

# Work from Home on Work Performance of Women through Work Family Conflict: Comparison between Female Employees and Female Entrepreneurs

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**Abstract:** *The research problem raised in this study is the high Work Family Conflict which is divided into 2 parts, namely Work Interference with Family and Family Interference with Work when Work From Home is based on profession, especially for employees and female entrepreneurs in Bandung. The author tries to formulate a model, which is thought to be able to solve the problem of high Work Family Conflict during Work from Home among female employees and entrepreneurs in Bandung. The data in this study were obtained from distributing 106 questionnaires to female employees and entrepreneurs in Bandung. The results of this study indicate that Work from Home has a significant effect on performance through Work Family Conflict in Female Employees. The effect of Work Interference with Family (33,4%) is greater than Family Interference with Work (29,6%). Because of WFH, female employees experience WIF especially time-based conflict and FIW especially stress based conflict. Work from Home has a significant influence on performance through Work Family Conflict, especially for Women Entrepreneurs. The effect of Family Interference with Work is greater (41,5%) than Work Interference with Family (22,6%). Because of WFH, female entrepreneurs experience WIF especially time-based conflict and FIW especially behavior based conflict.*

**Keywords:** *Work From Home; Work Family Conflict; Performance; Working Women.*

## Introduction

The respiratory system is attacked by the virus known as Covid-19, also known as the Corona virus. Covid-19 is still rampant in every country in the world as of right present. Covid-19 has been a problem for Indonesia for more than three years. The Indonesian government has implemented measures to stop and impede the spread of the Covid-19 virus as part of its fight against it. The Indonesian government has put into effect various policies, such as PSSB (Large-Scale Social Restrictions), Transitional PSBB, and PPKM (Imposition of Restrictions on Community Activities), from Emergency through PPKM 4 levels (Permatasari, 2021). The Government also urges ministries, BUMN, BUMS, and other business units to implement Work From Home in addition to this policy (WFH) (Oktavira, 2020). However, businesses involved in the fields of defense and security, public order, food necessities, fuel oil and gas, health services, economy, finance, communications, industry, export and import, distribution, logistics, and other fundamental needs are not covered by the WFH policy. (Kominfo, 2020).

Covid-19 is still around and hasn't stopped evolving. Covid changed from alpha, beta, delta, and the last mutation became omicron (Sofa, 2021). According to Minister of Health Budi, Omicron cases reached 152 instances in January 2021 and have since continued to rise. 68 of the total cases, primarily from Saudi Arabia, the United Arab Emirates, Turkey, and the United States, were exposed to omicron while traveling abroad (Wikanto, 2022). WFH rules are still being upheld by businesses in Indonesia due to the current Covid-19 outbreak in that country. WFH policies at workplaces have both favorable and unfavorable effects on employees.

Employees, particularly female employees and entrepreneurs, frequently encounter interruptions during the Covid-19 epidemic while WFH. The most common cause of job interruptions is non-office work, such as homework. Family Interference with Work (FIW), emotional weariness, and poor performance can all be caused by outside distractions. The WFH policy raises the possibility of blurring work and non-work borders, which may ultimately have an impact on performance. Family performance and satisfaction are correlated with effective management of work and non-work boundaries, particularly through strain-based work. Family Discord (De Gieter et al., 2022). WFH employees are more likely to experience WFC (Work Family Conflict), which only affects female employees (Yucel & Chung, 2023). Working too much or too little might cause Work-Family Conflict (WFC), which can eventually result in divorce (Tristanto, 2020). WFC can cause mental instability, which is one of the reasons for divorce during the Covid-19 pandemic (Apriasari et al., 2021). The existence of WFC and all of its effects can lower employee commitment to the organization and performance in completing tasks.

Employee performance will be impacted by the adoption of a work from home system. The regular office work must be done from home or a place of living. As a result, it will indirectly influence whether employee performance rises or falls. Work family conflict is one of the contributing elements if an employee's performance suffers while working from home. Additionally, it's likely if workers who work from home encounter work-family conflicts like time-sharing that cause tension and behavioral changes, as previously mentioned in the study's findings (Tristanto, 2020).

