

THE EFFECT OF JOB DEMANDS AND DUAL ROLE DEMANDS ON WORK-FAMILY CONFLICT AND EMPLOYEE WELL BEING AMONG FEMALE MANUFACTURING WORKERS IN BOGOR

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ABSTRACT

This study empirically investigates the direct structural relationships linking occupational job demands and domestic dual-role pressures to work-family conflict and employee well-being among female industrial workers. Operating within labor-intensive manufacturing sectors, female workers frequently encounter compounding professional and domestic pressures. To address this phenomenon, this research employs an associative-causal quantitative design utilizing primary data gathered via structured questionnaires from 182 operational-level female workers in Bogor Regency selected through purposive sampling. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4 to evaluate measurement validity and inner structural direct paths. The empirical results demonstrate that job demands and dual-role demands exert significant direct negative effects on employee well-being and positive effects on work-family conflict. Furthermore, work-family conflict significantly diminishes employee well-being. These findings provide robust empirical support for the Job Demands-Resources Model and Role Strain Theory, offering valuable practical implications for manufacturing management and policymakers to design gender-responsive corporate policies, flexible work arrangements, and institutional support systems aimed at mitigating occupational friction and safeguarding worker health.

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Introduction

The contemporary industrial landscape in emerging developing economies places extraordinary physiological and psychological burdens on the labor force, particularly on female manufacturing workers. Globally and nationally, women's participation in the formal labor market has experienced steady growth. According to official data from Badan Pusat Statistik (BPS), Indonesia's female labor force participation rate (TPAK) increased consistently from 54.42% in February 2023 to 55.41% in February 2024, and further rose to 56.70% in February 2025. However, this upward trend in female labor market integration is not consistently accompanied by equitable working conditions, occupational safety, or adequate structural protection. International Labour Organization (ILO) surveys note that 63% of workers in Indonesia experience mental health issues, such as feelings of distress and discomfort in the workplace. Furthermore, comprehensive multinational studies such as the Health on Demand report—involving over 17,500 employees across 16 countries—reveal that 26% of Indonesian employees experience chronic daily stress, with 45% having worked under unhealthy mental conditions. Global organizational surveys by Gallup similarly indicate that 58% of global workers struggle with personal well-being, while 79.3% of female workers in Indonesia bear compounding double burdens between professional duties and domestic responsibilities that severely deteriorate their psychological equilibrium.

Shifting from macro-level labor trends to specific regional industrial contexts, labor-intensive manufacturing hubs such as Bogor Regency, West Java, present a compelling setting for investigating occupational strain. Bogor Regency represents a vital regional industrial center housing 1,185 active manufacturing units across diverse subsectors, including food, beverages, textiles, garments, chemicals, pharmaceuticals, and component assembly lines (Direktorat Industri Manufaktur Kabupaten Bogor, 2025). Within this region, manufacturing serves as the second largest employment absorber after the services sector, engaging a substantial proportion of female operational laborers. On the professional front, grueling working conditions characterized by prolonged shifts ranging from nine to twelve hours daily, rigid and demanding output quotas, repetitive assembly-line tasks, and unyielding supervisory pressure systematically drain their physical and mental energy reserves. Official BPS data indicates that manufacturing employees average 44 working hours per week, reflecting a widening gap between normative statutory regulations under Indonesian Law Number 6 of 2023 and actual operational practices in heavy industrial sectors. On the domestic front, entrenched socio-cultural norms and traditional patriarchal expectations dictate that women bear primary, unshared responsibility for household management, cooking, cleaning, childcare, and eldercare without adequate institutional or spousal relief. When these intense professional and domestic pressures collide on a daily basis, inter-role friction multiplies exponentially, severely compromising the health, psychological balance, and overall quality of life of female laborers.

