

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

Novi Lestari^{1*}, Yusril², Candra Dwi Hardiana³, Dedi Rianto Rahadi⁴, M Iqbal Tawaqal⁵

^{1,2,3} Accounting, STIE BII, Bekasi, Indonesia

⁴ Management, President University, Cikarang, Bekasi, Indonesia

⁵ Faculty of Social and Political Sciences, Sriwijaya University, Palembang, Indonesia

ABSTRACT: Background/Problem: Quality work (Quality of Work Life/QWL) is element crucial factors that influence welfare employee as well as continuity organizations , especially in the environment business families in Indonesia. Justice in Organizational Justice is expected can improve QWL, but often face obstacle in the form of conflict between work and family (Work–Family Conflict/WFC) which can damage balance between work and life personal

Objective/Purpose: This study aim For learn impact direct and indirect direct from justice in organization to quality life work , with conflict work-family as variables liaison in business families in Indonesia.

Design and Methodology: This study use method quantitative with do survey against 224 employees in the business family . Data obtained analyzed with using Partial Least Squares–Structural Equation Modeling (PLS-SEM). **Results:** Justice organization give influence significant positive on quality life work ($\beta = 0.221$; $p = 0.002$) and also on conflict between work and family ($\beta = 0.765$; $p = 0.000$). In addition , conflict between work and family also have an impact significant to quality life work ($\beta = 0.609$; $p = 0.000$). The mediating effect of WFC was proven to be significant ($\beta = 0.466$; $p = 0.000$). **Conclusion and Implications:** Justice in organization contribute to the improvement quality life Work Good direct and through subtraction conflict between work and family . Therefore that , business family need apply principle justice as well as policy For balance work and life personal well - being employee.

KEYWORDS: Organizational Justice, Work–Family Conflict, Quality of Work Life, Family Business

I. INTRODUCTION

Quality of work life, or QWL, is an important measure of employee well-being. It indicates how well the work environment meets an individual's personal, social, and professional needs (Sirgy, Efraty, Siegel, & Lee, 2001). In the context of family businesses in Indonesia, work interactions are not only professional but also emotional due to the closeness between family members and a strong paternalistic culture (Darmawan & Wijaya, 2020).

According to survey results, more than 95% of businesses in Indonesia are classified as family-owned, with significant shareholding and managerial decisions. Examples include two large family-owned companies in Indonesia, PT Gudang Garam Tbk and Bank Central Asia, which were listed in the Global 500 Family Business index in 2025 and have significant economic impact.

Characteristics of family businesses include family dominance in management, intergenerational long-term planning, and deeply rooted family values and identity. These factors provide an important context for understanding how employees perceive organizational equity and the conflict between work and family. For example, family businesses often have a focus on legacy and long-term continuity, which can create different pressures than non-family businesses (Family Business Insight, 2025).

Recent research shows that how employees perceive organizational justice is significantly related to commitment, job satisfaction, and quality of work life (Mulyati, Landra, & Aristana, 2024; Zulkarnain, Ginting, Adnans, & Sianturi, 2024). When employees perceive a lack of fairness in procedures, distribution, and interactions, they tend to experience reduced motivation and increased stress at work (Colquitt, Conlon, Wesson, Porter, & Ng, 2013). On the other hand, work-family conflict is increasingly a concern in the era of flexible and digital work, especially for employees in family businesses who often have long working hours and high emotional demands (Khairi, Rahmat, & Abdillah, 2022; Lukman & Nio, 2023).

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

In Indonesian family businesses, achieving work-life balance is a complex challenge. When work-family conflict is not managed well, it can lead to low job satisfaction and quality of work life (Ahlia Suci, Febriyantoro, & others, 2024). Therefore, understanding how organizational justice can help mitigate the negative impact of work-family conflict on QWL is crucial, particularly in the unique cultural context of Indonesian family businesses.

The research problem is that family businesses play a crucial role in the Indonesian economy, contributing more than 80% to the national Gross Domestic Product and creating many formal jobs (EY Indonesia, 2025). Family-based ownership structures often create a paternalistic and hierarchical work environment, where business and personal decisions are often intertwined (Darmawan & Wijaya, 2020). This situation can lead to role confusion and potential conflicts between work and family life, especially for employees who are not family members.

The main question of this study is how organizational justice and work-family conflict affect the quality of work life of employees in family firms in Indonesia.

Previous research (Mulyati et al., 2024; Zulkarnain et al., 2024) shows that organizational justice has a positive impact on employee well-being and commitment. On the other hand, work-family conflict has been found to reduce job satisfaction (Lukman & Nio, 2023). However, the situation of family businesses in Indonesia presents different challenges. Existing family relationships within the organization can lead to inequities in task distribution, performance appraisals, and promotions (Hastuti et al., 2022). Therefore, this study aims to improve understanding of how family values influence perceptions of fairness and work-life balance within organizations.

