The Effect of Leadership Style Towards Work Family Conflict at PT. XYZ, Bandung

Arif Partono Prasetio¹* and Nurvita Trianasari²

Business and Economic Schools, TELKOM University, Indonesia

Abstract

One of the interesting topics in HR field is the work family conflict. Human being expected to work to meet their need. Also, they have their family to attend to. That is why the relationship between work and family become important. One should manage the balance of the two life. Usually everyone found it difficult to act balance. There must be some incident which cause the employee to sacrifice one of them. If the work or family responsibilities can not met by the worker, then it could create the work and family conflict. The cause the work and family conflict can derive from many aspects. Each organization has different factor which cause the conflict. The job demand, the hours work, the placement, and many others. This research, analyze the factors which cause work and family conflict in PT. XYZ. The chosen organization has high job demand. We will focus on the leader in the organization and try to measure the influence of his leadership style towards the work family conflict face by the employee. The result found that the leadership style had significan influence towards work family conflict experienced by the employee. However, the research showed that the impact is not big enough. There other variables which can cause the work family conflict. We also learn that the leadership style applied at PT. XYZ is quite helpful in assisting the employee to face the work problems.

Keywords— Work Family Conflict, Leadership Style, Time-Based, Strain-Based, Behavior-Based.

Introduction

The interaction between the employees and the work environment will almost certainly lead to conflict. Conflict experienced by employees in differencing their role for the family and work responsibilities is an issue which is always interesting to discuss. Various studies addressed the work and family conflict has conducted from various viewpoints. The conflict emerges because the domain of family and work are the two sides of a coin that is
difficult to choose which one is more important. Employee experienced the conflict required to balance the two interests (Dewi, 2012:14).

Both family and work are at the same level of importance. The demand to spend more time at home will confront by the demand at work. The difficult economy situation and intense competition, make the company push their employee to be more productive and increase their performance. At the other hand, employee has a personal and family life which is also need attention. This is why the balance of the working and family life should be managed carefully. Increasing the cost of living (education, health) make one source of income alone is not enough to provide the family. They need other source of income and both husband and wife should go to work. When the two of them working, then they had limitation for fulfilling the family matters (Boushey, 2010). These limitations can cause the work family conflict. Petrilli (2011) said ‘....as study after study shows that Americans today are experiencing work-family conflict rather than the work-life balance........ Our current recession has added fuel to the fire by increasing job uncertainty, and some are taking on additional jobs to balance the risk’. It happened in America and also in Indonesia. Kusuma (2013) also mention that the family in Indonesia experienced the tension relations of work and family.

Those demands increase the conflict possibility. Before we try to reduce the conflict, we must understand the background which causes them. Brunette et al 2010; Ohja 2011; Frye & Breaugh 2004; Greenhaus & Beutell 1985 have been discussing the antecedent of the work family conflict. These researches identify different type of conflict antecedents as well as the impact it cause. The differences occur when the different company apply different policy, the level of family demand, type of work, and how the employee behave in this particular mater.

This research will try to analyze the work family conflict especially the one which related to the leadership style. The object of the research is PT. XYZ, the medium size company specializing in project management consultancy. Some of the projects they do were BTS tower, GIS and Mapping, and also construction supervision & management. The company operates the business in 2006 and now has 40 employees in Jakarta and Bandung. Several important clients is TELKOM, Indosat, Huawei, XL, Mobile 8, Moratel, and Siemens. The growth of the business poses a challenge to the management and of course for the employees. As the company grew, it required more time and effort to put in to catch the target. Of course, with the company growth, the financial and cash flow will become positive for both company and employees. As mention before, this also affecting the demand for longer hour and increasing load of work, especially if most of the project is done outside of town. These could cause the work family conflict.

