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The Effect of Work-Family Conflict on The Work Stress of The State Civil Apparatus with Locus of Control as Moderation

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ABSTRACT

This study aimed to examine the role of personality factors, locus of control, as moderation in the relationship between work-family conflict and stress. Researchers hypothesize that the internal locus of control may weaken the effect of work-family conflict on work stress. The sample of this study was taken from 110 employees of the Personnel Bureau of the Ministry of Health. The data taken is primary data collected by distributing questionnaires to respondents who have been selected. The practical implications of this study can provide insight to leaders in the Ministry of Health about the effect of work-family conflict on the stress level of workers so that the results of the study can be considered to reduce the influence.

Keywords: *Work-Family Conflict, Work Stress, Locus of Control*

ABSTRAK

Penelitian ini bertujuan untuk menguji peran faktor kepribadian, locus of control, sebagai moderasi dalam hubungan antara konflik antara pekerjaan dan keluarga dengan stres. Para peneliti menghipotesiskan bahwa locus of control internal dapat melemahkan efek konflik antara pekerjaan dan keluarga terhadap stres kerja. Sampel penelitian ini diambil dari 110 karyawan di Biro Personalia Kementerian Kesehatan. Data yang diambil adalah data primer yang dikumpulkan dengan menyebarkan kuesioner kepada responden yang telah dipilih. Implikasi praktis dari penelitian ini dapat memberikan wawasan kepada pimpinan di Kementerian Kesehatan mengenai pengaruh konflik antara pekerjaan dan keluarga terhadap tingkat stres pekerja sehingga hasil penelitian dapat dipertimbangkan untuk mengurangi pengaruh tersebut.

Kata kunci: *Konflik antara Pekerjaan dan Keluarga, Stres Kerja, Locus of Control*

INTRODUCTION

Recently, a new paradigm has emerged regarding the profession of the State Civil Apparatus (ASN) as a state servant. With bureaucratic reform, civil servants are required to improve the competence and quality of public services. This improvement must be supported by a deeper understanding of the psychological aspects of civil servants in order to be able to work more professionally. The bureaucratic reform program that is being intensified by the current government must be carried out based on three main components in addition to other supporting factors, namely institutional (organization),

administration (business process), and human resources apparatus. In terms of apparatus human resources, every ASN is required to work more professionally by using a merit system based on qualifications, competencies, and performance (Ashari, 2007; Anggara et al., 2024).

One of the government's efforts to support the achievement of bureaucratic reform and improving the professionalism of civil servants as well as improving the quality of public services is to change the performance appraisal method. The performance assessment of civil servants is no longer based on the implementation of work but planning and achieving performance based on the duties and functions of the positions occupied by each civil servant, which has an impact on increasing workload due to the demands of public services that must continue to be improved.

Along with the development of government administration management, the increasing workload also has an impact on the complexity of tasks that increasingly have the potential to trigger role conflicts, especially for civil servants with multiple roles. The dual role in question is a situation where a person has more than one position or circumstance so as to multiply the responsibilities that must be fulfilled (Indriyani, 2009). The role conflict that arises from these multiple roles is work-family conflict, which is a situation where demands in work and roles in the family cannot be aligned in some ways (Greenhaus & Beutell, 1985). Work-family conflict creates negative effects on individual well-being such as symptoms of depression, stress, physical health, and tension in family life (Kossek et al., 2011).

Work-family conflict is considered to be an important problem in today's business world (Roboth, 2015), so many researchers are interested in discussing the conflict. Previous research examined the relationship between work-family conflict and several consequences that are considered potential, one of which is stress that can cause work stress (Fabienne, et al., 2011). Research on the perspective of work stress focuses more on stressors such as work-family conflict and its impact on employee tension and well-being, both at work and at home (Lu, et al., 2008). Work stress is one of the main consequences of work-family conflict because it stems from role demands that do not match between work roles and family roles (Melisa, Bülent, & Meral (2016). Work-family conflict is a very important topic because it has negative consequences for both organizations and individuals, but research on work-family conflict has not shown a significant impact on improving employee lives, including reduced stress at work, more positive work and family relationships, and effectively implemented work and family policies (Kossek et al., 2011).

The relationship between work-family conflict and its consequences is complex to examine, so academics must be careful in inferring the relationship. Various factors make it possible to moderate the influence of work-family conflict on its consequences. As in research conducted by Fabienne, et al., (2011) which states that there has been no meta-analysis that provides a comprehensive review of the literature on three things, one of which is a candidate variable that allows moderation. One variable that has a significant impact on moderating the influence of work-family conflict on work stress is the personality factor, namely locus of control, because locus of control can be used to estimate certain behaviors or actions taken by someone to respond to events that are being experienced (Meutia, Adam and Nurpratiwi, 2018) and can affect employee orientation towards stress at hand (Melisa, Bülent, & Meral, 2016).

