A QUALITATIVE STUDY OF EMPLOYEE WORK LIFE CONFLICT ON RSUP PROF.R.D.KANDOU MANADO

STUDI KUALITATIF DARIPADA KONFLIK PEKERJAAN-KEHIDUPAN PEGAWAI RSUP PROF.R.D.KANDOU MANADO

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Abstract: Hospital is one of the important aspect for people in the big city. Hospital plays an important role in preventing disease and providing rehabilitation service to people. Incurrent rapidly growing consumer-oriented health industry, quality has become the integral part. This research aims to find out To analyze the Role of Employee Work-Life Conflict in R.S Prof Kandou Manado. Type of this research is qualitative method, the sample size will be 10 employee of RSUP. Prof Kandou. The results show that employees at RS. Prof Kandou think that they are sacrificing their time with family for their work in hospital, employee of RS. Prof Kandou feels they need more time to handle employee work-life conflict. Recommendation for RS. Prof Kandou should maintain and improve the good sign of objectivity and support toward employee who feels burden with employee work-life conflict that they feel.

Keywords: *employee work-life conflict.*

Abstrak: *Rumah sakit adalah salah satu aspek penting bagi orang-orang di kota besar. Rumah sakit memainkan peran penting dalam mencegah penyakit dan memberikan layanan rehabilitasi kepada orang-orang. Saat ini industri kesehatan yang berorientasi pada konsumen yang berkembang pesat, kualitas telah menjadi bagian yang tidak terpisahkan. Penelitian ini bertujuan dan mengetahui untuk menganalisis Peran Konflik Kerja-Hidup Karyawan di RS. Prof Kandou Manado. Jenis penelitian ini adalah metode kualitatif, ukuran sampel akan menjadi 10 karyawan RS. Prof Kandou. Hasilnya menunjukkan bahwa karyawan di RS. Prof Kandou berpikir bahwa mereka mengorbankan waktu mereka dengan keluarga untuk pekerjaan mereka di rumah sakit, karyawan RS. Prof Kandou merasa mereka membutuhkan lebih banyak waktu untuk menangani konflik pekerja-kehidupan karyawan. Rekomendasi untuk RS. Prof Kandou sebaiknya menjaga dan meningkatkan objektivitas dan dukungan terhadap karyawan yang merasa terbebani dengan konflik kerja-hidup karyawan yang mereka rasakan.*

Kata Kunci*: konflik kerja-kehidupan karyawan*

INTRODUCTION

Research Background

Hospital is one of the important aspect for people in the big city. Hospital plays an important role in preventing disease and providing rehabilitation service to people. Incurrent rapidly growing consumer-oriented health industry, quality has become the integral part. There are many things about the hospital that are considered, whether it is good or bad, but still, it should be a concern of the hospital itself. By looking at the kind of human needs, the hospital also exist to help every patient that comes with many health problems. Every patients that being treated in Hospital are in demand of excellent service from Hospital while they are under treatment. Within that purpose, all kinds of employee that works in Hospital should be always ready to give their best, from doctor, nurse, administration staff, pharmacist, and even cleaning services. With 24 hours of work-time, and even some employee are known to work longer hours per week, often working through weekends and even forgoing holidays.

The fast pace economical development in 20th century, across the globe has created new endeavors for the business organizations. Globalization has changed the world into a global village. This change has pushed the organizations for striving hard to gain and sustain their competitive advantage, by reducing cost, increasing profits and enhancing the operations. The changing world scenario also evoked the changes in the organizational culture.

Organizational changes due to downsizing, mergers/ acquisitions and radical changes in technology have changed the work setups. The employees in present are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments. This situation gave rise to the greatest challenge of human resource management issue i.e. Work Life Conflict (WLC). In hospital, it applies with the situation employee in so much pressure that leads into sacrificing some of important part of their life in Hospital that leads into work-life conflict.

