

WHEN WORK AND FAMILY COLLIDE: CAN JOB SATISFACTION PREVENT BURNOUT IN FEMALE EMPLOYEES?

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ABSTRACT

Female employees frequently face challenges in balancing work roles and family responsibilities, which can trigger work-family conflict (WFC). The phenomenon of women working in banks as a career choice is very common, and they often experience conflict between fulfilling their duties as employees and performing their duties as housewives, taking care of their children. Research findings regarding the role of job satisfaction as a mediator in this relationship still show mixed results. This inconsistency indicates a research gap that needs further exploration, particularly in the context of female employees. Therefore, this study aims to examine the role of job satisfaction in mediating the influence of work-family conflict on burnout in female employees. Using simple random selection, the study's sample of 100 respondents is made up of female bank employees in the city of Pasuruan. Questionnaires were given to respondents in order to collect data, and SEM-PLS was used to analyze the results. The research findings indicate that first, work-family conflict has a significant positive effect on burnout and job satisfaction. Second, job satisfaction also has a significant positive effect on burnout. Third, job satisfaction serves as a mediating variable for the impact of work-family conflict on burnout.

Keyword : Work_Family_Conflict; Burnout; Job_Satisfaction; Female_Employees

INTRODUCTION

Working women face a double challenge in fulfilling their roles as employees and family members simultaneously. This dual role often leads to conflict between work demands and household responsibilities, known as work-family conflict (WFC). When the demands of these two life domains collide, individuals are at risk of experiencing psychological stress, emotional exhaustion, and even decreased performance. In the long run, WFC can lead to work fatigue or burnout. The phenomenon of women working in banks as a career choice is very common, and they often experience conflict between fulfilling their duties as employees or performing their duties as housewives taking care of their children, especially when their children are sick or have school-related needs.

Burnout is a state of physical, emotional, and mental exhaustion caused by prolonged work-related stress. Burnout is characterized by three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). For female employees, the workload, which comes not only from the professional environment but also from the family environment, can accelerate the onset of burnout, especially if there is inadequate support or coping strategies.

Some previous studies have shown that work-family conflict has a positive influence on burnout. For example, research (Mete et al., 2014)

found that WFC significantly contributes to work fatigue in female lecturers, and research (Kayanti & Alfikalia, 2023) found that work-family conflict affects work fatigue in doctors. Similarly, studies by Allgood et al. (2024), Zulkarnain et al. (2015) show that the higher the level of work-family conflict, the greater the level of work fatigue experienced by female employees. However, research by Ramadhi et al. (2021) and Kocalevent et al. (2020) concluded that work-family conflict does not affect burnout, while research by Bagherzadeh et al. (2016) found that WFC negatively affects work fatigue. Meanwhile, work-family conflict has a strong relationship with job satisfaction. Job satisfaction is a pleasant or positive emotional state resulting from an evaluation of work or work experience (Rahman et al., 2020; Vinnafatun et al., 2021; Fathorrahman, 2019). The higher the conflict between work and family, the greater the likelihood of decreased job satisfaction due to stress, disrupted personal time, and a feeling of failing to fulfill dual roles. Research (Bagherzadeh et al., 2016; Siswanto et al., 2022) found that WFC is a predictor of employee job satisfaction.

However, not all individuals experiencing WFC will experience burnout to the same degree. Further research indicates the presence of psychological factors that can strengthen or weaken this relationship. One important variable that is starting to receive attention is job satisfaction. Research by Siswanto et al. (2022) indicates that job satisfaction acts as a partial

mediator in the relationship between work stress and burnout. Meanwhile, different results were found by (Retnaningrum, A.K. & Al Musadieq, 2016), which showed that job satisfaction did not significantly mediate the relationship between WFC and burnout, although it had a direct influence on burnout. These different findings indicate a research gap that needs to be explored further. Differences in organizational context, respondent characteristics, and the statistical analysis approach used can lead to inconsistent results. Additionally, the limited research specifically highlighting the role of job satisfaction as a mediating variable in the context of female employees is also an important reason for conducting this study.