Personality is defined as the sum total of the way an individual acts or acts in relating to others around him (Robbins, 2015). Research on the role of locus of control in relation to the influence of work-family conflict on work stress has several differences, including research conducted by Melisa, Bülent, & Meral (2016), Michel, et al., (2010) which uses locus of control as a variable that directly affects work stress, Chen (2008) uses locus of control as a mediating variable, but Spector (1982, 1986) states that personality variables are good moderation rather than mediation or antecedent. This is because personality influences the final consequences in the research model and is relatively sedentary in individuals. However, research on the effect of work-family conflict on work stress using locus of control as moderation is still not widely conducted, so this study will examine the effect of work-family conflict on work stress with locus of control as a moderation variable, which is carried out on civil servants within the Personnel Bureau of the Ministry of Health. It is hoped that this research can contribute to the development of science regarding role conflict (work-family conflict) and its consequences in the field of human resources, which was previously more researched in the psychological field. Furthermore, it is hoped that this study can add to the literature on the role of moderation of locus of control as previously

discussed by Spector (1982, 1986), as well as its implications for work stress as a consequence of work-family conflict.

LITERATURE REVIEW

Work-Family Conflict

Work-Family Conflict is a form of conflict between roles that exerts pressure or imbalance of roles between work and family (Greenhaus & Beutell, 1985). Furthermore, Greenhaus and Beutell identify work-family conflict into three types. First, Time-based conflict is a conflict in which the need for time to complete one task between work or family, can reduce the time to complete other tasks. Time-based conflict occurs when the time used to work on one role makes it difficult to fulfill expectations from other roles for example due to problems with hours at work, meetings outside the city, taking care of the household and so on (Hargis, et al., 2011). Second, Strain-based conflict which is a conflict that occurs when family roles affect performance at work, or vice versa (role ambiguity or family conflict). Third, Behavior-based conflict which is a conflict that occurs when individual behavior patterns are not in accordance with what is expected by work or family.

Karakaş and Tezcan (2018) divide the influence of work-family conflict on stress into two main parts, first is work-family conflict which includes work-related problems. This conflict arises at a time when various demands in the workplace affect the role and responsibility of the individual towards his family. The second conflict is the opposite, where conflict arises when family problems affect the implementation of work. Furthermore, Karakaş and Tezcan (2018) exemplify work-family conflicts including long working hours, lack of adequate supervision, while examples of family-work conflicts such as when caring for parents or as single parents.

Work Stress

Colquitt (2009) defines stress as a psychological response to demands on something faced that exceeds ability. Stress is seen as an adaptive response to a situation that is being perceived as a challenge or threat to one's health. The adaptive response in question can be observed from psychological reactions (emotions) and physical reactions (physiological) (McShane and Glinow, 2005).

Robbins (2008) identified three groups of factors that are potential sources of stress, namely environmental, organizational, and personal. Schuler and Jackson (1996) suggest that there are "4S" causes of stress, namely Supervisor (boss / leader), Salary (salary), Security (security), and Safety (safety). In addition to these "4S" factors, individual personality is also a cause of stress, because it is influenced by values, past experiences, living conditions, intelligence, education and training, and learning.

There are four symptoms of work stress, namely symptoms that involve physical aspects (difficulty sleeping, headaches, digestive disorders, excessive sweating, appetite changes, loss of passion or energy, many mistakes or mistakes in work and life), symptoms that concern emotional (irritable, irritable, too sensitive, easily agitated, often anxious, easy to cry and depressed, nervous, aggressive towards others, easily hostile and attacking, mental lethargy), symptoms related to the intellectual (forgetfulness, chaotic thoughts, difficulty concentrating, decreased work performance, decreased productivity, low work quality, excessive daydreaming, many mistakes made at work, loss of a healthy sense of humor), and symptoms involving interpersonal aspects (indifference, trust in others lost, easy to break promises with others, closes and fortifies oneself against others) (Lin et al., 2022; Doelhadi, 1997).

Locus of Control

Locus of control is one of the personality variables (personality) defined as a person's perception of the source of his fate (Robbins, 2006). According to Spector (1982), locus of control is closely related to motivation (Randikaparsa et al., 2022), effort, performance, job satisfaction, perception of work, and leadership style. The locus of control is divided into two, namely internal and external (Aube et al., 2007; Yang et al., 2023). Furthermore, Aube explained that the internal locus of control focuses on a person's perception that each event is under one's own control and is caused by one's own actions. External locus of control focuses on a person's perception that each event is controlled by external factors such as fate and luck. It can be said that individuals with an internal locus of control perform better than an external locus of control (Patten, 2005).

