

## Gender Differences in Work-Family Conflict: Case of Public Officers in East Java in Post Covid-19

Muhammad Taufiq<sup>1</sup>, Nur Hidayati<sup>2</sup>  
Politeknik STIA LAN Jakarta<sup>1</sup>, Universitas Islam Malang<sup>2</sup>  
Email : [muhammad.taufiq@stialan.ac.id](mailto:muhammad.taufiq@stialan.ac.id)<sup>1</sup>

### Abstract

*The COVID-19 pandemic has fundamentally reshaped the work-life interface, forcing public sectors to adopt remote and hybrid work models that blur the boundaries between professional and domestic spheres. This study examines the prevalence and gendered dynamics of Work-Family Conflict (WFC) among public officers in East Java, Indonesia, during the post-pandemic transition. Utilizing a quantitative cross-sectional design, data were collected from 179 public officers (117 males and 62 females) through a purposive online survey conducted between January and February 2022. The research employed a reversed-coded Likert scale to measure WFC, where lower scores indicate higher levels of conflict. Results from the Independent Sample T-test reveal that both male ( $M = 2.44$ ) and female ( $M = 2.37$ ) officers experience high levels of conflict, with no statistically significant difference in overall intensity ( $p = 0.540$ ). However, Confirmatory Factor Analysis (CFA) indicates divergent internal manifestations: male officers' conflict is primarily driven by behavioral constraints and the limitation of family activities (loading = 0.792), while female officers experience significantly higher cognitive spillover, characterized by persistent work-related thoughts during domestic time (loading = 0.734). These findings suggest that while the structural pressures of public service impose a universal burden, the psychological experience of conflict remains gendered. This study highlights the urgent need for nuanced organizational policies, such as "the right to disconnect" and enhanced schedule autonomy, to mitigate long-term burnout and sustain public service efficiency in the "new normal" era.*

**Keywords:** Gender Differences, Work-Family Conflict, Post Covid-19.

## 1. Introduction

In the contemporary era of public sector management, the pursuit of gender equality has shifted from a peripheral concern to a core requirement for organizational resilience and equitable service delivery. As governments worldwide strive to integrate diverse perspectives into their governance structures, the ability of both men and women to participate fully in the workforce without compromising their familial responsibilities has become a critical metric of success. However, the realization of true gender parity remains hindered by persistent structural and psychological barriers (Miushad et al., 2022; Remery & Schippers, 2019), most notably the phenomenon of Work-Family Conflict (WFC).

Work-family conflict is defined as a modern and prevalent role stressor characterized by the mutual incompatibility between day-to-day role expectations in the spheres of employment and home (Erdogan et al., 2019; Young, 2019). This conflict is inherently bidirectional, manifesting as work interfering with family (WIF) when professional demands spill over into personal life, or family interfering with work (FIW) when domestic responsibilities impede job performance (Geroda & Puspitasari, 2017; Zahoor et al., 2021). Understanding these dynamics is essential, as the inability to balance these domains is not merely an individual struggle but a systemic issue that impacts organizational efficiency and individual mental health.

Historically, WFC has often been trivialized or narrowly characterized as a "professional woman's problem" (Young & Schieman, 2018). While women traditionally face higher rates of conflict due to entrenched gender concepts, recent research indicates that the gender gap in reported WFC is narrowing, largely because men are increasingly reporting comparable levels of role strain (Grönlund & Öun, 2018; Noor, 2010). Despite this narrowing gap, the consequences remain severe across genders; intensified conflict leads to significant negative emotions,

decreased subjective well-being, and a reduction in overall work efficiency (Grönlund & Öun, 2018; Wahab et al., 2019).

The public sector presents a unique and demanding environment for analyzing these conflicts. Public officers are often subject to high levels of public accountability, rigid bureaucratic structures, and heavy workloads. Within this context, WFC has been identified as a primary driver of emotional exhaustion, particularly when employees lack sufficient resources to manage competing demands (Lange & Kayser, 2022). For public servants in Indonesia, and specifically in East Java, these pressures are compounded by the cultural expectations of public service and the intricate social roles they occupy within their communities.