To ground these structural arguments in empirical reality, preliminary field observations and unstructured interviews conducted with fifteen local female manufacturing workers across diverse industrial subsectors in Bogor Regency revealed stark everyday conditions. All participating workers performed monotonous manual tasks with virtually zero career advancement prospects; the vast majority labored between nine to twelve hours daily under high-pressure environments for modest remuneration hovering near regional minimum wage standards; and most experienced chronic fatigue when attempting to juggle domestic chores immediately following exhausting factory shifts. Furthermore, preliminary findings indicated systemic workplace grievances, including uncompensated overtime, high daily production targets, a lack of adequate occupational health and safety protections, and limited promotion opportunities compared to male counterparts. These localized empirical realities provide the foundational justification for investigating job demands, dual-role demands, work-family conflict, and employee well-being as an interconnected structural framework within heavy industrial environments.

Despite the proliferation of literature on occupational stress, a critical research gap persists in contemporary organizational behavior and human resource management. While existing scholarly studies extensively explore occupational stress and employee wellness within white-collar corporate settings such as banking, healthcare, and public administration (e.g., Aura & Desiana, 2023; Kadir et al., 2024), empirical investigations isolating domestic dual-role obligations as a distinct structural construct operating alongside occupational job demands within labor-intensive manufacturing remain notably scarce. Previous organizational studies frequently conflate general domestic stress with workplace pressures or restrict their analytical scope to isolated bivariate correlations, thereby overlooking

the specific structural mechanisms operating in heavy industrial settings. Furthermore, existing literature lacks a comprehensive structural model examining how job demands and dual-role pressures directly impact work-family conflict and employee well-being among female operational laborers in emerging market industrial centers.

Grounded in established organizational and sociological frameworks—namely the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017), Role Strain Theory (Goode, 1960; Yusuf, 2020), and Conservation of Resources (COR) Theory (Hobfoll et al., 2018)—this study establishes the foundational premise that continuous occupational and domestic demands deplete personal energetic resources, triggering severe inter-role friction and eroding overall wellness. Addressing the identified theoretical and empirical gaps, the explicit objective of this research is to examine the direct structural relationships linking job demands and dual-role demands to work-family conflict and employee well-being among female manufacturing workers in Bogor Regency. By mapping these direct structural pathways, this study aims to provide precise theoretical insights and actionable managerial recommendations for fostering gender-responsive corporate governance in labor-intensive manufacturing sectors.

Literature Review And Hypotheses

The theoretical foundation of this study is built upon a rigorous synthesis of established organizational behavior and sociological paradigms. First, the Job Demands-Resources (JD-R) theory, originally formulated by Bakker and Demerouti (2017), provides a robust overarching framework for understanding employee well-being and occupational burnout across diverse organizational settings. According to the JD-R model, working conditions can be classified into job demands and job resources. Job demands refer to those physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological effort and are therefore associated with physiological and psychological costs, such as exhaustion and health impairment. In labor-intensive manufacturing environments, job demands manifest as heavy workloads, time pressures, rigid operational pacing, physical exertion, and unsupportive supervisory styles. Expanding upon this framework, contemporary organizational scholarship further distinguishes between challenge demands which stimulate personal growth and hindrance demands, which strictly impede professional attainment and accelerate psychological distress (Schaufeli & Taris, 2014). Within heavy industrial settings, operational requirements predominantly function as detrimental hindrance demands that offer little compensatory motivational value. When these severe job demands perpetually exceed an individual's recovery capacity, workers experience acute energy depletion, which directly undermines their psychological and physical well-being through the systemic health impairment process.

Complementing the JD-R model in the domestic and multi-domain sphere, Role Strain Theory, pioneered by Goode (1960) and expanded by Yusuf (2020), posits that individuals operate under limited personal resource pools specifically finite amounts of time, physical energy, and emotional bandwidth. When an individual attempts to simultaneously satisfy multiple structural roles (such as being a dedicated industrial assembly worker, a devoted spouse, a nurturing mother, and a household manager), the total role obligations frequently exceed available resources. This scarcity creates 'role strain,' defined as the felt difficulty in fulfilling structural role obligations. Furthermore, organizational and sociological studies indicate that role strain intensifies significantly when external support mechanisms are lacking, compelling individuals to absorb the full burden of multi-domain pressures. In developing-economy contexts where institutional and spousal support for domestic labor is minimal, female industrial workers experience severe, chronic role strain as they navigate uninterrupted cycles of labor both inside and outside the home.