The number of divorces in West Java increased dramatically during the PSBB and COVID-19 epidemic, reaching 55,876 cases. In West Java, there had been 55,876 divorces as of August 29, 2020. It's interesting to note that the average age of divorce applications or plaintiffs is between 31 and 40 (Maulana, 2020). In West Java, there have been an increase in divorce cases in a variety of locations. especially in densely populated places like Bandung City and Bandung Regency. The Bandung Religious Court reported that compared to other months in 2020, June had a higher number of divorces. 3,678 divorce cases were filed in the city of Bandung between 2010 and 2020. The pandemic's effects on the economy are not the only factor influencing it; there is also a need to raise the standard of educational advice. The two divorce rates—1,325 cases—are caused by economic circumstances and incidents of domestic conflict as their primary causes.

(Fazry, 2020). Cases of arguments or fights occurring in the home while a worker is working from home, which creates a work family conflict issue and lowers performance.

Work family conflict (Work Interference with Family & Family Interference with Work) can occur to women from many profession during Work from Home, including female employees or female entrepreneurs. Therefore, a study was conducted with the title Work from Home on Performance of Women Through Work Family Conflict: Comparison between female employees and female entrepreneurs.

## **Literature Review**

### **Conceptual Review**

#### **Performance**

Performance is the result and work behavior achieved in completing the tasks and responsibilities given in one period (Dessler, 2020, p. 3). Performance is human behavior in an organization that meets work standards to achieve company goals. The six Employee Performance (EP) indicators proposed by Bernardin and Russell that are used by researchers to gauge employee performance (Fidyah & Setiawati, 2020) :

- a. Quality: Assess the quality of work results through a certain process;
- b. Quantity: Assess the quantity that employee produced;
- c. Timeliness: Assess the minimum and maximum time limit for work to be completed, until it becomes output;
- d. Cost effectiveness: Assess the costs budgeted by the company to carry out its activities, as a reference in carrying out tasks;
- e. Requirement for supervision: Assess the supervision of dynamic work situations and conditions;
- f. Interpersonal impact: Assess the cooperation or harmony between colleagues.

#### **Work Family Conflict**

Work Family Conflict is a form of inter-role conflict caused by pressure and an imbalance of roles at work and within the family Greenhaus and Beutel in (Asbari et al., 2021). Work-family conflict, which is split into two types Greenhaus and Beutel's (Yu et al., 2018):

- a. Work Interference with Family (WIF) - caused by excessive work demands and predict negative family outcomes. Ex : work overtime makes working women have less quality time with her family (Sari, 2020).
- b. Family Interference with Work (FIW) - caused by excessive family demands and predict negative work outcomes. Ex : working women come late to work because of caring her sick child (Sari, 2020).

The measurements applied include those for conflict that is time-based, strain-based, and behavior-based (Sari, 2020).

- a. Time based conflict - caused by time constraints, as time is spent on fulfilling some duties, which makes it impossible to complete other roles;
- b. Strain based conflict - generated by conflict between roles (such as pressure from work and family), tension, pressure, or role confusion;
- c. Behavior based conflict - a challenge in changing behavior brought on by a different role.

## Work from Home

Work from Home is a system of working remotely or at home at least two days a week, using a computer connected to the office, flexible hours, freely and politely dressed, and no interference from other workers (Robbins & Judge, 2019, p. 295). The parameters for the proposed Work From Home (Gądecki et al., 2018) There are three dimensions namely:

- a. Space: the conversion of a person's home's private environment (used to realize their preferences and express themselves) into a fictitious public space;
- b. Time: When personal space is used for work, two separate time systems—cyclical time (housework) and linear time (professional work), which overlap sometimes;
- c. Social roles: narrative about oneself as a teleworker, which involves a continuous emission of roles and places held by teleworkers

## Empirical Review

The work-life balance relationship is explained by the spill over theory. In accordance with Eckenrode & Gore's Spill Over Theory (Fung et al., 2021), The Spill Over Theory effect between work and non-work borders describes how different personal work and non-work roles can interact. According to the Spill Over Theory, positive experiences at work, such as pleasure and a sense of accomplishment, will result in favorable attitudes in the non-work sphere, whereas negative experiences, according to Hanson et al in (Fung et al., 2021) instance, the negative Spill Over Theory predicts that perceived difficulty and depression at work will result in bad. (Tamunomiebi s& Oyibo, 2020) stated that the Spill Over Theory—basically, the regular transmission of experiences from the work domain to the non-work domain at the individual level—between work and non-work contexts occurs and that these experiences can be either positive or bad. Employers must therefore work to reduce the conflict between work roles and non-work roles through interventions like alternative work schedules and child and elder care programs, as well as provide favorable working conditions and monitor how work demands affect life, in order to increase the positive impact.

