

Work-Family Conflict Disaster: From Organizational Commitment to Job Satisfaction

Agus Purwanto³, Dylmoon Hidayat², Masduki Asbari³

^{1,2,3}Pelita Harapan University, Jakarta, Indonesia

* Corresponding author: agozpor@gmail.com

Abstract - This study aimed to measure the effect of work-family conflict on job satisfaction through organizational commitment (affective, continuence, normative) as mediation. The data collection was done by simple random sampling to 251 population of woman employee in an automotive industry in Tangerang. The returned and valid questionnaire results were 170 samples. Data processing was used SEM method with SmartPLS 3.0 software. The results of this study concluded that work-family conflict have not significant effect on job satisfaction, work-family conflict have significant effect on organizational commitment (affective, continuence, normative), and organizational commitment (continuence and normative) have mediating effect on relationship between work-family conflict and job satisfaction, except affective commitment have not significant effect on job satisfaction. This new research proposed a model for building job satisfaction among women employee of automotive industry in Tangerang through enhancing organizational commitment and by manage the work-family conflict. This research could pave the way to improve woman employee readiness in facing the era of industrial revolution 4.0.

Keywords: Job satisfaction, organizational commitment, work-family conflict.

I. INTRODUCTION

A common and growing belief in our society is that professional life at work and family are two independent and separate life domain. Whereas in fact, these two worlds are not totally separate, but instead influence each other and are not independent (Asbari, 2015; Asbari, Chi Hyun, et al., 2020; Asbari, Purwanto, Fayzhall, et al., 2020; Asbari, Purwanto, Maesaroh, et al., 2020; Goestjahjanti et al., 2020; Maesaroh et al., 2020; Pramono et al., 2020; Sopa et al., 2020). Several studies have concluded that the relationship between work and family is highly interdependent and dynamic (Huang et al., 2004). Factors in the world of work influence family life and vice versa (Boyar & Mosley Jr, 2007). Studies also identify various things antecedents and mediating factors between work and family roles (Asbari, Bernarto, et al., 2020; Asbari, Pramono, et al., 2020; Sutardi et al., 2020). Work-family conflict (WFC) occurs when one role (for example, as a parent) interferes with involvement in another role (for example, as an employee) (Greenhaus & Beutell, 1985). Research on the WFC usually analyzes the interaction conflict between these two dual roles. Several research on the WFC has investigated a variety of factors, such as factors marital status, child care responsibilities, and job stress (Boyar & Mosley Jr, 2007). However, however, the emergence of the WFC really depends on interactions with superiors and other people in the immediate environment, both at work and at home (Grandey et al., 2005). Furthermore, researchers (Luk & Shaffer, 2005; Poelmans et al., 2003) pointing out that the shortage of existing research is that most of it is conducted in the US and other western countries; Little research has been done in Indonesia, especially in the automotive industry.

While there are several studies exploring WFCs in schools and manufacturing in Indonesia such as research (Asbari, Bernarto, et al., 2020; Sutardi et al., 2020) it's just that there are fewer or no similar studies exploring WFCs in the context of the automotive industry. Therefore there is a need to understand WFC in Indonesia deeply. The context is not only due to the necessity of globalization but also because of the nature of the automotive industry where female workers are quite dominant compared to other types of industries. This study extends the practice of science examining the relationship between WFC and job satisfaction of female

employees in the automotive industry, with mediating organizational commitment. The construct of organizational commitment in this study is explored more deeply by independently analyzing the three dimensions, namely affective commitment, continuance commitment, and normative commitment.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

A. *Work-Family Conflict*

According to (Greenhaus & Beutell, 1985) Work-family conflict is a form of inter-role conflict, namely the pressure or imbalance of roles between roles at work and roles in the family. High working hours and heavy workloads are a direct sign of a work-family conflict due to the excessive time and effort spent working. This results in a lack of time and energy that can be used for family activities. (Greenhaus & Beutell, 1985) me Describe the types of conflict associated with the dilemma of women's roles between household and work. First, time-based conflict, is a conflict that occurs because time is used to fulfill one role and cannot be used to fulfill other roles, including the division of time, energy and opportunities between work and household roles. In this case, scheduling is difficult and time-limited when the demands and behaviors required to play the two don't match. Second, strain based conflict, which refers to the emergence of tension or emotional state that is generated by one role, making it difficult for a person to fulfill the demands of another role. For example, a mother who works all day will feel tired, and it makes it difficult to sit comfortably with the child completing his homework. This role tension can include stress, increased blood pressure, anxiety, emotional states, and headaches. Third, behavior based conflict, is a conflict that arises when expectations from a behavior are different from expectations from other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of a career woman, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of a behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of a career woman, is usually difficult to swap between the roles she plays with one another. is a conflict that arises when the expectations of a behavior are different from the expectations of other role behaviors. The mismatch of individual behavior at work and at home, which is due to differences in the rules of behavior of a career woman, is usually difficult to swap between the roles she plays with one another.

B. *Organizational Commitment*

1. *Affective Commitment*

Affective commitment is defined as a An individual's emotional attachment to the organization is characterized by an acceptance of organizational values and a willingness to remain with the organization (Somers, 1995). Individuals with strong affective commitment will tend to behave in the best interests of the organization (John P. Meyer et al., 1997). Research has identified a number of antecedents for affective commitment, including leadership (Ribeiro et al., 2018), personality, self-efficacy and job resources (Albrecht et al., 2017). Employees tend to have stronger affective bonds when their experiences in an organization are consistent with their expectations (JP Meyer & Allen, 1997). As noted above, when individual values and self-fulfillment are felt to be in accordance with what employees receive from the company, so they are more likely to have a high commitment to their organization (Mathieu & Zajac, 1990; Perrewe et al., 1999). Adopting a social identity theory framework, research (Harris & Cameron, 2005) found that affective commitment was able to predict psychological well-being employees. Likewise research (Clarke & Mahadi, 2017; Negiş Işık, 2020; Saha & Kumar, 2018). Therefore, the authors need to formulate a hypothesis about the relationship between affective commitment and job satisfaction. Likewise, how is the relationship between work-family conflict and affective commitment (Jumiran et al., 2020; Nuryanti et al., 2020; Purwanto; et al., 2019; Sudiyono et al., 2020; Yuwono, Novitasari, Hutagalung, et al., 2020).