Conservation of Resources (COR) Theory, established by Hobfoll et al. (2018), explains human motivation and stress responses through the lens of resource acquisition, maintenance, and protection. COR theory posits that individuals strive to obtain, retain, and protect resources defined as objects, personal characteristics, conditions, or energies that are valued in their own right or serve as conduits for acquiring other resources. Psychological stress occurs when individuals face actual or potential loss of these valued resources, or when the investment of resources yields inadequate replenishment. Building upon this conservation dynamic, chronic resource drain sets off a detrimental loss spiral where initial energy depletion impairs an individual's capacity to build secondary protective reserves. For female manufacturing workers, enduring long factory shifts drains energetic resources, while subsequent domestic chores prevent psychological recovery, leading to a persistent state of resource depletion that severely impairs general well-being.

Work-family conflict is defined as a form of inter-role friction in which role pressures from the work and family domains are mutually incompatible in some respect (Greenhaus & Beutell, 1985; Carlson et al., 2000). Grounded in role-stress theory, work-family conflict is inherently bidirectional, though work-to-family conflict predominates when professional demands systematically interfere with domestic family life. Complementing this conceptualization, employee well-being denotes an individual's holistic positive state across multiple life domains, encompassing physical health, mental equilibrium, emotional stability, and overall quality of life (Zheng, 2015). Rather than merely representing the absence of clinical illness or occupational burnout, well-being reflects an individual's capacity to thrive, experience psychological balance, and find profound satisfaction in personal and professional pursuits.

Drawing from the theoretical synthesis of JD-R Theory, Role Strain Theory, and COR Theory, five direct-effect hypotheses are formulated to examine the structural relationships among the research constructs:

- H1: Job demands negatively affect the employee well-being of female manufacturing workers.
- H2: Dual-role demands negatively affect the employee well-being of female manufacturing workers.
- H3: Job demands positively affect work-family conflict among female industrial workers.
- H4: Dual-role demands positively affect work-family conflict.
- H5: Work-family conflict negatively affects the employee well-being of female manufacturing workers.

METHOD

This research employs an associative-causal quantitative design to examine the direct structural relationships among job demands, dual-role demands, work-family conflict, and employee well-being. The target population comprises operational-level female workers across food, beverage, garment, and chemical manufacturing sectors in Bogor Regency, totaling approximately 51,076 individuals (Direktorat Industri Manufaktur Kabupaten Bogor, 2025; Badan Pusat Statistik Kabupaten Bogor, 2025). Specifically, the population distribution includes food industries (116 units, 16,780 workers), beverage industries (66 units, 5,592 workers), garment industries (101 units, 21,033 workers), and chemical industries (119 units, 7,671 workers).

The sampling technique utilized was purposive sampling based on specific inclusion criteria: (1) active employment as operational production workers (operator produksi, operator mesin, packing, sewing operator, helper produksi, quality control), (2) minimum organizational tenure of one year to ensure familiarity with workplace demands, and (3) holding dual status as wage-earning employees and active family caregivers (married or having family dependents). Following Hair et al. (2022) guidelines for PLS-SEM sample size estimation, which recommends a minimum sample size of 5 to 10 times the largest number of structural paths directed at any latent construct across measured items (27 total indicators requiring a minimum of 135 respondents), a sample size of 182 respondents was established and successfully surveyed, satisfying all statistical power and parameter estimation requirements.

