The Effect of Work-Family Conflict on Career Success of Functional Officials: The Moderating Role of Leader Support

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Keywords	Abstract
	Career success is critical for employee retention, yet work-family conflict (WFC) threatens its attainment. While prior research highlights WFC's negative effects in healthcare and corporate sectors, its impact on civil servants—particularly in public audit institutions—remains underexplored. This study examines how WFC influences both objective (e.g., promotions) and subjective (e.g., satisfaction) career success among functional officers at Indonesia's Financial Audit Agency, with leader support as a moderator. The study aims to (1) assess WFC's impact on career success and (2) determine whether leader support mitigates this relationship. A quantitative survey of 400 functional officers was analyzed using SEM-PLS 4.0. Validated scales measured WFC, career success, and leader support. WFC significantly reduced both objective (β = -0.324, $p < 0.001$) and subjective career success (β = -0.270, $p < 0.001$). Leader support moderated only the latter (β = 0.165, p = 0.025), buffering WFC's psychological impact but not tangible outcomes like promotions. Organizations should prioritize leader support initiatives (e.g., emotional backing, workload management) to enhance subjective career perceptions, while addressing systemic barriers (e.g., inflexible policies) hindering objective success. Future research should explore mediators (e.g., job satisfaction) and cross-sector comparisons to generalize findings.

Introduction

To manage effective HR in the formation and achievement of employee career success, the role of the organization is needed. Every employee definitely wants to achieve success in his career. Career success is an accumulation of a person's achievements in his experience while working (Mello et al., 2023). Career success is defined as the achievement of desired work-related outcomes at each point in a person's work experience over time (Steindórsdóttir et al., 2023). According to (Dries et al., 2008) quoted in (Andresen & Stapf, 2023), there is a change in the meaning of career success, namely from objective to subjective, where career success can not only be measured by salary, rank and promotion (objective), but career success can also be obtained in the form of psychological success (subjective). Objective career success is defined as tangible and measurable indicators, such as promotions, advancements in job level, and salary increases. Subjective career success relates to an individual's assessment and experience in achieving personally meaningful career outcomes, such as job satisfaction, career satisfaction, and career commitment (Seibert et al., 2024). Career success is crucial for retaining high-performing and dedicated employees within an organization.

Increasing competition and demands for professionalism create a lot of pressure that must be faced by employees in the work environment. The pressure experienced by employees can be related to the nature and type of work carried out by the employee (Shrivastava et al., 2023). In addition, the work and family environment are also factors in the emergence of pressure felt by employees (Jonathan & Dewi, 2022). Quoted from (Elfeddali et al., 2022), leadership style in an organization is also often associated with work pressure experienced by employees. Work pressure can be caused by Work-Family Conflict, even becoming the main factor that influences work results, work performance (Huo & Jiang, 2023) and then affects employee careers, including career orientation (Coetzee & Villiers, 2010), career opportunities (Trivellas et al., 2013), career resilience (Hartati & Mustika, 2022), career development (Kadarko Dizaho et al., 2016) and (Atrizka et al., 2021), career calling (Yang & Chen, 2020), and employee career success (Ballout, 2008a) and (Dua Nurak et al., 2018).

According to (Susanto, 2010), Work-Family Conflict can occur in someone due to having dual roles, both in work and family, where because a person's time and attention are devoted to only one role (work only or family only). Usually someone who focuses on their role in the world of work, then their role in the family will not be fulfilled optimally, and vice versa if someone focuses on their role in the family, then their role in the world of work will not be fulfilled optimally (Iswari & Pradhanawati, 2018). Employees who experience Work-Family Conflict will feel tension in working, because Work-Family Conflict can affect employee psychology, and these employees have symptoms including frustration, anxiety, insomnia (Panatik et al., 2011), emotional (Rubio et al., 2015), guilt, anxiety, and fatigue (Mete et al., 2014).

A lack of familial support has been identified as a contributing factor in the experience of conflict for employees. The findings of (Fan et al., 2024) indicate that when work-family conflict and family support are aligned or balanced, this has a positive effect on an employee's performance. This is also supported by the research of (Rajak et al., 2023), which demonstrates that family disharmony is a trigger for stress and can affect an employee's engagement in their work, subsequently impacting their motivation and work outcomes.