According to some literature that examines the work and family conflict, job demands, company policy, and support from the supervisor within the work unit can affect the intensity of the conflict experienced by employees. If there are relatively high workload to pursuit the deadlines, it can be assume that job has relatively high demand. This can be seen that work conditions potentially cause the work family conflict. The research will analyze the effect of the leadership style towards the potential work family conflict emergence experience by the employees. Therefore, the research will answer these questions; How the leadership style applied at PT. XYZ? What kind of work family conflict faced by the employee at PT. XYZ? How is the effect of leadership style on work family conflict faced by employees.
Literature Review

We use two variables in this research, the leadership and the work family conflict. As we all know, leadership is part of the human resources study, and usually grouped in the organization behavior. Leadership is the study of the individual behavior in the attempt to influence others to achieve the specified target (Robbins & Judge, 2013:368). These individual behavior shows that the leader action is a series of choices take by the individual in conjunction with the organization’s condition.

Before we begin to learn about leadership, we like to present the human resources theories first. Noe et al (2011:2) said that human resources is a policies, practices, and system which affect the employees behavior, attitude, and their performance. The human resources held an important role in supporting the organization’s success. Many organizations perceive human resources as the management practices to manage the employee. As we already know, some of the human resources functions are; job analysis, job design, plan the worker’s force need, recruit and select people, training and development, performance/evaluation, reward management, and industrial relations. Most of the functions are related with the organization behavior. This organization behavior is the understanding, prediction, and management of human behavior in organizations (Luthans, 2011:20). The organization behavior study basically is pose as resume of the theoretical framework from the behavior science which focus its attention in understanding and explaining the individual and group behavior inside the organizations (Luthans, 2011:20). Relating to that point of view, then the leadership study become part of the organization behavior’s analysis. McShane (2010:360) define the leadership as the form of influence, motivational act, and encouraging others to contribute to the organization achievement and effectiveness. Leadership is always related with the form of influence from the leaders. Leaders can use his power or influence through several forms, from the lightest form of persuasion up to the other way which is more demanding. These are done in order to motivate their subordinate to achieve the organization’s goals. Besides motivate their employees, leaders are also expected to have the ability to allocate the resources optimally and to create the positive and interactive communications which will allow the employees to achieve the goals easily (McShane, 2010:360).

The leader can also use several approach to manage their team, but their role can only be effective when their subordinate willing to follow their instructions. There will be no leader, without any subordinate. Regarding many activities inside the organization, then the leader’s role should also have many variations to adapt with various situations and with various subordinate. Hollander (Wagner and Hollenbeck, 2010:196), said “... the leadership process is best understood as the occurrence of mutually satisfying interactions among leaders and followers within a particular situational context’. Based on the explanation, we can say that the leader should be able to create positive interaction which benefits both sides. This not meant that the leader should please their subordinate all the time instead we should see it as the mutual relation, which both parties in need of each other. Leaders are not individual whose will should be met all the time and the one who is always right, leader should act as the individual who can become an example and a shoulder to lean on for the subordinate.

There are many requirements for a person to be considered as a leader who can become a role model. Leaders implement variety of leadership styles when they manage the organization. Various styles of leaderships that have been applied is very diverse, from the transactional, transformational, authoritarian, democratic, and laisezz-faire style. Leaders
adopt these various styles to accommodate the environment and to achieve corporate goals. According Robbins & Judge (2013:386), to become an effective leader one should have the element of trust and ethics. The study will examine the leadership style that reflects the ethics and beliefs which, according to Robbins & Judge called the Authentic Leadership (2013:386). The authentic leadership requires the leader to understand themselves, have faith, principles, value, and always act on every situation based on that principles, beliefs, and values. Subordinate will judge the leader as one who has ethics. Furthermore, authentic leaders also share important information with subordinates, facilitating two-way communication, and focus on achieving targets. When leader conduct in these way, then they should build the trust of the subordinate (Robbins & Judge, 2013:386).

Nowadays, ethical leadership style began to grow in conjunction with the increase in business that requires leaders to have ethics. In fact, ethics viewed as the important factor in leaderships. Charismatic leader without ethic could end up in the bad practices which prelude their personal interest. Leader who poses ethical principle make decision based on the benefit for their subordinates or on the greater cause. Brown et al (2005) define ethical leadership as a form of individual normative behavior and interpersonal relations, and transfer the behavior to their subordinate using two ways communication, decision making, and affirmation. Leader with such style believe to bring positive influence on their subordinate. Such leader will motivate and encourage the employee to achieve the desired performance. If the employees feel motivated they usually will feel satisfaction (Brown et al, 2005:117). Using the persuasive approach will make employee easier to do their job because they know their work and effort will benefit the organization and the employee as well.