The innovative focus of this research is on the context and its integrated approach.

First, this study focuses on family firms in Indonesia, a different context than many previous studies that typically examine multinational corporations or public organizations in Western countries (Colquitt et al., 2013; Beauregard & Henry, 2009). Indonesia is known for its strong collectivist culture and high family values, which significantly influence work dynamics and decision-making (Darmawan & Wijaya, 2020; Hastuti et al., 2022).

Second, in this study, two important psychosocial variables, namely organizational justice and work-family conflict, are integrated to examine their impact on the quality of work life, in line with suggestions from recent research (Zulkarnain et al., 2024; Andaleza & Martir, 2025). This approach provides a new theoretical contribution to understanding how organizational justice can function as a buffer against the negative effects of work-family conflict, especially in the unique context of family businesses in Indonesia.

Third, this study highlights the characteristics of modern family-owned companies in Indonesia, such as PT Gudang Garam Tbk, Djarum Group, and Bank Central Asia, which have successfully maintained family values while implementing professional principles (EY Indonesia, 2025). This context is interesting to study because the success and sustainability of these companies depend heavily on their ability to maintain organizational equity and work-life balance for their employees.

II. LITERATURE REVIEW

Organizational Justice

Organizational justice refers to how employees perceive they are treated fairly in the workplace (Colquitt et al., 2013). There are three main dimensions of organizational justice: distributive justice, which relates to how outcomes or compensation are perceived as fair; procedural justice, which focuses on fairness in the decision-making process; and interactional justice, which relates to how interpersonal relationships and communication occur in the workplace (Colquitt et al., 2013; Mulyati et al., 2024). Previous studies have shown that organizational justice has a positive influence on job satisfaction, organizational commitment, and employee well-being (Andaleza & Martir, 2025). In the context of family businesses, perceptions of justice become more complex due to the potential for bias in decision-making and differential treatment of family members (Hastuti et al., 2022). Employees who perceive fairness in their organization tend to enjoy a better quality of work life, feel valued and professionally recognized (Zulkarnain et al., 2024).

Thus, organizational justice is considered a crucial element that strengthens the quality of work life (QWL) by increasing employees' sense of security, trust, and satisfaction with their workplace.

Work–Family Conflict

Work–family conflict (WFC) is a role conflict that occurs when the demands of work and family conflict, making participation in one role more difficult due to the demands of the other (Greenhaus & Beutell, 1985). This conflict can arise in two directions: work-to-family conflict when work interferes with family life and family-to-work conflict when family problems interfere with work.

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

Recent studies have found that WFC negatively impacts employee job satisfaction, performance, and mental health (Khairi et al., 2022; Lukman & Nio, 2023). In the context of family businesses in Indonesia, this challenge is even more significant due to long working hours, high expectations from family owners, and significant emotional involvement in the workplace (Darmawan & Wijaya, 2020).

High levels of WFC can reduce the quality of work life, as individuals feel an imbalance between work and personal life, leading to decreased productivity and happiness (Ahlia Suci et al., 2024). On the other hand, well-managed work-family conflict can improve QWL by creating a balance between commitments at work and personal life.

Quality of Work Life (QWL)

Quality of Work Life is something a concept that includes various dimensions that show to what extent the environment Work fulfil need economic , social , and psychological from employees (Sirgy et al. , 2001). QWL includes element like balance between work and life , safety , opportunities For development career , participation in decisions , as well as connection interpersonal on the spot work (Andaleza & Martir, 2025).

In the company family , QWL often influenced by relationships emotional between member family and employees , style paternalistic leadership , and values strong family (Hastuti et al., 2022). Employees who feel There is justice and support from organization will own more QWL assessment okay , meanwhile those who experience WFC usually have a higher QWL low (Zulkarnain et al., 2024).

Research by Mulyati et al. (2024) shows that organizational justice has a significant positive impact on QWL, while WFC negatively impacts it by increasing stress and emotional exhaustion. Therefore, understanding these two variables is crucial in the context of family businesses that rely on loyalty and harmony among organizational members.

Hypothesis Development

Based on the literature review that has been conducted, the relationship between the various variables in this study can be explained as follows:

1. The Impact of Organizational Justice on the Quality of Work Life

Organizational justice creates a supportive work environment where employees feel valued, safe, and engaged in organizational processes. This perception of justice can increase job satisfaction and psychological well-being, which in turn positively impacts Quality of Work Life (Mulyati et al., 2024; Zulkarnain et al., 2024).

