


**DUAL ROLE CONFLICT OF WORKING WOMEN: A PILOT STUDY ON FEMALE PUBLIC BANK MANAGER IN WEST JAVA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p>Received 01 May 2023</p> <p>Accepted 28 July 2023</p>	<p><b>Purpose:</b> The present study aimed to explore factors causing work-family conflicts and family-work conflicts among married female public bank managers in West Java, Indonesia.</p>
<p><b>Keywords:</b></p> <p>Dual Conflict; Family-Work Conflict; Work-Family Conflict; Female Managers.</p>	<p><b>Theoretical framework:</b> Variables such as family size, child's age, working hours, and level of social support are found to affect one's experience of work-family and family-work conflicts. These variables have been conceptualized as the antecedents of work-family and family-work conflicts. However, it is important to consider the effect of these variables on working women's psychological stress and wellbeing. This study aimed to identify the antecedents of work-family conflict and family-work conflicts among married working women. Although many studies have investigated issues on work-life balance, there is no study that reports the antecedents of work-family and family-work conflicts.</p>
	<p><b>Design/Methodology/Approach:</b> The participants were 93 married female managers aged between 30 to 50 years old who lived together with their family and were directly involved in their job. The survey was conducted by administering a six-point likert scale questionnaire, ranging from 1 (strongly agree) to 6 (strongly disagree). The obtained data had passed the normality, validity, and reliability test. After that, ANOVA was applied to find out the significance difference in the two data group.</p> <p><b>Findings:</b> This study found different levels of work-family conflict among female managers due to number and age of children and manager level, which affect their job quality and motivation.</p> <p><b>Research, practical &amp; social implications:</b> The implication of this study is the growing needs of providing a working environment for women, including job satisfaction, communication, family support, and flexible working hours.</p> <p><b>Originality/Value:</b> This study fills the gap of knowledge by investigating the dual roles conflict among female public bank managers in West Java Province, Indonesia.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i8.1471">https://doi.org/10.26668/businessreview/2023.v8i8.1471</a></p>

**CONFLITO DE DUPLO PAPEL DE MULHERES TRABALHADORAS: UM ESTUDO PILOTO SOBRE A GERENTE DO BANCO PÚBLICO FEMININO EM JAVA OCIDENTAL**

**RESUMO**

**Objetivo:** O presente estudo teve como objetivo explorar os fatores que causam conflitos trabalho-família e conflitos trabalho-família entre gestoras de bancos públicos casadas em Java Ocidental, na Indonésia.

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**Estrutura teórica:** Variáveis como tamanho da família, idade da criança, horário de trabalho e nível de apoio social afetam a experiência de um trabalho-família e conflitos de trabalho familiar. Essas variáveis foram conceitualizadas como antecedentes de conflitos trabalho-família e trabalho-família. No entanto, é importante considerar o efeito dessas variáveis no estresse psicológico e no bem-estar das mulheres que trabalham. Este estudo teve como objetivo identificar os antecedentes de conflitos trabalho-família e conflitos trabalho-família entre mulheres trabalhadoras casadas. Embora muitos estudos tenham investigado questões sobre o equilíbrio entre vida profissional e familiar, não há nenhum estudo que reporte os antecedentes dos conflitos trabalho-família e trabalho-família.

**Design/Methodologia/Abordagem:** As participantes eram 93 gestoras casadas, com idades entre 30 e 50 anos, que viviam com a família e estavam diretamente envolvidas em seu trabalho. A pesquisa foi conduzida administrando um questionário de escala de cinco pontos, variando de 1 (fortemente concordam) a 6 (fortemente discordam). Os dados obtidos passaram no teste de normalidade, validade e confiabilidade. Depois disso, o ANOVA foi aplicado para descobrir a diferença de significância nos dois grupos de dados.

**Constatações:** Este estudo encontrou diferentes níveis de conflito trabalho-família entre gestoras mulheres devido ao número e idade de crianças e nível de gerência, o que afeta a qualidade do trabalho e a motivação.