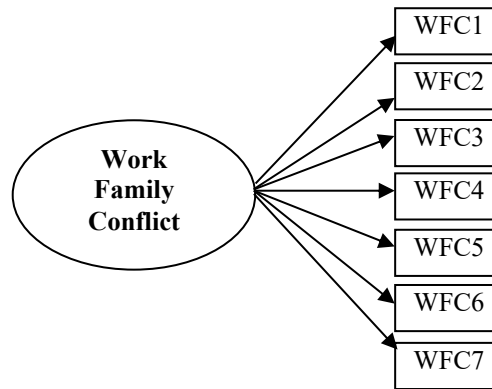
Gender differences also manifest clearly in the strategies used to navigate these conflicts. Research suggests that mothers, particularly those with young children, are significantly more likely to scale back on work demands or transition to less demanding roles to manage WFC (Erdogan et al., 2019; Zhang & Bowen, 2021). In contrast, fathers and men with older children are more likely to seek increased schedule control or flexibility (Young, 2019; Young & Schieman, 2018). Furthermore, the way individuals prioritize their roles—known as role salience—plays a pivotal role; those who can establish a clear hierarchy of priorities between work and family tend to experience less conflict than those who assign high salience to both roles simultaneously (Erdogan et al., 2019; Noor, 2004).

Environmental and community factors further exacerbate these gendered experiences. Access to community resources and collective efficacy can act as a buffer against WFC, yet these benefits are not distributed equally (Lange & Kayser, 2022; Young, 2019). In less-resourced communities, women and parents of young children report significantly higher levels of conflict (Molina, 2020; Young, 2019; Young & Schieman, 2018). Additionally, traditional gender concepts—where men are viewed as primary breadwinners and women as primary caregivers—continue to influence how work pressure is perceived and managed, often placing an

invisible burden on female public officers to excel in both domains (Grönlund & Öun, 2018).

Despite the growing body of literature, a significant research gap remains concerning the post-COVID-19 landscape. Much of the existing evidence relies on data collected prior to the pandemic or focuses on Western contexts (Barriga Medina et al., 2021; Ng et al., 2021; Waismel-Manor et al., 2021). The global pandemic fundamentally altered work arrangements through digitalization and hybrid models, which may have either eased or intensified the blurring of boundaries between work and home. Furthermore, there is a distinct lack of longitudinal studies that can capture the evolving nature of WFC as societies transition into the "new normal" (Varotsis, 2022).

Therefore, there is an urgent need to examine the current state of Work-Family Conflict among public officers in East Java. As one of Indonesia's most populous and administratively complex provinces, East Java serves as a critical case study for understanding how gendered strategies and role salience have adapted in the post-pandemic era. By investigating these dynamics, this study aims to provide empirical evidence that can inform more inclusive public sector policies, ultimately supporting the well-being of public servants and the efficiency of the institutions they serve (Chen et al., 2020; Potipiroon & Faerman, 2020; Pradesa et al., 2021). In this study, work-family conflict considered as a stand-alone construct and it could be examined whether there are gender differences in the unit of analysis in perceiving work-family conflict in the context of public organization. An overview of conceptual framework that examined in this study is provided in Fig.1. In this study investigated seven main factors for their work-family conflict among public officers that adapted from Netemeyer et al., (1996).



**Figure 1.** Conceptual Framework  
Source : Developed for this study (2022).

## 2. Method

This study employed a quantitative research design with a cross-sectional survey approach. This design was selected to capture a snapshot of the work-family conflict dynamics among public officers at a specific point in time, allowing for the examination of relationships between variables and differences between gender groups. The conceptual framework was specifically designed to test discriminant validity and confirm the factorial model of work-family conflict within the Indonesian public sector context. Consequently, this study analyzed gender differences in perceived work-family conflict specifically among public officers in East Java, Indonesia. Primary data were gathered through an online survey protocol conducted over a two-month period, from January to February 2022. The data collection utilized a purposive sampling technique to ensure that the respondents met specific criteria relevant to the research objectives, namely being active public officers who manage both professional and domestic responsibilities in the post-pandemic era. Potential participants were reached through various professional networks and official communication channels of public organizations. The questionnaire was administered via a secure online platform, ensuring a confidential and anonymous process to encourage honest responses regarding sensitive work-

life balance issues.

