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**THE EFFECT OF WORK–FAMILY CONFLICT AND FAMILY–WORK  
CONFLICT ON JOB SATISFACTION WITH WORK–LIFE BALANCE AS A  
MEDIATING VARIABLE AT PT. WAHYU WISATA MANDALIKA**

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**Abstract**

This study examines the effects of Work–Family Conflict and Family–Work Conflict on Job Satisfaction, with Work–Life Balance as a mediating variable among employees of PT. Wahyu Wisata Mandalika. Using a quantitative approach, data were collected from 58 employees through simple random sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model demonstrates satisfactory validity and reliability, while the structural model shows moderate explanatory power ( $R^2 = 0.463$  for Work–Life Balance and  $R^2 = 0.488$  for Job Satisfaction) and predictive relevance ( $Q^2 = 0.387$ ). The findings reveal that both Work–Family Conflict and Family–Work Conflict negatively and significantly affect Work–Life Balance and Job Satisfaction, whereas Work–Life Balance positively and significantly influences Job Satisfaction. Furthermore, Work–Life Balance is confirmed as a significant mediating variable, indicating that role conflict reduces job satisfaction both directly and indirectly through decreased balance. This study contributes to the literature by extending role conflict and work–life balance frameworks through an integrated mediation model in the tourism sector, demonstrating that Work–Life Balance serves as a critical psychological mechanism linking dual-direction role conflict to job satisfaction in high-intensity service environments.

**Keywords:** Work–Family Conflict; Family–Work Conflict; Work–Life Balance; Job Satisfaction; PLS-SEM

## INTRODUCTION

Human resources (HR) are a key factor in determining an organization's success, particularly in the tourism industry, which demands high-quality service and frequent interaction with customers. According to Pattanayak (2025), HR encompasses the management, development, and recognition of individuals to enable them to contribute optimally. In line with this, Edison et al. (2017) emphasizes that HR management is a strategic process to maximize employee potential in order to improve organizational performance. Therefore, HR management is not only oriented toward productivity but also toward employee well-being and job satisfaction.

In the context of the tourism industry, job satisfaction is a crucial aspect because it is directly related to the quality of service provided to tourists. Sutrisno (2019) defines job satisfaction as an employee's attitude toward their work, influenced by working conditions, inter-employee relationships, compensation, and physical and psychological factors. Meanwhile, Locke (1976) states that job satisfaction is the result of a comparison between employees' expectations and the reality they experience. High levels of job satisfaction contribute to increased motivation, loyalty, and service quality.

However, achieving job satisfaction in the tourism industry is not without its challenges. Based on observations at PT. Wahyu Wisata Mandalika, employees face high work demands, such as long working hours, frequent overtime during the holiday season, and the need to provide service to tourists from diverse backgrounds. These conditions often lead to physical and emotional exhaustion, as well as limited time for family. Consequently, psychological stress arises that has the potential to reduce employee job satisfaction.

This phenomenon is closely related to role conflicts between work and family, namely Work-Family Conflict (WFC) and Family-Work Conflict (FWC). Work-Family Conflict occurs when work demands interfere with family roles (Greenhaus & Beutell, 1985), while Family-Work Conflict arises when family obligations hinder work performance (Netemeyer et al., 1996). The flexible nature of jobs in the tourism sector and the high level of readiness required—including working on weekends and holidays—increase the potential for both of these conflicts to occur.

An imbalance between work and personal life leads to decreased job satisfaction. Employees experiencing role conflict tend to experience stress, emotional exhaustion, and reduced work motivation. In this context, work-life balance is a key factor in maintaining that equilibrium. Previous research indicates that Work-Family Conflict and Family-Work Conflict have a positive effect on work-related stress and a negative impact on job satisfaction (Yang et al., 2024). Additionally, Work-Family Conflict has been shown to influence Work-Life Balance, which ultimately affects job satisfaction (Jaya et al., 2023).

Furthermore, Sholikhah et al. (2024) found that work-life balance has a significant positive influence on job satisfaction, while work-related stress has a negative influence on work-life balance. These findings indicate that employees' ability to balance their work and personal lives is a key factor in enhancing job satisfaction.