According to research by Vlastos (2006) that states Work-life conflict occurs when the cumulative demands of work and non-work life roles are incompatible in some respect so that participation in one role is made more difficult by participation in the other role. The work-life conflict is a very significant problem; it breaks down the mental and physical well-being of employees, it affects the quality of their personal relationships outside of work, and in the end it will increase the cost of doing business because employees experiencing high levels of work-life conflict are likely to miss more work days per year, are less committed to the organization, are less satisfied with their job, and are more likely to intend to leave their job.

Prof. Dr. R.D. Kandou Manado is an educational and central hospital of the Provinces of North Sulawesi and Eastern Indonesia, is built on 9 August 2005. On June 26, 2007, Prof.Dr.Dr. R.D. Kandou Manado is designated as an agency which constitutes KDP-BLU with Decree of the Minister of Health Number 756 / Menkes / SK / VI / 2007 and Decree of the Minister of Finance No. 272 / Keu.05.2007 dated June 21, 2007. As a government hospital of course it requires to continue to grow in line with the developments that occurred in the city of Manado especially with status as the largest hospital in Manado City even in North Sulawesi and should be able to meet all demands and needs of diverse communities with different backgrounds.

Because of that, service of RS. Prof Kandou hospital has been highlighted by the public in Manado. Employees of RS. Prof Kandou are in demand to work hard and always be ready to give the best services 24 hours a day. That pressure leads to problems within their personal life that sometimes contradicts with their work situation, that leads into conflicts such as not going to work and there are many patients and other conflicts like that.

The problem that could happen at work sometimes indirectly cause problem at home itself. Most of the time family will find hard to have time with the family member at work. On more serious note, it can make family losing trust to family member because their presence in family became lesser. At this point where a person cannot have balance on their work-life conflict, the problems will come around.

Research Objective

The objective of this research is to analyze the Role of Employee Work-Life Conflict in R.S Prof Kandou Manado.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resources Management (HRM) is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmed and practices (Bratton and Gold, 2007). Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. HRM is a managerial perspective which argues the need to establish an integrated series of personnel policies to support organizational strategy (Huczynski and Buchanan, 2004). Armstrong (1999) says that HRM 'is concerned with the employment, development and reward of people in organizations and the conduct of relationships between management and the workforce'.

Human resource management (HRM) refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations. The purpose of HRM is to ensure that the employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and the employees obtain both material and psychological rewards from their work.

Other authors preferred to explain what is included in human resource management instead of a clear definition in order to describe the subject. Human resource management is about the management of an organization workforce, this management requires efforts from the organizational leadership in different activities such as recruitment, selection, appraisal and compensation to create a workforce and manage it (Jan and Uhlaner, 2003)

The differences in the interpretation of HRM have created two different schools of thought: soft and hard variants of HRM (Storey, 1992). Soft and hard HRM are also often defined as two main models of HRM. Soft HRM focuses on employee training, development, commitment and participation. It is used to define HR functions aimed to develop motivation, quality and commitment of employees; hard HRM, on the other hand, concentrates mostly on strategy where human resources are used to achieve organizational goals. It is also associated with cost control and head count strategies, especially in business processes like downsizing, lowering the wages, shortening comfort breaks, etc. (Beardwell and Claydon, 2007).

Employee Work-Life Conflict

In today's growing world, the issue relating to work life and its impact on job performance has been considered as a very important topic to deal with. Every individual is faced with a number of problems which he has to accept and solve. Both the positive impacts as well as the negative impacts are being demonstrated and elaborated by the researcher so that the organization can take advantage. For instance it has been noted that individuals have to face an inversely proportional scenario in their life with the work life conflicts and wellbeing, it means that the work life affects the wellbeing of an individual to a great extent. The higher the work life conflicts occur, the lower the wellbeing of an individual would be (Frone, 2000).

The leading situation would be considered as lower level of employee satisfaction, the burn outs would be at their greatest, there will be excessive use of alcohols and drugs along with poorer health and safety issues. This was all reported by keeping in view the individuals who had actually faced such kind of conflicts and had gone through such situations (Bliese, et al, 2001)., but on the other hand few researchers have measured it by using only one root and have made it through. It can be stated in such a way that there are some exceptional forms of dimensions which could be used in order to eliminate the work life conflicts on a great extend as they are really helpful in maintaining a work life balance for individuals. Sometimes an individual just need an emotional support and emotional stability brings a lot of satisfaction for him than any other tangible support would bring. This means that the conflicts majorly depend on the situations and the depth of issue which has created the feeling of anxiety in an individual. If the reason for anxiety and worry is highlighted then people can use a variety of options in order to reduce and eliminate his feeling and can make him feel contented and satisfied. But it's a very difficult task to realize what situation is making an individual react worst (Al-Ali, 2008,).