Data were collected using structured questionnaires administered via digital survey platforms (Google Forms) utilizing a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Two Instructional Manipulation Check (IMC) items were embedded to ensure response validity and participant attention. The operational definitions and indicator counts for each construct are as follows: Job Demands (X1) is measured via 10 indicators adapted from Bakker and Demerouti (2017) capturing volume, work hours, speed, uncompensated overtime, cognitive precision, mental fatigue, verbal pressure, emotional masking, repetitive physical activity, and physical exhaustion; Dual-Role Demands (X2) is measured via 6 indicators adapted from Goode (1960) reflecting work-family time reduction, energy depletion after work, family care responsibilities, household chores, private time scarcity, and lack of physical/mental recovery time; Work-Family Conflict (Z) is measured via 6 indicators adapted from Carlson et al. (2000) assessing time-based and strain-based bidirectional inter-role friction; and Employee Well-Being (Y) is measured via 5 indicators adapted from Zheng (2015) evaluating job satisfaction, work engagement, emotional stability, challenge coping confidence, and personal life satisfaction.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4 software. The evaluation protocol followed a strict two-stage analytical procedure prescribed by Hair et al. (2022):

1. Outer Model Evaluation: Assessing convergent validity (outer loadings >0.708 , Average Variance Extracted [AVE] > 0.50), internal consistency reliability (Composite Reliability and Cronbach's $\alpha > 0.70$), and discriminant validity via the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio (< 0.85).
2. Inner Model Evaluation: Assessing collinearity diagnostics (Variance Inflation Factor [VIF] < 5.0), coefficient of determination (R^2), effect size (f^2), predictive relevance (Stone-Geisser's Q^2), model fit (SRMR < 0.08 , NFI > 0.90), and hypothesis significance testing via non-parametric bootstrapping with 5,000 resamples at a 5% significance level ($p < 0.05$). Descriptive analysis was also performed utilizing Tingkat Capaian Responden (TCR) categorization (Riduwan, 2020).

RESULTS AND DISCUSSION

The empirical investigation successfully engaged 182 operational-level female manufacturing workers across diverse industrial zones in Bogor Regency. Comprehensive demographic profiling revealed that the majority of participants fell within the prime productive age brackets of 17–25 years (44%) and 26–35 years (27.5%), indicating a young, physically active workforce that is simultaneously navigating critical life stages involving early career establishment, family formation, and domestic child-rearing. Regarding educational attainment, 49.5% held Senior High School (SMA/SMK) credentials, 38.5% held Junior High School (SMP) diplomas, and 11% held elementary education credentials, confirming that respondents operated primarily at technical production and manual assembly levels with restricted lateral career mobility. Marital status distribution demonstrated that 49.5% were married, 38.5% were unmarried, and 12.1% were previously married (divorced or widowed), with the vast majority maintaining one to two family dependents. This structural profile highlights that married operational workers experience an intense intersection between rigid factory production schedules and unshared domestic care responsibilities. Furthermore, organizational tenure distribution indicated that 65.9% possessed a tenure ranging from 1 to 3 years, and 61.5% held permanent employment status, while the remainder operated under precarious contract or daily freelance arrangements. Sector distribution comprised food manufacturing (33%), garment industries (33%), chemical subsectors (24.7%), and beverage production (20.3%), ensuring a well-balanced representation of labor-intensive manufacturing environments across the regional industrial hub.

a. Descriptive Analysis (TCR) Results

Descriptive evaluation utilizing the Tingkat Capaian Responden (TCR) categorization method (Riduwan, 2020) revealed that all investigated variables scored robustly within the "High" empirical category (ranging between 61% and 80%), indicating that female manufacturing workers experience substantial occupational pressures, domestic role burdens, inter-role friction, and varied states of well-being:

- b. Job Demands: Scored high overall, with the highest indicator identified as repetitive physical activity (item TP9, index 70.0%) and the lowest being uncompensated overtime requirements (item TP4, index 66.4%). This dominance of physical repetition underscores the strenuous manual nature of assembly-line and packing operations in Bogor Regency's manufacturing plants.
- c. Dual-Role Demands: Scored high overall, indicating heavy domestic pressures, where the highest indicator was the lack of physical and mental recovery time (item TPG6, index 67.7%) and the lowest was reduced family time due to work commitments (item TPG1, index 63.1%). This reflects how uninterrupted domestic chores severely deplete the private rest periods of female workers.
- d. Work-Family Conflict: Scored high overall, with the highest indicator being work hours displacing family interaction time (item KPK1, index 67.0%) and the lowest being work emotional pressure carried home (item KPK4, index 64.9%). This demonstrates that temporal displacement from long factory shifts is the primary driver of inter-role friction.