Considering various previous findings and the importance of female employees' psychological well-being in the modern workplace, this study aims to delve deeper into how job satisfaction mediates the influence of work-family conflict on burnout in female employees. This research is expected to contribute both theoretically to the development of organizational behavior science and practically to efforts to create work policies that are more supportive of the well-being of female employees.

Work-family conflict (WFC) is a form of imbalance that occurs when work and family demands clash, making it difficult for individuals to fulfill both roles. (Greenhaus & Beutell, 1985) define WFC as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect." This conflict is known as one of the important predictors of burnout, which is a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). However, the relationship is not always direct; it can be mediated by psychological factors such as job satisfaction.

Job satisfaction is a positive emotional state resulting from the evaluation of work experiences. (Locke, 1976) stated that "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." When someone experiences WFC, they usually feel disrupted in performing both their work and family roles. This disruption reduces job satisfaction because work is perceived as the main cause of conflict. Decreased job satisfaction ultimately increases the risk of burnout. Thus, job satisfaction serves as a psychological mechanism that mediates the influence of WFC on burnout. Based on the background and empirical studies above, the researcher formulates the following 4 hypotheses:

- H1. Work-family conflict is hypothesized to significantly influence burnout in female employees.
- H2. Work-family conflict is hypothesized to significantly influence job satisfaction in female employees.
- H3. Job satisfaction is hypothesized to significantly influence burnout in female employees.
- H4. Job satisfaction is hypothesized to mediate the influence of work-family conflict on burnout in female employees.

METHODS

This research is a quantitative study using the survey method. The population in this study consists of 196 female employees currently working at state-owned banks (BUMN), private banks, and rural credit banks (BPR) in Pasuruan, using the Simple Random Sampling technique for sampling. The number of samples used, according to the Slovin formula, is 100 respondents. The variables in this study are work-family conflict, burnout, and job satisfaction, with indicators and indicator items as shown in Table 1 below.

Table 1. Research variables and indicators

Variable	Indicator
<i>Work Family Conflict</i>	1. Work Pressure 2. Task Pressure 3. Lack of Family Togetherness
<i>Job satisfaction</i>	1. Work 2. Promotion 3. Colleagues
<i>Burnout</i>	1. Physical fatigue 2. Emotional fatigue 3. Mental fatigue

Data collection techniques by distributing questionnaires directly to respondents, through the HRD manager, and via Google Forms. The analysis technique used is Structural Equation Modeling-Partial Least Squares (SEM-PLS). SEM-PLS is used to test the model formed by these variables (Hair, 2014) so that it can later be used to predict the variables that influence burnout.

RESULT

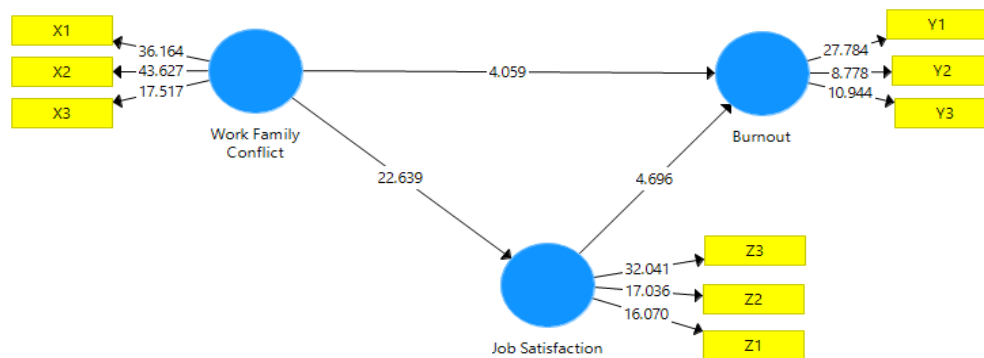
Respondent Profile

Based on the results of distributing the questionnaire to respondents, 100 questionnaires were fully completed. The characteristics of the respondents in this study are shown in Table 2 below.