The research framework that describes the relationship between variables is shown in Figure 1.

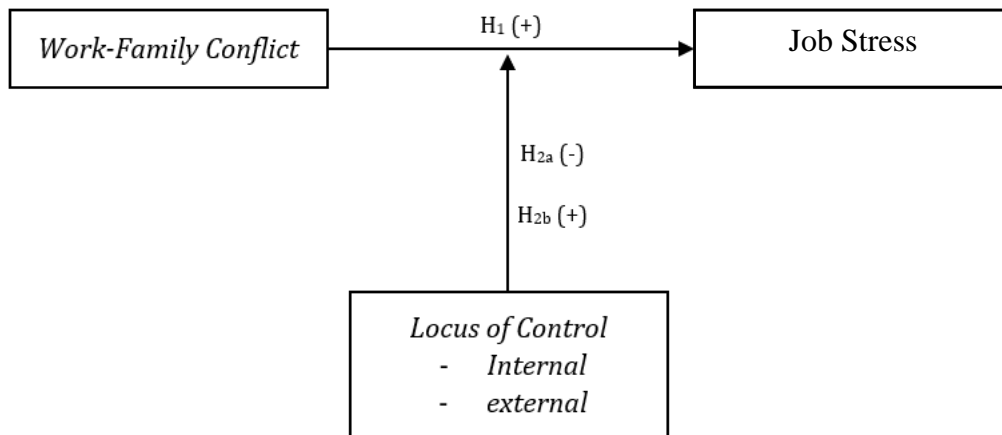


Figure 1. Research Model

RESEARCH METHOD

Object and Subject of Research

The objects in this study are work-family conflict, locus of control, and work stress, with the research subjects being civil servants with executive positions and functional positions within the Personnel Bureau of the Ministry of Health.

Data Collection Techniques

This research is an explanatory research with a quantitative approach, which tests hypotheses that have been formulated to determine the influence between variables to be studied. The data sources used in this study are internal data in the form of primary data and secondary data. Primary data was obtained by distributing questionnaires directly to respondents within the Personnel Bureau of the Ministry of Health.

The data collection method used in this study used questionnaires, with measurements using Likert scales. In the Likert scale, the measured variable is broken down into variable indicators. Then the indicator is used as a starting point for compiling instrument items that can be statements or questions.

The population in this study is civil servants with executive positions and functional positions within the Ministry of Health's Personnel Bureau totaling 110 people (SIMKA data as of May 10, 2019). The sampling method used is purposive sampling (Suliyanto, 2018), using the criterion that the members of the population sampled are married, so that the total sample is 77 people. Method of data collection by distributing questionnaires.

Variable Operational Definition

Work-family Conflict

Work-family conflict is a conflict that occurs due to an imbalance in roles between responsibilities at home and at work (Boles et al., 2001). Greenhaus and Beutell identify work-family conflict into three types. First, time-based conflict, the indicator is that employees feel that the time used at work hinders the time needed to fulfill family obligations, employees find it difficult to divide time between work and family. Second strain-based conflict, the indicator is that the tension experienced by employees often affects or disrupts family harmony, tension or disharmony in the family often interferes with employee performance. Third, behavior-based conflict, the indicator is family problems faced by employees causing employees to behave emotionally (irritable and irritable), problems at work faced by employees often cause employees to behave emotionally at home (irritable and quickly knocked out).

The variable work-family conflict was measured by adapting Netemeyer, Boles and Mcmurrian (1996), consisting of 10 question items, using a 5-point Likert scale i.e. 1 represents "strongly disagree" and 5 represents "strongly agree".

Work Stress

Work stress is defined as an individual's dysfunctional awareness or feelings caused by things that are uncomfortable, unwanted, or perceived as threats in the workplace (Montgomery et al., 1996). Work stress is measured by modifying The Perceived Stress Scale (PSS-10) measuring instrument designed by Cohen (1983). The scale is designed to measure situations in an individual's life that are rated as stressed, consisting of 14 items with 5 answer choices ranging from 0 representing "never" to 4 representing "very often". Items are organized based on individuals' experiences and perceptions of what they feel in their lives regarding feelings of unpredictability, feelings of uncontrollability and feelings of overloaded.