The trusted and ethical leader gives more freedom to the employee to achieve the target. Employee’s trust toward their leader can become a driving factor to feel that the job assigned to them is important for the organization’s success. The ethics behavior shown by the leader will make the employee feel secure and sure that their supervisor will conduct for the best interest of the group, not for himself. These elements can help reducing work family conflict.

We use dimension develop by Kalshoven et al (2011) to analyze whether the leader at PT. XYZ using an ethical approach in managing their leadership or not. These dimensions are people orientation, fairness, power sharing, concerning for sustainability, ethical guidance, role clarification, and integrity. We then summarize them into five parts; the employee orientation, fairness, delegation, integrity, and the clarity of target.

The dependent variable in this research is the work family conflict. Khan t al defined work family conflict as the inter role conflict which occurs when pressure from one role (at work or at home) does not compatible with each other (Greenhaus & Beutell, 1985:77). The work of Greenhouse & Beutell had become basis for the research in work and family conflict. Work family conflict can also be describe that the fulfillment one of the function (role) will interfere or disturb the other function. Further, Greenhaus and Beutell (1985) state three form of work family conflict. First, is the conflict related with time (time-based conflict), second is related with the conflicting interest (strain-based), and the last one is related with the behavior (behavior-based). We will use these three forms to describe the work family conflict at PT. XYZ.

Human being have many limitation, one of them is related with time. Byron, Grennhaus & Beutell, serta Carlson et al said that the individual who have more than one role will face the difficulties cause by the limitation of their sources to accomplish what their role demand (Ojha, 2011:18). Further, Ohja describe that the dual role can cause conflict between the responsibility to their work and the responsibility to their family. There are two types of
conflict. One is the conflict cause by the work which interfere the family, and second is the conflict cause by the family which interfere the work.

The work family conflict experience by the individual can be classified as the role conflict. Kahn et al (Greenhaus & Beutell, 1985) claim the role conflict is the form of conflict cause by two or more condition which occurs simultaneously. Where the two condition opposite each other, so the fulfillment of one condition will make the other rather difficult to achieve. When somebody has two or more role, then they will expose with the potential inter-role conflict. Inter-role conflict can be describe as a form of conflict which occurs when there are some emerge situation that cause stress to individuals should they wanted to fulfill their different role (Greenhaus & Beutell, 1985:77). For example; one employee whose already promise to meet their very potential client, and at the same time they should take their kid to the hospital for urgent treatment. The two situations have equal importance, but one of them must be sacrifice.

Greenhaus and Beutell has laid the foundation in studying work family conflict when they analyze several literatures before finally determine the three form of work family conflict; time-based, strain-based, and the behavior-based (1985:77). Due to the nature of the human being, man does not have the ability to duplicate themselves (at least for now). So, if they are already presence in one place, then they can be presence elsewhere at the same time. Time constraint cause individual to choose among difficult and important priorities. Some things which can cause time-based conflict include; number of work hour, the employee status (married or single), frequency of overtime, and the flexibility of the work schedule (Greenhaus & Beutell, 1985:80).

The second form of conflict is related with the conflicting interest (strain-based). The tension and the incompatibility between roles played by the employee can cause anxiety, fatigue, emotion instability, and anger. When one role must be perform and this will make the other role can’t be perform at the same time, then there will be inter-role tension. Unclear work target, non-supportive supervisor, work load, unsupportive work environment, unsupportive spouse, bad family relationship are several things which can cause the work family conflict to emerge (Greenhaus & Beutell, 1985:81).

The last form of work family conflict is cause by the behavior from the individual who experience the conflict. Behavior related with the action taken by the individual in their work environment as well as in their family. When individual came to work, hey has to act professionally, objective, and independent. On the other side, at home, he/she has to act gentle, warm, care, and attentive to the family members (Greenhaus & Beutell, 1985:82). Both situation easily create conflict of interest which hard to find for the solutions. Individual has to carry out each role regarding their situation. At home, they should act like they supposed to be as the family members, they have to left their role at the office, and vice versa.