In order to mitigate the negative effects of work-family conflict, it is essential that organisations provide motivation or support, particularly in the form of moral support such as social support (He et al., 2023). Furthermore, material support, encompassing incentives and other financial benefits (Shrivastava et al., 2023), is of paramount importance for employees to effectively manage and prevent work-family conflict. This is consistent with the findings of (Yesuf et al., 2022), which indicate that a lack of workplace support is a significant contributing factor to work stress among employees. One such form of support is that provided by leaders within the organisation.

According to (Bourini et al., 2019), leaders support has a positive relationship with employee performance. This is consistent with the research findings of Grobelna (2019) and Haris & Kaemar (2018), cited in (Rajak et al., 2023), which indicate that leadership support serves as a positive force that can enhance employees' resources, enabling them to overcome various difficulties encountered in their work and motivating them to perform well. In addition, according to (Karatepe, 2014) and (Lim and Tai, 2014), leadership support moderates or strengthens the positive results of the relationship between stressors and work outcomes. Meanwhile, according to (Malau & Sitinjak, 2024), leadership support has a positive effect on employee career success. Based on the arguments above, the author hypothesizes that leadership support can mitigate the negative impacts of Work-Family Conflict and contribute to an employee's career success.

Perceived leadership support also has a direct influence/relationship and a positive relationship with employee motivation (Collie, 2023), the atmosphere and work environment in the office (Blomberg et al., 2024), which has been discussed previously that the work environment is considered as one of the triggering factors for the emergence of Work-Family Conflict, while the role of leadership support as a moderating variable that acts as a variable that can s trengthen or weaken the influence of Work-Family Conflict on employee career success, is still rarely studied.

Many research results discuss the influence of Work-Family Conflict on the performance and careers of doctors, medical personnel/health workers. Among them are studies conducted by (He et al., 2023), (Karakurt et al., 2023), (Ekingen et al., 2023), (Yesuf et al., 2022), (Saleem et al., 2021), and (Yasin et al., 2021). The results of these studies concluded that doctors and health workers experienced stress while working during Covid-19, resulting in Work-Family Conflict. There are still few researchers who examine the pressures faced by Civil Servants (PNS) objectively and subjectively. In fact, for decades, the performance of PNS has been a concern for the public and government where PNS are required to be able to work better and provide services to the public optimally and with good results. Therefore, civil servants feel that they have a great burden of responsibility towards the government and society. Then, with the Work-Family Conflict experienced by employees,

researchers want to know whether career success can be achieved by employees. In addition, researchers also want to know the relationship and how the role of leadership support is felt towards the career success of these employees. Therefore, researchers are interested in studying the career success of Civil Servants (PNS) specifically.

This study aims to examine the impact of work-family conflict on objective and subjective career success. The current study advances existing literature by specifically examining the dual impact of work-family conflict (WFC) on both objective and subjective career success among functional officers at Indonesia's Financial Audit Agency, a context underexplored in prior research. While prior studies (e.g., Ballout, 2008a; Dua Nurak et al., 2018) focused on WFC's effects in healthcare or private sectors, this study uniquely targets civil servants, addressing a gap in public-sector research. Additionally, it investigates the moderating role of leader support, revealing its significant buffering effect on subjective (but not objective) career success—a nuanced finding not previously documented in similar settings (e.g., Ru Hsu, 2011; Padilla Angulo et al., 2018). The use of SEM-PLS analysis with a large sample (N=400) further strengthens the methodological rigor compared to smaller-scale qualitative studies (e.g., Kadarko Dizaho et al., 2016).

Research Methods

The research methodology sought to determine the effect of work-family conflict on career success of functional officials at the Republic of Indonesia Financial Audit Agency Representative Office. Data collection was carried out by distributing questionnaires using Google Forms. Data analysis was conducted using Smart-PLS 4.0. This study employs a quantitative research design based on a survey. This research is associative causative research, namely research that aims to find out whether there is a cause-and-effect relationship between two or more variables (Djamba & Neuman, 2002). The approach used in this research is quantitative, namely a survey method of respondents using a research instrument in the form of a questionnaire. Survey research is carried out to make generalizations from an observation, so that relative events, distributions and relationships between variables are found. Data collection was carried out by distributing questionnaires using Google Forms. Data analysis was conducted using Smart-PLS 4.0.