**Investigação, implicações práticas e sociais:** A implicação deste estudo é a crescente necessidade de proporcionar um ambiente de trabalho para as mulheres, incluindo satisfação no trabalho, comunicação, apoio familiar e horário de trabalho flexível.

**Originalidade/Valor:** Este estudo preenche a lacuna de conhecimento, investigando o conflito de papéis duplos entre as gestoras de bancos públicos na província de Java Ocidental, na Indonésia.

**Palavras-chave:** Conflito Duplo, Conflito Trabalho-Família, Conflito Trabalho-Família, Gestoras.

## DOBLE PAPEL DE LA MUJER TRABAJADORA EN EL CONFLICTO: UN ESTUDIO PILOTO SOBRE LA DIRECTORA DE UN BANCO PÚBLICO EN JAVA OCCIDENTAL

### RESUMEN

**Objetivo:** El presente estudio tuvo como objetivo explorar los factores que causan los conflictos entre el trabajo y la familia y los conflictos entre el trabajo familiar y el trabajo de mujeres casadas gerentes de bancos públicos en Java Occidental, Indonesia.

**Marco teórico:** Variables como el tamaño de la familia, la edad del niño, las horas de trabajo y el nivel de apoyo social afectan la experiencia de uno de los conflictos trabajo-familia y familia-trabajo. Estas variables se han conceptualizado como los antecedentes de los conflictos trabajo-familia y familia-trabajo. Sin embargo, es importante considerar el efecto de estas variables sobre el estrés psicológico y el bienestar de las mujeres trabajadoras. Este estudio tuvo como objetivo identificar los antecedentes de conflicto trabajo-familia y conflicto trabajo-familia entre mujeres casadas. Aunque muchos estudios han investigado temas sobre el equilibrio vida-trabajo, no hay ningún estudio que informe sobre los antecedentes de conflictos trabajo-familia y familia-trabajo.

**Diseño/Methodología/Enfoque:** Participaron 93 mujeres casadas gerentes de 30 a 50 años de edad que convivían con su familia y participaban directamente en su trabajo. La encuesta se llevó a cabo mediante la administración de un cuestionario de escala likert de seis puntos, que van desde 1 (totalmente de acuerdo) a 6 (totalmente en desacuerdo). Los datos obtenidos superaron la prueba de normalidad, validez y confiabilidad. Posteriormente, se aplicó un ANOVA para determinar la diferencia de significancia en los dos grupos de datos.

**Hallazgos:** Este estudio encontró diferentes niveles de conflicto trabajo-familia entre mujeres gerentes por número y edad de hijos y nivel gerente, lo que afecta su calidad de trabajo y motivación.

**Investigación, implicaciones prácticas y sociales:** La implicación de este estudio es la creciente necesidad de proporcionar un entorno de trabajo para las mujeres, incluyendo la satisfacción laboral, la comunicación, el apoyo familiar y horarios de trabajo flexibles.

**Originalidad/Valor:** Este estudio llena el vacío de conocimiento al investigar el conflicto de los roles duales entre las mujeres gerentes de bancos públicos en la provincia de Java Occidental, Indonesia.

**Palabras clave:** Conflicto Dual, Conflicto Familia-Trabajo, Conflicto Trabajo-Familia, Mujeres Gerentes.

## INTRODUCTION

The swift changes that have come about as a result of the current era have had an impact on the lives of a great number of individuals in Indonesia, especially the lives of mature women who are on the verge of entering the workforce. In recent years, particularly in urban areas, women have seen significant improvements in their opportunities to pursue higher levels of education (Cevik & Hosgor, 2020). This phenomena has led to new opportunities, paradigms, and a higher awareness for educated women to enter the labour market (Taheri et al., 2021), and it has also led to an increase in the number of jobs available to educated women (Ausat & Suherlan, 2021). The decision that women make regarding whether or not to participate in the job market is also influenced by the growing economic demands (Grawitch et al., 2010) and (Rachim Febiningtyas & Ekaningtias, 2014). According to the findings of some research conducted on married women, the primary motivation for a woman to enter the workforce is the need to support her family (Lewis & Humbert, 2010).