Norms that encourage employees to balance work and life are characteristics of organizations with a good work-life balance supportive culture. Workers in China are given flexible schedules, their resources are allocated to both work and non-work domains, they support the use of Work Life Balance practices, and managers are sensitive to their subordinates' need for balance. Employee attitudes toward the organization are influenced by the strength of the perception of the Work Life Balance culture in the workplace (Fung et al., 2021).

The connection between Spill Over Theory and Work Life Balance has been demonstrated by empirical research. For instance, studies that were done (Lee et al., 2021) with a focus on Korean families and women. His research's findings imply that people handle several responsibilities in their personal and professional lives while having a limited amount of resources, which can lead to stress and tension. Additionally, the pleasant spillover effect that exists between job and life may be advantageous for mental health. The same is true of the research carried out by (Hsieh et al., 2004); (Lakshmypriya & Krishna, 2016); (Suter & Kowalski, 2021). The findings of his study led him to the conclusion that the Spill Over Theory tends to have an impact on employees' work-life balance, particularly women who are already married.

Every organization needs good performance, and one might assume that work-life balance plays a part in producing success in an organization. It is crucial for employers to support policies and frameworks that enhance the Work Life Balance of employees in their firm (Tamunomiebi & Oyibo, 2020). According to research, individuals who have a healthy balance between their work and personal responsibilities tend to perform better. According to the findings of research by (Bataineh, 2019) that happiness and work-life balance have a favorable and considerable impact on employee performance. Work-life balance enhances employee productivity by favorably affecting (Haider et al., 2018). To keep people motivated and performing at a high level,

businesses must retain characteristics that support work-life balance. The authors develop the third theory as follows in light of this description: extra obligations outside of work are present while working from home.

The main links between work-related disorders and poorer performance were higher levels of work-family conflict and emotional tiredness (Leroy et al., 2021). On research (Lambert et al., 2022) Work-Family Conflict has numerous detrimental effects on one's physical and mental well-being, as well as greater risk and poorer job performance. Although it is acknowledged that work-family conflict can go both ways, with work pressures affecting family obligations and vice versa, the effects on behavior of family interference with work and work interference with family are more severe. Work performed by employees, including performance and absences (Johnson et al., 2019). Research result (De Clercq et al., 2021) Female business owners believe that Work Interference with Family drains them emotionally and negatively affects the performance of the company they are running. The same is valid for study carried out by (Lippe & Lippényi, 2020) The ideal workplace culture exacerbates the rise in Work-Family Conflict brought on by working from home, but there is no gender difference. Women, on the other hand, are more sensitive to the percentage of coworkers who work from home, and they feel less conflict the more coworkers who do so.

Based on this description, the authors formulate the third hypothesis as follows:

*H1 = Work from Home affects Work Interference with Family (WIF);*

*H2 = Work from Home affects Family Interference with Work (FIW);*

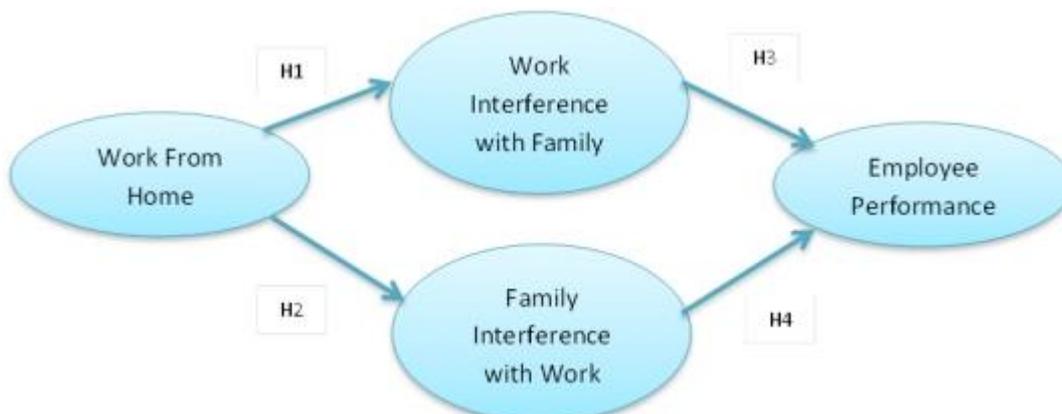
*H3 = WIF affects Performance;*

*H4 = FIW affects performance;*

*H5 = WFH to Performance through WIF;*

*H6 = WFH to Performance through FIW.*

Based on the hypothesis that has been described, the research model can be seen in Figure 1.



**Fig. 1.** Thinking Framework

Source: Author's conception.

## Methodology

The quantitative research methodology utilized in this study is backed by methods for gathering both primary and secondary data. This methodology is used to help researchers analyze in depth the best way to process data in accordance with the requirements and goals of the study.

In this study, researchers used a random sampling technique, then according to (Sugiyono, 2017) The act of randomly selecting samples from a population without taking into account its strata is known as random sampling. 106 randomly selected samples of working-age and entrepreneur women from Bandung will be used by the researchers. making use of a questionnaire to gather

data. Each variable's dimension was measured using a structured questionnaire. Given that the circumstances don't presently favor this use of Google Forms for data collecting, processing quantitative data with SEM-PLS.

**Variable Measurement**

1. Employee Performance (EP) is the study's dependent variable (Performance), measured by 12 questions about its indicators: quality, quantity, timeliness, cost effectiveness, requirement for supervisions, interpersonal impact);
2. Work from Home (WFH) is the study's independent variable (Work from Home), measured by 7 questions about its indicators: space, time, social roles;
3. Work Family Conflict (WFC) is the study's moderating variable (Work From Home), measured by 18 questions: 9 questions of Work Interference with Family (3 questions about time based conflict, 3 questions about strain based conflict, 3 questions about behavior based conflict) and 9 questions of Family Interference with Work (3 questions about time based conflict, 3 questions about strain based conflict, 3 questions about behavior based conflict).

**Empirical Results & Discussion**

**Female Entrepreneurs**

This is outer model of Female Entrepreneurs, which is showing the most influence indicators among variables. Figure 2 explains the main cause of variable levels based on their indicators in Female Entrepreneurs. In Work from Home (WFH), the main cause of low level Work from Home is the fifth indicator. It means that, work effectiveness is disrupted for female entrepreneurs during WFH. In Work Interference with Family (WIF), the main cause of high level WIF are first indicator and eighth indicator. It means that there are disruption family activities due to work in Female entrepreneurs and they show different attitudes at work and at home with family.



**Fig. 2.** Outer Model of Female Entrepreneurs

Source: Processed data, 2022.

In Family Interference with Work, the main cause of high level FIW are first indicator and eighth indicator. It means that for female entrepreneurs, family time disturbed work responsibilities for entrepreneurs and they showed contradictive attitudes at home and at work. In performance, the main cause of low level Performance in female entrepreneurs is the fifth indicator. It means that it is difficult for female entrepreneurs to finish their job according the deadline because of WFH and experienced WIF and FIW.

### Direct Effect

#### Female Entrepreneurs

Table 1 shows significance of direct effect in this study, there are:

- Work from Home has significant effect on Work Interference with Family, with the effect amount of 63.1%;
- Work from Home has significant effect on Family Interference with Work of **72.6%**;
- Work Interference with Family has significant effect on Performance, with the effect amount of 20%;
- Family Interference with Work has significant effect on Performance, with the effect amount of 57.2%.