Based on the above discussion, work-life balance is considered to serve as a mediating variable in the relationship between work-family conflict, family-work conflict, and job satisfaction. Employees who are able to maintain a balance between work and personal life

tend to have lower stress levels and higher job satisfaction. Conversely, an imbalance can trigger role conflicts that negatively impact employee performance and well-being.

This study aims to analyze the influence of Work-Family Conflict and Family-Work Conflict on job satisfaction, with Work-Life Balance serving as an intervening variable, among employees of PT. Wahyu Wisata Mandalika. The selection of the research subjects is based on the dynamic nature of the tourism industry, characterized by demands for time flexibility and high service intensity. The results of this study are expected to contribute theoretically to the development of human resource management studies, as well as serve as a basis for practical considerations for organizations in improving employee well-being and job satisfaction.

## REVIEW OF LITERATURE

### Job Satisfaction

Job satisfaction refers to an individual's overall attitude toward their job, reflecting the accumulation of their work experiences. Lubis and Jaya (2019) describe job satisfaction as a sense of comfort or fulfillment that arises when an individual's work aligns with their needs, values, and expectations. Similarly, Sutrisno (2019) explains that job satisfaction is closely related to various aspects of the work environment, including workplace conditions, relationships among employees, as well as physical and psychological factors. Tiffin, as cited in As'ad (2000), further highlights that interactions with supervisors and general working conditions also play an important role in shaping job satisfaction.

In this regard, job satisfaction can be understood as an individual's affective evaluation of their work, encompassing both positive and negative feelings, which in turn influences their performance and overall contribution to the organization. Several factors are known to affect job satisfaction, such as organizational culture, organizational commitment, and leadership style (Shahriari et al., 2023; Syahrudin et al., 2022). In addition, elements like compensation, working conditions, work-life balance, recognition, job security, level of challenge, and opportunities for career development are also considered key determinants (Aruldoss et al., 2022).

### Work Family Conflict

Work-Family Conflict (WFC) is a form of role conflict that arises when job demands interfere with the fulfillment of family responsibilities. Warokka and Febrilia (2015) as well as Breyer and Bluemke (2016) explain that this conflict emerges due to a mismatch between the expectations of work roles and family roles. Huo and Jiang (2023) further emphasizes that such conflict is primarily driven by limitations in time, energy, and attention, which forces individuals to prioritize one role at the expense of the other. In this context, individuals often face difficulties in managing both domains simultaneously, leading to imbalances in their work and family lives.

Moreover, Work-Family Conflict is influenced by several factors, including time pressure, family size and support, job satisfaction, marital satisfaction, and organizational characteristics (Shi et al., 2023). Greenhaus and Beutell (1985) classify Work-Family Conflict into three main dimensions: time-based conflict, which arises from limited time availability;

strain-based conflict, which results from emotional stress or pressure; and behavior-based conflict, which occurs due to incompatibility of behaviors required in work and family roles. These dimensions illustrate how role conflict can manifest in different forms and interact in shaping an individual's overall experience.

### **Family Work Conflict**

Family Work Conflict (FWC) refers to a form of role conflict that occurs when family-related demands interfere with the execution of work responsibilities. Netemeyer et al. (1996) explain that this conflict arises primarily due to limitations in time and energy stemming from family obligations. Similarly, Greenhaus and Beutell (1985), along with Grandey et al. (2007), emphasize that Family Work Conflict reflects the incompatibility between roles that impose competing and often conflicting demands on individuals.

The occurrence of Family Work Conflict is influenced by several factors, including competing time demands across roles, stress that spills over between family and work domains, fatigue, and behavioral incompatibility (Gibson, 1991). In line with Greenhaus and Beutell (1985), this type of conflict can be understood through three key dimensions: time-based conflict, which arises from limited time availability; strain-based conflict, which is driven by emotional pressure or stress; and behavior-based conflict, which results from inconsistencies in behavioral expectations between family and work roles.

### **Work Life Balance**

Work Life Balance (WLB) refers to a condition in which individuals are able to effectively balance the demands of their professional and personal lives. Sirgy and Lee (2018) defines WLB as an individual's effort to create equilibrium between these two life domains, although such efforts may involve certain psychological and physical consequences. Similarly, Lockwood (2003) emphasize that Work Life Balance is closely related to an individual's ability to manage time and roles in a harmonious manner.