2. *Continuance Commitment*

Continuance commitment is a commitment that arises when employees remain in an organization because of the need for salaries and other benefits, or because employees do not find other work alternatives. (John P Meyer et al., 1993). Research (Khan et al., 2016) mentioned that there is a significant correlation between continuance commitment and job satisfaction. However, other studies concluded that no statistical significance was found between happiness at work and continuance commitment (Pepey et al., 2016). Thus, the authors hypothesize on the relationship between continuance commitment and job satisfaction. Likewise, the WFC relationship and

continuance commitment.

3. Normative Commitment

Normative commitment is a commitment that arises from values in employees. An employee stays in an organization because he has the awareness that commitment to the organization is what he should do (John P Meyer et al., 1993).

Individual work ethics or values closely related to his attitude towards work. Desire for upward career mobility, attitude toward appreciation, and levels of job involvement are all linked to individual work ethic (Yousef, 2001). Eastern and western cultures differ substantially (Ralston et al., 2008). The main difference between East and West work ethics has actually been influenced by religious beliefs. While Western culture emphasizes duty and personal responsibility towards oneself, while Eastern culture emphasizes commitment to family and groups (Ralston et al., 2008). Still according (Yousef, 2001), it can be said that individuals who are strongly supports a positive work ethic tends to be more committed to the organization. In addition, the individual feels compelled to reciprocate with commitment as a result of receiving a reward from organization. Based on these studies and analyzes, the authors hypothesize the relationship between normative commitment and job satisfaction. Also analyze the relationship between WFC and normative commitment (Asbari et al., 2019; Cahyono et al., 2020; Chidir et al., 2020; Imelda et al., 2020; Kusumaningsih et al., 2020; Novitasari et al., 2020; Silitonga et al., 2020; Yuwono, Novitasari, Asbari, et al., 2020).

C. Job satisfaction

Job satisfaction is a pleasant or positive emotional state that results from a person's assessment of his work or experience (Armstrong et al., 2015; Baluyos et al., 2019; Chordiya et al., 2017; Eliyana et al., 2019; Hedayat et al., 2018; Ith, 2011; Qureshi et al., 2019; Sabahi & Sanai Dashti, 2016). In other words, job satisfaction, in this case, a teacher's job satisfaction is a positive or negative emotion as a result of the teacher's evaluation of the level of satisfaction with his job. Therefore, job satisfaction is one of the most frequently measured organizational variables in research and has been widely studied in organizational behavior. Job satisfaction has been shown to be an important indicator of how workers feel about their jobs and predictors of work behavior such as motivation, absenteeism and performance. (Bogler, 2001; Onyemah et al., 2018).

D. The Influence of Organizational Commitment Moderation on Work-Family Conflict Relationships and Job Satisfaction

The relationship between aspects of the WFC and Job satisfaction and mediation of the dimensions of organizational commitment are still being discussed until the present era (Asbari, Bernarto, et al., 2020; Asbari, Pramono, et al., 2020; Sutardi et al., 2020). Several studies discuss the WFC relationship and organizational commitment (Beham & Drobnič, 2010; Luk & Shaffer, 2005), the relationship between WFC and job satisfaction (Asbari, Bernarto, et al., 2020; Beham & Drobnič, 2010; Hsu, 2011; Ngah et al., 2010; Perrewe et al., 1999; Rathi & Barath, 2013; Sutardi et al., 2020), the relationship between organizational commitment and job satisfaction (Fayzhall et al., 2020; Hutagalung et al., 2020; Purwanto; et al., 2019; Sudiyono et al., 2020; Sutardi et al., 2020). Based on previous research studies and an in-depth analysis of the findings about the influence and relationship between WFC, organizational commitment, and job satisfaction, the authors formulate this research hypothesis below:

H1: Work-family conflict has a negative and significant effect on job satisfaction for female contract employees in the automotive industry in Tangerang

H2: Work-family conflict has a negative and significant effect on organizational affective commitment to female contract employees in the automotive industry in Tangerang

H3: Work-family conflict has a negative and significant effect on organizational continuity commitment to female contract employees in the automotive industry in Tangerang

H4: Work-family conflict has a negative and significant effect on organizational normative commitment to female contract employees in the automotive industry in Tangerang

H5: Affective commitment to the organization has a positive and significant effect on job satisfaction for female contract employees in the automotive industry in Tangerang

H6: Continuance commitment to the organization has a positive and significant effect on job satisfaction for female contract employees in the automotive industry in Tangerang

H7: Normative commitment to the organization has a positive and significant effect on job satisfaction for female contract employees in the automotive industry in Tangerang

H8: Affective commitment mediates the relationship between work-family conflict and job satisfaction for female contract employees in the automotive industry in Tangerang

H9: Continuance commitment to mediate the relationship between work-family conflict and job satisfaction for female contract employees in the automotive industry in Tangerang

H10: Normative commitment mediates the relationship between work-family conflict and job satisfaction for female contract employees in the automotive industry in Tangerang

E. Research Framework

According to (Sekaran & Bougie, 2003) theoretical framework is the foundation on which the entire research project is based. From the theoretical framework can be formulated hypotheses that can be tested to determine whether the theory formulated is valid or not. Then then further it will be measured by appropriate statistical analysis. Referring to previous theory and research, there is a relationship between the following variables: work-family conflict, job stress, social support and job satisfaction. Work-family conflict, job stress, social support and job satisfaction refer to research parameters (Armstrong et al., 2015). For this reason, the authors built the following research model:

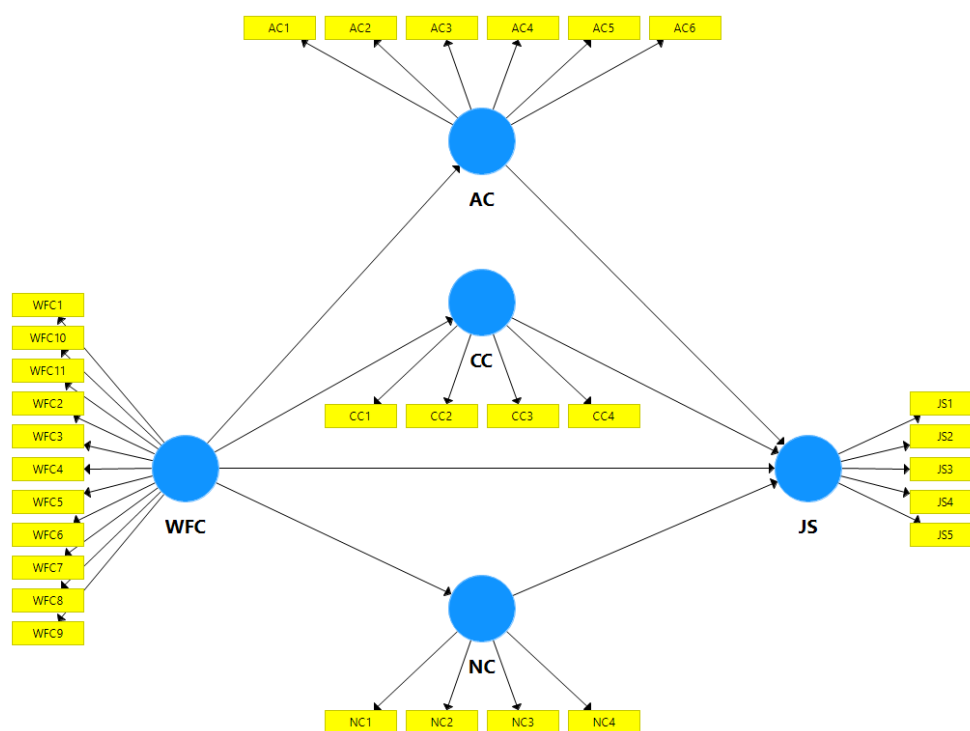


Figure 1. Research Model

III. METHODS

A. Operational Definition of Variables and Indicators

The method used in this research is quantitative method. Data was collected by distributing questionnaires to all married female employees in one of the automotive industries in Tangerang. The instrument used to measure work-family conflict was adapted from (Grandey et al., 2005) using 11 items (WFC1-WFC11). Organizational commitment, which includes the affective commitment, continuance commitment and normative commitment, which are adapted from (Allen & Meyer, 1990) using 6 items for affective commitment (AC1-AC6), 4 items for continuance commitment (CC1-CC4), and 4 items for normative commitment (NC1-NC4). Job satisfaction adapted from (Armstrong et al., 2015) by using 5 items (JS1-JS5). The list of variables and items is mentioned in Table 1. The questionnaire is designed closed except for questions / statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question / statement item is given five answer options, namely: strongly agree score 5, agree score 4, neutral / doubt score 3, disagree score 2, and strongly disagree score 1. The method for processing data is by using PLS and using SmartPLS version 3.0 software as a tool.

B. Population and Sample

The population in this study were 215 female employees with contract employee status at a automotive company in Tangerang. The questionnaires were distributed using simple random sampling technique. The results of the questionnaire returned and valid were 170 samples (79.07 percent of the population).

IV. RESULTS AND DISCUSSION

A. Sample Description

Table 2. Sample Descriptive Information

Criteria		amount	%
Age (as of October 2019)	<30 years	21	15.1%
	30 - 40 years	106	76.3%
	> 40 years	12	8.6%
The period of service as a contract employee	<5 years	100	71.9%
	5-10 years	34	24.5%
	> 10 years	5	3.6%
Highest diploma	≥ S1	105	75.5%
	= High school	34	24.5%

B. Test Results of the Validity and Reliability of Research Indicators

The measurement model testing stage includes testing for convergent validity, discriminant validity. Meanwhile, to test the construct reliability, Cronbach's alpha and composite reliability were used. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity and reliability testing.

1. Convergent Validity Testing

Convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study, the minimum acceptable loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). Based on the results of SmartPLS 3.0 processing, after items that do not meet the requirements are discarded, in Table 3, all indicators have a loading factor value above 0.5. So thus, the convergent validity of this research model has met the requirements. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 3 below:

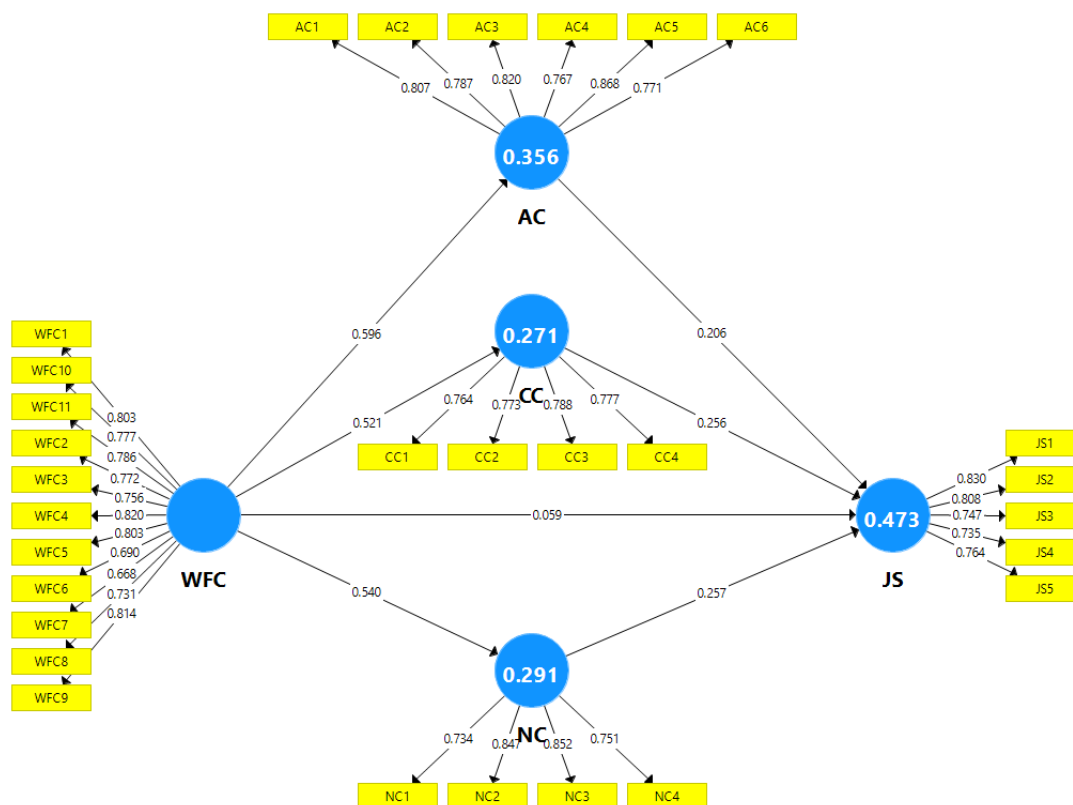


Figure 2. Research Model Fit

Table 3. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<i>Work-Family Conflict (WFC)</i>	WFC1	0.803	0.930	0.940	0.588
	WFC10	0.777			
	WFC11	0.786			
	WFC2	0.772			
	WFC3	0.756			
	WFC4	0.820			
	WFC5	0.803			
	WFC6	0.690			
	WFC7	0.668			
	WFC8	0.731			
<i>Affective Commitment (AIR CONDITIONING)</i>	AC1	0.807	0.891	0.916	0.647
	AC2	0.787			
	AC3	0.820			
	AC4	0.767			
	AC5	0.868			
	AC6	0.771			
<i>Continuance Commitment (CC)</i>	CC1	0.764	0.779	0.858	0.601
	CC2	0.773			
	CC3	0.788			
	CC4	0.777			
<i>Normative Commitment (NC)</i>	NC1	0.734	0.808	0.875	0.637
	NC2	0.847			
	NC3	0.852			
	NC4	0.751			
<i>Job Satisfaction (JS)</i>	JS1	0.830	0.836	0.884	0.605
	JS2	0.808			
	JS3	0.747			

JS4	0.735
JS5	0.764

2. Discriminant Validity Testing

Discriminant validity done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between that construct and other constructs (values below the diagonal)(Ghozali, 2014). The results of discriminant validity testing using the AVE square value, namely by looking at the Fornell-Larcker Criterion Value obtained as referred to in Table 4. The results of the discriminant validity test in table 4 above indicate that all constructs have a square root value of AVE above the correlation value with the construct. other latency, through the Fornell-Larcker criteria, so it can be concluded that the model has met the discriminant validity(Fornell & Larcker, 1981).

3. Construct Reliability Testing

The construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7(Ghozali, 2014), can use the size of one of them. If the composite reliability value is above 0.7, then it is sufficient(Ghozali, 2014). The reliability test results in table 3 above show that all constructs have a composite reliability value greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

C. Hypothesis test

Hypothesis testing in PLS is also called the inner model test. Hypothesis testing in this study includes testing the significance of direct effects and measuring the influence of exogenous variables on endogenous variables. The influence test was carried out using the t-statistics test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value were obtained as shown in the table below:

Table 4. Discriminant Validity

Variables	AC	CC	JS	NC	WFC
<i>Affective Commitment (AC)</i>	0.804				
<i>Continuance Commitment (CC)</i>	0.718	0.775			
<i>Job Satisfaction (JS)</i>	0.624	0.613	0.778		
<i>Normative Commitment (NC)</i>	0.770	0.692	0.625	0.798	
<i>Work-Family Conflict (WFC)</i>	0.596	0.521	0.454	0.540	0.767

Table 5. Value of R Square

	R Square	R Square Adjusted
<i>Affective Commitment</i>	0.356	0.352
<i>Continuance Commitment</i>	0.271	0.267
<i>Job Satisfaction</i>	0.473	0.460
<i>Normative Commitment</i>	0.291	0.287

Table 6. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
------------	--------------	------	----	--------------	----------	----------

H1	WFC -> JS	0.059	0.067	0.879	0.380	Not Supported
H2	WFC -> AC	0.596	0.042	14,321	0.000	Not Supported
H3	WFC -> CC	0.521	0.041	12,564	0.000	Not Supported
H4	WFC -> NC	0.540	0.043	12,537	0.000	Not Supported
H5	AC -> JS	0.206	0.110	1,873	0.062	Not Supported
H6	CC -> JS	0.256	0.082	3,130	0.002	Supported
H7	NC -> JS	0.257	0.147	2,409	0.016	Supported
H8	WFC -> AC -> JS	0.123	0.065	1,885	0.060	Not Supported
H9	WFC -> CC -> JS	0.133	0.044	3,013	0.003	Supported
H10	WFC -> NC -> JS	0.139	0.059	2,354	0.019	Supported

Based on Table 5 above, the value of R Square *Affective Commitment* of 0.356 which means that the variable *Affective Commitment* (AC) can be explained by the work-family conflict (WFC) variable of 35.6%, while the remaining 64.4% is explained by other variables not discussed in this study. Value of R Square *Continuance Commitment* equal to 0.271, which means that the variable *Continuance Commitment* (CC) can be explained by the work-family conflict (WFC) variable of 27.1%, while the remaining 72.9% is explained by other variables not discussed in this study. Value of R Square *Normative Commitment* equal to 0.291, which means that the variable *Normative Commitment* (NC) can be explained by the work-family conflict (WFC) variable of 29.1%, while the remaining 70.9% is explained by other variables not discussed in this study. Value of R Square *Job Satisfaction* equal to 0.473, which means that the variable *Job Satisfaction* (JS) can be explained by work-family conflict (WFC) variables, *Affective Commitment* (AC), *Continuance Commitment* (CC), *Normative Commitment* (NC) amounted to 47.3%, while the remaining 52.7% was explained by other variables not discussed in this study. Meanwhile, Table 6 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

D. Discussion

1. Work-Family Conflict Relationship and Job Satisfaction

The results of data analysis in Table 6 show that work-family conflict has no significant effect on job satisfaction. Evidenced by the t-statistics value of 0.879 is smaller than 1.96 and a p-value of 0.380 is greater than 0.05. Therefore, the conclusion is that the H1 hypothesis is rejected. So, It can be concluded that there is no significant effect of work-family conflict on job satisfaction. This finding is different from the conclusion of the research (Hsu, 2011) who mentioned that *work-family conflict* negative effect on job satisfaction. Similar conclusions were also conveyed by (Armstrong et al., 2015). Phenomenon *work-family conflict* yang notIt has an effect on job satisfaction and does not have a negative effect, it is very likely that it is driven by other factors, such as urgent financial needs, so that any conflicts that occur at home or outside of work have no effect on job satisfaction. It can also be influenced by internal motivation, such as religious work behavior which is inherent in the perceptions of female employees, that they are working solely in order to please God Almighty, not merely pursuing material pursuits. The conclusion of this study is the same as the conclusion of the study (Sutardi et al., 2020).