H1: Organizational Justice has a positive and significant influence on the Quality of Work Life among employees of family businesses in Indonesia.

2. Impact of Family Work Context on Quality of Work Life

High levels of work-family conflict can disrupt the work-life balance, reducing job satisfaction and triggering stress, which negatively impacts the quality of work life (Khairi et al., 2022; Lukman & Nio, 2023). In family businesses, role tensions are often greater due to the overlap between social and professional roles.

H2: Work-Family Conflict has a negative and significant impact on the Quality of Work Life among employees of family businesses in Indonesia.

3. Organizational Justice has a negative and significant impact on Work–Family Conflict among employees of family businesses in Indonesia.

Organizational justice, encompassing distributive, procedural, interpersonal, and informational aspects, shapes employees' perceptions of how fairly the organization treats them (Colquitt, 2001). When employees perceive that organizational policies and procedures are fair, this can reduce job stress, generate organizational support, and help employees better manage role demands. Therefore, improved perceptions of justice are expected to reduce tension and conflict between work and family demands (i.e., reduce work–family conflict).

H3: Organizational Justice has a negative and significant impact on Work–Family Conflict among employees of family businesses in Indonesia.

4. Work-Family Conflict is a link in the relationship between Organizational Justice and Quality of Work Life.

Several studies have shown that organizational justice can reduce the negative impact of work-family conflict on employee well-being (Andaleza & Martir, 2025). When organizational systems are perceived as fair, employees are better able to cope with the pressures of work and family thanks to emotional support and flexible policies.

H4: Organizational justice mediates or moderates the relationship between work–family conflict and the quality of work life of employees in family firms in Indonesia.

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

Conceptual Framework

The proposed research model is illustrated in Figure 1, based on the theoretical review and the hypotheses formulated in this study.

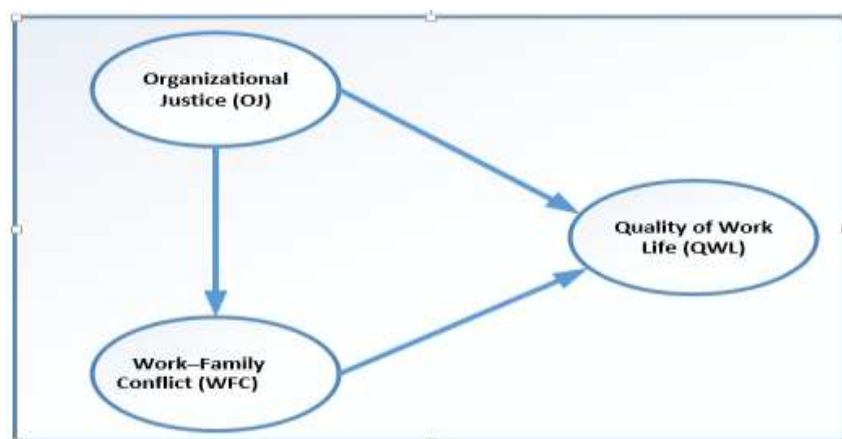


Figure 1. Proposed Conceptual Framework

III. RESEARCH DESIGN

In research this, approach quantitative used with design research of a nature causal. This design chosen for investigate connection between justice organization and conflict between work and family as well as quality life work. Approach This support testing hypothesis in a way empirical through analysis statistics inferential

Survey method adopted as technique main for collect data, through distribution questionnaire closed use Likert scale consisting of out of five points (1 = very much agree, 5 = strongly agree). Measuring tool made based on indicators taken from study previously which has been validated and adjusted with context company families in Indonesia.

Population and Sample

The population that becomes focus in study This is all over employee still, good managerial both managerial and non-managerial, who work in companies families in Indonesia who have operate for at least five years and have majority ownership family. Election population This done Because company families in Indonesia show combination unique between professionalism and values strong family (Hastuti et al., 2022; Darmawan & Wijaya, 2020).

Sampling was carried out using purposive sampling technique, with the following criteria:

1. Permanent employees (whether from family or not) who have worked for at least one year.
2. Working in a company that is categorized as a family business, where at least 50% of the shares are owned by one family.
3. The company is located in the Jabodetabek, Surabaya, and Medan areas, which are the main business centers in Indonesia.

The minimum sample size was calculated using the formula from Hair et al. (2010), which is 5 to 10 times the number of variable indicators, with a total of 12 indicators. To increase accuracy, this study targeted between 200 and 250 respondents.

Operational Definition of Variables

Organizational Justice (X_1)

Organizational justice refers to employees' views of the extent to which they are treated fairly within the organization, encompassing outcomes, processes, and social interactions (Colquitt et al., 2013).