The research questions are formed with a Likert scale consisting of five questions. The measurement of objective career success is based on the scale developed by (Tlaiss & Kauser, 2011). Meanwhile, the measurement of subjective career success utilizes the scale from(Shockley et al., 2016). The measurement of work-family conflict is based on the scale developed by (Netemeyer et al., 1996), and the measurement of leader support adopts the scale from (Yucel et al., 2021).

The population in this study is all Functional Officials in 34 Republic of Indonesia Financial Audit Agency Representative Offices, consisting of 16 representative offices in the AKN V region and 18 representative offices in the AKN VI region. In these representative offices, there are 3842 employees serving as Functional Officials, consisting of 3606 Auditor Functionals and 236 Other Functionals with the positions of Main Expert, Middle Expert, Junior Expert, First Expert, and non-Expertise.

The proportional random sampling technique was carried out in determining the sample of Republic of Indonesia Financial Audit Agency regions and representative offices located throughout Indonesia. According to Irawan (2018), samples can be taken from 25% to 30%. In accordance with this opinion, the representative offices to be taken as samples were determined as much as 30% using the stratified random sampling technique.

Sampling is done in stages or at various levels. Stage 1 (one) is sampling of representative offices. Of the 34 representative offices in the Indonesian region, 10 (ten) representative offices were selected, consisting of 5 (five) representatives in the western region and 5 (five) representatives in the eastern region. Stage 2 (two), sampling determination at each selected representative office is divided into target population and accessible population. The target population is defined as the totality of the group of respondents targeted by the research.

The number of samples in this study was determined using the Slovin formula, so that the sample in this study consists of 400 employees Republic of Indonesia Financial Audit Agency. Stage 3 (three), sampling in each selected representative office, using purposive sampling technique. Purposive sampling technique is done with certain considerations and criteria, not based on strata but based on the purpose of the study (Winarno, 2013). In connection with the researcher wanting to find out the career success of functional officials at the Republic of Indonesia Financial Audit Agency Representative Office, the sampling criteria used in this study are functional officials who are in the selected representative office area, with the employee status criteria being Civil Servants, with levels of expertise namely Middle Expert level, Young Expert level, and First Expert level. In addition, the types of positions that are sampled are Functional Positions of Examiners and Functional Positions Other than Examiners.

RESULTS AND DISCUSSION

The majority of responden were male (51,75%), aged 31-40 (348,50%), holding a bachelor's degree (61,50%), had married (81,75%) and had > 15 years of job tenure. Table 1 shows more details about the respondents.

Table 1. Respondent characteristics

Category	Characteristic	Frequency	Percentage
Gender	Woman	207	51,75
	Man	193	48,25
Age	≤ 30	70	17,5
	31-40	194	48,5
	41-50	111	27,8
	51-60	24	6,0
	>60	1	0,2
Level of Education	D4/S1	246	61,5
	S2	153	38,25
	S3	1	0,25
Marital Status	Married	327	81,75
	Not Married	73	18,25
Job Tenure	1-3 years	73	18,25
	4-6 years	50	12,5
	7-9 years	13	3,25
	10-12 years	26	6,5
	12-15 years	98	24,5
	>15 years	140	35
Year of Service	Functional Expert Associate	42	10,50
	Functional Junior Expert	129	32,25
	First Functional Expert	229	57,25
Rank and Class	Young Arranger/IIIa	84	21,00
	Young Arranger Level 1/IIIb	124	31,00
	Arranger/IIIc	26	6,50
	Arranger Level 1/IIId	125	31,25
	Mentor/Iva	17	4,25
	Mentor Level 1/IVb	9	2,25
	Young Mentor/IVc	15	3,75

Outer Model Testing
Validity Test

The assessment of the convergent validity of reflective constructs involves analysing the standardised outer loadings and the average variance extraction (AVE) to determine their size. The average variance extraction quantifies the extent to which the variance of an indicator can be accounted for by its construct. It is

important to mention that all reflective constructions have an Average Variance Explained (AVE) that is higher than 0.5. This implies that all reflective structures have the ability to account for more than 50% of the variability observed in reflective indicators (Hair et al., 2019).

Reliability Test

Reliability testing involves assessing the Cronbach alpha coefficient, which should be greater than 0.7, and the Composite Reliability (CR) value, which should also exceed 0.7, in order to determine if the measure is reliable.