Work Life Balance is influenced by multiple factors, including individual factors such as personality traits, psychological well-being, and emotional intelligence; organizational factors such as work flexibility, policies, support systems, job stress, and the use of technology; as well as social factors, including family support and family responsibilities (Poulose, 2014). According to McDonald and Bradley (2005), Work Life Balance can be understood through three key dimensions, namely time balance, involvement balance, and satisfaction balance, which collectively reflect how individuals allocate time, engagement, and fulfillment across work and personal domains.

## **RESEARCH METHOD**

This study employs a quantitative approach with an associative design to examine the causal relationship between Work-Family Conflict and Family-Work Conflict on job satisfaction, with Work-Life Balance serving as an intervening variable. This approach is grounded in the positivist paradigm, which emphasizes structured measurement and statistical analysis to yield objective findings (Harjito & Martono, 2014; Sugiyono, 2019).

The study was conducted at PT. Wahyu Wisata Mandalika, North Lombok, West Nusa Tenggara, which was selected based on the presence of relevant role conflict and work-life balance issues, as well as the availability of data. The research process took place from March to October 2025. The study population consisted of 137 employees, with probability sampling using simple random sampling (Sugiyono, 2019). The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 58 respondents.

Data collection was conducted using a five-point Likert-scale questionnaire as the primary instrument, supplemented by limited interviews and company documentation. The data used included primary data from the questionnaire and interviews (Sugiyono, 2019), as well as secondary data from company documents (Sekaran & Bougie, 2016). The research variables consist of Work-Family Conflict and Family-Work Conflict as independent variables, job satisfaction as the dependent variable, and Work-Life Balance as the mediating variable. The measurement of variables refers to validated indicators, namely Hasibuan (2016), Greenhaus and Beutell (1985), also McDonald and Bradley (2005).

Data analysis was conducted using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) with the assistance of SmartPLS 3.0. This method was chosen because it is flexible in testing complex models, does not require data normality, and is suitable for small samples (Fauzi, 2022). Model evaluation was performed through outer model and inner model testing. The outer model assessed validity and reliability through factor loadings ( $>0.7$ ), Average Variance Extracted ( $>0.5$ ), and composite reliability ( $>0.7$ ) (Ghozali & Latan, 2015). The inner model examined structural relationships through R-square, Q-square, and F-square values to evaluate predictive power and the influence among variables.

Hypothesis testing was conducted through direct and indirect effect analyses to identify the direct effects as well as the mediating role of Work-Life Balance. Hypothesis decisions were based on path coefficients and significance levels ( $p\text{-value} < 0.05$ ), thereby enabling a comprehensive examination of the relationships among variables within the research model.

**Table 1.**

### Recapitulation of Questionnaire Results

| Variable                    | Indicator               | Mean       | Category        |
|-----------------------------|-------------------------|------------|-----------------|
| <b>Work-Family Conflict</b> | Time-Based Conflict     | 03.00      | Moderately High |
|                             | Strain-Based Conflict   | 03.00      | Moderately High |
|                             | Behavior-Based Conflict | 0,14583333 | Moderately High |
| Total                       |                         | 0,15069444 | Moderately High |
| <b>Family-Work Conflict</b> | Time-Based Conflict     | 0,14513889 | Moderately High |
|                             | Strain-Based Conflict   | 0,15208333 | Moderately High |
|                             | Behavior-Based Conflict | 03.03      | Moderately High |
| Total                       |                         | 0,15069444 | Moderately High |
| <b>Work-Life Balance</b>    | Time Balance            | 03.49      | High            |
|                             | Involvement Balance     | 03.41      | High            |
|                             | Satisfaction Balance    | 03.47      | High            |
| Total                       |                         | 03.46      | High            |
| <b>Job Satisfaction</b>     | Enjoying the Job        | 0,18888889 | High            |
|                             | Loving the Job          | 0,18611111 | High            |

|       |                 |            |      |
|-------|-----------------|------------|------|
|       | Work Morale     | 0,18611111 | High |
|       | Work Discipline | 03.50      | High |
|       | Job Performance | 0,17916667 | High |
| Total |                 | 0,17986111 | High |