Locus of Control

Locus of control is an individual's belief in various factors that occur in life (Rotter, 1966), consisting of internal locus of control, indicators are everything that individuals achieve as a result of their own efforts, becoming leaders because of their own abilities, individual success because of hard work, everything that individuals get is not due to luck, individual ability to determine events in life, An individual's life is determined by his actions, and the failures that individuals experience are due to their own actions. External locus of control, the indicators are failures experienced by individuals due to unfortune, far-sighted planning of work, events experienced in life determined by people in power, individual success due to fate factors.

The locus of control was measured using a questionnaire developed by Spector (1988), namely the Work locus of control scale (WLCS) using a 6-point Likert scale, namely 1 representing "strongly disagree" and 6 representing "strongly agree". The total score is the sum of all items, and ranges from 16 to 96.

Data Analysis Techniques

The analysis technique using Moderated Regression Analysis (MRA) in SPSS is a special application of linear multiple regression whose regression equations contain elements of interaction. This study has two regression models, namely model (1) which examines the direct relationship between work-family conflict and work stress, and model (2) which examines the relationship between work-family conflict and work stress moderated by locus of control.

RESULT AND DISCUSSION

This study conducted Moderating Regression Analysis (MRA) using regression analysis in SPSS. The outcomes are presented in Table 1, showcasing the results of the analysis.

Table 1. MRA Output

DV: Job stress	Coefficient	t-Statistics	P-Value
WFC	0.233	2.812	0.024
WFC x LoC Internal	-0.187	3.111	0.008
WFC x LoC External	0.451	5.671	0.000

Note: WFC: Work-family conflict; LoC: Locus of Control

According to Table 1, Work-Family Conflict positively affect Work Stress. Mangkunegara (2011) defines conflict as a result that arises from the conflict between what a person expects of himself, others, and organizations, and what is actually experienced. In the context of organizations, Winardi (2003) divides conflicts into four types, namely vertical conflicts, horizontal conflicts, staff-line conflicts, and role conflicts. Role conflict can occur when a person undergoes two role demands at the same time and contradicts each other (Luthans, 2006). One of the role conflicts experienced by employees is work-family conflict. Winardi (2003) states that conflicts that occur especially at the individual level are closely related to stress, as evidenced by research conducted by Chiu, et al., (1998), Melisa, Bülent, & Meral (2016), Karakaş and Tezcan (2018), and Agustina and Sudibya (2018) which show that work-family conflict Directly positive influence on stress experienced by employees.

Work-Family Conflict (WFC) has a notable impact on increasing Work Stress through various interconnected mechanisms. One significant pathway is the experience of role overload, where individuals grapple with the overwhelming demands of both their professional and family responsibilities. This overload contributes to heightened stress levels as individuals struggle to meet expectations in both domains, leading to a pervasive sense of being stretched thin. Additionally, the conflicting demands inherent in Work-Family Conflict deplete crucial resources, including time, energy, and cognitive capacity, which are essential for effective stress management. Furthermore, Work-Family Conflict gives rise to interference between roles, where stressors from one domain spill over into the other. A challenging day at work can lead to increased tension at home, and vice versa, creating a bidirectional interference that amplifies overall stress levels. The psychological strain resulting from Work-Family Conflict adds another layer, as individuals grapple with feelings of guilt, inadequacy, and frustration arising from an inability to meet the expectations of both work and family roles.

Individuals facing Work-Family Conflict often experience a reduction in coping resources. This diminished capacity to cope effectively with stressors at work intensifies the impact of work-related challenges. The negative spillover effect is also significant, as negative emotions and stress experienced in one domain can spill over into the other, creating a cycle of heightened stress. It's crucial to recognize that the relationship between Work-Family Conflict and Work Stress is complex and influenced by factors such as personal resilience and coping strategies. Additionally, organizational support and policies promoting work-life balance play a crucial role in mitigating the impact of Work-Family Conflict on overall Work Stress.

According to Table 1, Locus of Control internal plays negatively moderating role on Work-Family Conflict and Work Stress Relationships. Locus of control is one of the predictors of stress that can affect the achievement of potential and employee welfare. The locus of control theory categorizes an individual into two, namely internal or external locus of control. Internal locus of control tends to be more directed and more active in controlling the circumstances and conditions of work that is being experienced (Parkes, 1991). Robbins (2006) defines locus of control as a person's perception of the source of his fate, where individuals believe that fate can be determined by self-ability. The locus of control is defined by Spector (1988) as an individual's expectation of reward, improvement or achievement of results in his life controlled either due to internal factors (his own actions) or due to external factors (other forces). Algadheeb (2015) said individuals with internal locus of control tend to assume events that occur in their lives both success and failure come from personality, abilities, efforts, and other factors that exist within them, so that someone with internal locus of control considers himself as a determinant and holder of control over his fate. Individuals with an internal locus of control will find it easier to cope with and manage stress in the event of work-family conflict.