In most cases, the presence of a woman's career outside the home results in a more beneficial impact on her marriage. Seierstad & Kirton (2015) investigate the impact of a woman's family responsibilities on both her performance at work and her attitude towards it. According to the findings of their study, women who have children have a much lower level of dedication to their jobs than women who do not have children. In the meantime, women who have younger children tend to have a stronger dedication to their jobs than women who have older children. Lewis & Humbert (2010) conduct research on the psychosocial elements that working women believe to be the primary determinants of stress and wellness. It was revealed that the relevance of stressors connected to work was significantly larger than the significance of stressors related to family; yet, the interaction between family functions, stress, and health is also significantly important (Sheidow et al., 2014).

Gamarel et al. (2014) outline six general functions in women's life. They demonstrate that the majority of women, at some point in their lives, will be required to strike a balance between the various roles they play. It has been observed that working women's multiple duties have both beneficial and bad effects on their physical, mental, and psychological health as well as on the harmony and well-being of their families (Kang & Jang, 2020).

Women who have a greater number of responsibilities are in better physical and mental health than those who have fewer responsibilities (Ahrens & Ryff, 2006) and (Sumra & Schillaci, 2015). This suggests that kids respond to motivation, self-esteem, a sense of control, and physical stamina by having the appropriate appreciation (Kim et al., 2014) and (Nur'aeni

et al., 2022). On the other hand, women who have dual roles have reported experiencing negative effects on their mental and physical health. These effects include a loss of appetite, insomnia, weariness, and even disputes in the household, particularly with children (Seierstad & Kirton, 2015).

Conflicts between the family and the workplace, as well as those within the family, have a tendency to have a negative impact on the family sphere, which in turn leads to decreased life satisfaction (Gamarel et al., 2014). Based on extant literature, several factors have been identified as determinants of the extent to which conflicts between work and family domains arise. Research has indicated that various factors, including family size, children's age, work hours, and social support, can impact an individual's experience of work-family and family-work conflicts (Seierstad & Kirton, 2015); (Gamarel et al., 2014) and (Lewis & Humbert, 2010). These factors have been considered to be the root causes of both work-family and family-work problems. Yet, it is essential to take into account the impact of these factors on the levels of psychological stress and wellbeing experienced by working women. The purpose of this research was to determine the factors that contribute to work-family conflicts and family-work conflicts experienced by married working women. Despite the fact that numerous research have been conducted on the topic of work-life balance, there has not been a single study that investigates the factors that lead to work-family and family-work conflicts. This study investigated the tension between having two tasks at once among female public bank managers in the province of West Java in Indonesia. The researchers hoped their findings would help address a knowledge vacuum.

## **LITERATURE REVIEW**

### **Review Work-Life Balance**

Work-life balance refers to a balanced condition between the work and life demands of an individual (Subari & Sawitri, 2022). While employees view work-life balance as a choice to manage their work and personal or family responsibility, Organizations view it as a challenge to create a working environment that supports their employees to focus more on their job in the workplace (Haar et al., 2014) and (Lewis & Humbert, 2010).

The significance of achieving a balance between work and personal life has been emphasised in the extant literature. This underscores the apprehension within the community and affiliated entities regarding the effects of diverse roles on the physical and emotional

welfare of women in the workforce, as well as their potential ramifications on their occupational efficacy, familial equilibrium, and societal functions.

Work life balance makes your life not only filled with work, work, and work. But you can be more productive by exploring the things you like outside of your work. Of course this will affect the feeling of being happier at work. Recently, workers in Indonesia are also increasingly aware of the need for a balanced work life. There are several reasons you should know why you must balance your work and life outside of work, among others:

#### Avoidance of various diseases

Work-life balance will increase one's happiness. Happiness will make a person more positive and optimistic, so that the body can produce body immunity that can protect against various diseases. You can also avoid mental illness, because you don't feel pressurised when doing your job.