Table 2: Characteristics of Research Respondents

Respondent Characteristics	Amount	Percentage
Age		
Less than 26	12	12
26-35	43	43
36-45	30	30
46-55	15	15
Total	100	100
Work Period		
Less than 5 years	23	23
6-10 years	36	36
11-15 years	32	32
More than 15 years	9	9
Total	100	100
Education		
Postgraduate	11	11
Bachelor's degree	79	79
High School / Vocational	10	10
Total	100	100

Source: Processed data (2025)

PLS Model Test Results**Figure 1. Structural Model**

Source: Processed data (2025)

From the PLS output image above, you can see the magnitude of the factor loading values for each indicator located above the arrow between the variables, as well as the magnitude of the path coefficients located above the arrow between the

exogenous variable, Work Family Conflict, the mediating variable in this study, Job Satisfaction, and the endogenous variable, Burnout.

Validity Test (Outer Model)**Table 3. Factor Loading Values**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 <- Work Family Conflict_	0,376	0,377	0,014	26,007	0,000
X2 <- Work Family Conflict_	0,430	0,431	0,027	15,929	0,000
X3 <- Work Family Conflict_	0,344	0,344	0,020	16,925	0,000
Y1 <- Burnout	0,480	0,498	0,077	6,248	0,000
Y2 <- Burnout	0,344	0,336	0,039	8,772	0,000
Y3 <- Burnout	0,396	0,396	0,036	11,134	0,000
Z1 <- Job Satisfaction	0,398	0,397	0,030	13,445	0,000
Z2 <- Job Satisfaction	0,346	0,349	0,032	10,776	0,000
Z3 <- Job Satisfaction	0,461	0,464	0,029	15,874	0,000

Source: Processed data (2025)

From the table above, the validity of the indicators is measured by looking at the Factor Loading values from the variable to its indicators. It is considered sufficiently valid if it is greater than 0.5 and/or the T-statistic value is greater than 1.96 (the Z2 value at $\alpha = 0.05$). Factor Loading is the correlation between the indicator and the variable; if it is greater than 0.5, its validity is considered fulfilled, and similarly, if the T-Statistic

value is greater than 1.96, its significance is fulfilled. Based on the outer loading table above, all reflective indicators for the variables Work Family Conflict (X), Job Satisfaction (Z), and Burnout (Y) show factor loadings (original sample) greater than 0.50 and/or are significant (T-Statistic value greater than Z2 $\alpha = 0.05$ (5%) = 1.96). Therefore, the estimation results for all indicators have met Convergent validity or are well-validated.

Table 4. Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Burnout	0,754	0,771	0,857	0,667
Job Satisfaction	0,767	0,786	0,865	0,682
Work Family Conflict_	0,837	0,849	0,902	0,754

Source: Processed data (2025)

The research instrument exhibits convergent validity when the AVE value surpasses 0.5, signifying that the constructs adequately account for the variance of their corresponding indicators. Table 4 illustrates that an AVE value greater than 0.5 indicates the convergent validity of the research instrument. Moreover, the assessment of the research instrument's reliability is conducted through the application of Cronbach's alpha and Composite Reliability. A Cronbach's alpha value exceeding 0.6 indicates a satisfactory level of internal consistency (Garson, 2016). The expected value surpasses 0.6 for Cronbach's alpha, and a composite reliability score above 0.7 signifies robust construct reliability (Hair et al., 2017).

Table 5. R-Square

	R Square	R Square Adjusted
Burnout	0,634	0,626
Job Satisfaction	0,661	0,658

Source: Processed data (2025)

The R^2 value for Burnout (Y) is 0.634, which can be interpreted as the contribution of the independent (exogenous) variables to the Burnout variable being 63.4% of the variance, while the remaining 37.6% (100% - 63.4%) is explained by other variables.