Most work-family research has focused on the conflict caused by participation in multiple roles. As individuals have a finite amount of energy, involvement in multiple roles and the demands of these roles reduce available resources. Work-family conflict is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus and Beutell, 1985). The time spent by an individual to fulfil a work role cannot be simultaneously devoted to family responsibilities, which he or she also seeks to address. For example, work obligations may prevent an individual from being physically available to pick up a child from school because he or she cannot be in two places at once.

Again, the strain produced in the work domain spills over into the family domain making it difficult to fulfil family duties. For example, a stressful day at work may make it difficult for an individual to conclusively fulfil household chores or to patiently engage family members at home. Family-to-work conflict occurs when involvement in a family activity interferes with participation in a work activity (Greenhaus and Powell, 2006). This type of conflict may be affected by several factors such having a working partner, spousal support, equity in the division of labor at home, adequacy of child care or elder care provisions, gender and marital status of the person working, impairment level of adult-care recipients, and age of dependent children.

Work-family conflict has been shown to encompass three forms: time-based conflict, strain-based conflict, and behavior-based conflict (Greenhaus and Beutell, 1985). Time-based conflict is defined as multiple roles competing for a person's time, in that, time spent on activities in one role generally cannot be spent on activities in another role. An example of this would be if an individual had to work overtime and in consequence, missed their child's football game. Strain-based conflict exists when to strain such as tension, anxiety, or fatigue in one role affect's performance in another role. An example of this would be if stress from a bad review at work, spilled over and caused tension between an individual and their spouse. Behavior-based conflict occurs when specific patterns of in-role behavior may be incompatible with behavior expectations in a second role. An example of this would be if a manager displays a dominant personality at work and finds that the same pattern of behavior is ineffective with his or her children.

Work-life Conflict toward Job Performance

Organizational success depends on achieving high level of employee performance. Organization goal are accomplished by employee efficiency and loyalty to their work. Employee performance is negatively affected by work family conflict (Harrison, Newman and Roth, 2006). Work family conflict reduces level of satisfaction and employee performance.

Work family conflict is negatively related to job stress and performance. The work family conflict have negative significant influence on perceived employee performance in the context of Pakistan (Shazad, et al. 2011). Work family conflict occurs due to long hour of work, and employee's high commitment with the organization as compared to their commitment with family as a result they miss their family activities due to tight work schedule (Andreassi and Thompson, 2007).The results point out that work and family demands both influence the employee's job performance. Married women face significantly higher work family conflict then unmarried women. Number of children and family related factors strongly interfere the women executive's job. Day care facility in the organization is positively related with employee job satisfaction and employee performance and it also reduces turnover and improves work climate. Working female is more satisfied when their children's are near to their work place which positively affects their performance (Ezra and Deckman, 1996).

Previous Research

Nadeem and Abbas (2009). The study was aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not effect the job satisfaction of the employees in Pakistan. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees. The policy alternative should be that a supportive management is required to minimize the conflict between work and family. Top management should realize the importance of work life balance and its adverse affect on job satisfaction. This study holds a similar variable and being different in the industry that has been research on.

Reynolds (2005). This study helps integrate the work-life and work hours literatures by examining competing predictions about the relationship between work-life conflict and the desire for paid work. Using data from the 1997 National Study of the Changing Workforce (N ¼ 2,178), I find that work-life conflict makes women want to decrease the number of hours they work whether the conflict originates at home or at work. Men only want to decrease their hours when work-life conflict originates at work, and some men facing frequent conflict actually want to increase their hours. I also find that having children does not increase the likelihood of wanting to work fewer hours but having a higher income does

Conceptual Framework

| Worklife Conflict | → | Employee of RSUP Prof.Kandou |

Figure 1. Conceptual Framework
Source: Data Processed, 2018

RESEARCH METHOD

Type of Research
This study is a qualitative research. This research tries to ask the people to express their thoughts about a variety of topics without giving them a lot of directives or guidelines how to what to say.