In this literature review when we discuss the conflict form regarding time and strain, we will identify the role of the leader which assume can be adding, lessen, or even deprive the conflict. Partono & Sagala (2013) found this leader’s role can be lessen and depriving the conflict face by the employee in their research about work family conflict at the service company. Leader believed can become such an important factor which can add or lessen the conflict faced by the employees. Allen (Frye & Braugh, 2004:203) describe the leaders whose support the employee as the emphatic leader the one who willingly understand the employee need to balance their work and family life. This leadership style actively help and support the employees in their attempt to accomplish both responsibilities in their work as well in the family, without causing much contradiction.
The viewpoint which expressing the leader has significance influence toward the emergence of work family conflict, we present several researches. Frye & Breaugh found that support from supervisor related with the low levels of employee’s work family conflict, which at the end resulting in better work satisfaction (2004:199). Casper (Brunetto et al, 2010:214) reveal that supervisor’s role as a mediator for bridging the work and family demand, so this sometime conflicting demand will not result in negative consequences (resign, low performance, demotivation).

The work family conflict can harm both employees and organizations (Brunetto, 2010:216). Previous research reveals the negative impact of work family conflict for the employees (stress, low satisfaction) and the organizations (low productivity, poor performance). Therefore, organizations should start to noticing factors which contribute to the emergence of conflict. Identifying these factors and the prevention will benefit organizations to maintain their performance as well as the performance of the employees. Base on this fact, we will try to identify the implementation of the authentic leadership style based on trust and ethics in relation to the potential work family conflict.

Research Method

The research use quantitative method to measure the effect of the leadership style towards work family conflict. We also use the causal method to analyze the relation between the two variables. Causal method is conducted to investigate the cause and effect relations by examining certain data (Zikmund et al, 2010:57). There are 25 respondents in this research and we chose nonprobability sampling method. We ask all the full time employees who had family no matter how long they started the family. We collect the data by questionnaires, interviews with the owner and the literature review.

The Analysis

There are three research questions in this research. Each one of them will be answered separately to simplify the flow of the report. The result for the first question show that leadership based on ethical and trust already implemented at PT. XYZ. The 70.53% result show that the employees agree that their leader already implement the authentic leadership based on trust and ethical. This figure still close to the fairly agree category, which mean the employees might still felt that their leader is not yet exercise the authentic leadership style the way the employee expected. We find out the main contributor for this relatively fair figure is the clarity of the target (62.1%).

The next discussion is about the work family conflict level experienced by the employees at the PT. XYZ. The figure of 50.62% shows that the level of work family conflict faced by the employee is relatively low (36% - 52%). Nevertheless, this figure also still close to the average category (52% - 68%)/ This mean that the employee at PT. XYZ still face the conflict but in they can still cope with it. Even when the work load is immense the employees face only a mild level of work family conflict regarding fulfillment of their work and family responsibilities.

The latest question is about measuring the effect of the leadership style (independent variable) towards work family conflict (dependent variable). We use simple linear regression to get the result:

\[ \hat{Y} = a + b_1 X_1 + \varepsilon \]

Where:

- \( a \) = regression constant
\( b_i = \) regression coefficient variable (Koefisien regresi variabel i)
\( Y = \) Leadership Style variable
\( X_i = \) Work family conflict variable
\( \varepsilon = \) Residual (other factors)

The value of \( a \) calculated with the formula:
\[
a = \frac{\sum Y (\sum X^2) - \sum X \sum XY}{n \sum X^2 - (\sum X)^2}
\]

The value of \( b \) calculated with the formula:
\[
\beta = \frac{n \sum XY - \sum X \sum Y}{n \sum X^2 - (\sum X)^2}
\]

**Hypothesis Testing**

We will test the following hypothesis:
- \( H_0 : \beta_i = 0 \), which mean the leadership style has no significance effect on work family conflict.
- \( H_1 : \beta_i \neq 0 \), which mean the leadership style has significance effect towards work family conflict.