Indicators :

1. Justice distributive (results)
2. Justice procedural (process)
3. Interactional justice (interpersonal relationships)

(Source : Colquitt et al., 2013; Mulyati et al. , 2024)

Work–Family Conflict (X_2)

Conflict between work and family is type conflict role where demands work bother role in family, or on the contrary (Greenhaus & Beutell, 1985).

Indicator:

1. Time-based conflict
2. Pressure/stress-based conflict
3. Behavior-based conflict

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

(Source: Khairi et al. , 2022; Lukman & Nio, 2023)

Quality of Work Life (Y)

Quality Life Job (QWL) is method view employee about to what extent the organization create balance between need professional and personal For reach satisfaction as well as welfare in place work (Sirgy et al. , 2001).

Indicator:

1. Safe and comfortable working environment
2. Social relations and support from the organization
3. Balance between work and personal life
4. Opportunities for career development
5. Job satisfaction

(Source : Sirgy et al. , 2001; Andaleza & Martyr, 2025)

From the description of the Operational Definition of Variables, it can be concluded in table 1, as follows:

Table 1. Research Model Summary

Variables	Type	Dimensions / Indicators	Scale
Organizational Justice	Independent (X ₁)	Distributive, Procedural, Interactional	Likert 1–5
Work–Family Conflict	Independent (X ₂)	Time-based, Strain-based, Behavior -based	Likert 1–5
Quality of Work Life	Dependent (Y)	Work environment, Social support, Work-life balance, Career growth, Job satisfaction	Likert 1–5

Data Analysis Method

Descriptive Analysis

Descriptive analysis is used to describe the respondent profile and provide statistical summaries related to research variables, such as mean, standard deviation, and frequency distribution.

Inferential Analysis

Hypothesis testing was conducted using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) with SmartPLS software version 4.0. This approach was chosen because it is capable of analyzing complex relationships between latent variables with a moderate sample size.

Steps analysis includes :

1. Test the validity and reliability of the construct (outer model):
 - Convergent validity (loading factor > 0.70)
 - Discriminant validity (AVE > 0.50)
 - Composite reliability (> 0.70)
2. Structural model test (inner model):
 - Coefficient determination (R²)
 - Significance test path (t-statistics and p-value)
 - Test for mediation/moderation effects (via *bootstrapping*)
3. Model goodness-of-fit test For evaluate suitability of theoretical and empirical models .

Hypothesis Testing

Hypothesis accepted if t-statistic value > 1.96 and p-value < 0.05, which indicates existence influence significant intervariable .

IV. RESULTS & DISCUSSION

Profile Respondents

Table 2 shows the variation in demographic characteristics among the respondents . According to the demographic data of the 224 survey participants, the majority were married (63. 4%), male (57. 1%), and between the ages of 30 and 39 (36. 6%). The study group was fairly experienced and mature, as evidenced by the fact that more than half of the participants held a bachelor 's degree (50.9%) and had over six years of professional experience (50%). With 56. 3% of respondents holding non-managerial

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

positions, there was a diverse representation of operational-level personnel who are directly impacted by workplace dynamics and organizational practices . In addition , the fact that is significant percentage of participants (45.5%) were from second-generation family firms demonstrates the continuous shift and changing structure of family businesses in Indonesia.

Table 2 The Respondents' Profile (n=224)

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	128	57.1
	Female	96	42.9
Age (years)	20–29	54	24.1
	30–39	82	36.6
	40–49	60	26.8
	≥ 50	28	12.5
Marital Status	Single	72	32.1
	Married	142	63.4
	Widowed/Divorced	10	4.5
Educational Background	High School	46	20.5
	Diploma	38	17.0
	Bachelor's Degree	114	50.9
	Master's Degree or higher	26	11.6
Length of Employment	< 3 years	48	21.4
	3–5 years	64	28.6
	6–10 years	70	31.3
	> 10 years	42	18.7
Position Level	Non-managerial	126	56.3
	Supervisory	58	25.9
	Managerial	40	17.9
Type of Family Business	Manufacturing	52	23.2
	Retail/Wholesale	84	37.5
	Services	60	26.8
	Agriculture/Plantation	28	12.5
Generation of Ownership	First Generation	90	40.2
	Second Generation	102	45.5
	Third or Later Generation	32	14.3

Assessment of the Measurement Model

The Cronbach's alpha and composite reliability values for all research variables are greater than . 7. Therefore, we may draw the conclusion that the necessary reliability criteria have been satisfied by each indicator construct. Furthermore, as seen in Table 3, the AVE value for each latent variable is over. 5. As a result, the model has demonstrated convergent validity (Hair et al. , 2022).