Place and Time of Research
This research and interview conducted in the R.S Prof Kandou Manado from March until April 2018.

Population
According to Sugiyono (2007) in qualitative research there is no population term but just social situation, which consists of three elements: place, actors and activity. The social situation of this research is all Elements that can be respondent about Employee Work-Life Conflict in RS. Prof Kandou.

Data Collection Method
Hoz and Boejie (2005) explain that primary data is original data collection for a specific research goal. Primary data were collected from interviewing total of 10 respondents.

Data Analysis Method

Validity and Reliability
To ensure reliability and validity of qualitative research, it is helpful to uses triangulation. Triangulation is the effort to check the accuracy of data or information obtained by researchers from a variety of different perspective by reducing as much as possible the differences that occur when we collect data analysis (Moleong 2008).

RESULT AND DISCUSSION

Result
The Interview Results part will cover the answers encountered for each question. The answers will be ordered per respondent/informant and presented informant by informant from informant 1 to informant 10.

Informant 1
Informant 1 is 29 years old, she's a nurse and already work quite long in the hospital. Informant 1 said she feel comfort with the workplace situation so far and said that she still able to handle the weight of work that being given there. Her co-worker is great in term of helping each other and they always back her up all the time. She can handle her work greatly are part of her co-workers hard work also. Informant 1 said that there are some

situation that makes her choose work over an important day with family such as holiday together with family or family gathering because her work shift is at the same day with those important day. Informant 1 said their family is already accepting the situation of her work and not feel disturbed by that. When her family knows there are some events and she cannot attend them because of her work, they will not forcing her to choose family over work. So far Informant 1 does not feel the pressure to keep up their work and her family activities, her solution is to explain more to the family about her situation and work and be more open for it.

Informant 2

Informant 2 is 31 years old, she's in nurse as well. Informant 2 worked in RS. Prof Kandou for already 7 years. Informant 2 said already used to the situation of working there since she already work there long enough regardless the situation happen there. As year changes, there are crew that changed so the situation in her workplace constantly changing but she can adapt easily already. The thing that informant 2 felt a little difficult and the challenges in working there since she already senior and have a few more work than her other partner, sometimes she must go home late night because of work or overtime and making the relationship with family become less. Informant 2 said even though the relationship with family became less, her family does not interfere more on her work situation. Her husband are a civil servant so she sometimes brings her kids to a workplace because no one will watch them when they both are working. She thinks it is a best way to keep watch her kids than just leave them at home. Informant 2 said she did her best to keep maintaining the work-life situation and her solution is still maintaining contact with the family members regardless their meeting time is quite less.

Informant 3

Informant 3 is 47 years old, she's a supervisor in administration staff and work in there for about 20 years. Informant 3 said that regardless any situation in her work there happen, she feel capable of handle all of things since she already work there for so long. Informant 3 the work situation there already been adjusted to her capabilities since she already in high position of working there. Her family also adjusted to her work so they feels okay about it. Informant 3 said the best tip is that to handle all those things all that comes after her and the only things she needs is time, because as time goes by, anyone will be adjusted with those kind of things.

Informant 4

Informant 4 is 22 years old, she's an assistant of administration staff and working there only for one year. Informant 4 said because she just works there for one year only, the situation at work there still not adjusted with what she want, and she still some time to blend in with situation there. Informant 4 said there are some problems with work and the interference of it with her time with family, for example she still cannot freely take day off for a family reasons, how important it is. Informant 4 family feel quite disturbed with her work there because she is still young and being given a lot of work. Obviously her family feel concerned about her and it causes some little argument between her and her families. Informant 4 said the work there personally burdens her, but she still adjusting her time and try her best to not causing conflict for both of it.