## RESULTS AND DISCUSSION

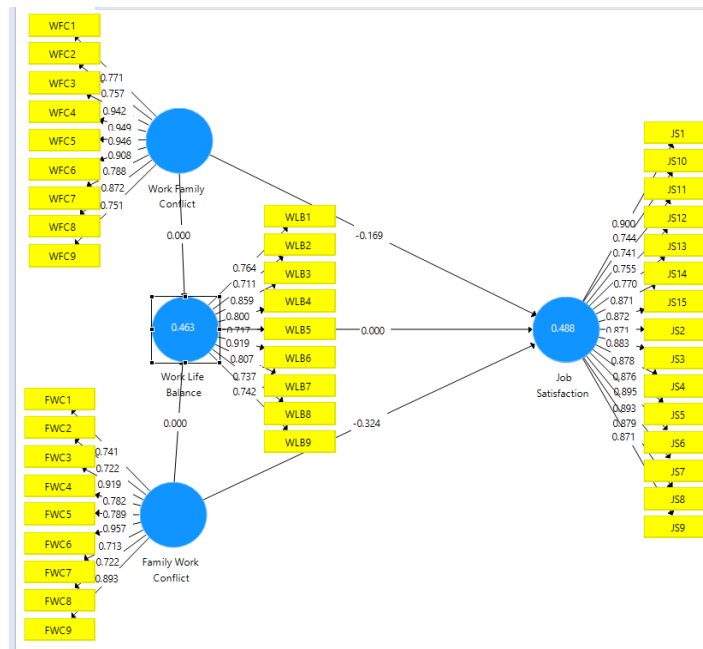
### Measurement Model (Outer Model)

#### Convergent Validity

**Table 2.**  
**Convergent Validity Test (Loading Factor)**

| Variable                         | Item | Loading Factor | Remark |
|----------------------------------|------|----------------|--------|
| <b>Work-Family Conflict (X1)</b> | X1.1 | 0,53541667     | Valid  |
|                                  | X1.2 | 0,52569444     | Valid  |
|                                  | X1.3 | 0,65416667     | Valid  |
|                                  | X1.4 | 0,65902778     | Valid  |
|                                  | X1.5 | 0,65694444     | Valid  |
|                                  | X1.6 | 0,63055556     | Valid  |
|                                  | X1.7 | 0,54722222     | Valid  |
|                                  | X1.8 | 0,60555556     | Valid  |
|                                  | X1.9 | 0,52152778     | Valid  |
| <b>Family-Work Conflict (X2)</b> | X2.1 | 0,51458333     | Valid  |
|                                  | X2.2 | 0,50138889     | Valid  |
|                                  | X2.3 | 0,63819444     | Valid  |
|                                  | X2.4 | 0,54305556     | Valid  |
|                                  | X2.5 | 0,54791667     | Valid  |
|                                  | X2.6 | 0,66458333     | Valid  |
|                                  | X2.7 | 0,49513889     | Valid  |
|                                  | X2.8 | 0,50138889     | Valid  |
|                                  | X2.9 | 0,62013889     | Valid  |
| <b>Work-Life Balance (Z)</b>     | Z1   | 0,53055556     | Valid  |
|                                  | Z2   | 0,49375        | Valid  |
|                                  | Z3   | 0,59652778     | Valid  |
|                                  | Z4   | 0,55555556     | Valid  |
|                                  | Z5   | 0,49791667     | Valid  |
|                                  | Z6   | 0,63819444     | Valid  |
|                                  | Z7   | 0,56041667     | Valid  |
|                                  | Z8   | 0,51180556     | Valid  |
|                                  | Z9   | 0,51527778     | Valid  |
| <b>Job Satisfaction (Y)</b>      | Y1   | 0,625          | Valid  |
|                                  | Y2   | 0,51666667     | Valid  |
|                                  | Y3   | 0,51458333     | Valid  |
|                                  | Y4   | 0,52430556     | Valid  |
|                                  | Y5   | 0,53472222     | Valid  |

|  |     |            |       |
|--|-----|------------|-------|
|  | Y6  | 0,60486111 | Valid |
|  | Y7  | 0,60555556 | Valid |
|  | Y8  | 0,60486111 | Valid |
|  | Y9  | 0,61319444 | Valid |
|  | Y10 | 0,60972222 | Valid |
|  | Y11 | 0,60833333 | Valid |
|  | Y12 | 0,62152778 | Valid |
|  | Y13 | 0,62013889 | Valid |
|  | Y14 | 0,61041667 | Valid |
|  | Y15 | 0,60486111 | Valid |