Table 2. Validity and Reliability Result

Variabel	Items	Loading	AVE	Cronbach 's Alpha	Composite Reliability
Work-Family Conflict	WFC1	0.901	0.782	0.930	0.934
	WFC2	0.906			
	WFC3	0.842			
	WFC4	0.888			
	WFC5	0.882			
Leadership Support	DP1	0.890	0.699	0.928	0.934
	DP2	0.836			
	DP3	0.840			
	DP4	0.796			
	DP5	0.852			
	DP6	0.857			
	DP7	0.774			
Objective Career Success	OCS1	0.858	0.787	0.866	0.888
	OCS2	0.907			
	OCS3	0.895			
Subjective Career Success	SCS1	0.739	0.585	0.935	0.938
	SCS2	0.790			
	SCS3	0.793			
	SCS4	0.758			
	SCS5	0.786			
	SCS6	0.746			
	SCS7	0.759			
	SCS8	0.778			
	SCS9	0.724			
	SCS11	0.725			
	SCS13	0.797			
	SCS14	0.777			

Source: SmartPLS output (2024)

Based on the SmartPLS output in Table 2, a validity test has been produced that all outer loadings for each variable acre declared valid because they have a value more than 0.6. The reliability test found for each variable is reliable because it has a cronbach's alpha value > 0.7 and a composite reliability (CR) value > 0.7.

Inner Model Testing

Tabel 3. R-Square

Variabel	R-Square	R-Square Adjusted
OCS	0.316	0.310
SCS	0.355	0.349

Table 3 shows that the constructs of work-family conflict and leadership support can explain 31.6% of the variance in the objective career success construct. The R-square value of 0.355 indicates that, based on the R-square results, the constructs of work-family conflict and leadership support can explain 35.5% of the variance in the subjective career success construct. These R-square values indicate that the predictive ability of work-family conflict and leadership support on both objective and subjective career success is weak.

Tabel 4. Hypothesis Testing

Hipotesis	Path	Original sample (O)	T statistics	P values	Decision
H1	Work-Family Conflict -> Objective Career Success	-0.324	6.577	0.000	Accepted
H2	Work-Family Conflict -> Subjective Career Success	-0.270	5.366	0.000	Accepted
H3	Leader Support x Work-Family Conflict -> Objective Career Success	0.077	1.886	0.059	Rejected
H4	Leader Support x Work-Family Conflict -> Subjective Career Success	0.165	2.240	0.025	Accepted

Table 4 shows that all hypotheses are accepted for the direct effects. However, for the moderating role, hypotheses 3 are rejected and hypotheses 4 are accepted.

Discussion

The research findings indicate that work-family conflict has a negative and significant impact on the objective career success of functional officers at the Financial Audit Agency. This result suggests that higher levels of work-family conflict experienced by functional officers will increasingly decrease their objective career success. When an employee faces work-family conflict, their time and energy are divided between work and family demands. This division makes it difficult to fully commit to their career, thereby reducing opportunities for promotions, salary increases, or other achievements that are considered indicators of objective career success. Functional officers who experience work-family conflict often show reduced engagement in work tasks, which may lower performance evaluations given by supervisors or colleagues, subsequently affecting career promotions or recognitions (Chen et al., 2021). According to Conservation of Resources (COR) Theory, individuals tend to experience a loss of resources (time, energy, and attention) when they face such conflicts. This depletion of resources can hinder productivity and performance, limiting their chances of achieving objective career success. These findings align with previous research by (Dua Nurak et al., 2018), which showed that work-family conflict negatively affects objective career success.

The result shows that work-family conflict has a negative and significant effect on the subjective career success of functional officers at the Financial Audit Agency. This result suggests that higher levels of work-family conflict experienced by employees lead to a decrease in their subjective career success. Work-family conflict can affect an individual's psychological well-being, an essential component of subjective career success. When individuals feel that work interferes with their family life or vice versa, they experience a decline in emotional well-being. This dissatisfaction reduces feelings of happiness and fulfillment in life, which is reflected in a negative self-assessment of career success. These findings are consistent with research by Butt et al. (2015), which found that work-family conflict negatively impacts career satisfaction (subjective career success).