**Table 1.** Hypothesis Test (Path Coefficient) - Direct Effect

Structural	Path Coefficient	t-statistics	t-table	Sig (P <sub>value</sub> )	Decision
Work From Home -> Work Interference with Family	0.631	5.279	2.008	0.000	Accepted
Work From Home -> Family Interference with Work	0.726	7.460	2.008	0.000	Accepted
Work Interference with Family -> Performance	0.200	2.218	2.008	0.042	Accepted
Family Interference with Work -> Performance	0.572	4.619	2.008	0.000	Accepted

Source: Processed data, 2022.

The Effect of Work from Home (WFH) on Family Interference with Work (FIW) has the greatest effect of all, that is about 72.6%. Figure 3 shows that WFH has lowest score at indicator 5 and WIF has highest score at indicator 1 & 7. It means that Female Entrepreneur can work effectively because time that spent for family interrupted work and have to show different behavior at work and at home, for example in problem solving.

### Indirect Effect

Table 2 shows significance of indirect effect in this study, there are

- Work From Home has significant effect Performance through Work Interference with Family, with the effect amount of 22.6%.
- Work from Home has significant effect Performance through Family Interference with Work, with the effect amount of **41.5%**.

**Table 2.** Hypothesis Test (Path Coefficient) - Indirect Effect

Structural	Path Coefficient	t-statistics	t-table	Sig (P <sub>value</sub> )	Decision
Work From Home -> Work Interference with Family -> Performance	0.226	2.539	2.008	0.018	Accepted
Work From Home -> Family Interference with Work -> Performance	0.415	3.395	2.008	0.000	Accepted

Source: Processed data, 2022.

WFH has significant impact on Performance through WIF (22.6%) & FIW (41.5%) in Female Entrepreneurs. It considers as low to moderate impacts.

Because of WFH, female entrepreneurs experience WIF especially time-based conflict and FIW especially behavior based conflict, and it cause performance degradation. Approximately 64% of female entrepreneurs are aged 26 – 45 years, 79% are married and 70% have children. They need to balance two roles in life, taking care of family and taking care of their business. Based on interview (15/10/2022) with respondents, female entrepreneurs said that it is hard balancing their two roles, as a mother-wife and as business owner. They cannot do their job effectively at home, especially in pandemic Covid-19, because their children also do School from Home. Work is disrupted because they spent more time for taking care their family. Family activities is also disturbed with work. The attitude shown when working is also the opposite when taking care of the house and children. These factors make it difficult for them to achieve the set business targets.

Female entrepreneurs who experienced Work Family Conflict feels emotionally drained by their work and family, and also reduces the success of the business they are running (De Clercq et al., 2021). During Work from Home employee performance decreases, because employees experience Work Family Conflict, such as time sharing, experience tension and changes in behavior. (Tristante, 2020) Characters and attitudes of working women at home are ineffective if it is applied in the workplace. If a person cannot adjust to different roles, they will experience conflicts between roles in behaving in the work environment which is carried into the family environment (Greenhaus & Beutell, 1985). The "double load" explains why Italian businesswomen struggle more to manage and separate their home and professional lives, which increases conflict and stress levels and decreases life satisfaction, impairing their general level of well-being (Poggesi et al., 2019). Demands, including those for time, freedom, and risk, as well as the unfavorable family-work interaction in both directions (from family to work), have a detrimental impact on how successful entrepreneurs are seen. (De Simone et al., 2021). All four aspects of perceived entrepreneurial success are impacted by the work-family conflict, which is a critical factor in how successful women entrepreneurs are seen to be in this epidemic period. Contrary to popular belief, time constraints currently do improve professional relationships since they encourage greater commitment. that FWC has a detrimental impact on how well women-owned enterprises perform (Ngek, 2018).

### **Female Employees**

This is another model of Female Employees, which shows the most influence indicators among variables. Figure 3 explains the main cause of variable levels based on their indicators in Female Employees. In Work from Home (WFH), the main cause of low level Work from Home is the fourth indicator. It means that female employees less productive because of inefficient work system during WFH. In Work Interference with Family (WIF), the main cause of high level WIF are first indicator and fifth indicator. It means that family activities interrupt time to finish work for female employees and it is hard for female them to contribute to the family after work. In Family Interference with Work, the main cause of high level FIW are second indicator and sixth indicator. It means that time for family hinders female employees from doing assignments for career advancement and anxiety in the family cause their performance to decrease. In performance, the main cause of low level Performance in female employees is the fourth indicator. It means that it is difficult for female employees to fulfill target from company because of WFH and experienced WIF and FIW.