Informant 5

Informant 5 is 32 years old, she's a pharmacist and work in RS. Prof. Kandou for 3 years only. Informant 5 said that she fit well with the work situation there and feel capable of handling it regardless of any situation there. She can handle most of problems that being faced to her in workplace and because she already feels synchronized with her co-workers there. Informant 5 said the work given there still not interfere much to her life and not causing conflict to her life. On her family side, her family said that they miss the presence of her in family events but they still try to understand because of her responsibilities at work that causes that. Informant 5 said she still okay so far and not given burden to her about her work, so she try to manage well about the work and life. Her solution is when given free time she spend well about it with her family.

Informant 6

Informant 6 is 25 years old, he is only spending 6 months working there. Because he still categorized new there, the amount of work that being given to him is still easy and not too many like other employee. He also in process of blending in with his co-workers, and luckily his co-workers supports him to became part of their family. Informant 6 feel that his family still considerate about his work because his family believe that it just need time to adjust to his work. Informant 6 said that the work should not burden him so that he still can manage

things well with his family, after all he still considered in process of blending in there so he still have many time for manage all things well.

Informant 7

Informant 9 is 30 years old, he is helper in RS. Prof Kandou and already work there for 2 years. Informant 9 said that he can handle his job pretty well. His work situation there feel ease for him and he does not consider his work as his personal burden. Informant 9 feels that Hospital does not give him enough free time to spends with his family. Because of that, his family not expecting many things for him anymore, they just want him to focus on his work, and he feel disturbed by it. Informant 9 feels quite hard to adjust but there are some things from work that he cannot control so he just go by with it.

Informant 8

Informant 8 is 36 years old, he is a head of cleaning service there and already for 7 years. Informant 8 feel that the amount of work given for him are quite plenty and became burden for him. There are time with family that he sacrifice because of their work, like family gathering or when his kids are sick. As a head of a family he feels pressured and the demanding of his position at home is quite needed. His best solution is given enough money to support his family so when needed, there are enough money for his family needs.

Informant 9

Informant 9 is a male 29 years old and work as finance staff for about 5 years there. He feel he blended with work situation there since he work there quite long enough. There are times that they feel he needed to be with family but he must work so it quite burden him. Luckily his family already understand with his situation and not give more burden to him. His solution is keeping his priorities straight between work life and family life so it won't causing a stress for him.

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Informant 10

Informant 12 is a female 26 years old and work as finance staff for just 1 year. She think that work situation in RS. Prof Kandou is hard for her because there are time that she must work overtime and not getting more payment in return. Like other responses, she thinks also that there are many sacrifices that she makes in return and her family is quite worried by her situation. She also thinks that if she is not capable to handle more, she will quit her job there.

Discussions

People play many roles i.e. as employee, boss, subordinate, spouse, parent, child, sibling, friend, and community member. Each of these roles demands us time, energy and commitment to be fulfilled. Work-family or work-life conflict happens when the cumulative demands of these many work and non work roles are not compatible in some respect so that involvement in one role made it more difficult to involve in the other role. Therefore, work-life conflict (WLC) occurs when the demands for time and energy in satisfying one role make it difficult to participate in other roles. On top of that, increasing escalation of women workers, dual-earner couples, senior workforces, and flexible work schedules have triggered sharp changes in the way individuals balance their work and family lives. Creating a balance between job responsibilities and family responsibilities is a dilemma for the employees and almost impossible due to a turbulent work environment, and fast moving economic development across the globe which resulted in demanding jobs and long working hours. The issues associated with balancing work and family are of paramount importance to individuals, the organizations that employ them, the families that care for them, the unions that represent them, and governments concerned with global competitiveness, citizen well-being, and national health. Work is taking over the lives of many of us in today's fast-paced, global environment, and if we do not guard ourselves against work-life imbalance, there could be increasing work-life conflicts and stress resulting from long hours and workload escalation.

The role of employee work-life conflict and how to manage it is really important in every organization. Based on the interview conducted with all of the twelve informants which is the employee of RS. Prof Kandou the result shows that most informants almost have the same answers about the Role of employee work-life conflict. It is also discovered that each of the employee of the ten informants have almost the same experiences and opinions.

