



The Effect of Work-Life Balance on Employee Job Satisfaction in the Furniture Sales Industry: An Empirical Study Using Non-Parametric Statistical Methods

Pengaruh Keseimbangan Kerja dan Kehidupan Pribadi Terhadap Kepuasan Kerja Karyawan pada Industri Penjualan Berbahan Furniture: Studi Empiris Menggunakan Metode Statistik Non-Parametrik

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Abstract

This study aims to analyze the effect of work-life balance on employee job satisfaction in the furniture sales industry. Data was collected using a Google Form questionnaire filled out by 75 respondents working in the furniture sales industry. The results of data analysis using SPSS showed that the data were not normally distributed, so non-parametric statistical methods were used for further analysis. Validity tests showed a significant positive correlation between work-life balance and employee job satisfaction ($r = 0.574$; $p < 0.05$). Reliability tests showed that the research instrument was reliable with Cronbach's Alpha values for work-life balance variable ($\alpha = 0.870$), job satisfaction ($\alpha = 0.822$), and employee loyalty ($\alpha = 0.788$). Multiple regression analysis showed that work-life balance and job satisfaction significantly affect employee loyalty with $R^2 = 0.672$, meaning that 67.2% of the variation in employee loyalty is explained by these two variables. Job satisfaction proved to have a significant positive effect on employee loyalty ($\beta = 0.662$; $p < 0.05$). This study concludes that companies need to pay attention to the work-life balance of employees to improve their job satisfaction and loyalty. Policies such as flexible working hours, employee welfare programs, and mental health support can be effective strategies to achieve these goals.

Keywords: Work-life Balance, Job Satisfaction, Employee Loyalty, Non-Parametric Statistical Methods, SPSS, Furniture Industry.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh keseimbangan antara kerja dan kehidupan pribadi terhadap kepuasan kerja karyawan pada industri penjualan berbahan furniture. Data dikumpulkan menggunakan kuisioner Google Form yang diisi oleh 75 responden yang bekerja dalam industri penjualan berbahan furniture. Hasil analisis data menggunakan SPSS menunjukkan bahwa data tidak berdistribusi normal, sehingga digunakan metode statistik non-parametrik untuk analisis lebih lanjut. Uji validitas menunjukkan adanya korelasi positif yang signifikan antara keseimbangan kerja dan kehidupan pribadi dengan kepuasan kerja karyawan ($r = 0,574$; $p < 0,05$). Uji reliabilitas menunjukkan bahwa instrumen penelitian ini reliabel dengan nilai Alpha Cronbach untuk variabel keseimbangan kerja-kehidupan pribadi ($\alpha = 0,870$), kepuasan kerja ($\alpha = 0,822$), dan loyalitas karyawan ($\alpha = 0,788$).

Analisis regresi ganda menunjukkan bahwa keseimbangan antara kerja dan kehidupan pribadi serta kepuasan kerja memiliki pengaruh signifikan terhadap loyalitas karyawan dengan nilai $R^2 = 0,672$, yang berarti 67,2% variasi loyalitas karyawan dijelaskan oleh kedua variabel tersebut. Kepuasan kerja terbukti memiliki pengaruh positif yang signifikan terhadap loyalitas karyawan ($\beta = 0,662$; $p < 0,05$). Penelitian ini menyimpulkan bahwa perusahaan perlu memperhatikan keseimbangan kerja dan kehidupan pribadi karyawan untuk meningkatkan kepuasan kerja dan loyalitas mereka. Kebijakan seperti fleksibilitas waktu kerja, program kesejahteraan karyawan, dan dukungan terhadap kesehatan mental dapat menjadi strategi efektif untuk mencapai tujuan tersebut.

Kata Kunci: Keseimbangan Kerja dan Kehidupan Pribadi, Kepuasan Kerja, Loyalitas Karyawan, Metode Statistika Non-Parametrik, SPSS, Industri Furniture.

INTRODUCTION

In today's rapidly evolving business environment, work-life balance has emerged as a critical issue in modern workplace management, particularly in demanding industries such as furniture sales (Clark, 2000). The furniture sales industry is characterized by high work pressure, demanding sales targets, and intense competition, which can significantly impact employee well-being and job satisfaction (Greenhaus et al., 2003). The ability to maintain a healthy equilibrium between work demands and personal life responsibilities has become increasingly important for both employees and organizations seeking to enhance productivity and retention rates.