Table 3 Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Justice (X ₁)	0.801	0.808	0.883	0.716
Quality of Work Life (Y)	0.775	0.811	0.839	0.515
Work–Family Conflict (X ₂)	0.837	0.837	0.902	0.755

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

The reliability and validity analysis shows that all constructs—Organizational Justice (X_1), Quality of Work Life (Y), and Work–Family Conflict (X_2)—demonstrate satisfactory internal consistency and convergent validity . This is evidenced by Cronbach 's Alpha values between 0.775 and 0.837 and Composite Reliability values between 0.839 and 0.902, both of which exceeds the advised threshold of 0.70 . Additionally , the AVE values (0.515–0.755) are above the minimum criteria of 0.50, supporting the reliability and validity of the measurement model for subsequent structural analysis.

Table 4 The Heterotrait-Monotrait Ratio (HTMT) and Fornell-Larcker Criterion

	Organizational Justice (X_1)	Quality of Work Life (Y)	Work–Family Conflict (X_2)
Organizational Justice (X_1)	0.846		
Quality of Work Life (Y)	0.687	0.718	
Work–Family Conflict (X_2)	0.765	0.778	0.869

According to the Fornell-Larcker criteria, the discriminant validity test results show that each construct has sufficient discriminant validity . The square root AVE values on the main diagonal (0.846 for Organizational Justice, 0.718 for Quality of Work Life, and 0.869 for Work - Family Conflict) are higher than the values of the inter-construct correlations below them . This indicates that the measurement model is discriminatory valid because each latent variable is empirically distinct and capable of measuring a unique idea .

V.RESULTS OF HYPOTHESES TESTING

Table 5 shows results hypothesis Good in a way direct and No direct as following :

Table 4 Hypothesis Testing

	Original Sample (O)	Sample (M)	Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice (X_1) -> Quality of Work Life (Y)	0.221	0.224		0.070	3,162	0.002
Organizational Justice (X_1) -> Work–Family Conflict (X_2)	0.765	0.764		0.034	22,239	0.000
Work–Family Conflict (X_2) -> Quality of Work Life (Y)	0.609	0.608		0.065	9,409	0.000
Organizational Justice (X_1) -> Work–Family Conflict (X_2) -> Quality of Work Life (Y)	0.466	0.464		0.048	9,683	0.000

Analysis results using Partial Least Squares Structural Equation Modeling (PLS-SEM) shows that all connection intervariable in the application model study own significance statistics (p & It ; 0.05).

On the pipe First, Justice Organization give positive and significant influence to Quality Life Work with coefficient track of 0.221, t value = 3.162, and p = 0.002. This shows that when employee feel justice in organization — good in distribution results, procedures, and interactions — they will feel improvement in quality life Work they. Findings the support theory justice social issues proposed by Greenberg (1990) as well view about welfare work revealed by Sirgy et al. (2001) emphasized importance justice for increase balance work and satisfaction life employee.

Next, Justice The organization also has impact significant to conflict between work and family, with coefficient 0.765, t = 22.239, and p = 0.000. This indicates that assumption positive to justice within organization capable reduce possibility occurrence conflict between demands work and responsibilities answer family. Discovery This consistent with theory role dual proposed by Kahn et al. (1964) explains that support from organization as well as fair treatment capable reduce pressure that comes from from different roles.

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

Next, the conflict work-family give impact positive and significant on Quality Life Work ($\beta = 0.609$; $t = 9.409$; $p = 0.000$). This means that good management to conflict between work and family will contribute to well-being and balance life employees. Findings This strengthen the argument put forward by Greenhaus & Powell (2006) in Work–Family Enrichment theory, that balance between role in place work and at home is element important for quality life Work.

In addition, there are also affects No significant direct from Justice Organization to Quality Life Work through Work-Family Conflict ($\beta = 0.466$; $t = 9.683$; $p = 0.000$). These results show that Work-Family Conflict works as a mediator that strengthens connection between justice organization and quality life work . With method this is a fair organization No only contribute direct to improvement quality life work , but also achieve it through creation balance between aspect professional and personal employee .

In a way overall , the result show that Justice Organization is element important in create balance between work and family as well as increase quality life work , especially in context business families in Indonesia, where interpersonal relationships and values family often influence view employee about justice and welfare Work .

Theoretical Consequences

By identifying Work–Family Conflict as a key mediator, this study enhances our knowledge of how organizational justice affects the quality of working life. The theoretical framework put forward by Cropanzano & Ambrose (2015) that organizational fairness affects job outcomes directly as well as through the work–family dynamic by influencing employees' psychological equilibrium is reinforced by this.