To be noted, all informants have been working in RS. Prof Kandou on range 6 months up to 20 years, and majority of respondents cannot have more time with the family because of their work.

The discussion part will consist of analysis of the findings. The analysis will be about employee work-life conflict in the RS. Prof Kandou. Results show that many of them feels that work that being given in RS. Prof Kandou have impact on their time with family.

According to Informant 1, 4, 9, and 2 that came up with variants of same answer, there are time that when working in RS. Prof Kandou, employee sacrifice the time with their family member. Most of them cannot attend some special occasion with family or just spend some quality time with them.

The "pressures of life" associated with growing modernization refers mainly to the structure of employment, the length of the working day and the pressures coming from the work place. Even though most of them already blended and feel can manage well with the workplace situation, it still causes the majority of them cannot spend time with family member.

A variety of changes in the composition of the workforce , and changes in work and life attitudes have significantly altered the relationship between work and family domains, making it more difficult for employees to balance their work and family demands. As a result of these competing demands, interference can occur between the work and family domains, leading to work–family conflict (WFC), as been told by Informant no 9 that   he feels pressured and the demanding of his position at home is quite needed.

Family supports can also be a plus point in terms of balancing between work and life conflict. Just like informant 3 answer, that his family supports him all the time, it causes more positive effect regardless the situation being given through work. Because generally we will feel more spirited at work if we know that our family got us back.

Contradicts with Informant 6 answers, when her work brings an argument within the family, it will causes an unnecessary conflicts that may affect the work itself. Attaining a balance between work and family demands has become problematic for the majority of organizations, employees and families. It is widely accepted that incompatibility or conflict between these two domains has adverse effects on the health and well-being of employees.

Taken with example from informant no 4, that managing the priorities is the one key, when a people can manage well whether they just focus on work or give some attention to family, it can be working well and will not causing any conflict or interference between both of them.

Informant no 3 said that timing also important, each people have a different time of adjustment towards anything, but when we compare the people who already work long enough in hospital, we can conclude that everyone can get used to any work situation, it just a matter of time to answer that.

Both types of coping have their place, but problem-focused coping is far more effective. People want to acknowledge and process your emotions about frustrating work-family conflicts, but it's more effective to attempt to solve the problem at hand. Everyone's work and family situations are different, but some problem-focused coping solutions that suit people needs such as try having a candid conversation with boss or team about the conflict. Explain that they still dedicated to their work, but they also need time for family. Sometimes communication is all it takes, because boss may not even know about the struggle. And also when people have to leave early or come into the office late, offer to come in early or stay late the next day. And if people share responsibilities with a coworker ask they can switch duties when needed, and offer to do the same for them.

HRD has the potential to make a significant contribution in this regard. The need to design and roll out focused and targeted responses to this complex issue falls within the remit of the strategic HRD function. The role of the function is not simply limited to designing such initiatives but crucially is required to ensure that training is provided at a number of levels within the organization to ensure that the initiatives developed do not remain a policy document but rather are actively absorbed into the daily life and values of the organization. Training should not be restricted to those contemplating availing of such initiatives but need to embrace both colleagues and supervisors/managers. If we are to move away from the common misperception that work life balance initiatives are the sole preserve of female employees or that by opting to for such an initiative an individual is signaling that they are no longer fully committed to the organization, we need to ensure that all members of the organization are fully trained in both the practical implications of managing and working in a diverse workplace and the culture implications of developing a family friendly workplace.

CONCLUSION AND RECOMMENDATION

Conclusion
Based on the result and analysis, the conclusion given in this research is as follows:
1. Employees at RS. Prof Kandou think that they are sacrificing their time with family for their work in hospital
2. Employee of RS. Prof Kandou feels they need more time to handle employee work-life conflict

Recommendation
Based on the result and analysis, the recommendation given in this research is as follows:
1. RS. Prof Kandou should maintain and improve the good sign of objectivity and support toward employee who feels burden with employee work-life conflict that they feel.
2. RS. Prof Kandou should know their employee close relatives so that there are connection that built between the office and the employee families so that it can increase the trust from the family.

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