Work-life balance refers to an individual's ability to effectively manage the demands of their professional responsibilities while maintaining adequate time and energy for personal and family commitments (Greenhaus & Beutell, 1985). Research conducted by Allen et al (2015) demonstrates that employees who experience conflicts between their work and personal roles often suffer from increased stress levels, reduced job satisfaction, and decreased organizational commitment. Conversely, organizations that actively support work-life balance initiatives tend to experience improved employee morale, reduced turnover rates, and enhanced overall performance (Haar et al., 2014).

Job satisfaction represents a fundamental aspect of organizational behavior that reflects an employee's emotional response to their work environment, compensation, working conditions, relationships with colleagues, and opportunities for professional development (Locke, 1976). According to Judge et al (2001), job satisfaction serves as a strong predictor of employee performance, organizational commitment, and overall well-being. High levels of job satisfaction are typically associated with reduced absenteeism, lower turnover intentions, and increased productivity, making it a crucial factor for organizational success.

The relationship between work-life balance and job satisfaction has been extensively documented in organizational psychology literature. Research by Valcour (2007) indicates that employees who perceive greater work-life balance tend to report higher levels of job satisfaction and demonstrate improved work performance. Similarly, studies conducted by Dorenkamp & Süß (2017) reveal that work-life balance serves as a mediating factor between job demands and employee burnout, suggesting that maintaining this balance is essential for preventing work-related stress and enhancing job satisfaction.

Despite the growing recognition of work-life balance importance, many organizations continue to struggle with implementing effective policies and practices that support this equilibrium without compromising operational efficiency and productivity (Moen et al., 2015). The challenge becomes particularly pronounced in sales-oriented industries where performance is often measured by quantifiable targets and outcomes. Furthermore, individual employees have varying needs and preferences regarding work-life balance, with some prioritizing flexible working arrangements while others may value professional development opportunities or mental health support (Choi et al., 2018).

The furniture sales industry presents unique challenges for work-life balance implementation due to its customer-centric nature, irregular working hours, and performance-based compensation structures (Allen et al., 2015). Sales representatives often face pressure to meet monthly or quarterly targets, engage with clients outside traditional business hours, and adapt to seasonal market fluctuations. These



industry-specific factors can create additional stress and make it difficult for employees to maintain a healthy separation between their professional and personal lives.

Given these challenges, there is a pressing need to understand how work-life balance specifically affects job satisfaction within the furniture sales industry context. While previous research has established general relationships between these variables across various industries, limited studies have focused specifically on the unique dynamics present in furniture sales environments. This research gap is particularly significant considering the industry's growth potential and the increasing emphasis on employee retention and satisfaction in competitive markets.

Therefore, this study aims to examine the relationship between work-life balance and job satisfaction among employees in the furniture sales industry, utilizing non-parametric statistical methods to provide robust empirical evidence. The findings from this research will contribute to both theoretical understanding and practical applications, offering valuable insights for organizational leaders seeking to enhance employee satisfaction and retention through improved work-life balance initiatives.

METHODS

This study employed a quantitative research approach to examine the relationship between work-life balance and job satisfaction among employees in the furniture sales industry. The quantitative methodology was selected as it allows for systematic measurement of variables and statistical analysis to test the proposed hypotheses, providing objective and generalizable findings that can inform organizational decision-making processes.

Data collection was conducted through a structured online questionnaire distributed via Google Forms, which provided an efficient and accessible method for reaching participants across different geographical locations within the furniture sales industry. The questionnaire was designed to gather comprehensive information about participants' demographic characteristics, their perceived levels of work-life balance, job satisfaction, and employee loyalty. The online format facilitated convenient participation for respondents while ensuring data accuracy through standardized question formats and automated data collection processes.

The study sample consisted of 75 employees currently working in various capacities within the furniture sales industry. Participants were selected through purposive sampling to ensure they had relevant experience and could provide meaningful insights into the research variables. The sample size was determined based on statistical power requirements for the planned analyses and practical considerations regarding data collection feasibility. All participants were required to have a minimum of one year of experience in furniture sales to ensure they had sufficient exposure to the industry's work demands and organizational culture.

The research instrument comprised multiple validated scales measuring the key constructs of interest. Work-life balance was assessed using established items that capture participants' perceptions of their ability to effectively manage professional responsibilities alongside personal and family commitments. Job satisfaction was measured through questions addressing various dimensions including compensation satisfaction, work environment quality, relationships with colleagues and supervisors, and opportunities for professional growth and development. Employee loyalty was evaluated through items measuring organizational commitment, intention to remain with the company, and willingness to recommend the organization to others.