Locus of Control refers to an individual's belief about the extent to which they can control events and outcomes in their lives. When individuals possess a strong internal Locus of Control, indicating a belief that they can influence their circumstances through their actions, it acts as a buffer against the detrimental effects of Work-Family Conflict on Work Stress. Internally oriented individuals tend to approach challenges with a sense of agency and control, viewing stressful situations as manageable through personal efforts. In the context of Work-Family Conflict, those with a strong internal Locus of Control are better equipped to navigate conflicting demands between work and family roles. They are more likely to adopt proactive coping strategies, such as effective time management, setting priorities, and seeking social support, which help mitigate the impact of conflicting responsibilities.

The negative moderating role of internal Locus of Control operates by influencing how individuals interpret and respond to Work-Family Conflict. Instead of perceiving these conflicts as insurmountable stressors, individuals with an internal Locus of Control are inclined to view them as challenges that can be addressed through their own actions. This positive mindset and proactive approach contribute to a reduction in the overall experience of Work Stress, even in the face of significant Work-Family Conflict. Organizational interventions that promote the development of an internal Locus of Control among employees can be instrumental in fostering resilience and mitigating the adverse effects of Work-Family Conflict on Work Stress. Encouraging a sense of empowerment and providing resources for effective coping mechanisms can contribute to a more positive and balanced work-life experience for individuals with a strong internal Locus of Control.

According to Table 1, External locus of control plays positively moderating role on the relationships between work-family conflict and job stress. Robinson, et al (1991) divide the external locus of control into two, namely powerful others (believing that the events experienced by individuals are determined by those around them who have power) and change (believing that the events experienced are destiny or a fortune). Characteristics of individuals with external locus of control, one of which is easy to give up (Crider, 2003). Individuals with external locus of control are more difficult to control work-family conflict and more easily experience stress.

Locus of Control refers to an individual's belief regarding the degree of control they have over events and outcomes in their lives. When individuals exhibit an external Locus of Control, it implies a belief that external factors or forces have a greater influence on their lives, rather than their personal actions. In the context of the relationship between WFC and job stress, an external Locus of Control can serve as a moderating factor that intensifies the impact of work-family conflicts on the experience of job stress. Individuals with an external Locus of Control may perceive less control over the demands of work and family responsibilities, leading to a heightened sense of stress when these conflicts arise. The belief that external factors significantly shape their circumstances can contribute to a feeling of helplessness in managing the challenges posed by conflicting roles.

External Locus of Control influences individuals to attribute the stress arising from work-family conflicts to external sources, such as organizational policies, societal expectations, or uncontrollable circumstances. This attribution pattern may exacerbate the perceived severity of job stress, as individuals feel less equipped to influence or control the factors contributing to the conflicts. Organizational strategies aimed at mitigating the negative impact of WFC on job stress in individuals with an external Locus of Control could involve targeted support programs, flexible work arrangements, and stress management interventions. By acknowledging and addressing external factors contributing to work-family conflicts, organizations can help individuals with an external Locus of Control navigate these challenges more effectively, ultimately reducing the overall experience of job stress

CONCLUSION

The study reveals a significant positive association between Work-Family Conflict (WFC) and Work Stress, emphasizing the intricate mechanisms involving role overload, conflicting demands, and interference between roles. Work-Family Conflict proves to be a substantial contributor to heightened stress levels, creating a complex cycle that impacts individuals both at work and in their personal lives. Additionally, the study finds that an internal Locus of Control acts as a negative moderator in the relationship between WFC and Work Stress. Individuals with a strong internal Locus of Control, believing in their ability to influence circumstances, tend to employ proactive coping strategies, mitigating the impact of conflicting responsibilities on overall stress. Conversely, an external Locus of Control plays a positive moderating role, intensifying the relationship between WFC and Job Stress. Individuals with an external Locus of Control may perceive less control over work and family demands, contributing to heightened stress levels. Acknowledging and addressing these complex dynamics can inform organizational strategies and individual empowerment initiatives for a more balanced work-life experience.

Future research in this domain could explore the effectiveness of specific interventions and organizational policies aimed at mitigating the impact of Work-Family Conflict (WFC) on Work Stress. Investigating the implementation of flexible work arrangements, stress management programs, and targeted support initiatives could provide valuable insights into practical strategies that organizations can adopt to foster a healthier work-life balance.

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