Futhermore, the research findings indicate that leader support does not moderate the effect of work-family conflict on the objective career success of functional officers at the Financial Audit Agency. This suggests that leader support does not play a role in reducing the impact of the objective career success of these employees. Although leaders may provide work-related support, this support is not strong or relevant enough to mitigate the effects of work-family conflict on employees' objective career success. In other words, high levels of work-family conflict continue to impact objective career success, regardless of leader support.

The study results further indicate that the effect of work-family conflict on subjective career success, when moderated by leader support, is positive and significant. This suggests that leader support can help mitigate the negative impact of work-family conflict on the subjective career success of functional officers at the Financial Audit Agency. These findings imply that when leaders provide support, functional officers are more likely to assess their career success positively. Research by (Ru Hsu, 2011) shows that leader support can lessen the negative effects of work-family conflict on job satisfaction. Similarly, (Padilla Angulo et al., 2018) found that leader support reduces the adverse effects of work-family conflict on employee well-being.

The results of the study indicate that work-family conflict has a negative and significant effect on the objective career success and subjective career success of functional officials. These results indicate that high levels of work-family conflict will reduce the level of objective career success and subjective career success of functional officials. This can happen because functional officials still bring family problems into work and vice versa, and have not been able to separate and divide time between work and family. This is based on the results of the descriptive analysis of the indicator "work makes it difficult for functional officials to fulfill their responsibilities to their families", which has the highest TCR value of (66.60), with a fairly high category, and is continued with the indicator "workload makes functional officials rarely involved in household and family affairs", with a TCR value (66.00) in a fairly high category. Therefore, it is recommended that the Audit Board of the Republic of Indonesia provide professionalism training related to "work life balance" to functional officials, so that they can manage their time, emotions, and be able to overcome work and family problems that can trigger work-family conflict. After participating in the training, it is hoped that functional officials will be able to divide their time and separate work matters from family matters, so that functional officials can work professionally, and can be fully committed to their careers, and get promotion opportunities, get salary increases, a sense of satisfaction, pride, and happiness towards their careers, and peace in the family. In addition, it is recommended that the Audit Board of the Republic of Indonesia provide flexibility to functional officials regarding working hours, leave, and permits that are seen from the level of seriousness of the problem, so that functional officials have time and opportunity to resolve problems or responsibilities towards their families, so that these problems are not brought into the work environment.

Leadership support moderates the influence of work-family conflict on subjective career success of employees. These results indicate that leadership support can overcome the negative influence of work-family conflict on subjective career success of functional employee of the Republic of Indonesia Financial Audit Agency. This is because the leaders at Financial Audit Agency are in accordance with what is needed by functional officials, namely supportive, loving, informative, providing emotional support, as well as valuable and appreciative support to functional officials. This is evidenced by the results of descriptive analysis on all indicators having an average TCR value above (70), with a fairly high category. Leadership support at Financial Audit Agency has created a positive, conducive work environment, and can eliminate tension that triggers stress and conflict, so that functional officials are more motivated and try harder to achieve their career success. To keep this situation and condition stable, and so that work-family conflict do not arise, it is recommended that leaders or direct superiors of functional officials at Financial Audit Agency consider the amount of workload that will be assigned to functional officials, must be in accordance with their main duties and functions and not exceed or overload from their obligations, so that functional officials still have time to fulfill their responsibilities to their families.

This study still has limitations. First, based on the R-Square value, this research model is only able to explain 23.7% of objective career success, and 31% of subjective career success. This means that there is still a possibility of 76.3% of other variables that can affect objective career success, and 69% of other variables that can affect subjective career success. Thus, the author acknowledges that there may be other more potential variables that can affect career success. For this reason, the author hopes that further research can use other variables that can affect objective career success and subjective career success. Second, for researchers who want to study career success variables, they should study more deeply and focus on subjective career success variables, because subjective career success is more difficult to measure compared to objective career success.

Therefore, it is hoped that the results of future research will provide a more complete picture of the variables and indicators of subjective career success.

Conclusion

      The study found that work-family conflict negatively impacts both objective and subjective career success among functional officers at Indonesia's Financial Audit Agency, with leader support moderating only subjective career success. Future research should explore alternative moderators (e.g., organizational policies, leadership styles) and mediators (e.g., job satisfaction, gender differences), as well as cross-cultural or multi-industry comparisons, to better understand how different factors influence the work-family conflict-career success relationship and identify effective organizational support mechanisms.

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