A total of 179 valid responses were obtained ( $n = 179$ ), consisting of 117 male officers (65.36%) and 62 female officers (34.64%). To measure the constructs, the instrument utilized a reversed Likert scale, where lower scores indicate a higher frequency of conflict and higher scores indicate a greater degree of harmony. Based on a scale ranging from 1 to 5, the following interpretation criteria were established:

1. 1.00 – 2.60: Low Criteria (Indicates a High Level of Conflict)
2. 2.61 – 3.40: Medium Criteria (Indicates a Moderate Level of Conflict)
3. 3.41 – 5.00: High Criteria (Indicates a Low Level of Conflict)

Statistical analysis was performed in two primary stages. First, an Independent Sample T-test was employed to examine the gender differences between the male and female officer groups. Second, a Confirmatory Factor Analysis (CFA) was conducted to evaluate the structural integrity and fit of the factorial model to the collected data. Following the confirmation of the model's validity and reliability, the study examined the scale means, variances, and internal consistency (Cronbach's Alpha) to ensure the robustness of the findings.

### **3. Result and Discussion**

The analysis of work-family conflict (WFC) among public officers in East Java post-COVID-19 reveals a moderate level of tension between professional and domestic spheres. Based on the descriptive statistics in Table 1, the overall mean score for the sample is 2.40 on a five-point scale. This indicates that while public servants do experience instances where their roles overlap or compete, the intensity of these conflicts is not yet at a critical or overwhelming level. This suggests a certain degree of resilience or successful adaptation to the work-life dynamics that have emerged following the pandemic's disruptions.

When examining individual indicators, the most significant pressure point for these officers is the necessity to alter family plans due to professional demands,

which recorded the highest mean of 2.83. This finding highlights the unpredictable nature of public sector work in the region, where urgent tasks or shifting administrative priorities often override personal schedules. The high score on this specific item suggests that the "encroachment" of work into family life is often structural and reactive, requiring employees to be constantly available at the expense of their social and familial stability.

**Table 1.** Descriptive Statistic, Mean, Independent Sample T-Test for Indicators

	Mean N = 179	Mean		t-test for Equality of Means (Sign)
		Male n = 117	Female n = 62	
Professional workload prevents from dedicating as much time to family	2.78	2.79	2.77	.117
Roles at work interfere with the fulfillment of daily domestic responsibilities and family chores	2.71	2.78	2.65	.713
Forced to restrict participation in family activities to satisfy professional requirements	2.62	2.65	2.60	.307
Often feel physically or mentally drained after work, leaving with minimal energy for domestic life	1.92	2.01	1.84	1.143
Professional concerns continue to preoccupy thoughts even while in a domestic setting	2.02	2.07	1.98	.555
Professional concerns continue to preoccupy thoughts even while in a domestic setting	1.95	2.02	1.89	.929
Occupational necessities often compel to re-arranged plans with family	2.83	2.80	2.87	.381
Mean	2.40	2.44	2.37	

Source : Data analyzed (2022).

In contrast, the data shows that physical and mental exhaustion at the end of the day is less of a primary driver for conflict compared to time-based pressures. The indicators related to having "little energy left" and "thinking about work at home" yielded relatively lower means of 1.92 and 2.02, respectively. This implies that for the public officers in this study, the conflict is not necessarily characterized

by a total depletion of personal resources, but rather by the difficulty of managing time boundaries and fulfilling specific domestic obligations when work responsibilities intervene.

A pivotal finding of this research is the lack of a statistically significant difference in WFC levels based on gender. As shown in Table 2, the Independent Sample T-Test resulted in a p-value (Sig. 2-tailed) of 0.540, which is well above the standard 0.05 threshold. With a mean score of 2.44 for males and 2.37 for females, the data suggests that in the post-pandemic landscape of East Java, both men and women in the public sector are navigating nearly identical levels of role strain. This challenges traditional assumptions that women inherently face higher conflict due to domestic burdens.

**Table 2.** Independent Sample T-Test for Gender

	t-test for Equality of		Sig. (2-tailed)
	Meanst	df	
Work-Family Conflict	-.616	89.999	.540

Source : Data analyzed (2022).

The lack of gender-based divergence is further confirmed by the individual indicator t-tests in Table 1, where no single item showed a significant difference between male and female responses. This uniformity suggests that the administrative environment of the public sector in East Java imposes a standardized set of expectations that affect all employees similarly. It may also reflect a social shift toward more egalitarian experiences of professional pressure, where the digitalization of work and modern public service demands have "neutralized" some of the traditional gendered disparities in work-to-home interference.