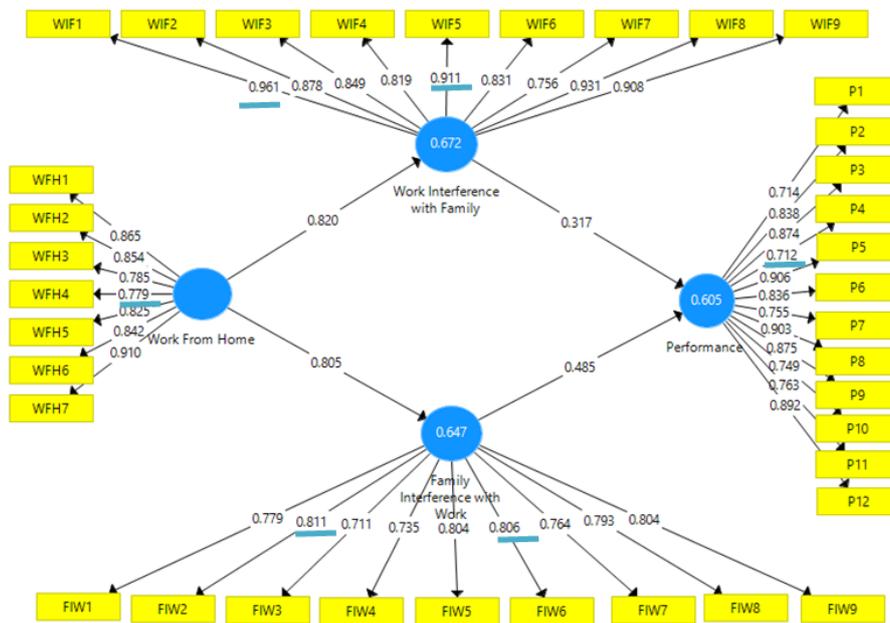


Fig. 3. Outer Model of Female Employees

Source: Processed data, 2022.

**Direct Effect**

Table 3 shows significance of direct effect in this study, there are

- a) Work From Home has significant effect on Work Interference with Family, with the effect amount of 79%;
- b) Work From Home has significant effect on Family Interference with Work, of 75.4 %;
- c) Work Interference with Family has significant effect on Performance, with the effect amount of 42.3 %;
- d) Family Interference with Work has significant effect on Performance, with the effect amount of 39.3 %.

Table 3. Hypothesis Test (Path Coefficient) - Direct Effect

Structural	Path Coefficient	t-statistics	t-table	Sig (P value)	Decision
Work From Home -> Work Interference with Family	0.790	10.551	2.008	0.000	Accepted
Work From Home -> Family Interference with Work	0.754	10.410	2.008	0.000	Accepted
Work Interference with Family -> Performance	0.423	3.149	2.008	0.002	Accepted
Family Interference with Work -> Performance	0.393	2.706	2.008	0.007	Accepted

Source: Processed data, 2022.

The Effect of Work from Home (WFH) on Work Interference with Family (WIF) has the greatest effect of all, that is about 79 %. Figure 3 shows that WFH has lowest score at indicator 4 and WIF has highest score at indicator 1 and 7. It means that Female Employees feels unproductive because of inefficient working system. It makes their family activities is disturbed by work and difficult to show different behavior in problem solving for work and for family.

## Indirect Effect

Table 4 shows significance of indirect effect in this study, there are:

- a) Work from Home has significant effect Performance through Work Interference with Family, with the effect amount of **33.4 %**
- b) Work from Home has significant effect Performance through Family Interference with Work, with the effect amount of 29.6 %

**Table 4.** Hypothesis Test (Path Coefficient) - Indirect Effect

Structural	Path Coefficient	t-statistics	t-table	Sig (P value)	Decision
Work From Home -> Work Interference with Family -> Performance	0.334	2.732	2.008	0.007	Accepted
Work From Home -> Family Interference with Work -> Performance	0.296	2.483	2.008	0.013	Accepted

Source: Processed data, 2022.