We decide the acceptance of the hypothesis test in this way:

a. If the \( p \) value \( > 0.05 \) then we will accept \( H_0 \) and reject \( H_1 \). This means that there is no significance effect of the leadership style towards work family conflict at PT. XYZ.

b. If the \( p \) value \( \leq 0.05 \) then we will reject \( H_0 \) and accept \( H_1 \). This mean there is a significance effect of the leadership style towards work family conflict at PT. XYZ.

We also conduct the validity and reliability test and find that all of the items (questionnaire) used to measure the leadership style and work family conflict is valid and reliable.

**Normality Test**

Normality test perform to test whether the data for research variable is in normal distribution. The test perform using Kolmogorov Smirnov test with the requisite criteria that data said to have a normal distribution if the \( p \)-value \( > 0.05 \).

<table>
<thead>
<tr>
<th>WORK FAMILY CONFLICT</th>
<th>Kolmogorov-Smirnov</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>Df</td>
</tr>
<tr>
<td>WORK FAMILY CONFLICT</td>
<td>.133</td>
<td>25</td>
</tr>
</tbody>
</table>

* This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Base on *Shapiro Wilks* test, we know that the \( p \) value for the work family conflict variable is 0.360. This value is above 0.05 so we can say that the data in the work family conflict variable is in normal distribution.

**Linearity Test**

Linearity test carry out to determine whether the independent and dependent variable have a linear relationship.
Figure 1: P-P Plot Leadership style and work family conflict variable

The above figure show that the distributions of the variable data follow the linear line so we can safely say that there is linear relationship between both leadership style and work family conflict variables.

Heteroscedasticity

To determine whether there is residual variance dissimilarity in a regression model from one observation to the other, we use the heteroscedasticity test. If residual variance fixed, then we can say that it represent homoscedasticity and if the variance is differe, then we call it heteroscedasticity. A good regression model is not the one with the differed variance, so it should be homoscedasticity (Santosa 2004:208). The way to detect if there is or there is not the heteroscedasticity is by looking at the certain pattern at Scatterplot graph, where the X axis is the predicted Y, and the Y axis is the residual (Y predicted – Y actual, Santosa, 2004:210).

Figure 2: Scater Plot Leadership Style and Work Family Conflict Variable

Looking at the Figure above, we find that the points are distributed randomly and do not follow certain pattern. This mean there is no heteroscedasticity, so the homoscedasticity requirement fulfilled.
Next, we perform a simple regression analysis to test the effect of the leadership style towards work family conflict. Table 2 show the result:

Table 2: Significance test and Result of Regression Coefficient
The Effect of the Leadership Style Towards Work Family Conflict

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>12.495</td>
<td>1.978</td>
<td></td>
<td>6.315</td>
</tr>
<tr>
<td>LEADERSHIP STYLE</td>
<td>.117</td>
<td>.027</td>
<td>.572</td>
<td>4.303</td>
</tr>
</tbody>
</table>

a. Dependent Variable: WORK FAMILY CONFLICT

The results show that the leadership style variable has significance effect towards the work family conflict. The p-value on the leadership style variable indicate 0.000, which is smaller than 0.05. The regression test above describe that the value of β₀ is 12.495 and the value of β₁ is 0.117. So we have the equation:

\[ Y = 12.495 + 0.117X + \varepsilon \]

Table 3: The Result of Regression Model Significance Test Leadership Style Towards Work Family Conflict

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>29.729</td>
<td>1</td>
<td>29.729</td>
<td>18.520</td>
<td>.000²</td>
</tr>
<tr>
<td>Residual</td>
<td>60.999</td>
<td>38</td>
<td>1.605</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>90.727</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: WORK FAMILY CONFLICT
b. Predictors: (Constant), LEADERSHIP STYLE

The above table show that the result of the F test of the regression model can be used because the p-value for the F test is 0.000, which is smaller than 0.05. This mean if the leadership style variable has zero value, then the work family conflict will be at 12.495 point. The effect of the leadership style towards work family conflict shown at the Table 4:

Table 4: Coefficient of determination The Effect of Leadership Style Towards Work Family Conflict

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.572³</td>
<td>.328</td>
<td>.310</td>
<td>1.26698</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), LEADERSHIP STYLE

The table indicated that the effect of the leadership style towards work family conflict is 0.572 and can be categorized as moderate. The contribution of the leadership style against work family conflict at PT. XYZ is 0.328 or 32.8%, and the 67.2% of it affected by the others variable.
Discussion

The above analysis show that the employee at PT. XYZ experience low level of work family conflict. The highest level of work family conflict seen at the behavior dimension (56.2%) and the lowest level is at the strain dimension (48.5%). This indicates that the employee is not having difficulties when adjusting their role in their home and workplace. Noticing the high percentage of the behavior dimension, it seems that the employee somewhat difficult to differentiate the behavior at work and at home. This can be understood considering the nature of human being. When they have problem they tend to thinking it over until the problem solved. They still try to solve the problem when they are at home, or if the problem come from the family, they still thinking of it while at the office. Sometimes, the role that individual play at the office influence and impacting the home domain, or vice versa.

Among other factors, the authentic leadership style applied at PT. XYZ seems to help the employee to cope with the work environment demand and at the same time they also can cope with their family demand. This proves that ethical leadership styles which impose on the employee relation, fairness, delegation, integrity, and the clarity of target can help reducing the potential for work family conflict among the employees. The influence of the leadership style towards work family conflict is only 32.8%, which is relatively not too high. However, considering many factors that influence work family conflict, this figure is high enough to add or lessen the potential. We suggest that the organization should determine that their leader will apply the authentic leadership style to help the employee coping it the work family conflict.

Zhang & Liu (2011) mention several antecedents of work family conflict which derived from the individual, organization, and the environment. So, it is not very surprising if the contribution of the leadership style only has limited percentages. The antecedent of work family conflict from Zhang & Liu are as follow; the demographic (gender, income, status, education), the personality, type of work, organization support, social support, and child care responsibility. These various factors inter-related with each other affecting the employees.

Regarding the leadership style at PT. XYZ, it is clear that the clarity of target (68.5%) and integrity (62.1%) need attention. The organizations or the owner should put some efforts to improve them. The improvement in the area expectedly can increase the level of trust and believe from the employee. Based on the research, we thought that this is not a difficult task. Why? The owner has already bag the higher point in other dimensions; employee orientation, fairness, and delegation. These three dimensions are important and can become a solid ground to build trust and mutual relationship. The close and good relation between the employees and the owner/leader will facilitate the process of developing trust. With this positive atmosphere both parties could share more information with confidence. The leader then can share the future plan of the company so the employee can know what to expect from them. Employees then can be more involve and discuss anything without worry it will affect their performance. This is favorable atmosphere which can help the employee to overcome the potential work family conflict.

Conclusion

The implementation of the authentic leadership style based on trust and ethic will lessen the potential work family conflict faced by the employees. We realize that the leadership style is
not the only factors which can minimize or even eliminate the potential work family conflict, but it possesses certain level of influence that can add or lessen the degree of conflict potential. Although this research conducted in the relatively small company, the result could give an idea about the leader’s role in helping employees to overcome the work family conflict. Moreover, while the company is small in size, they have high work demand. They have to satisfy their client’s need anytime and anywhere. This will result in increasing certain level of urgency that cannot be ruled out easily. This makes the study is still relevant as a comparison for other research in work family conflict and leadership.

However, we suggest the future research in the field of work family conflict can discuss other factors related to work family conflict such as organization policy, social support for the employee, the employee commitment and engagement, family demand, the level of employee welfare, and job demand. Also, we suggest that the future research should consider respondent from different culture and industries. This will make a good comparison and can build further benefit for the employee and organization. The next step of the work family conflict study is present the result to the authority (Ministry of Labor) so they can consider this matter in the next labor policy. We are sure that the involvement of the authority will further decrease the potential work family conflict face by the employee.

References