However, the Loading Factor analysis in Table 3 provides a more nuanced view of how conflict is internally constructed for each gender. For male officers, the most potent indicator of conflict is the need to limit activities with family

members to meet job demands (loading of 0.792). This suggests that for men, WFC is primarily defined by the tangible loss of "presence" and the sacrifice of shared family time. Their sense of conflict is most acute when the job physically or temporally prevents them from participating in the collective life of the household.

For female officers, the internal experience of conflict appears more cognitive and psychological. The highest loading factor for women was found in the indicator "I think about work when I am at home" (0.734), which is notably higher than the loading for their male counterparts on the same item. This indicates that women in the East Java public sector may experience a higher degree of mental "spillover," where the psychological burden of professional responsibilities is harder to switch off, even when they are physically present with their families.

**Table 3.** Loading Factor of Work-Family Conflict

Item	Loading Factor	
	Male (n = 117)	Female (n = 62)
Professional workload prevents from dedicating as much time to family	0.664	0.652
Roles at work interfere with the fulfillment of daily domestic responsibilities and family chores	0.405	0.409
Forced to restrict participation in family activities to satisfy professional requirements	0.792	0.711
Often feel physically or mentally drained after work, leaving with minimal energy for domestic life	0.665	0.629
Professional concerns continue to preoccupy thoughts even while in a domestic setting	0.624	0.734
Professional concerns continue to preoccupy thoughts even while in a domestic setting	0.564	0.601
Occupational necessities often compel to re-arranged plans with family	0.721	0.576

Source : Data analyzed (2022).

The analysis of work-family conflict (WFC) among public officers in East Java, when interpreted through the lens of reversed-coded scales, reveals a concerning trend regarding the balance between professional and domestic life. With an overall mean score of 2.40, the findings fall into the "low" category on the scale, which empirically translates to a high level of conflict. This suggests that post-pandemic, public officers are struggling significantly to maintain boundaries, as the lower scores indicate a higher frequency of work interfering with family duties. This high level of conflict aligns with the warnings by Molina (2020), who emphasized that the recent decade's socio-economic shifts have intensified the pressures on the work-family interface, often leaving employees with insufficient resources to manage both spheres effectively.

The most critical area of concern is the psychological impact on employees, particularly their inability to "switch off" after work. The indicators for mental exhaustion and cognitive spillover (thinking about work at home) recorded the lowest mean scores (1.92 and 2.02), signifying the most severe levels of conflict in these dimensions. According to the framework by Vieten et al. (2022), this "Internal Work-to-Home Interference" (IWHI) is a primary precursor to total exhaustion. For public officers in East Java, the work does not just end at the office; it persists as a heavy mental burden that severely diminishes the quality of their home life, a situation likely exacerbated by the constant digital connectivity of the post-pandemic era.

In terms of gender dynamics, the study finds that both men (mean 2.44) and women (mean 2.37) are experiencing high and statistically comparable levels of conflict ( $p = 0.540$ ). This lack of a gender gap supports the research by Young (2019), which suggests that in highly demanding professional environments, the structural pressures of the job override individual gender differences. In the context of East Java's public sector, the "high-conflict" reality is a universal experience for all officers, regardless of gender. This indicates that the administrative burden and

accountability of public service post-COVID-19 have created a standardized environment where role strain is equally distributed across the workforce.

However, the Loading Factor analysis reveals that while the degree of conflict is equally high, the *nature* of what triggers this conflict differs. For men, the highest loading factor (0.792) on the need to limit family activities indicates that their conflict is rooted in a behavioral sacrifice of time. This reflects the "masculine dilemma" identified by Young & Schieman (2018), where men feel the most intense strain when work prevents them from fulfilling the role of an active, present father. Their low scores on the scale mean they are frequently forced to choose work over family participation, leading to a deep sense of role incompatibility.

For female officers, the primary driver of their high conflict is the cognitive preoccupation with work while at home (loading 0.734). Even though their total score is similar to men, their conflict is more "invisible" and mental. As argued by Erdogan et al. (2019), high role salience in a demanding career often leads to a persistent cognitive load for women, who may feel a double pressure to excel professionally while managing domestic expectations. The low mean scores in this study indicate that for women in East Java, the mental boundary between the office and the home has essentially collapsed, placing them at a high risk for long-term emotional burnout.