Prior to data analysis, normality testing was conducted using both the Kolmogorov-Smirnov and Shapiro-Wilk tests to determine the appropriate statistical methods for subsequent analyses. The results indicated that the data for work-life balance, job satisfaction, and employee loyalty variables did not follow a normal distribution, with significance values less than 0.05. Consequently, non-parametric statistical methods were employed throughout the analysis process, as these techniques do not require the assumption of normal distribution and are more robust when dealing with non-normally distributed data.

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) software, which provided comprehensive tools for conducting the required statistical tests. The analysis process began with descriptive statistics to characterize the sample and examine the distribution of variables.



Validity testing was conducted using Pearson correlation analysis to assess the relationships between variables and ensure that the measurement instruments effectively captured the intended constructs. Reliability analysis was performed using Cronbach's alpha coefficients to evaluate the internal consistency of the measurement scales, with values above 0.70 considered acceptable for research purposes.

Correlation analysis was conducted to examine the bivariate relationships between work-life balance, job satisfaction, and employee loyalty variables. The strength and direction of these relationships were assessed using correlation coefficients, with significance testing performed to determine whether the observed associations were statistically meaningful. Finally, multiple regression analysis was employed to examine the combined effects of work-life balance and job satisfaction on employee loyalty, providing insights into the relative importance of each predictor variable and the overall explanatory power of the model.

Throughout the data collection and analysis process, ethical considerations were carefully observed to ensure participant confidentiality and voluntary participation. All respondents provided informed consent before completing the questionnaire, and data were handled in accordance with established research ethics guidelines to protect participant privacy and ensure data security.

RESULTS AND DISCUSSION

Results

This study analyzed data from 75 employees in the furniture sales industry to examine the relationship between work-life balance and job satisfaction. The results are presented in four main sections: descriptive statistics and normality testing, validity and reliability assessment of research instruments, correlation analysis between key variables, and multiple regression analysis predicting employee loyalty. The findings provide empirical evidence using non-parametric statistical methods to address the research objectives regarding work-life balance effects on job satisfaction and employee loyalty.

Descriptive Statistics

The analysis of 75 respondents revealed important demographic and distributional characteristics of the study sample. The majority of participants were experienced employees who had worked in the furniture sales industry for more than five years, indicating a mature and knowledgeable sample. The age distribution ranged from 25 to 50 years, with the largest proportion falling within the 30-40 years age bracket. Most respondents possessed at least a bachelor's degree (S1 level), suggesting a well-educated workforce within the furniture sales industry.

Normality testing using both Kolmogorov-Smirnov and Shapiro-Wilk tests confirmed that the data for work-life balance (X1), job satisfaction (X2), and employee loyalty (Y) variables were not normally distributed, with all significance values below 0.05. This finding justified the subsequent use of non-parametric statistical methods throughout the analysis process.

Validity and Reliability Testing

Validity testing was conducted using Pearson correlation analysis to assess the relationships between research variables and ensure that the measurement instruments effectively captured the intended constructs. The analysis examined correlations between work-life balance (X1), job satisfaction (X2), and employee loyalty (Y) to establish construct validity and verify the theoretical relationships proposed in the study.



Table 1. Validity Test Results – Pearson Correlations

Variables	Work-Life Balance (X1)	Job Satisfaction (X2)	Employee Loyalty (Y)
X1	1	.574**	.182
X2	.574**	1	.322**
Y	.182	.322**	1

Note: ** Correlation is significant at the 0.01 level(2-tailed)

The validity testing demonstrated significant positive correlations between the key study variables. The correlation between work-life balance (X1) and job satisfaction (X2) was strong and statistically significant ($r = 0.574$, $p < 0.001$), indicating a meaningful relationship between these constructs. Similarly, job satisfaction (X2) showed a moderate positive correlation with employee loyalty (Y) ($r = 0.322$, $p = 0.003$), supporting the theoretical connection between these variables.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Work-Life Balance (X1)	.870	8
Job Satisfaction (X2)	.822	10
Employee Loyalty (Y)	.788	6

The reliability analysis yielded satisfactory results for all measurement instruments. Cronbach's alpha coefficients exceeded the conventional threshold of 0.70, with work-life balance achieving the highest reliability ($\alpha = 0.870$), followed by job satisfaction ($\alpha = 0.822$) and employee loyalty ($\alpha = 0.788$). These values confirm the internal consistency and reliability of the research instruments used in this study.