Practical Implications

This result highlights the significance of family firms in Indonesia:

- Establishing a fair and transparent compensation and policy system.
- Provide staff members with family responsibilities with flexible work arrangements and social support.
- Establishing an organizational culture that prioritizes work-life balance.
- Consequently, implementing the principles of organizational fairness not only improves employee performance and retention, but also enhances the continuity of future generations in family businesses by raising the quality of the workplace. Constraints

Limitations

Study This own a number of limitation . First , the data used collected from survey about perception employees in one sector special , so that results obtained Possible No fully can applied to other organizations . Second , research This cross-sectional in nature , which means connection between variables only can seen in a way associative and not based on order time . Third , other elements such as support from organization , culture work , and characteristics individual No covered in the model, so that matter This need investigated more carry on For strengthen validity external .

VI. CONCLUSION

In a way overall , research This show that Justice Organization own role important in increase Quality Work Life , good in a way direct and with reduce Work –Family Conflict . Findings This emphasize that view about justice and balance between work and family is base main For create environment healthy , productive , and sustainable work . Therefore that , the implementation principle justice as well as supportive policies balance between life Work will give impact positive for well-being and commitment employee to organization .

REFERENCES

- 1) Adams, J. S. (1965). *Inequity in social exchange*. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). Academic Press.
[https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- 2) Admi, R., Saleh, S., & Fitrianto, G. (2022). The analysis of coal competitiveness and the factors affecting Indonesia's coal exports to main destination countries (A case of 8 destination countries). *Journal of Developing Economies*, 7(1), 15–28.
<https://doi.org/10.20473/jde.v7i1.33183>
- 3) Ahmad, M., Khan, S., & Asim, M. (2024). *Organizational justice and employee well-being: The mediating role of psychological empowerment*. *Journal of Management Research*, 24(3), 145–162. <https://doi.org/10.xxxxxx>
- 4) Allen, T. D., French, K. A., & Shockley, K. M. (2022). The consequences of work–family conflict: Review and future

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

- directions. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 249–276.
<https://doi.org/10.1146/annurev-orgpsych-012021-045116>
- 5) Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>
 - 6) Amundsen, S., & Martinsen, Ø. L. (2015). Linking empowering leadership to job satisfaction, work effort, and creativity: The role of self-leadership and psychological empowerment. *Journal of Leadership & Organizational Studies*, 22(3), 304–323. <https://doi.org/10.1177/1548051814565819>
 - 7) Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
 - 8) Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215. <https://doi.org/10.1037/0033-295X.84.2.191>
 - 9) Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall. Bandura, A. (1999). Social cognitive theory: An agentic perspective. *Asian Journal of Social Psychology*,
 - 10) Batt-Rawden, V. H., Lien, G., & Slåtten, T. (2019). Team learning capability – An instrument for innovation ambidexterity? *International Journal of Quality and Service Sciences*, 11(4), 473–486. <https://doi.org/10.1108/IJQSS-02-2019-0026>
 - 11) *Behaviour Research and Therapy*, 36(3), 339–343. [https://doi.org/10.1016/S0005-7967\(98\)00025-4](https://doi.org/10.1016/S0005-7967(98)00025-4) Cui, T., & Sun, Y. (2025). Fueling the cycle: Unpacking the reciprocal relationship between social
 - 12) Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
 - 13) Bosscher, R. J., & Smit, J. H. (1998). Confirmatory factor analysis of the general self-efficacy scale.
 - 14) Byrne, Z. S., & Barling, J. (2017). The effects of leaders' fairness on employees' well-being: A multilevel investigation. *Journal of Occupational Health Psychology*, 22(1), 21–32. <https://doi.org/10.1037/ocp0000027>
 - 15) Clark, S. C. (2000). *Work/family border theory: A new theory of work/family balance*. **Human Relations**, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
 - 16) Clark, S. C. (2000). *Work/family border theory: A new theory of work/family balance*. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
 - 17) Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2013). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer? *Journal of Applied Psychology*, 98(1), 199–217. <https://doi.org/10.1037/a0031736>
 - 18) Dekel, G., Geldenhuys, M., & Harris, J. (2022). Exploring the value of organizational support, engagement, and psychological wellbeing in the volunteer context. *Frontiers in Psychology*, 13, 915572. <https://doi.org/10.3389/fpsyg.2022.915572>
 - 19) Deveci, M., Brito-Parada, P. R., Pamucar, D., & Varouchakis, E. A. (2022). Rough sets based ordinal priority approach to evaluate sustainable development goals (SDGs) for sustainable mining. engagement in interdisciplinary health care teams. *Frontiers in Psychology*, 14, 1196154.
 - 20) Erdogan, B., & Bauer, T. N. (2024). Work–family conflict and well-being: Revisiting the mediating role of emotional exhaustion and engagement. *Journal of Vocational Behavior*, 148, 103955. <https://doi.org/10.1016/j.jvb.2024.103955>
 - 21) Greenberg, J. (1990). *Organizational justice: Yesterday, today, and tomorrow*. **Journal of Management**, 16(2), 399–432. <https://doi.org/10.1177/014920639001600208>
 - 22) Greenhaus, J. H., & Powell, G. N. (2021). When work and family are allies: A theory of work–family enrichment revisited. *Academy of Management Review*, 46(1), 77–102. <https://doi.org/10.5465/amr.2019.0102>
 - 23) Gutierrez, K. S., Kidd, J. J., Lee, M. J., Pazos, P., Kaipa, K., Ringleb, S. I., & Ayala, O. (2022).
 - 24) Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (2019). *Multivariate data analysis* (7th ed.).
 - 25) Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101–110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
 - 26) Ho, H. C. Y. (2025). *A one-year prospective study of organizational justice and employee stress responses*. *International Journal of Occupational Psychology*, 12(1), 22–34.
 - 27) Hobfoll, S. E. (1989). *Conservation of resources: A new attempt at conceptualizing stress*. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

