, Y. (2020). Pengaruh Family-Work Conflict Terhadap Job Satisfaction Dengan Variabel Mediasi Work Engagement. *Jurnal Manajerial Dan Kewirausahaan*, 2(2), 531. <https://doi.org/10.24912/jmk.v2i2.7947>
- Helmy, O. (2018). Work-Family Conflict and Family-Work Conflict on Employees Turnover Intentions in the Tourism Industry. *International Journal of Heritage, Tourism and Hospitality*, 12(2), 400–410. <https://doi.org/10.21608/ijhth.2019.32000>
- Kalliath, P., & Kalliath, T. (2015). Work-family conflict and its impact on job satisfaction of social workers. *British*

- Journal of Social Work*, 45(1), 241–259. <https://doi.org/10.1093/bjsw/bct125>
- Khalid, U. (2017). Work Family Conflict / Family Work Conflict-a Study of Gender and Family Systems. *Pakistan Business Review*, 19(2), 481–498.
- Kunkcu, H., Koc, K., & Gurgun, A. P. (2024). Work–family conflict and high-quality relationships in construction project management: the effect of job and life satisfaction. *Engineering, Construction and Architectural Management*. <https://doi.org/10.1108/ECAM-05-2023-0499>
- Lim, T. L., Omar, R., Ho, T. C. F., & Tee, P. K. (2021). The roles of work–family conflict and family–work conflict linking job satisfaction and turnover intention of academic staff. *Australian Journal of Career Development*, 30(3), 177–188. <https://doi.org/10.1177/10384162211068584>
- Liu, Y., Wang, M., Chang, C. H., Shi, J., Zhou, L., & Shao, R. (2015). Work-family conflict, emotional exhaustion, and displaced aggression toward others: The moderating roles of workplace interpersonal conflict and perceived managerial family support. *Journal of Applied Psychology*, 100(3), 793–808. <https://doi.org/10.1037/a0038387>
- Mincarone, P., Leo, C. G., Fusco, S., Garbarino, S., Guarino, R., Rissotto, A., Tumolo, M. R., Ponzini, G., Scoditti, E., Sabina, S., & Bodini, A. (2025). Mental health and social relationships shape the work-from-home experience: lessons from COVID-19 pandemic. *Frontiers in Public Health*, 13. <https://doi.org/10.3389/fpubh.2025.1526885>
- Naafs, S. (2017). Contesting development: Youth and industrial labor in peri-urban Banten, Indonesia. In R. Padawangi (Ed.), *Routledge Handbook of Urbanization in Southeast Asia* (pp. 277–287). Routledge.
- Nasution, N. A. A. (2021). Peran Asosiasi Penyelenggara Jasa Internet Indonesia (APJII) Sumatera Utara dalam Mensosialisasikan Keamanan Berinternet kepada Masyarakat Menurut Perspektif Komunikasi Islam. *Pharmacognosy Magazine*, 75(17), 399–405.