2. Relationship between Work-Family Conflict and Organizational Commitment

The results of data analysis in Table 6 show that the WFC has a significant effect on organizational commitment, which includes all three dimensions, namely *affective commitment*, *continuance commitment*, and *normative commitment*. Evidenced by the t-statistical value listed in Table 6 is greater than 1.96 and the p-value is smaller than 0.05, and all beta coefficients are positive, namely WFC -> AC (0.596), WFC -> CC (0.521), and WFC -> NC (0.540). In conclusion, the hypotheses H2, H3 and H4 are rejected. These findings differ from the conclusions empirical and theoretical findings from previous research from (Zain & Setiawati, 2019) who found evidence that there is no significant relationship between WFC and organizational

commitment among medical employees in one of the hospitals studied. The findings of this study explain that WGC experienced by female employees in the automotive industry does not have a negative effect on organizational commitment, but even in this study concludes that there is a positive and significant correlation between WFC and organizational commitment. This bias is possible because of the strong internal motivation of female employees of the automotive industry, and this needs to be investigated further and in-depth. Research (Santoso et al., 2020) mentions that one of the intrinsic motivation in question is the motivation to hope for dadi wong (wanting to be a successful person).

3. *Organizational Commitment Relationship and Job Satisfaction*

The results of data analysis in Table 6 show that continuance commitment and normative commitment have a positive and significant effect on job satisfaction. On H6 (CC → JS), as evidenced by the value of t-statistics 3.130 is greater than 1.96 and a p-value of 0.002 is smaller than 0.05. In conclusion, hypothesis H6 is accepted. Whereas on H7 (NS → JS), it is proven by the t-statistics value of 2.409 which is greater than 1.96 and the p-value of 0.016 is smaller than 0.05. In conclusion, hypothesis H7 is accepted. The conclusion of this study is in accordance with the results of the research (Hedayat et al., 2018). Meanwhile, affective commitment has no effect on job satisfaction. This is evidenced by the t-statistics value of 1.873 is smaller than 1.96 and the p-value of 0.062 is greater than 0.05. In conclusion, hypothesis H5 is rejected.

This study differs from the conclusions of the study (Ćulibrk et al., 2018; Iriqat, 2016; Lambert et al., 2015; Yousef, 2001) which concluded that organizational commitment has a significant effect on job satisfaction. While research (Chordiya et al., 2017; Saha & Kumar, 2018) specifically found evidence that affective commitment has a significant relationship with job satisfaction. In-depth analysis of this phenomenon can be examined more deeply and as an open problem for subsequent research.

4. *The Influence of Organizational Commitment Moderation on Work-Family Conflict Relationships and Job Satisfaction*

The results of data analysis in Table 6 show that the continuance commitment and normative commitment serve as a mediator for the relationship between WFC and job satisfaction. Evidenced by the t-statistical value listed in Table 6 is greater than 1.96 and the p-value is smaller than 0.05, and all beta coefficients are positive, namely WFC → CC → JS (0.133), WFC → NC → JS (0.139). In conclusion, the hypothesis H9 and H10 are accepted. This finding concludes with the conclusion from empirical and theoretical findings from previous research from (Geroda & Puspitasari, 2017). Meanwhile, affective commitment does not act as a mediator on the relationship between WFC and job satisfaction. Evidenced by the t-statistical value listed in Table 6 is 1.885, smaller than 1.96 and the p-value is 0.060, greater than 0.05, so the conclusion is that the hypothesis H8 is rejected. This conclusion was obtained because organizational commitment, in this case the affective commitment dimension, did not have a significant effect on the job satisfaction of female employees of the automotive industry in Tangerang. This is different from research (Sathyanarayan & Lavanya, 2018).

V. CONCLUSIONS AND SUGGESTIONS

A. *Conclusion*

From the data analysis that has been done, it has been proven that the independent variables *work-family conflict* (WFC) has no significant effect on job satisfaction, but WFC has a significant effect on all dimensions *organizational commitment*, namely affective, continuance, and normative. This study also concluded that *organizational commitment (continuance and normative)* serves as a mediator for the relationship between the WFC and job satisfaction. Meanwhile, affective commitment does not function as a mediator for the relationship between WFC and job satisfaction among female employees in the automotive industry in Tangerang.

B. Suggestion

It is advisable for future studies to conduct research in other sectors apart from automotive, such as the service industry, finance, education and other sectors so as to enrich this research topic. In addition, it is advisable to increase the number of populations and samples so as to produce a more comprehensive research conclusion. Likewise, in future studies, it would be better to add and include other relevant variables, such as motivation, leadership, HR practice and so on so that it will make research on this theme more complete.

REFERENCES

- Albrecht, S. L., Marty, A., Albrecht, S. L., & Personality, A. M. (2017). Personality , self-efficacy and job resources and their associations with employee engagement , affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 5192(August), 1–24. <https://doi.org/10.1080/09585192.2017.1362660>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18. <https://doi.org/https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Armstrong, G. S., Atkin-plunk, C. A., & Wells, J. (2015). The Relationship between Work–Family Conflict, Correctional Officer Job Stress, and Job Satisfaction. *International Association for Correctional and Forensic Psychology*, XX(X), 1–17. <https://doi.org/10.1177/0093854815582221>
- Asbari, M. (2015). *Fokus Satu Hebat*. Penerbit Dapur Buku.
- Asbari, M., Bernarto, I., Pramono, R., Purwanto, A., Hidayat, D., Sopa, A., Alamsyah, V. U., Senjaya, P., Fayzhall, M., & Mustofa. (2020). The effect of work-family conflict on job satisfaction and performance: A study of Indonesian female employees. *International Journal of Advanced Science and Technology*, 29(3), 6724–6748. <http://sersc.org/journals/index.php/IJAST/article/view/7325>
- Asbari, M., Chi Hyun, C., Wijayanti, L. M., Imelda, D., & Purwanto, A. (2020). Hard Skills Atau Soft Skills: Manakah Yang Lebih Penting Bagi Inovasi Guru. *Edumaspul - Jurnal Pendidikan*, 4(1), 1–20. https://www.researchgate.net/publication/339274657_HARD_SKILLS_ATAU_SOFT_SKILLS_MANAKAH_YANG_LEBIH_PENTING_BAGI_INOVASI_GURU
- Asbari, M., Pramono, R., Kotamena, F., Liem, J., Sihite, O. B., Alamsyah, V. U., Imelda, D., Setiawan, S. T., & Agus Purwanto. (2020). Studi Fenomenologi Work-Family Conflict Dalam Kehidupan Guru Honorer Wanita. *Edumaspul - Jurnal Pendidikan*, 4(1), 180–201. <https://doi.org/https://doi.org/10.33487/edumaspul.v4i1.347>
- Asbari, M., Purwanto, A., Fayzhall, M., Winanti, Purnamasari, D., & Firdaus, R. A. (2020). Hard skills or soft skills: Which are more important for Indonesian teachers innovation. *Test Engineering and Management*, 83(2836), 2836–2854. <http://www.testmagzine.biz/index.php/testmagzine/article/view/4087>
- Asbari, M., Purwanto, A., Maesaroh, S., Hutagalung, D., Mustikasiwi, A., Ong, F., & Andriyani, Y. (2020). Impact of Hard Skills, Soft Skills and Organizational Culture : Lecturer Innovation Competencies As Mediating. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 142–155. <https://ummaspul.e-journal.id/Edupsycouns/article/view/419>
- Asbari, M., Purwanto, A., & Santoso, P. B. (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*, 6(12), 577–582. <https://doi.org/10.36347/sjebm.2019.v06i12.005>
- Baluyos, G. R., Rivera, H. L., & Baluyos, E. L. (2019). Teachers' Job Satisfaction and Work Performance. *Open Journal of Social Sciences*, 07(08), 206–221. <https://doi.org/10.4236/jss.2019.78015>
- Beham, B., & Drobnič, S. (2010). Satisfaction with work-family balance among German office workers. *Journal of Managerial Psychology*, 25(6), 669–689. <https://doi.org/10.1108/02683941011056987>
- Bogler, R. (2001). The influence of leadership style on teacher job satisfaction. *Educational Administration Quarterly*, 37(5), 662–683. <https://doi.org/10.1177/00131610121969460>
- Boyar, S. L., & Mosley Jr, D. C. . (2007). The relationship between core self-evaluations and work and family