Based on the table above, the conclusion of the test results is obtained WFH has significant impact on Performance through WIF (33.4%) & FIW (29.6%) in Female Employees. It considers as low impacts. WFH causes performance degradation in female employees by causing WIF, particularly time-based conflict, and FIW, particularly stress-based conflict. The age of 89% of female employees is less than 25 years to 35 years. 62% are married, 74% are not allowed by their husbands to work. Based on an interview conducted with respondents on October 15, 2022, female business owners claimed that an inefficient work system, particularly during the Covid-19 epidemic, did not prevent them from being productive at work because their children also attend school remotely. Family activities is disrupted with work. Times spent with family makes them difficult to do useful activities for developing their career. Stress due to having two roles that overlapping one another, make them have lower ability to work. These factors make it difficult for them to achieve targets or deadlines that set by company.

Family problems that happened during work, not only affect the employees but also the work output of co-workers. (ten Brummelhuis et al., 2010). Stress, fatigue, low performance, low job satisfaction and low commitment to organization are the possible consequences for employees due to balancing roles in work and family in finite time (BATUR & NART, 2014). Since Covid-19, Women report a greater increase, especially those related to non-work namely Work Family Conflict resulting in lower performance and reveal an important source of gender inequality. (Leroy et al., 2021) It is discovered that there were no gender variations in self-rated work productivity and job happiness prior to the Covid-19 epidemic. Women, however, reported less work productivity and job satisfaction than men did during the lockdown. (Feng & Savani, 2020). Married women feel bad about having two careers and being a mother at the same time. Their major challenge is juggling the demands of job and family. The preservation of a balance between obligations at home and at work is known as work-life balance. revealed that a tight organizational climate, unsupportive spouse, long work hours, and high family expectations enhance the likelihood that female employees may experience conflict between their family and work roles. (Ambreen Khursheed et al., 2019). Remote workers experienced more problems between their personal lives and their work lives. The perceived work-life balance was impaired by telecommuting from home, which led to increased work-related weariness. Working from home has a detrimental impact on work-life balance, but it is positively mediated by job involvement (Palumbo, 2020).

## Conclusions

WFH has significant impact on both Female Entrepreneurs and Employees, through WFC. WFH has significant impact on Performance through WIF (22.6%) & FIW (41.5%) in Female Entrepreneurs. It considers as low to moderate impacts. Because of WFH, female entrepreneurs experience WIF especially time-based conflict and FIW especially behavior based conflict, and it cause performance degradation. In Female Entrepreneurs, FIW has higher impact than WIF. The conflict sources are Time based conflict and Behavior based conflict. Successful entrepreneurs' perceptions are negatively impacted by demands, such as those for time, freedom, and risk, as well as by adverse family-work interactions in both directions (from family to work) (De Simone et al., 2021). Prior to the Covid-19 outbreak, gender differences in self-rated work productivity and workplace pleasure were not present. However, throughout the lockout, women expressed lower levels of work productivity and job satisfaction than did men. (Feng & Savani, 2020).

WFH has significant impact on Performance through WIF (33.4%) & FIW (29.6%) in Female Employees. It considers as low impacts. Because of WFH, female employees experience WIF especially time-based conflict and FIW especially stress based conflict, and it cause performance degradation. In Female Employees, WIF has higher impact than FIW. The conflict sources are Time based conflict and Stress based conflict. Between their personal and professional life, remote workers encountered greater issues. Telecommuting from home was seen as compromising the work-life balance, which caused fatigue from the job. Work-life balance is negatively impacted by working from home, but is positively mediated by workplace involvement. (Palumbo, 2020). Employees who worked from home during the COVID-19 outbreak reported feeling emotionally exhausted from trying to juggle work and family obligations. The performance of their jobs is negatively impacted by working from home because Working from home has different performance standards than working in an office. There are situations when poor supervision causes the manager's tasks to be delayed more while working from home. Time-based conflict is a topic that affects everyone dealing with work-family conflict since unforeseen events might occasionally cut into family time. (Haridasan & Muthukumar, 2021).

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