Theoretically, these findings challenge the traditional "Spillover Theory" by showing that in a reversed-coded context, a low score is a loud alarm for organizational health. The high urgency of work pressure, as noted by Wang et al., (2020), is clearly demonstrated here, where the pressure of public service acts as a dominant force that erodes family harmony. This study adds to the literature by proving that post-pandemic digitalization has not necessarily eased the burden but may have instead created a "low-score/high-conflict" environment where employees are physically home but mentally tethered to their workstations.

Practically, the high level of conflict (indicated by the low mean of 2.40) necessitates immediate policy intervention from the East Java provincial government. Because the conflict is both behavioral (for men) and cognitive (for women), interventions must be dual-faceted. Organizations should implement "Right to Disconnect" protocols to alleviate the cognitive spillover for women and provide more genuine schedule autonomy to allow men to reclaim physical time with their families. Without addressing these low-scoring indicators, the public sector risks a decline in service quality driven by a workforce that is perpetually overextended and unable to find harmony in their domestic lives.

The finding that work-family conflict (WFC) among public officers in East Java exists at a moderate level (mean 2.40) aligns with recent global trends suggesting that while the work-family interface remains a challenge, employees are developing localized coping mechanisms. This moderate intensity suggests that the public sector in East Java has achieved a baseline of stability in the post-pandemic era, possibly due to the formalization of flexible work arrangements that were accelerated by the COVID-19 crisis. This resonates with the perspective of Molina (2020), who notes that the recent decade has seen a significant shift in how individuals and organizations negotiate the boundaries between labor and domestic life, leading to a more integrated, though still demanding, daily routine.

A critical revelation of this study is the statistical insignificance of gender differences in overall WFC levels ( $p = 0.540$ ). This result strongly supports the growing body of literature, such as the work by Young and Schieman (2018) and Young (2019), which argues that the "gender gap" in work-family conflict is rapidly closing. The data from East Java public officers suggests that the structural demands of public service—such as accountability and rigid deadlines—exert a "neutralizing" effect that transcends gender roles. This indicates that in modern administrative settings, the professional identity of a "public officer" may be

starting to supersede traditional gendered expectations of work-to-home interference.

However, the differences in *loading factors* reveal that the internal experience of conflict remains gendered, even if the total intensity is the same. The fact that male officers feel conflict most acutely when they must limit family activities (loading 0.792) aligns with what Young and Schieman (2018) describe as the "masculine dilemma." As fathers and men increasingly value their presence in the home, their primary source of stress becomes the behavioral loss of family time. This suggests that for men in the East Java public sector, WFC is a matter of physical absence, where the job acts as a barrier to the "active fatherhood" or "family participation" roles they wish to fulfill.

Conversely, female officers' high loading on "thinking about work at home" (0.734) points toward a psychological "spillover" or cognitive interference, a phenomenon discussed by Erdogan et al. (2019) in relation to role salience. For women, the conflict is not just about being physically away from home, but the difficulty of mentally disengaging from professional responsibilities. This persistent cognitive load suggests that female public officers may experience higher "internal work-to-home interference" (IWHI), as theorized by Vieten et al. (2022). Even when they are at home, the high salience of their professional roles ensures that work remains a dominant part of their mental landscape, potentially leading to more rapid emotional exhaustion over time.

The urgency of the "time-based" conflict, particularly the need to change family plans (mean 2.83), highlights the impact of work pressure in the public sector. As Wang et al. (2020) empirically demonstrated, work pressure remains the most significant predictor of both work-interfering-with-family (WIF) and family-interfering-with-work (FIW). In East Java, the post-pandemic "new normal" has likely maintained high levels of digital connectivity, making it harder for public officers to protect their personal time from sudden administrative needs. This

finding suggests that the flexibility offered by post-pandemic digitalization is a double-edged sword: while it allows work to be done anywhere, it also allows work to interrupt family life at any moment.

Theoretically, these findings contribute to the expansion of Boundary Theory and Role Congruity Theory within the context of Southeast Asian public administration. By showing that gender differences manifest in the *type* of burden (behavioral for men vs. cognitive for women) rather than the *degree* of burden, this study refines our understanding of how gender concepts (Wang et al., 2020) interact with professional roles. It suggests that future theoretical models of WFC must move beyond measuring total conflict and instead incorporate the distinction between physical and mental spillover. This nuances the existing literature by proving that "equal" scores do not necessarily mean "identical" psychological experiences.