- e. Employee Well-Being: Scored high overall, where the highest indicator was personal life satisfaction outside the workplace (item KK4, index 72.1%) and the lowest was job satisfaction achieved despite heavy operational demands (item KK1, index 67.9%). This highlights that while personal resilience preserves general life satisfaction, heavy job demands significantly impair workplace-specific contentment.
- f. Outer Model Evaluation
Outer model diagnostics confirmed that all measurement items exhibited robust psychometric properties in accordance with rigorous PLS-SEM standards (Hair et al., 2022). Indicator outer loadings ranged between 0.787 and 0.954, comfortably exceeding the recommended threshold of 0.708, thereby confirming indicator reliability. Average Variance Extracted (AVE) values for Job Demands (0.685), Dual-Role Demands (0.735), Work-Family Conflict (0.717), and Employee Well-Being (0.782) all surpassed the 0.50 benchmark, establishing strong convergent validity. Composite Reliability (ρ_a) and Cronbach's alpha values for all latent constructs exceeded 0.92, demonstrating excellent internal consistency. Furthermore, discriminant validity was fully established, as Heterotrait-Monotrait (HTMT) ratios remained well below 0.85 and Fornell-Larcker square roots of AVE exceeded all inter-construct correlations.
- g. Inner Model Evaluation
Inner model collinearity assessment revealed no multicollinearity issues, with all Variance Inflation Factor (VIF) values ranging between 1.909 and 4.119, safely below the critical upper limit of 5.0 (Hair et al., 2022). Model fit diagnostics yielded a Standardized Root Mean Square Residual (SRMR) of 0.047 (below the 0.08 cutoff) and a Normed Fit Index (NFI) of 0.866, confirming an excellent structural model fit. The coefficient of determination (R^2) for Work-Family Conflict was 0.603, indicating that 60.3% of its variance is substantially explained by Job Demands and Dual-Role Demands. The R^2 value for Employee Well-Being was 0.555, demonstrating moderate-to-substantial explanatory power. Additionally, Stone-Geisser's predictive relevance (Q^2) values were 0.589 for Work-Family Conflict and 0.470 for Employee Well-Being, confirming high out-of-sample predictive relevance ($Q^2 > 0.35$).
- h. Direct Hypothesis Testing Results
Hypothesis evaluation via non-parametric bootstrapping with 5,000 resamples revealed that all five direct structural hypotheses were statistically supported at a significance level of $p < 0.05$, as detailed comprehensively in Table 1 below :

Table 1: Direct Hypothesis Testing Results

Hypothesis	Structural Path	Path Coefficient	t-Statistics	P-Value
H1	Job Demand → Employee Well Being	-0.236	3.182	0.001
H2	Dual Role Demands → Employee Well Being	-0.172	2.039	0.042
H3	Job Demands → Work Family Conflict	0.587	6.950	<0.001
H4	Dual Role Demands → Work Family Conflict	0.245	2.771	<0.006
H5	Work Family Conflict → Employee Well being	-0.415	5.886	<0.001

i. Discussion of Direct Effects

The empirical findings provide profound theoretical and practical insights into the lived experiences of female manufacturing workers in Bogor Regency. First, Job Demands emerged as the most potent structural driver

of Work-Family Conflict ($\beta = 0.587$, $t = 6.950$, $p < 0.001$, supporting H3) and exerted a direct negative effect on Employee Well-Being ($\beta = -0.236$, $t = 3.182$, $p = 0.001$, supporting H1). This indicates that rigid factory schedules, high production quotas, and extended shifts ranging from 9 to 12 hours daily do not terminate at the factory gates. Instead, they manifest as severe physical exhaustion and mental fatigue that permeate the domestic sphere, destroying quality family interaction time. This empirical reality aligns precisely with preliminary field interviews, where respondents reported laboring under demanding conditions while subsequently shouldering unshared domestic chores without adequate respite. In terms of effect size (f^2), Job Demands exhibited a large effect on Work-Family Conflict ($f^2 = 0.454$).