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to examine the relationships between variables, significance values, and R-squared of the research model. After knowing the significant relationship between the variables. Thus, a hypothesis can be formulated for the customer satisfaction problem. Hypothesis testing is performed using the bootstrap resampling method. The test statistic used is the t-test statistic (Ghozali, 2008). Testing of the structural model is done by looking at the R-Square value, which is a test of the model's goodness-of-fit. Testing of the inner model can be seen from the R-square value in the equation between latent variables as follows:

Hypothesis Test Results**Direct Effect**

Testing for direct effects was used to test hypotheses 1 through 3, as shown in the following table:

Table 6. Inner weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Burnout	0,437	0,445	0,093	4,696	0,000
Work Family Conflict_ -> Burnout	0,398	0,386	0,098	4,059	0,000
Work Family Conflict_ -> Job Satisfaction	0,813	0,811	0,036	22,639	0,000

Source: Processed data (2025)

The statistical analysis results in the table above show that Work Family Conflict (X) has a positive effect on Burnout (Y), with a T-statistic value of 4.059, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.000, which is less than 0.05. Therefore, **H1 is accepted**. Work Family Conflict (X) has a positive effect on Job Satisfaction (Z), with a T-statistic value of 22.639, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.000, which is less than 0.05. Therefore, **H2 is accepted**. Additionally, Job Satisfaction (Z) has a positive effect on Burnout

(Y), with a T-statistic value of 4.696, which is greater than the α value of 0.05 (5%) = 1.96, and a p-value of 0.000, which is less than 0.05. Therefore, **H3 is accepted**.

Indirect Effect

Besides the direct effect as shown in the hypothesis testing above, this modeling reveals the total effect, indirect effect, or mediating effect of Work Family Conflict on Burnout through Job Satisfaction, as shown in the following total effect table:

Table 7. Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Family Conflict_ -> Job Satisfaction -> Burnout	0,356	0,362	0,082	4,339	0,000

Source: Processed data (2025)

From the total effect table above, it can be concluded that Work Family Conflict (X) has a positive effect on Burnout (Y) through Job Satisfaction (Z) as a mediating variable, with a T-statistic value of 4.339, which is greater than the α value of 0.05 (5%) = 1.96. The p-value is 0.000, which is less than 0.05, so **H4 is accepted**.

DISCUSSION

The Influence of Work-Family Conflict on Burnout

The research findings indicate that work-family conflict has a significant positive influence on burnout. The higher the level of conflict individuals experience in balancing work and family, the greater the likelihood they will experience emotional, mental, and physical exhaustion. According to (Demerouti et al., 2001), "job demands are physical, psychological, social, or organizational aspects of the job that require sustained effort and are therefore associated with certain physiological and psychological costs." In the context of WFC, the conflict arising between job and family demands becomes an additional form of job demand that reduces employees' capacity to manage energy and time, thereby exacerbating work fatigue. Various empirical studies support the existence of a significant positive influence of WFC on burnout. Research (Babakus et al., 2008) found that "work-family conflict was significantly and positively related to emotional exhaustion among frontline service employees." Studies on healthcare workers, particularly nurses, also showed similar results. (García Carmona et al., 2019) confirmed that "nurses experiencing higher levels of work-family conflict were more likely to report emotional exhaustion and depersonalization." This aligns with (Ahmad, 2008) and (Tavassoli & Sunyer, 2025), who stated that "work-family conflict is significantly related to job burnout and employee well-being."

The Influence of Work-Family Conflict on Job Satisfaction

The research findings indicate that work-family conflict has a positive impact on job satisfaction. WFC is often associated with decreased job satisfaction. However, some studies have found that WFC can have a significant positive influence on job satisfaction, especially when individuals successfully manage the conflict. Work-family conflict can have a significant positive impact on job satisfaction under certain conditions, particularly when individuals have strong intrinsic motivation, adequate social support, and good adaptability. WFC is a form of high job demand. However, if individuals have

sufficient resources such as organizational support, flexible work policies, and family support, then this conflict does not decrease job satisfaction, but rather strengthens their sense of involvement and achievement. (Barnett & Hyde, 2001) explain through role enrichment theory that involvement in various roles can actually enrich an individual's experience.