Practically, the results suggest that the Government of East Java and its public institutions should move beyond "one-size-fits-all" gender policies. Since men are struggling with time-based participation, HR policies should emphasize "true" schedule control and the ability to be physically present for family milestones. For women, the focus should be on "the right to disconnect" and mental health initiatives that reduce cognitive load after hours. Addressing the specific ways the job "follows" each gender home—whether as a physical absence for men or a mental preoccupation for women—will be essential for maintaining a high-performing and sustainable public service workforce in the post-pandemic era. In conclusion, while the total intensity of work-family conflict does not vary significantly by gender, the underlying drivers differ in their manifestation. Men are more affected by the loss of behavioral participation in family life, while women are more affected by the persistent cognitive load of their professional roles. These results suggest that organizational interventions should not only focus on time flexibility but also on "cognitive decoupling" strategies to help employees,

particularly women, mentally transition from work to home in the high-pressure environment of post-pandemic public service.

#### **4. Conclusion**

In conclusion, this study provides critical insights into the dynamics of Work-Family Conflict (WFC) among public officers in East Java within the post-pandemic landscape. Utilizing a reversed-coded scale, the empirical evidence reveals a high level of conflict across the workforce, as indicated by the low overall mean score of 2.40. The findings demonstrate that gender does not significantly differentiate the total intensity of conflict, suggesting that the structural pressures and accountability inherent in public service impose a universal burden on both male and female officers. However, a deeper analysis through loading factors uncovers distinct gendered manifestations of this strain; while men experience conflict primarily as a behavioral sacrifice of time with family, women suffer more from persistent cognitive spillover, where professional concerns intrude upon their mental presence at home. This highlights that "equality" in conflict scores does not equate to identity in psychological experience, necessitating a more nuanced approach to organizational well-being.

There are certain limitations to this research that should be noted. Because the data is cross-sectional, it is difficult to determine the long-term causal effects of new work arrangements on family life. The focus on the East Java public sector also means the findings might not generalize to private firms or different geographic areas. Future studies ought to use longitudinal designs to better understand the progression of these role conflicts over time. Additionally, research into how organizational and community support can act as buffers would be beneficial for identifying ways to lower the stress levels found in this study. From a practical standpoint, policies that support schedule autonomy and the right to disconnect are vital for maintaining the health and productivity of government employees.

## REFERENCES

- Barriga Medina, H. R., Campoverde Aguirre, R., Coello-Montecel, D., Ochoa Pacheco, P., & Paredes-Aguirre, M. I. (2021). The influence of work–family conflict on burnout during the covid-19 pandemic: The effect of teleworking overload. *International Journal of Environmental Research and Public Health*, *18*(19). <https://doi.org/10.3390/ijerph181910302>
- Chen, Y., Zhang, F., Wang, Y., & Zheng, J. (2020). Work–family conflict, emotional responses, workplace deviance, and well-being among construction professionals: A sequential mediation model. *International Journal of Environmental Research and Public Health*, *17*(18), 1–19. <https://doi.org/10.3390/ijerph17186883>
- Erdogan, I., Ozcelik, H., & Bagger, J. (2019). Roles and work – family conflict : how role salience and gender come into play. *The International Journal of Human Resource Management*, *0*(0), 1–23. <https://doi.org/10.1080/09585192.2019.1588346>
- Geroda, M. K. B., & Puspitasari, E. (2017). The Impact of Work-Family Conflict Toward Job Performance - The Case of External Auditor. *3rd Parahyangan International Accounting & Business Conference*, 641–663.
- Grönlund, A., & Öun, I. (2018). In search of family-friendly careers ? Professional strategies , work conditions and gender differences in work – family conflict. *Community, Work & Family*, *21*(1), 87–105. <https://doi.org/10.1080/13668803.2017.1375460>
- Lange, M., & Kayser, I. (2022). The Role of Self-Efficacy, Work-Related Autonomy and Work-Family Conflict on Employee’s Stress Level during Home-Based Remote Work in Germany. *International Journal of Environmental Research and Public Health*, *19*(9). <https://doi.org/10.3390/ijerph19094955>
- Miushad, H., Senasu, K., Piriyaikul, M., & Ayman, R. (2022). The relationship of