#### Improves performance

When you have good physical and mental health, you can certainly do your job well. With this, you can provide good performance for the company. You can do more focused work without worrying too much about your social or family life.

#### Reduces saturation and stress

Feeling bored and stressed about work is something that often haunts workers. But, if you have achieved work-life balance, you can reduce these feelings and have positive energy to do work. Because you already feel enough due to the fulfilment of personal and family needs.

#### Good relationships

The most important benefit of work-life balance is that you have good relationships with the people around you. Be it your friends, partner, and family. By achieving work-life balance, you can maintain healthy relationships with them, so you can avoid conflicts that are created.

#### Increased creativity

To be able to come up with creative ideas, one needs to be free from inhibitions. That's why it's important that you maintain a work-life balance.

### **Work-Family Conflict and Family-Work Conflict**

For working women, office and home are two objects that demand full attention as they are time and energy-consuming to manage and demands responsibility to resolve work-family conflicts (Greenhaus & Beutell, 1985). According to Allen & Finkelstein (2014), these conflicts are even intensified by women's mother instinct. Since working women face growing demands to improve their career performance, their sacrifice becomes even greater as they defer their childcare responsibilities and face the risk of losing interaction and contribution to their children's education and development (Nohe et al., 2015). Another issue faced by working women is associated with efforts to find adequate and affordable access to take care of their babies (Derks et al., 2016).

Work-family conflict is defined as a conflict between roles where the job demands are incompatible with the family demands. This incompatibility is shown by increased difficulty to participate in the job-related role based on the family roles and vice versa (Nohe et al., 2015). Women's inability to manage their responsibility regarding these roles is likely to result in inter-role stress and conflicts (Patterson et al., 2019) and (Haar et al., 2014). The previous study showed that lower work-family conflict is associated with lower attitude, job consequence, and job satisfaction (Derks et al., 2016) and higher turnover intention (Lewis & Humbert, 2010).

Work-family conflict refers to a conflict between one's family and job role, causing one's job role to be more difficult as he or she is obliged to perform his or her role in the family and vice versa (Nohe et al., 2015) and (Perdana & Mardiana, 2018). Previous study conducted by Armstrong et al. (2015) found that work-family conflict tends to negatively affect to bring negative impact on the home, lower life satisfaction, and internal conflict among family members. Both work-family conflict and family-work conflict refer to individuals' conditions who attempt to fulfill demands from women's different roles.

Characteristic of the workplace also contributes to a higher level of work-family conflicts. Studies have found the weekly working hour, overtime hours, less flexible schedules, ignorant supervisors, and an unfriendly working environment is among the factors that increase the probability of female managers to face work-family role conflicts (Armstrong et al., 2015); (Nohe et al., 2015) and (Haar et al., 2014).

Seierstad & Kirton (2015) state that women with dual roles (e.g., as a mother, wife, and manager) face higher stress but exhibit higher confidence than women and men without dual roles who are unmarried, unemployed, and no children. In other words, there is a positive

relationship between roles and psychological health when a woman loves her job and family life.

Distinguishing between family work conflict and work-family conflict is a common practise in academic discourse. These two concepts are considered distinct from one another. The primary focus of the research pertains to the impact of an individual's occupation on their familial relationships, particularly in terms of generating or exacerbating conflicts. This conflict can be viewed through the lenses of work-family and family-work perspectives, which highlight the incongruity between familial and occupational roles. This incongruity can result in increased challenges when attempting to fulfil work-family and family-work obligations (Derks et al., 2016).

## **METHODOLOGY OF STUDY**

Ninety-three married female public bank managers were recruited as respondents. They were at the age between 30 to 50 years old. They had been married for at least two years, lived with a partner and a working woman. This study exclude the data on female managers suffering from psychiatric and neurological illnesses with partners suffering from physical or psychiatric and neurological illnesses. Firstly, the data obtained were tested for normality, validity, and reliability.