- Neslihan, Onur, Husne, & Demirel. (2024). Investigation of Work-Family, Family-Work Conflict, Job Satisfaction and Life Satisfaction of Kitchen Staff According to Some Socio-Demographic Characteristics. *JOTAGS*, 12(2), 1162–1185. <https://doi.org/10.21325/jotags.2024.1430>
- Nowrouzi-kia, B., King, E., Edwards, B., Nizzer, S., Yazdani, A., Gohar, B., Bani-fatemi, A., & Howe, A. (2025). *Examining factors associated with job satisfaction among homecare rehabilitation professionals transitioning out of the COVID-19 pandemic in Ontario, Canada*. <https://doi.org/10.1108/IPHEE-12-2024-0056>
- O'Hara, S., Melnyk, B. M., Hsieh, A. P., Helsabeck, N. P., Giuliano, K. K., & Vital, C. (2025). Innovation, Wellness, and EBP Cultures Are Associated With Less Burnout, Better Mental Health, and Higher Job Satisfaction in Nurses and the Healthcare Workforce. *Worldviews on Evidence-Based Nursing*, 22(2), e70012. <https://doi.org/10.1111/wvn.70012>
- Obrenovic, B., Jianguo, D., Khudaykulov, A., & Khan, M. A. S. (2020). Work-Family Conflict Impact on Psychological Safety and Psychological Well-Being: A Job Performance Model. *Frontiers in Psychology*, 11, 1–18. <https://doi.org/10.3389/fpsyg.2020.00475>
- Orellana, L., Schnettler, B., Miranda-Zapata, E., Saracostti, M., Poblete, H., Lobos, G., Adasme-Berrios, C., Lapo, M., & Concha-Salgado, A. (2023). Job satisfaction as a mediator between family-to-work conflict and satisfaction with family life: a dyadic analysis in dual-earner parents. *Applied Research in Quality of Life*, 18(1), 491–520. <https://doi.org/10.1007/s11482-022-10082-8>
- Rahman, M. M., Ali, N. A., Mansor, Z. D., Jantan, A. H., & Adedeji, S. B. (2018). Work-Family Conflict and Job Satisfaction: Does Organisational Support Matter? *International Journal of Asian Social Science*, 8(12), 1157–1169. <https://doi.org/10.18488/journal.1.2018.812.1157.1169>
- Rispens, S., & Demerouti, E. (2016). Conflict at Work, Negative Emotions, and Performance: A Diary Study. *Negotiation and Conflict Management Research*, 9(2), 103–119. <https://doi.org/10.1111/ncmr.12069>
- Salazar, L. R., & Diego-Medrano, E. (2021). An Investigation of the Work-Life Conflict Predictors of IT Employees' Job Satisfaction and Well-Being. *Global Business & Management Research*, 13(1), 16–37.

- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Wiley.
- Shin, D. J., Kim, Y. S., & Kim, B. K. (2021). Understanding Job Stress and Organizational Effectiveness of Airline Employees Due to Changes in the Employment Environment under COVID-19—Focusing on the Difference in the GAD-7 of Employees. *Sustainability (Switzerland)*, 13(24). <https://doi.org/10.3390/su132413722>
- Shiri, A. (2024). *Identification and Validation of Occupational Stress Factors for Employees of the Electricity Distribution Company of Ilam Province*. 6(2), 194–218.
- Stephens, N. M., Townsend, S. S. M., & Anderson, E. (2015). The Influence of Social Class on Workplace Dynamics. In M. L. Pitt-Catsouphes, E. E. Kossek, & S. Sweet (Eds.), *The Work and Family Handbook: Multi-Disciplinary Perspectives and Approaches* (pp. 465–484). Routledge. <https://doi.org/10.4324/9780203885383>
- Ström, M., Wolff, K., Jean-Jean, J., Gustafsson, G., Isaksson, O., & Johannesson, H. (2023). A set-based-inspired design process supported by axiomatic design and interactive evolutionary algorithms. *International Journal of Product Development*, 27(3), 186–212.
- Wang, J. (2025). “Little Mecca” in China: Religious central places of the Hui Muslims. *Journal of Contemporary East Asia Studies*, 1–18.
- Wei, H., Wu, B., Park, H., & Deng, C. (2023). Is exercise good for all? Time- and strain-based work–family conflict and its impacts. *Journal of Social Psychology*, 163(2), 230–247. <https://doi.org/10.1080/00224545.2022.2111251>
- Zainal Badri, S. K., & Ngo, M. S. M. (2025). Unveiling the mediating mechanism of burnout in relationship between work–family conflict and job outcomes among millennials workers at work. *International Journal of Workplace Health Management*. <https://doi.org/10.1108/IJWHM-09-2024-0186>
- Zalewska, A. M. (2020). Work–family and family–work conflicts and health: The protective role of work engagement and job-related subjective well-being. *Medycyna Pracy*, 71(1), 33–46. <https://doi.org/10.13075/mp.5893.00908>