Correlation Analysis

The comprehensive correlation analysis revealed significant relationships between the study variables. Work-life balance demonstrated a strong positive correlation with job satisfaction ($r = 0.574$, $p < 0.001$), suggesting that employees who perceive better work-life balance tend to experience higher levels of job satisfaction. Job satisfaction, in turn, showed a moderate but significant positive correlation with employee loyalty ($r = 0.322$, $p = 0.003$), indicating that satisfied employees are more likely to demonstrate loyalty to their organization.

Interestingly, the direct correlation between work-life balance and employee loyalty was not statistically significant ($r = 0.182$, $p = 0.095$), suggesting that the relationship between these variables may be mediated through job satisfaction rather than operating as a direct effect.

Table 3. Multiple Regression Results – Predictors of Employee Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.847	.456		6.244	.000
Work-Life Balance (X1)	-.005	.162	-.003	-.030	.976
Job Satisfaction (X2)	.662	.258	.297	2.565	.013

Model Summary: $R^2 = .672$, $F = 52.413$, $p < .001$

The multiple regression analysis revealed that the combined model of work-life balance and job satisfaction significantly predicted employee loyalty ($F = 52.413$, $p < 0.001$), explaining 67.2% of the variance in employee loyalty ($R^2 = 0.672$). However, the individual contributions of the predictors



differed substantially. Job satisfaction emerged as a significant positive predictor of employee loyalty ($\beta = 0.662$, $p = 0.013$), while work-life balance did not demonstrate a significant direct effect on loyalty ($\beta = -0.005$, $p = 0.976$).

These results suggest that while work-life balance is strongly correlated with job satisfaction, its influence on employee loyalty operates primarily through its impact on job satisfaction rather than as a direct predictor. This finding supports a mediation model where work-life balance enhances job satisfaction, which in turn promotes employee loyalty.

Discussion

Work-Life Balance and Job Satisfaction Relationship

The results of this study provide strong empirical support for the positive relationship between work-life balance and job satisfaction among furniture sales employees. The significant correlation coefficient ($r = 0.574$, $p < 0.001$) aligns with previous research by Haar et al (2014), who demonstrated that employees with better work-life balance across various cultural contexts reported higher job satisfaction levels. This finding is particularly relevant in the furniture sales industry, where irregular working hours and customer-centric demands can create challenges for maintaining personal time and family commitments.

The strength of this relationship can be understood through the lens of border theory proposed by Zheng (2024), which suggests that individuals constantly negotiate the boundaries between work and personal domains. When these boundaries are well-managed, employees experience reduced role conflict and enhanced satisfaction with both work and personal life aspects. In the context of furniture sales, where employees often deal with varying customer schedules and seasonal fluctuations, the ability to maintain work-life balance becomes crucial for sustaining long-term job satisfaction and preventing burnout.

Impact of Job Satisfaction on Employee Loyalty

The significant positive effect of job satisfaction on employee loyalty ($\beta = 0.662$, $p = 0.013$) supports extensive research in organizational behavior literature. This finding is consistent with studies by Chen et al (2018) and Allen et al (2000), who established job satisfaction as a fundamental predictor of organizational commitment and retention intentions. In the competitive furniture sales industry, where skilled sales professionals are valuable assets, maintaining high levels of job satisfaction becomes critical for reducing turnover costs and preserving organizational knowledge.

The moderate correlation between job satisfaction and loyalty ($r = 0.322$, $p = 0.003$) suggests that while job satisfaction is important, other factors also contribute to employee loyalty. Research by Byron (2005) indicates that factors such as organizational support, career development opportunities, and compensation fairness also play significant roles in developing employee loyalty. However, the current study's focus on work-life balance and job satisfaction provides valuable insights into two modifiable organizational factors that can enhance retention efforts.

Mediation Effect and Theoretical Implications

The finding that work-life balance does not directly predict employee loyalty ($\beta = -0.005$, $p = 0.976$) but strongly correlates with job satisfaction suggests a mediation relationship. This pattern aligns with theoretical models proposed by Saeed & Siddiqui (2021), who argued that work-life balance influences organizational outcomes primarily through its impact on employee attitudes and well-being rather than directly affecting behavioral intentions.

The mediation model implies that organizations seeking to enhance employee loyalty should focus on improving job satisfaction as a proximal outcome of work-life balance initiatives. This understanding is crucial for furniture sales companies, as it suggests that work-life balance programs may not immediately translate to improved retention but will enhance loyalty through the intermediate step of increased job satisfaction.



Practical Implications for Management

The study's findings have several important implications for human resource management in the furniture sales industry. First, organizations should recognize that work-life balance initiatives are worthwhile investments that can significantly improve job satisfaction levels (Michel et al., 2011). Practical strategies might include implementing flexible working arrangements, providing support for family responsibilities, and establishing clear boundaries for after-hours customer contact.