The normality of the data was tested using one-sample Kolmogorov-Smirnov normality test. The significance value was 0.721, indicating that the data were normally distributed. After ensuring thenormality of the data, the following action was testing the validity of the data. The validity test gained the lowest correlation of 0.612 and the highest correlation of 0.781, meaning that the instrument could be considered valid. Regarding the reliability, the value of Cronbach's alpha on each variable was greater than 0.60 in case this research instrument could be said to be reliable. After that, the data was ready for further analysis, using descriptive and inferential statistics. Carl Pearson's Correlation was applied to find the relationship between the variables.

The present investigation employed a set of ten items originally devised by Netemeyer et al. (1996), which were subsequently adapted to an 8-point Likert-type response format. The purpose of this approach was to assess the extent of family-work conflict and work-family conflict experienced by the study participants. The respondents were requested to express their level of agreement with each statement on a scale ranging from 1 (strongly agree) to 8 (strongly disagree). A positive correlation was observed between the score and the level of work or family conflict, where a higher score was indicative of a higher level of conflict, and a lower score was

indicative of a lower level of conflict. The internal consistency of the scale was found to be high, with alpha coefficients ranging from 0.82 to 0.90. The validity of the scale was determined to be satisfactory in terms of content, construct, and predictive measures (Yalcin & Seker, 2016).

## FINDINGS AND DISCUSSION

### Findings

The age mean of the respondents was 34.31 years (SD 7.89). Nearly half (47.3%) of the participants were between the ages of 40 and 50; the majority (87.3%) are Muslim from an urban background (87%). Regarding the number of children, 31.2% of women had one child who showed a trend in the small family system, and 63.7% had two children, and the rest had three or more children. 84.6% of women decided to work to increase family income, 9.3% of respondents worked because they were career-oriented, and the rest had reasons to meet their personal financial needs. The mean score exposed that among female managers, the highest mean score was on work-family conflict (mean = 23.69; SD = 6.33), and the lowest was on family-work conflict (mean 20.54.01; SD = 7.14).

Table 1. Standard Deviation and Range Calculation Result using ANOVA

Value	N=93	
	Mean (SD)	Range (min-max)
Work-family conflict	23.69 (6,41)	6-33
Family-work conflict	20.54 (7.23)	5-30

Source: Research Results (2023)

The results of the one-way analysis of variance (ANOVA) on the rankings of work-family conflict and family-work conflict showed significant results ( $F = 3,246$ ;  $P < 0.05$ ) work-family conflict and family-work conflict ( $F = 5,424$ ;  $P < 0.01$ ) among female managers whose children were in the 5-10 years age group. Similarly, women with higher educational backgrounds rated their family-work conflict differently ( $F = 3,456$ ;  $P < 0.05$ ) and work-family conflict ( $F = 4.226$ ;  $P < 0.01$ ).

Furthermore, high score of family-work conflict was found among participants with one child, whereas work-family conflict was lower among participants with no children. However, rankings among different groups on family-work conflict were statistically significant ( $F = 9.07$ ;  $P < 0.001$ ). There was significant variation in the group ways of working women in different settings on work-family conflict ( $F = 3.376$ ;  $P < 0.05$ ) and family-work conflict ( $F = 8.713$ ;  $P < 0.001$ ).



Middle managers were reported to have higher work-family conflict scores than low managers. Conversely, family-work conflict scores were found to be higher among lower managers when compared to middle managers. High significance of Family-work conflict ( $F = 4.638$ ;  $P < 0.05$ ) and work-family conflict ( $F = 3.553$ ;  $P < 0.05$ ) were found among participants who were demanded to perform dual roles by their husband. High score of work-family conflict ( $F = 5.254$ ;  $P < 0.01$ ) was also found among participants who work due to financial needs.