- satisfaction: The mediating role of work – family conflict and facilitation. *Journal of Vocational Behavior*, 71, 265–281. <https://doi.org/10.1016/j.jvb.2007.06.001>
- Cahyono, Y., Novitasari, D., Sihotang, M., Aman, M., Fahlevi, M., Nadeak, M., Siahaan, M., Asbari, M., & Purwanto, A. (2020). The Effect of Transformational Leadership Dimensions on Job Satisfaction and Organizational Commitment: Case Studies in Private University Lecturers. *Solid State Technology*, 63(1s), 158–184. <http://www.solidstatetechnology.us/index.php/JSST/article/view/707>
- Chidir, G., Fayzhall, M., Sopa, A., Mustikasiwi, A., Asbari, M., & Purwanto, A. (2020). The Role of Organizational Commitment, Organizational Culture and Mediator Organizational Citizenship Behavior (OCB) on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Control and Automation*, 13(2), 615–633. <http://sersec.org/journals/index.php/IJCA/article/view/11205>
- Chin, W. (1998). *The Partial Least Squares Approach to Structural Equation Modeling* (E. Modern Methods for Business Research, In: G. A. Marcoulides (ed.)). Lawrence Erlbaum Associates Publisher.
- Chordiya, R., Sabharwal, M., & Goodman, D. (2017). Affective Organizational Commitment and Job Satisfaction: a Cross-National Comparative Study. *Public Administration*, 95(1), 178–195. <https://doi.org/10.1111/padm.12306>
- Clarke, N., & Mahadi, N. (2017). The significance of mutual recognition respect in mediating the relationships between trait emotional intelligence, affective commitment and job satisfaction. *Personality and Individual Differences*, 105, 129–134. <https://doi.org/10.1016/j.paid.2016.09.028>
- Ćulibrk, J., Delić, M., Mitrović, S., & Ćulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, 9(FEB), 1–12. <https://doi.org/10.3389/fpsyg.2018.00132>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Fayzhall, M., Asbari, M., Purwanto, A., Goestjahjanti, F. S., Yuwono, T., Radita, F. R., Yulia, Y., Cahyono, Y., & Suryani, P. (2020). Transformational versus Transactional Leadership: Manakah yang Mempengaruhi Kepuasan Kerja Guru? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 256–275. <https://ummaspul.e-journal.id/Edupsycouns/article/view/463>
- Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Geroda, M. K. B., & Puspitasari, E. (2017). THE IMPACT OF WORK-FAMILY CONFLICT TOWARD JOB PERFORMANCE – THE CASE OF EXTERNAL AUDITOR. *Parahyangan International 3th Accounting & Business Conference*, 641–663. <http://103.36.68.33/index.php/piabc/article/view/2490/2205>
- Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)* (4th ed.). Badan Penerbit Universitas Diponegoro.
- Goestjahjanti, F. S., Asbari, M., Purwanto, A., Agistiawati, E., Fayzhall, M., Radita, F. R., Maesaroh, S., Asnaini, S. W., Chidir, G., Yani, A., Singgih, E., Sudiyono, R. N., Basuki, S., Yuwono, T., Hutagalung, D., Wijayanti, L. M., & Hyun, C. C. (2020). Pengaruh Organizational Learning Terhadap Peningkatan Hard Skills, Soft Skills Dan Inovasi Guru. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 87–97. <https://ummaspul.e-journal.id/Edupsycouns/article/view/436>
- Grandey, A. A., Cordeiro, B. L., & Crouter, A. C. (2005). A longitudinal and multi-source test of the work – family conflict and job satisfaction relationship. *Journal of Occupational and Organizational Psychology*, 78, 305–323. <https://doi.org/10.1348/096317905X26769>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*, 10(1), 76–88. <https://doi.org/https://doi.org/10.5465/amr.1985.4277352>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.
- Harris, G. E., & Cameron, J. E. (2005). Multiple Dimensions of Organizational Identification and Commitment as Predictors of Turnover Intentions and Psychological Well-Being. *Canadian Journal of Behavioural Science*, 37(3), 159–169. <https://doi.org/https://doi.org/10.1037/h0087253>