**Figure 1.**  
**Structural Outer Model**

All indicators have factor loadings above 0.70, thus meeting the criteria for convergent validity (Hair et al., 2019).

### Discriminant Validity

**Table 3.**  
**Cross Loading**

|      | Work Family Conflict | Family Work Conflict | Job Satisfaction | Work Life Balance |
|------|----------------------|----------------------|------------------|-------------------|
| X1.1 | 0,53541667           |                      |                  |                   |
| X1.2 | 0,52569444           |                      |                  |                   |
| X1.3 | 0,65416667           |                      |                  |                   |
| X1.4 | 0,65902778           |                      |                  |                   |
| X1.5 | 0,65694444           |                      |                  |                   |

|      |            |            |            |            |
|------|------------|------------|------------|------------|
| X1.6 | 0,63055556 |            |            |            |
| X1.7 | 0,54722222 |            |            |            |
| X1.8 | 0,60555556 |            |            |            |
| X1.9 | 0,52152778 |            |            |            |
| X2.1 |            | 0,51458333 |            |            |
| X2.2 |            | 0,50138889 |            |            |
| X2.3 |            | 0,63819444 |            |            |
| X2.4 |            | 0,54305556 |            |            |
| X2.5 |            | 0,54791667 |            |            |
| X2.6 |            | 0,66458333 |            |            |
| X2.7 |            | 0,49513889 |            |            |
| X2.8 |            | 0,50138889 |            |            |
| X2.9 |            | 0,62013889 |            |            |
| Y1   |            |            | 0,625      |            |
| Y2   |            |            | 0,51666667 |            |
| Y3   |            |            | 0,51458333 |            |
| Y4   |            |            | 0,52430556 |            |
| Y5   |            |            | 0,53472222 |            |
| Y6   |            |            | 0,60486111 |            |
| Y7   |            |            | 0,60555556 |            |
| Y8   |            |            | 0,60486111 |            |
| Y9   |            |            | 0,61319444 |            |
| Y10  |            |            | 0,60972222 |            |
| Y11  |            |            | 0,60833333 |            |
| Y12  |            |            | 0,62152778 |            |
| Y13  |            |            | 0,62013889 |            |
| Y14  |            |            | 0,61041667 |            |
| Y15  |            |            | 0,60486111 |            |
| Z1   |            |            |            | 0,53055556 |
| Z2   |            |            |            | 0,49375    |
| Z3   |            |            |            | 0,59652778 |
| Z4   |            |            |            | 0,55555556 |
| Z5   |            |            |            | 0,49791667 |
| Z6   |            |            |            | 0,63819444 |
| Z7   |            |            |            | 0,56041667 |
| Z8   |            |            |            | 0,51180556 |
| Z9   |            |            |            | 0,51527778 |

**Table 3.**  
**Average Variance Extracted (AVE) Values**

| Variable             | Average Variance Extracted (AVE) | Interpretation |
|----------------------|----------------------------------|----------------|
| Work Family Conflict | 0,736                            | Valid          |
| Family Work Conflict | 0,655                            | Valid          |
| Kepuasan Kerja       | 0,720                            | Valid          |
| Work Life Balance    | 0,619                            | Valid          |

Discriminant validity was assessed using AVE values to ensure that each construct is empirically distinct. As presented in Table 3, all constructs achieved AVE values greater than 0.50, confirming satisfactory discriminant validity and indicating that each construct explains more variance in its indicators than measurement error.