Additionally, the presence of WFC can encourage individuals to develop more effective coping strategies, such as time management, social support, and the use of work flexibility. This strategy increases the sense of control and achievement in work. (Voydanoff, 2004) stated that "resources in the work and family domains can buffer the negative effects of work-family conflict and may even transform it into an opportunity for growth." This result aligns with research by Ahmad (2008), which emphasizes that "for employees in collectivist cultures, work-family conflict may sometimes be viewed positively if the work role is seen as instrumental in fulfilling family responsibilities." Employees experiencing WFC who work in collectivist cultures and are still able to fulfill their work obligations often feel job satisfaction because their work is seen as meaningful for family well-being. However, this differs from the research by Qiaolan & Man (2023), Song et al. (2025), Li et al. (2024), and Tavassoli & Sunyer (2025), which states that work-family conflict negatively affects job satisfaction.

The Influence of Job Satisfaction on Burnout

The research findings indicate that job satisfaction has a positive influence on burnout. Generally, many studies have found a negative correlation between job satisfaction and burnout. However, in certain contexts, job satisfaction can actually have a significant positive influence on burnout. This phenomenon can be explained through the Job Demands-Resources Model (JD-R) perspective. According to (Demerouti et al., 2001), "when employees are highly satisfied and committed, they often invest more energy and time in their work, which may increase demands and eventually result in burnout." This means that high job satisfaction can lead to excessive engagement, thereby increasing the risk of emotional exhaustion.

Employees who feel satisfied are often willing to take on additional responsibilities, work longer hours, and increase their engagement in their jobs. Although this condition initially brings satisfaction, in the long run it can lead to psychological and physical stress (Schaufeli & Bakker, 2004) state that "excessive involvement in work, even when associated with positive job

attitudes, may eventually lead to exhaustion and burnout." These results support the research by Lee & Ashforth (1996), which found that even tho job satisfaction is often a protective factor against burnout, employees still experience fatigue under conditions of excessive commitment. Similarly, another study by Babakus et al. (2009) in the service industry showed that "service employees who are highly satisfied with their job tend to engage more with customers and organizational demands, which may inadvertently elevate burnout levels". Research by Abadi (2024) and Merdiaty & Aldrin (2024) also concludes that job satisfaction affects burnout.

Job satisfaction mediates the influence of Work Family Conflict on Burnout.

The research findings indicate that job satisfaction mediates the influence of work-family conflict on burnout. High WFC tends to decrease job satisfaction, and it is this low job satisfaction that strengthens the emergence of burnout. From the perspective of the Job Demands-Resources Model (JD-R), WFC can be understood as a high job demand. These excessive demands will drain psychological energy and reduce job satisfaction. When job satisfaction is low, employees are more susceptible to emotional exhaustion and disengagement, which are at the core of burnout. (Schaufeli & Bakker, 2004) assert that "low job satisfaction weakens employees' ability to cope with demands, thereby increasing the likelihood of burnout."

Empirical findings also support this mediation relationship. (Karatepe & Tekinkus, 2006) In their study on the hospitality sector found that "work-family conflict significantly reduces job satisfaction, which in turn increases emotional exhaustion among employees." Similarly, (Babakus et al., 2008) stated that "job satisfaction mediates the relationship between work-family conflict and burnout, indicating that satisfaction levels explain how conflict translates into exhaustion."

CONCLUSION

Based on the analysis and discussion above, it can be concluded that first, work-family conflict directly affects burnout and job satisfaction. Second, job satisfaction also directly affects burnout. Third, job satisfaction acts as a mediating variable in the influence of work-family conflict on burnout.

The recommendations from this research for organizations are, first, making job satisfaction one of the main indicators in human resource management because it has been proven to reduce the negative impact of work-family conflict on

burnout. Second, to reduce work-family conflict, it is necessary to implement more flexible work policies, such as flexible working hours, hybrid work systems, or granting leave that supports family needs. Third, to increase satisfaction, it is necessary to provide a fair reward and compensation system in accordance with the workload and contributions of employees. Fourth, to reduce burnout, it is necessary to conduct regular monitoring of employees' stress and work fatigue levels. Meanwhile, the researchers' recommendations can further include other variables that may influence burnout, such as social support, organizational commitment, workload, or emotional intelligence.

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