- Hedayat, A., Sogolitappeh, F. N., Shakeri, R., Abasifard, M., & Khaledian, M. (2018). Relationship between Organizational Commitment and Job Satisfaction. *International Letters of Social and Humanistic Sciences*, 81, 30–38. <https://doi.org/10.18052/www.scipress.com/ilshs.81.30>
- Hsu, Y. R. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International Journal of Manpower*, 32(2), 233–248. <https://doi.org/10.1108/01437721111130224>
- Huang, Y. H., Hammer, L. B., Neal, M. B., & Perrin, N. A. (2004). The relationship between work-to-family conflict and family-to-work conflict: A longitudinal study. *Journal of Family and Economic Issues*, 25(1), 79–100. <https://doi.org/10.1023/B:JEEI.0000016724.76936.a1>
- Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Sudiyono, R. N., Waruwu, H., Goestjahjanti, F. S., Winanti, & Yuwono, T. (2020). Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 311–326. <https://ummaspul.e-journal.id/Edupsycouns/article/view/483>
- Imelda, D., Asbari, M., Purwanto, A., Sestri Goestjahjanti, F., & Mustikasiwi, A. (2020). The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry. *International Journal of Advanced Science and Technology*, 29(4), 2383–2396. <https://doi.org/http://sersec.org/journals/index.php/IJAST/article/view/20519>
- Iriqat, R. A. M. (2016). Organizational Commitment Role in Mediating the Impact of the Organizational Culture Dimensions on Job Satisfaction for MFIs' Employees in Palestine. *International Journal of Business and Social Science*, 7(5), 125–135.
- Ith, H. (2011). *Leadership Styles and Job Satisfaction Case of Cambodia*.
- Jumiran, Novitasari, D., Nugroho, Y. A., Sutardi, D., Sasono, I., & Asbari, M. (2020). Pengaruh Dimensi Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional: Studi Kasus pada Dosen Perguruan Tinggi Swasta. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 600–621. <https://ummaspul.e-journal.id/Edupsycouns/article/view/555>
- Khan, R., Naseem, A., & Masood, S. A. (2016). Effect of Continuance Commitment and Organizational Cynicism on Employee Satisfaction in Engineering Organizations. *International Journal of Innovation, Management and Technology*, 7(4), 141–146. <https://doi.org/10.18178/ijimt.2016.7.4.661>
- Kusumaningsih, S. W., Ong, F., Hutagalung, D., Basuki, S., Asbari, M., & Purwanto, A. (2020). Organizational Culture, Organizational Commitment and Employees' Performance: The Mediating Role of Organizational Citizenship Behavior. *TEST Engineering and Management*, 83(March-April 2020), 18277–18294. <http://www.testmagazine.biz/index.php/testmagazine/article/view/6958>
- Lambert, E. G., Minor, K. I., Wells, J. B., & Hogan, N. L. (2015). Social support's relationship to correctional staff job stress, job commitment, job satisfaction, and organizational commitment. *The Social Science Journal*, 1–11. <https://doi.org/10.1016/j.soscij.2015.10.001>
- Luk, D. M., & Shaffer, M. A. (2005). Work and family domain stressors and support: Within- and cross-domain influences on work-family conflict. *Journal of Occupational and Organizational Psychology*, 78(4), 489–508. <https://doi.org/10.1348/096317905X26741>
- Maesaroh, S., Asbari, M., Hutagalung, D., Agistiawati, E., Basuki, S., Radita, F. R., Nurasiah, Yulia, Y., Singgih, E., & Chidir, G. (2020). Pengaruh Religiusitas dan Kepemimpinan Transformasional terhadap Kinerja Guru melalui Mediasi Organizational Citizenship Behavior. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 276–290. <https://ummaspul.e-journal.id/Edupsycouns/article/view/473>
- Mathieu, J. E., & Zajac, D. M. (1990). A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment. *Psychological Bulletin*, 108(2), 171–194. <https://doi.org/https://doi.org/10.1037/0033-2909.108.2.171>
- Meyer, J.P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Applications*. Sage Publications, Inc.
- Meyer, John P., Allen, N. J., & Topolnytsky, L. (1997). Commitment in a Changing World of Work. *Canadian Psychology*, 39, 84–93. <https://doi.org/https://doi.org/10.1037/h0086797>
- Meyer, John P., Allen, N. J., & Smith, C. A. (1993). Commitment to Organizations and Occupations: Extension

- and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/https://doi.org/10.1037/0021-9010.78.4.538>
- Negiş Işık, A. (2020). Ethical Leadership and School Effectiveness : The Mediating Roles of Affective Commitment and Job Satisfaction. *International Journal of Educational Leadership and Management*, 8(1), 60–87. <https://doi.org/10.17583/ijelm.2020.4114>
- Ngah, N., Ahmad, A., Hamid, T. A. T. A., & Ismail, A. (2010). The Mediating Role of Work-family Conflict in the Relationship between Supervisor Support and Job Satisfaction. *The International Journal of Interdisciplinary Social Sciences*, 4(11).
- Novitasari, D., Asbari, M., Wijaya, M. R., & Yuwono, T. (2020). Effect of Organizational Justice on Organizational Commitment: Mediating Role of Intrinsic and Extrinsic Satisfaction. *International Journal of Science and Management Studies (IJSMS)*, 3(3), 96–112. <http://www.ijosmsjournal.org/volume3-issue3.html>
- Nuryanti, Y., Novitasari, D., Nugroho, Y. A., Fauji, A., Gazali, & Asbari, M. (2020). Meningkatkan Komitmen Organisasional Dosen: Analisis Pengaruh Kepemimpinan Perguruan Tinggi dan Kepuasan Intrinsik & Ekstrinsik Dosen. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 561–581. <https://ummaspul.e-journal.id/EdupsyCouns/article/view/551>
- Onyemah, V., Rouzie, D., & Iacobucci, D. (2018). Impact of religiosity and culture on salesperson job satisfaction and performance. *International Journal of Cross Cultural Management*, 18(2), 191–219. <https://doi.org/10.1177/1470595818787543>
- Pepey, M., Jesus, E. De, Rubino, M. J., Morote, E.-S., & Perry, S. M. (2016). *Happiness at Work: Organizational Culture, Job Embeddedness, and Continuance Commitment*. <https://doi.org/http://dx.doi.org/10.2139/ssrn.2726452>
- Perrewe, P. L., Hochwarter, W. A., & Kiewitz, C. (1999). Value Attainment : An Explanation for the Negative Effects of Work-Family Conflict on Job and Life Satisfaction. *Journal of Occupational Health Psychology*, 4(4), 318–326. <https://doi.org/https://doi.org/10.1037/1076-8998.4.4.318>
- Poelmans, S., Spector, P. E., Cooper, C. L., Allen, T. D., O'Driscoll, M., & Sanchez, J. I. (2003). A cross-national comparative study of work/family demands and resources. *International Journal of Cross Cultural Management*, 3(3), 275–288. <https://doi.org/10.1177/1470595803003003002>
- Pramono, R., Suyantoko, Purwanto, A., Kristiana, Y., Yuliantoro, N., & Asbari, M. (2020). Implementation of Analysis of Talent Management in Family Business. *International Journal of Advanced Science and Technology*, 29(6), 6124–6146. <http://sersec.org/journals/index.php/IJAST/article/view/19899>
- Purwanto, A., Asbari, M., & Santoso, P. B. (2019). Pengaruh Kompetensi, Motivasi, Kepemimpinan, Komitmen dan Budaya Kerja Sistem Manajemen Integrasi ISO 9001, ISO 14000 dan ISO 45001 pada Industri Otomotif. *Jurnal Produktivitas*, 6(2), 158–166. <http://openjurnal.unmuhpnk.ac.id/index.php/jp/article/view/1798>
- Qureshi, M. A., Qureshi, J. A., Thebo, J. A., Shaikh, G. M., Brohi, N. A., & Qaiser, S. (2019). The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1654189>
- Ralston, D. A., Holt, D. H., & Robert, H. (2008). The impact of national culture and economic ideology on managerial work values: a study of the United States, Russia, Japan, and China. *Journal of International Business Studies*, 39, 8–26. <https://doi.org/10.1057/palgrave.jibs.8400330>
- Rathi, N., & Barath, M. (2013). Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion*, 32(4), 438–454. <https://doi.org/10.1108/EDI-10-2012-0092>
- Ribeiro, N., Yucel, I., & Gomes, D. (2018). How Transformational Leadership predicts Employees' Affective Commitment and Performance", *International Journal of Productivity and Performance Management*. *International Journal of Productivity and Performance Management*, 67(9), 1901–1917.
- Sabahi, A. H., & Sanai Dashti, N. (2016). The effect of emotional intelligence and job satisfaction on organizational citizenship behavior. *Management Science Letters*, 64(2003), 475–480. <https://doi.org/10.5267/j.msl.2016.6.001>
- Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job