- work–family conflict, job satisfaction and deviant workplace behavior in the Maldives’ public sector. *Kasetsart Journal of Social Sciences*, 43(3), 553–560. <https://doi.org/10.34044/j.kjss.2022.43.3.03>
- Molina, J. A. (2020). The Work – Family Conflict : Evidence from the Recent Decade and Lines of Future Research. *Journal of Family and Economic Issues*, 0123456789. <https://doi.org/10.1007/s10834-020-09700-0>
- Netemeyer, R. G., Boles, J. S., & McMurrin, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 400–410. <https://doi.org/10.1037/0021-9010.81.4.400>
- Ng, M. A., Naranjo, A., Schlotzhauer, A. E., Shoss, M. K., Kartvelishvili, N., Bartek, M., Ingraham, K., Rodriguez, A., Schneider, S. K., Silverlieb-Seltzer, L., & Silva, C. (2021). Has the COVID-19 pandemic accelerated the future of work or changed its course? Implications for research and practice. *International Journal of Environmental Research and Public Health*, 18(19). <https://doi.org/10.3390/ijerph181910199>
- Noor, N. M. (2004). Work-Family Conflict, Work-and Family-Role Saliency, and Women’s Well-Being. *The Journal of Social Psychology*, 144(4), 389–406. <https://doi.org/10.3200/SOCP.144.4.389-406>
- Noor, N. M. (2010). work – family conflict and women ’ s well- being : some observations. *Community, Work & Family*, 6(3), 297–319. <https://doi.org/10.1080/1366880032000143474>
- Potipiroon, W., & Faerman, S. (2020). Tired from Working Hard? Examining the Effect of Organizational Citizenship Behavior on Emotional Exhaustion and the Buffering Roles of Public Service Motivation and Perceived Supervisor Support. *Public Performance and Management Review*, 43(6), 1260–1291. <https://doi.org/10.1080/15309576.2020.1742168>
- Pradesa, H. A., Maasir, L., & Priatna, R. (2021). Becoming More Burned or

- Engaged with Job : The Role of Work-Family Conflict and Family-Work Conflict among Public Officers. *Proceedings of the 2nd International Conference on Administration Science 2020*, 564(Advances in Social Science, Education and Humanities Research), 131–135.
- Remery, C., & Schippers, J. (2019). Work-family conflict in the European Union: The impact of organizational and public facilities. *International Journal of Environmental Research and Public Health*, 16(22). <https://doi.org/10.3390/ijerph16224419>
- Varotsis, N. (2022). Impact of Telecommuting on Work-Family Conflict and Attitudes Among Greek Employees in Some Service Industries; Based on Working Restrictions During COVID-19. *Journal of East-West Business*, 28(4), 350–371. <https://doi.org/10.1080/10669868.2022.2101170>
- Wahab, A., Yasrie, A., & Anwar, M. (2019). Pengaruh Konflik Peran Ganda Terhadap Kinerja Melalui Stress Kerja Sebagai Moderator Pada Pegawai Wanita (Studi pada Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana Kabupaten Tabalong). *DINAMIKA EKONOMI Jurnal Ekonomi Dan Bisnis*, 12(2), 250–266.
- Waismel-Manor, R., Wasserman, V., & Shamir-Balderman, O. (2021). No Room of her Own: Married Couples' Negotiation of Workspace at Home During COVID-19. *Sex Roles*, 85(11–12), 636–649. <https://doi.org/10.1007/s11199-021-01246-1>
- Wang, H. M., Ma, A. L., & Guo, T. T. (2020). Gender Concept, Work Pressure, and Work–Family Conflict. *American Journal of Men's Health*, September-October, 1–12. <https://doi.org/10.1177/1557988320957522>
- Young, M. (2019). Does Work – Family Conflict Vary According to Community Resources? *Family Relations*, 68(April), 197–212. <https://doi.org/10.1111/fare.12348>
- Young, M., & Schieman, S. (2018). Scaling Back and Finding Flexibility : Gender

Differences in Parents ' Strategies to Manage Work – Family Conflict. *Journal of Marriage and Family*, 80(1), 99–118. <https://doi.org/10.1111/jomf.12435>

Zahoor, N., Abdullah, N. A. C., & Zakaria, N. (2021). The role of high performance work practices, work-family conflict, job stress and personality in affecting work life balance. *Management Science Letters*, 11, 1367–1378. <https://doi.org/10.5267/j.msl.2020.11.003>

Zhang, R. P., & Bowen, P. (2021). Work-family role blurring and conflict among South African construction professionals. *Construction Management and Economics*, 39(6), 475–492. <https://doi.org/10.1080/01446193.2021.1916973>