Second, Dual-Role Demands exert independent detrimental pressures on Employee Well-Being ($\beta = -0.172$, $t = 2.039$, $p = 0.042$, supporting H2) and significantly escalate Work-Family Conflict ($\beta = 0.245$, $t = 2.771$, $p = 0.006$, supporting H4). Traditional gender norms place disproportionate household management and childcare responsibilities squarely on female workers, creating an unyielding cycle of resource depletion. When evaluated against direct well-being predictors, Work-Family Conflict delivered the most severe negative impact ($\beta = -0.415$, $t = 5.886$, $p < 0.001$, supporting H5) with a moderate effect size ($f^2 = 0.154$). This indicates that the psychological toll of inter-role friction the cognitive dissonance and emotional exhaustion of failing to meet simultaneous expectations at work and home causes far more severe degradation of life quality than occupational stress alone.

From a theoretical standpoint, these findings validate the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2017), Role Strain Theory (Goode, 1960; Yusuf, 2020), and Conservation of Resources (COR) Theory (Hobfoll et al., 2018) within labor-intensive, developing-economy contexts. From a managerial perspective, organizations cannot rely solely on internal workplace accommodations. Human resource practitioners and policymakers must implement comprehensive, gender-sensitive frameworks to alleviate the compounding burdens borne by female industrial laborers.

CONCLUSION AND SUGGESTIONS

a. Conclusion

This empirical study successfully confirms all Five direct- effect hypotheses regarding the structural relationships linking job demands, dual role demands, work family conflict, and employee well being among female manufacturing wrokers in Bogor Regency. Specifically, the findings establish that heavy occupational job demands and domestic dual-role pressures independently and significantly undermine employee well-being while substantially escalating work-family conflict. Furthermore, work-family conflict emerges as a critical inter-role friction that directly and severely degrades personal wellness and overall quality of life. These empirical conclusions provide robust validation for the Job Demands-Resources Model, Role Strain Theory, and Conservation of Resources Theory within labor-intensive industrial labor settings, underscoring that mitigating occupational stress and managing structural role burdens are essential for protecting the physical and psychological health of female operational workers.

b. Managerial & Practical Implications

Practically, manufacturing enterprises and regional policymakers are strongly urged to adopt comprehensive gender-responsive policies:

- Manufacturing Corporations: Evaluate and adjust workloads in high-pressure operational units (such as assembly, packing, and quality control) through task rotation, realistic production targets, and adequate rest pauses.
- Human Resources Departments: Introduce formalized flexible working arrangements where operationally feasible, optimize shift scheduling to prevent chronic fatigue, enforce fair and transparent overtime compensation in accordance with labor laws, and establish institutionalized family support systems—such as on-site or subsidized childcare facilities and lactation rooms.
- Labor Unions & Regional Governments: Strengthen labor regulations governing female workforce protection, mandate stricter enforcement of maximum working hours, and incentivize industrial estates to develop community-based childcare infrastructure.

c. Limitations & Future Research

Several limitations of this study should be acknowledged. The cross-sectional research design captures data at a single point in time, limiting causal inferences over extended developmental periods. Furthermore, the geographic scope was restricted to Bogor Regency, West Java, which may constrain immediate generalizability to other industrial regions. Future research should adopt longitudinal methodologies, expand cross-sectoral comparisons across different manufacturing regions in Indonesia, and investigate potential moderating mechanisms—such as organizational social support, spousal participation in domestic labor, and personal resilience—that may buffer the adverse impacts of occupational and domestic demands on work-family conflict.

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