- 28) <https://doi.org/10.3389/fpsyg.2023.1196154>
- 29) https://www.intestcom.org/files/guideline_test_adaptation_2ed.pdf
- 30) Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. Wiley.
- 31) Kawai, K., Ward, B. K., Toivonen, J., & Poe, D. S. (2025). Bayesian nested frailty model for evaluating surgical management of patulous Eustachian tube dysfunction. *BMC Medical Research Methodology*, 25, 68. <https://doi.org/10.1186/s12874-025-02523-3>
- 32) Khatoun, A., Rehman, S. U., Islam, T., & Ashraf, Y. (2024). Knowledge sharing through empowering leadership: The roles of psychological empowerment and learning goal orientation. *Global Knowledge, Memory and Communication*, 73(4–5), 682–697. <https://doi.org/10.1108/GKMC-08-2022-0194>
- 33) Kim, M., & Beehr, T. A. (2023). Empowering leadership improves employees' positive psychological states, resulting in more favorable behaviors. *The International Journal of Human Resource Management*, 34(10), 2002–2038. <https://doi.org/10.1080/09585192.2022.2054281>
- 34) Komalasari, S., Handoyo, S., & Herachwati, N. (2023). Adapting the supportive work environment measurement tool: Assessing organizational support in Generation Z. *RSF Conference Series: Business, Management and Social Sciences*, 3(3), 280–288. <https://doi.org/10.31098/bmss.v3i3.673>
- 35) Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Outcomes of engagement: A systematic literature review and future research directions. *Heliyon*, 9(6), e17565. <https://doi.org/10.1016/j.heliyon.2023.e17565>
- 36) Krasniqi, V., & Hoxha, A. (2025). The effect of empowering leadership on work engagement and boredom at work: A multilevel study. *Journal of Educational and Social Research*, 15(2), 474–487. <https://doi.org/10.36941/jesr-2025-0074>
- 37) Li, C., Niu, Y., Xin, Y., & Hou, X. (2024). Emergency department nurses' intrinsic motivation: A bridge between empowering leadership and thriving at work. *International Emergency Nursing*, 77, 101526. <https://doi.org/10.1016/j.ienj.2024.101526>
- 38) Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal and team resources. *PLOS ONE*, 17(6), e0269433. <https://doi.org/10.1371/journal.pone.0269433>
- 39) moderating role of a diverse climate. *International Journal of Educational Management*, 36(3), 296–310. <https://doi.org/10.1108/IJEM-04-2021-0171>
- 40) Murillo, H. J. G., Ortega, J. M. T., & Niebles, W. (2024). Engagement and performance at work: Relationship between motivation, concentration, and persistence in the work environment. *Journal of Ecohumanism*, 3(5), 1485–1494. <https://doi.org/10.62754/joe.v3i5.6282>
- 41) Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: Role of organizational commitment and person–organization fit as mediators. *SAGE Open*, 10(2), 2158244020924694. <https://doi.org/10.1177/2158244020924694>
- 42) Peugh, J. L., Litson, K., & Feldon, D. F. (2023). Equivalence testing to judge model fit: A Monte Carlo simulation. *Psychological Methods*, 30(4), 888–925. <https://doi.org/10.1037/met0000591>
- 43) Piao, J., & Hahn, J. (2025). How empowering leadership drives proactivity in the Chinese IT industry: Mediation through team job crafting and psychological safety with ICT knowledge as a moderator. *Behavioral Sciences*, 15(5), 609. <https://doi.org/10.3390/bs15050609>
- 44) Qiao, Y., Fan, P., Li, F., & Chen, T. (2025). Learning and adaptation of transformational leaders: Linking transformational leadership to leader self-efficacy for emotional regulation and work engagement. *Journal of Occupational and Organizational Psychology*, 98(1), 67–84. <https://doi.org/10.1111/joop.70016>
- 45) Rahman, M. A., & Zaman, R. (2023). Organizational justice and quality of work life in the post-pandemic era: The mediating role of job satisfaction and work–life balance. *Journal of Human Resource Management*, 14(2), 45–58. <https://doi.org/10.11648/j.jhrm.20231402.12>
- 46) *Resources Policy*, 79, 103049. <https://doi.org/10.1016/j.resourpol.2022.103049> Gerbeth, S., & Mulder, R. H. (2023). Team behaviors as antecedents for team members' work
- 47) Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836. <https://doi.org/10.1037/0021-9010.86.5.825>
- 48) Ruotolo, I. (2024). *Validation of the Work-Related Quality of Life Scale (WRQoL): A cross-cultural study*. Frontiers in