#### Reliability

**Table 4.**  
**Composite Reliability**

| Variable             | Cronbach's Alpha | Composite Reliability | Interpretation |
|----------------------|------------------|-----------------------|----------------|
| Work Family Conflict | 0,954            | 0,972                 | Reliable       |
| Family Work Conflict | 0,932            | 0,942                 | Reliable       |
| Job Satisfaction     | 0,972            | 0,972                 | Reliable       |
| Work Life Balance    | 0,922            | 0,926                 | Reliable       |

Reliability testing was conducted to assess internal consistency using Composite Reliability and Cronbach's Alpha. As shown in Table 4, all constructs exhibit reliability values exceeding the recommended threshold of 0.70, indicating strong internal consistency and confirming that the measurement instruments are reliable (Henseler et al., 2015).

#### Structural Model (Inner Model)

**Table 5.**  
**R-Square Value**

| Variable          | R-Square |
|-------------------|----------|
| Job Satisfaction  | 0,488    |
| Work Life Balance | 0,463    |

The R-square values indicate moderate explanatory power. Work–Life Balance explains 46.3% of its variance ( $R^2 = 0.463$ ), while Job Satisfaction is explained by 48.8% ( $R^2 = 0.488$ ). This suggests that the model has adequate predictive relevance in explaining both constructs (Hair et al., 2019).

**Table 6.**  
**Q<sup>2</sup> Values**

| Construct        | Q <sup>2</sup> Value | Interpretation       |
|------------------|----------------------|----------------------|
| Job Satisfaction | 0.387                | Predictive Relevance |

The Q-square value is 0.387, indicating that the model has moderate predictive power (Hair et al., 2019).

### Hypothesis Testing (Direct Effects)

Table 7.  
Hypothesis Testing Result 1.

| Path Relationship                        | $\beta$ | t-Statistic | p-Value | Result    |
|------------------------------------------|---------|-------------|---------|-----------|
| Work-Family Conflict → Job Satisfaction  | -0.25   | 2.565       | 0.011   | Supported |
| Family-Work Conflict → Job Satisfaction  | -0.396  | 4.595       | 0.000   | Supported |
| Work-Family Conflict → Work-Life Balance | -0.277  | 4.607       | 0.000   | Supported |
| Family-Work Conflict → Work-Life Balance | -0,532  | 11,466      | 0,000   | Supported |
| Work-Life Balance → Job Satisfaction     | 0,609   | 5,115       | 0,000   | Supported |

All hypothesized relationships are statistically significant and supported. Work–Family Conflict and Family–Work Conflict both have significant negative effects on Job Satisfaction ( $\beta = -0.25$ ;  $\beta = -0.396$ ) and Work–Life Balance ( $\beta = -0.277$ ;  $\beta = -0.532$ ), indicating that higher conflict reduces both balance and satisfaction. Meanwhile, Work–Life Balance has a positive and significant effect on Job Satisfaction ( $\beta = 0.609$ ), meaning better balance increases satisfaction. These results meet the PLS-SEM significance criteria ( $t > 1.96$ ,  $p < 0.05$ ) (Hair et al., 2019; Henseler et al., 2015).

### Hypothesis Testing (Mediation Effects)

Table 8.  
Hypothesis Testing Result 2.

| Path Relationship                                           | $\beta$ | t-Statistic | p-Value | Result    |
|-------------------------------------------------------------|---------|-------------|---------|-----------|
| Work-Family Conflict → Work Life Balance → Job Satisfaction | -0,324  | 5,304       | 0,000   | Supported |
| Family-Work Conflict → Work Life Balance → Job Satisfaction | -0,169  | 2,788       | 0,005   | Supported |

Both mediation effects are significant and supported. Work–Life Balance significantly mediates the relationship between Work–Family Conflict and Job Satisfaction ( $\beta = -0.324$ ,  $t = 5.304$ ,  $p < 0.001$ ), as well as between Family–Work Conflict and Job Satisfaction ( $\beta = -0.169$ ,  $t = 2.788$ ,  $p = 0.005$ ). This indicates that higher conflict reduces job satisfaction indirectly through decreased work–life balance. These results meet the PLS-SEM significance criteria ( $t > 1.96$ ,  $p < 0.05$ ) (Hair et al., 2019; Henseler et al., 2015).