- satisfaction: Empirical evidence from Indian public sector enterprises. *International Journal of Public Sector Management*, 31(2), 184–206. <https://doi.org/https://doi.org/10.1108/IJPSM-03-2017-0078>
- Santoso, P. B., Asbari, M., Purwanto, A., Wijayanti, L. M., Hyun, C. C., Maesaroh, S., Fayzhall, M., Chidir, G., Mustofa, Hutagalung, D., & Yani, A. (2020). Working while studying at university in the self-management perspective: An ethnographic study on java ethnic employees. *International Journal of Control and Automation*, 13(2), 299–308. <http://sersec.org/journals/index.php/IJCA/article/view/8098>
- Sathyanarayan, K., & Lavanya, B. L. (2018). EFFECT OF ORGANIZATIONAL COMMITMENT , MOTIVATION , ATTITUDE TOWARDS WORK ON JOB SATISFACTION , JOB PERFORMANCE AND TURNOVER INTENTION ” - VUCA PERSPECTIVE. *Journal of Management (JOM)*, 5(4), 445–457.
- Sekaran, U., & Bougie, R. (2003). *Research Methods For Business: A Skill Building Approach* (Sixth edit). John Wiley and Sons, Inc.
- Silitonga, N., Novitasari, D., Sutardi, D., Sopa, A., Asbari, M., Yulia, Y., Supono, J., & Fauji, A. (2020). The Relationship of Transformational Leadership, Organizational Justice and Organizational Commitment: a Mediation Effect of Job Satisfaction. *Journal of Critical Reviews*, 7(19), 89–108. <http://www.jcreview.com/?mno=101999>
- Somers, M. J. (1995). Organizational commitment , turnover and absenteeism: an examination of direct and interaction effects. *Journal of Organizational Behavior*, 16, 49–58. <https://doi.org/https://doi.org/10.1002/job.4030160107>
- Sopa, A., Asbari, M., Purwanto, A., Budi Santoso, P., Mustofa, Hutagalung, D., Maesaroh, S., Ramdan, M., & Primahendra, R. (2020). Hard skills versus soft skills: Which are more important for indonesian employees innovation capability. *International Journal of Control and Automation*, 13(2), 156–175. <http://sersec.org/journals/index.php/IJCA/article/view/7626>
- Sudiyono, R. N., Goestjahjanti, F. S., Asbari, M., Fayzhall, M., Yani, A., Winanti, Yuwono, T., Nurashiah, Yulia, Y., Singgih, E., & Chidir, G. (2020). Meningkatkan Komitmen dan Kinerja Dosen : Apa Peran Manajemen Perguruan Tinggi ? *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 337–352. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/489/283>
- Sutardi, D., Novitasari, D., Asbari, M., Silitonga, N., Nugroho, Y. A., Hutagalung, D., Mustofa, Chidir, G., Basuki, S., & Yuwono, T. (2020). Pengaruh Work-Family Conflict, Stres Kerja dan Social Support terhadap Kepuasan Kerja: Studi Kasus pada Guru Wanita di Tangerang. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 482–498. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/513>
- Yousef, D. A. (2001). Islamic work ethic A moderator between organizational commitment and job satisfaction in a cross-cultural context. *Personnel Review*, 30(2), 152–169. <https://doi.org/https://doi.org/10.1108/00483480110380325>
- Yuwono, T., Novitasari, D., Asbari, M., Sutardi, D., Mustofa, & Asbari, M. (2020). Peran Organizational Commitment terhadap Hubungan Work- Family Conflict dan Kepuasan Kerja Karyawan Wanita di Kota Seribu Industri Tangerang. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 524–540. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/526/303>
- Yuwono, T., Novitasari, D., Hutagalung, D., Sasono, I., Silitonga, N., & Asbari, M. (2020). Peran Organizational Justice terhadap Komitmen Organisasional: Analisis Mediasi Kepuasan Kerja Dosen Perguruan Tinggi Swasta. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 582–599. <https://ummaspul.e-journal.id/Edupsyscouns/article/view/550>
- Zain, A. N. D., & Setiawati, T. (2019). Influence of Work Family Conflict and Job Satisfaction on Medical Employee Performance through Organizational Commitment. *Review of Integrative Business and Economics Research*, 8(1), 1–19. <https://search.proquest.com/docview/2088048618?accountid=17242>