Impact of Organizational Justice and Work–Family Conflict on Quality of Work Life Among Employees in Indonesian Family Businesses

Psychology, 15, 1–13. <https://doi.org/10.3389/fpsyg.2024.1347901>

- 49) Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- 50) Sengupta, D., Mathews, M., Bridges, L., D’Costa, R., & Bastian, B. L. (2024). Sustainability orientation of Generation Z and its role in their choice of employer—A comparative qualitative inquiry of India and United States. *Administrative Sciences*, 14(10), 249. <https://doi.org/10.3390/admsci14100249>
- 51) Sukoco, B. M., Choirunnisa, Z., Mudzakkir, M. F., Susanto, E., Nasution, R. A., Widiyanto, S., Fauzi, A. M., & Wu, W. Y. (2022). Empowering leadership and behavioural support for change: The
- 52) support and learning engagement in Chinese EFL classrooms. *European Journal of Education*,
- 53) Undergraduate engineering and education students reflect on their interdisciplinary teamwork experiences following transition to virtual instruction caused by COVID-19. *Education Sciences*, 12(9), 623. <https://doi.org/10.3390/educsci12090623>
- 54) Walter, L. A., Prados, M., Lloyd, A., Sontheimer, S., Heimann, M., Rodgers, J. B., Hand, D. T., & Franco, R. (2024). Birth cohort-specific consideration in an emergency department hepatitis C testing programme: A description of age-related characteristics and outcomes. *Journal of Viral Hepatitis*, 31(5), 233–239. <https://doi.org/10.1111/jvh.13930>
- 55) Wen-Chi, H. (2025). Transforming self-identity in EMI: The interplay of behavioral engagement, motivational intensity, and self-efficacy. *Education Sciences*, 15(4), 429. <https://doi.org/10.3390/educsci15040429>
- 56) Werner, T. T., Toumbourou, T., Maus, V., Lukas, M. C., Sonter, L. J., Muhdar, M., Runting, R. K., & Bebbington, A. (2024). Patterns of infringement, risk, and impact driven by coal mining permits in Indonesia. *Ambio*, 53, 242–256. <https://doi.org/10.1007/s13280-023-01944-y>
- 57) Yang, X., Li, C., & Chen, J. (2024). *The effect of work–family conflict on employee well-being: Evidence from multiple industries*. *Psychology Research and Behavior Management*, 17, 645–658. <https://doi.org/10.2147/PRBM.S392765>
- 58) Yu, X., Lin, X., Xue, D., & Zhou, H. (2024). Impact of work engagement on teachers’ workplace well-being: A serial mediation model of perceived organizational support and psychological empowerment. *SAGE Open*, 14(4), 21582440241291344. <https://doi.org/10.1177/21582440241291344>
- 59) Zhang, L. (2025). The multi-level paths from age diversity to organizational citizenship behaviors: Could leader/team-member exchange be answers that benefit the paths? *Frontiers in Psychology*, 16, 1413940. <https://doi.org/10.3389/fpsyg.2025.1413940>
- 60) Zhang, X., Wang, Y., & Liu, T. (2023). Organizational justice, work–family conflict, and employee well-being: The mediating effect of work engagement. *Frontiers in Psychology*, 14, 1132456. <https://doi.org/10.3389/fpsyg.2023.1132456>
- 61) Zhao, X., & Namasivayam, K. (2018). The relationship of organizational justice to work–family conflict and employee well-being: The moderating role of social support. *International Journal of Hospitality Management*, 75, 75–85. <https://doi.org/10.1016/j.ijhm.2018.03.002>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.