Second, managers should understand that the benefits of work-life balance programs on employee loyalty operate through enhanced job satisfaction. This means that organizations need to simultaneously address multiple aspects of the work environment, including compensation fairness, supervision quality, and career development opportunities, alongside work-life balance initiatives. Research by Lapierre & Allen (2006) supports this integrated approach to employee well-being and organizational commitment.

Third, the high explained variance in employee loyalty ($R^2 = 0.672$) suggests that focusing on job satisfaction can yield substantial returns in terms of retention and commitment. Organizations should regularly assess employee satisfaction levels and implement targeted interventions to address identified concerns.

Methodological Considerations

The use of non-parametric statistical methods in this study proved appropriate given the non-normal distribution of the data. This methodological choice aligns with recommendations by Hill et al (2001) for handling real-world organizational data that often violates parametric assumptions. The robust findings obtained through non-parametric approaches enhance confidence in the study's conclusions and demonstrate the value of selecting appropriate analytical techniques based on data characteristics rather than conventional preferences.

Limitations and Future Research Directions

While this study provides valuable insights, several limitations should be acknowledged. The cross-sectional design limits causal inferences, and future longitudinal studies could better establish temporal relationships between work-life balance, job satisfaction, and loyalty. Additionally, the focus on the furniture sales industry may limit generalizability to other sectors, though it provides depth in understanding industry-specific dynamics.

Future research could explore additional mediating variables in the work-life balance-loyalty relationship, such as organizational commitment, work engagement, or stress levels. Investigation of moderating factors, such as demographic characteristics or organizational support systems, could also provide more nuanced understanding of when and how work-life balance initiatives are most effective (Kossek et al., 2023).

The study's findings contribute to both theoretical understanding and practical applications in human resource management, particularly within sales-intensive industries where employee retention and satisfaction are critical for organizational success.

CONCLUSION

Conclusion

This study successfully examined the relationship between work-life balance and job satisfaction among employees in the furniture sales industry. The findings demonstrate that work-life balance has a significant positive correlation with job satisfaction ($r = 0.574$, $p < 0.001$), confirming that employees who maintain better equilibrium between their professional and personal responsibilities experience higher levels of job satisfaction. Additionally, job satisfaction emerged as a significant predictor of employee loyalty, explaining 67.2% of the variance in loyalty outcomes.

The research revealed that work-life balance influences employee loyalty primarily through its impact on job satisfaction rather than as a direct effect, suggesting a mediation relationship between these variables. The use of non-parametric statistical methods proved appropriate for analyzing non-normally distributed data and provided robust results that enhance confidence in the study's conclusions.



These findings contribute valuable insights to both theoretical understanding and practical applications in human resource management, particularly within sales-intensive industries where employee retention is critical for organizational success. The study validates the importance of work-life balance initiatives as effective strategies for enhancing job satisfaction and ultimately improving employee loyalty in the furniture sales industry.

Recommendation

Based on the research findings, organizations in the furniture sales industry should prioritize the implementation of comprehensive work-life balance programs as strategic investments in employee satisfaction and retention. Companies should establish flexible working arrangements that accommodate the unique demands of sales roles while ensuring employees maintain adequate personal time. This might include implementing core hours systems, allowing remote work opportunities where feasible, and creating clear policies regarding after-hours customer communications.

Management should recognize that work-life balance initiatives require systematic implementation and ongoing evaluation to achieve desired outcomes. Organizations should regularly assess employee satisfaction levels through surveys and feedback mechanisms, using this information to refine and improve work-life balance programs. Training programs for supervisors and managers should emphasize the importance of supporting employee work-life balance and provide practical strategies for managing teams in ways that promote both productivity and personal well-being.

Furthermore, companies should adopt an integrated approach to employee satisfaction that combines work-life balance initiatives with other satisfaction-enhancing factors such as fair compensation, career development opportunities, and positive workplace relationships. The strong relationship between job satisfaction and employee loyalty suggests that investments in comprehensive employee satisfaction programs will yield significant returns in terms of reduced turnover costs and improved organizational commitment.

Future organizational policies should be designed with the understanding that work-life balance benefits employee loyalty primarily through enhanced job satisfaction, requiring patience and commitment to see long-term retention benefits. Companies should also consider industry-specific challenges when designing work-life balance programs, acknowledging the unique demands of furniture sales work while creating supportive environments that enable employees to thrive both professionally and personally.

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