## DISCUSSION

This study aimed to explore the factors causing work-family conflict and family-work conflict among married female public bank managers in West Java. Work-family conflict and family-work conflict were more prevalent among female managers with oldest children between 5 and 10 years old than those with no children. This occurs because the age of 5-10 years is the initial period for children to start school. Thus, the children need more attention from their mothers. Moreover, the school fee required high costs that might raise problems for parents, including working women.

This study supported previous research that the children age is associated with more family-work conflict among married female managers. Şahin et al. (2017) enlightened that women with preschool children experienced different types of conflict and concluded that female self-role mismatch led to poorer mental health.

Some researchers applied flexibility of time and willingness of parents to help (Allen & Finkelstein, 2014), while others used variables such as family demand (Kuo et al., 2018) in predicting work- family conflict. Mikkelsen et al. (2015) revealed that family involvement and family expectations contributed positively to family-work conflict. A low sense of family responsibility caused an increase in the contribution of pressure on the family, thereby interfering with the work role of managers (Allen & Finkelstein, 2014).

Considering that family members such as children and the elderly need more care, the obligation to meet their needs could affect family roles, creating inter-role conflict and impacting family roles, thus eventually resulting in work-family conflict (Yalcin & Seker, 2016). This is supported by the study of Seierstad & Kirton (2015) that found that women with preschool children experienced more role conflict.

Workplace characteristics also contributed to higher levels of work-family conflict. In this study, women who worked as middle managers were reported to experience more work-family conflict, while the family-work conflict was more common among women who worked

as low-level managers. Researchers had investigated some factors that might increase conflict between women's roles in a family and their workplace. The factors that were found to impede work-life balance included the weekly working hours, frequency and quantity of overtime, rigid work schedules, unsupportive managerial oversight, and an organisational culture that was not conducive to balancing work and family obligations (Haar et al., 2014) and (Lewis & Humbert, 2010).

The present investigation revealed a significant association between the dual demands and expectations placed on female managers and elevated levels of work-family conflict and family-work conflict experienced by employed women.

Matin et al. (2013) found a positive correlation between the support and involvement of husbands and parents and reduced levels of conflict among married women who work outside the home. According to (Gamarel et al., 2014), the impact of work demands on family responsibilities was found to be more negative than the impact of family demands on work responsiveness.

Workplace stress can be exacerbated when workers feel they have to juggle two roles at once. Dual role conflict is a role conflict that develops when a single individual tries to meet the demands of more than one position. The role conflict here is between a woman's responsibilities as a wife or mother, who must care for the family, and her responsibilities as a working woman, who wishes to do well professionally (Pratiwi & Betria, 2021). The dual function actually has major repercussions. On the one hand, women must be able to fulfil their roles as wives and mothers, and on the other hand, women earn a living to aid their husbands, and in some situations are more reliable in earning a living. Despite this, women are expected to fulfil two roles at once, which can have serious psychological repercussions. Role confusion has a negative impact on productivity (Sari et al., 2021).

Conflict arises if two or more parties fail to see things in the same way and this leads them to take opposite approaches to resolving the issue at hand (Fahmi, 2013). The dissatisfaction that comes from not being able to accomplish one's goals or satisfy one's wishes because of another's efforts to counteract those efforts is what leads to conflict (Rahmadita, 2013). An individual's role is the part he plays and the way he acts in response to specific contexts. Women in the workforce sometimes find themselves in difficult situations where they must choose between prioritising their careers and caring for their families. Women are typically thought of when the word "gender" is mentioned as having characteristics such as being nurturing, soft-spoken, maternal, and emotional (Faqih, 2013). The concept of a "dual

role," in which one person is responsible for both their professional and personal lives, is gaining popularity. Subsequently, Roos and Gatta restated the growing occurrence of women juggling various roles as a result of a woman's higher education level and the discrimination that follows from it because of her gender (Putrianti, 2007).