### Discussion

#### H1: The Effect of Work-Family Conflict on Job Satisfaction

The results of the study indicate that work-family conflict has a significant negative

effect on job satisfaction. This means that the higher the level of conflict between work and family, the lower the employees' job satisfaction. This occurs due to the limited time, energy, and attention that must be divided between the two roles. These findings align with the theories of Vroom (1964) and Hobfoll (1989), and are supported by the research of Lukmiati (2020) and Rahyuda et al. (2016). Empirically, even though job satisfaction falls into the high category, a sufficiently high level of conflict has been shown to reduce it.

**H2: The Effect of Family-Work Conflict on Job Satisfaction**

Family-Work Conflict has a negative and significant effect on job satisfaction. This indicates that family pressures interfering with work can reduce employees' job satisfaction levels. This finding aligns with Hobfoll (1989) resource conservation theory as well as the research by (Putri and Nurmawati (2024). Although job satisfaction is generally high, family conflict remains a factor that undermines work comfort and focus.

**H3: The Effect of Work-Family Conflict on Work-Life Balance**

Work-family conflict has been shown to have a significant negative effect on work-life balance. This means that the higher the level of work-family conflict, the lower the work-life balance. This is consistent with the boundary theory proposed by Kossek et al. (2023), which emphasizes the importance of managing role boundaries. These findings are also supported by the research of Jaya et al. (2023) and Halim and Heryjanto (2021). Although work-life balance is relatively high, conflict remains the primary disruptive factor.

**H4: The Effect of Family-Work Conflict on Work-Life Balance**

Family-Work Conflict has a negative and significant effect on work-life balance. Pressure from family carried over into work disrupts employees' work-life balance. These results align with Role Conflict Theory (Vroom, 1964), Spillover Theory, and Boundary Theory. Family conflict has been shown to reduce the quality of the balance between work and personal life (Al-Hammouri & Rababah, 2023).

**H5: The Effect of Work-Life Balance on Job Satisfaction**

Work-life balance has a positive and significant effect on job satisfaction. The better the balance between work and personal life, the higher the employees' job satisfaction. This finding is consistent with the Job Demands-Resources theory (Bakker & Demerouti, 2017) and the enrichment theory (Powell & Greenhaus, 2006). These results are also consistent with the research by Ganapathi and Gilang (2016). A good work-life balance enhances employees' emotional well-being and loyalty.

**H6: Work-Life Balance Mediates the Effect of Work-Family Conflict on Job Satisfaction**

Work-Life Balance was found to significantly mediate the effect of Work-Family Conflict on job satisfaction. This means that work-family conflict reduces job satisfaction both directly and through a reduction in work-life balance. These findings are supported by Huhtala et al. (2021), as well as the research by Halim and Heryjanto (2021). Thus, work-life balance serves as a crucial mechanism in maintaining job satisfaction amidst role conflict.

**H7: Work-Life Balance Mediates the Effect of Family-Work Conflict on Job Satisfaction**

Work-Life Balance also significantly mediates the effect of Family-Work Conflict on job satisfaction. Family conflict reduces work-life balance, which in turn leads to a decrease in job satisfaction. These findings align with those of Dukhaykh (2023), and are

supported by Rahman et al., (2020). This indicates that managing work-life balance is key to minimizing the impact of family conflict on job satisfaction.

## CONCLUSION

Based on the empirical findings, this study confirms that role conflict between work and family significantly affects employee job satisfaction. Work–Family Conflict and Family–Work Conflict both have negative and significant effects on job satisfaction, indicating that higher levels of conflict reduce employees’ satisfaction levels.

In addition, both types of conflict negatively affect Work–Life Balance, showing that increasing role conflict disrupts employees’ ability to maintain balance between their professional and personal lives. Conversely, Work–Life Balance has a positive and significant effect on job satisfaction, highlighting its important role in enhancing employee well-being.

Furthermore, Work–Life Balance is proven to act as a significant mediating variable in the relationship between Work–Family Conflict, Family–Work Conflict, and job satisfaction. This indicates that role conflict not only directly reduces job satisfaction but also indirectly affects it through decreased work–life balance.

Overall, these findings emphasize the importance for organizations to manage work and family demands effectively by promoting policies and practices that support work–life balance, in order to minimize conflict and improve employee job satisfaction.

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