### **Work-Family Conflict (Role as Employee)**

The term "work-family conflict" refers to any time there is tension, stress, or an imbalance between the various roles played by different people in the home and the workplace. One definition of work-family conflict is a misalignment between the responsibilities of both the breadwinner and the breadwinner's family. Components of work-family include "family affairs interfere with work, work-family conflicts might occur when work matters interfere with family matters," among others (Ramadita, 2013).

### **Family-Work Conflict (Role as a Housewife)**

In its most basic form, the nuclear family consists of a father, a mother, and their children, and can be considered the smallest social unit in any community. In order to fulfil their societal responsibilities as husband and wife, parents and children, or brothers and sisters, members of the family must connect and communicate with one another. It's true that society ultimately determines one's place in a family, but that role is reinforced by love at every home. These sentiments are shaped by both family history and individual upbringing.

### **Work Stress**

Every external action, condition, or event that sets specific psychological and/or physical demands on a person will elicit a stress reaction from that person, an adaptive response linked by individual psychological qualities and/or processes. In most contexts, the word "stress" connotes something terrible; however, this is not always the case; in this case, "stress" refers to "job stress," which indicates a type of interaction between an individual and their surrounding environment. The effects of stress can be either beneficial or detrimental (Akbar, 2017). When stress is kept at manageable levels, it can actually be beneficial by serving as a driving force to boost productivity, but when it becomes too high, it has the opposite effect and productivity plummets. In contrast to workers with moderate levels of stress, those experiencing high levels of stress at work are more likely to experience physical symptoms (Gitosudarmo, 2008).

Since it is impossible for a worker, especially a woman, to effectively juggle her professional and domestic responsibilities at the same time, dual role conflict will continue to be an issue until this practise is discontinued. Employees can learn more about how to deal with the dual roles they play in order to avoid work stress by becoming aware that multiple role conflicts might generate work stress for female employees. Briefly, clearly, and concisely explain the significance of the study's findings and discussion.

## **CONCLUSION**

The findings of this study highlighted the necessity of formulating guidelines for the management of work-family conflict at the organisational level since it was related to job satisfaction and employee performance. This was due to the fact that it was a factor in both of these areas. According to the findings of this study, female managers who work for financial reasons report having a higher level of work-family conflict when compared to those who work for other reasons. This finding was supported by statistical evidence. According to Lu et al. (2015), a large number of female managers have advanced in their careers because they experienced a lack of risk from conflict and were able to provide for their families. On the other hand, in the absence of support from their families, women are unlikely to make significant headway in their professional lives. It was further mentioned that it is important for women to be careful not to bring their work pressure and frustrations home with them because doing so can disrupt the harmony that exists among their families.

It is essential for the field of work and family study to have a comprehensive understanding of the circumstances under which married female managers almost certainly suffer conflict between their dual jobs. The importance of addressing the growing necessity of providing an appropriate work setting for women, ensuring job satisfaction, promoting effective communication and family support, and offering flexible working hours is potentially becoming more significant.

In the topic of work-family research, the approach that is typically utilised should be able to undergo further development thanks to future study. Researchers that are studying work-family roles need to consider a wide variety of aspects, including job demands, quality of life, stress levels at work, and mental health, in order to arrive at an in-depth comprehension of the relationship between work and family life. In addition, it is essential to investigate the gathering of data in a number of phases over a longer period of time in order to gain a deeper comprehension of the dynamic nature of the work-family role over the course of history.

Longitudinal studies are also required in order to conduct an accurate examination of how different life stages, such as getting married, giving birth, and caring for children, impact one's professional and personal life. The findings of recent research make it abundantly evident that married managers encounter work-family conflict while attempting to maintain a healthy balance between their professional and personal lives. So, companies need to develop standards and performance management systems because these things are related to employees' levels of job satisfaction and their overall performance (Suhartono et al., 2023) and (Ariani, 2023).

This study has a rather small sample size, which is a limitation; as a result, the findings can only be generalised to a certain extent because of this constraint. There is a need for additional study in other types of workplaces to investigate the connection between work-family tensions and the quality of life experienced by married women in the workforce.

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