

# Leader's Perception on Family-Work Conflict of Subordinates Affecting Nomination and Promotion of Women Employees in Bali

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## Abstract

*The purposes of this study were to determine the perception of leaders on work-family conflict among subordinates, the influence of the status or condition of subordinates and the influence of leader's perceptions of work-family conflict experienced by subordinates against superior perceptions on the former nomination and promotion. The research was conducted in Denpasar, Badung, Gianyar, and in the Province of Bali. The respondents were the superordinates holding Echelon II, III, and IV both 40 men and women, with each having 1-3 subordinates, totaling 111 people. The method of sampling used was non-probability sampling, and data were collected via questionnaire method and interviews. Statistical analysis technique used was multiple linear regression. The results of the study showed among others that female employee has work-family conflict higher than male, the differing conditions have a significant effect on the perception of leaders on work-family conflict experienced by subordinates and such perceptions significantly influence the nomination and promotion of subordinates. As a result, the recommendations for the study include empowerment for both men and women, staff mobility as an important agenda in terms of the suitability of employees at work. Additionally, there should be active participation of the male-female employee in the domestic affair which can be accomplished jointly with husband-wife cooperation.*

*Keywords:* perception, conflict, nomination, promotion.

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## Introduction

Gender inequality occurs widely in the society, either in Indonesia, in general, or in the province of Bali, in particular. This unfairness leads to gender inequality in various aspects of life, which seems to be more detrimental to women. Gender equality is necessary, not only for the sake of social justice, but also as a basic requirement for the nation in terms of economic, social and political development. Based on the principles conveyed by the Committee for the Status of Women in India in 1974, the role of a mother should not be considered as a weakness in fulfilling the role of women in nation-building tasks (Helenware, 1981). Gender ideology that developed in the community has led to the understanding that

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domestic work is a world of women, while the public work to be the world of men. Therefore, if there are women in the public sector, they are perceived to have a high work-family conflict. Hence, this makes them less suitable as leaders or officers, whose further potential can be discriminated.

If this notion is upheld by a leader, who has the power to appoint or promote an employee then there is a tendency that women would not be appointed or nominated to an office. Thus, there is a paradigm of "think leader, think male" (Hoobler et al, 2009). This means that if a leader who has the authority to appoint someone to a position, adopted such a paradigm, then women will experience discrimination in the appointment to a post. In other words, the perception of the leadership of policy makers about the work-family conflict experienced by subordinates, it will affect opportunities for promotion or nominations for a certain position.

On the other hand, there remains the possibility that female employees in their career development are determined by how the condition of their families is. Family circumstances of women employees are more demanding as these employees tend to be more heavily burdened by domestic workload. Hence it is possible that public work under their responsibility may not be performed properly. Such situation like this can be a consideration by the employer to elect candidates who will hold echelon positions or those perceived or perceived by superiors, employees are less committed to the job. Further impact is small or declining opportunities for women to be nominated in obtaining echelon positions.

Table 1 shows that although the percentage of women who managed to hold echelon positions in Bali provincial government continues to increase, yet the percentage is much lower than the percentage of men. Hence, gender inequality exists in the field of echelon positions in the Province of Bali.

Table 1: Number of Echelon I, II, III and IV based on Gender, Bali Provincial Government in

1. 2005, 2008 and 2009 (%, people)

No.	Year	Male (%)	Female (%)	Total (persons)
1	2005	74,7	25,3	947
2	2008	73,2	26,8	955
3	2009	70,1	29,9	962

Source: BP3A Province of Bali, 2011

Based on the research, many factors that can affect the inequality in the position of women belong to the echelon positions. These factors can be classified become internal and external factors (Marhaeni, 2011). External factors are structural ones that exist in the bureaucracy, which also determines the possibility for women to be promoted. When compared with the percentage of female civil servants (PNS) in Bali provincial government in 2008 reached 33.72 percent of the total population, and 35.43 percent of the total population in 2009, and increased to 36.06 percent of the total population in 2010 (BKD/ Local Government Personnel Agency of Bali Province, 2011). The data shows the percentage of women holding echelon positions has not become a representation of the percentage of female civil servants,

particularly where the percentage of the female Bali population is almost 50 percent. Considering the comparison, the increase in the percentage of women in echelon positions becomes an important goal to be achieved, so that gender equality in this field is more likely to be realized. Realization of gender equality in echelon positions by increasing the percentage of women in the office are also in accordance with the Millennium Development Goals, in which the third goal is to achieve gender equality and women's empowerment.

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## Research Objectives

The objectives of this study were:

- 1) To determine or assess perceptions of leader (superiors) of the work-family conflict among subordinates women and men
- 2) To assess the influence of the status or condition of a subordinate in terms of gender, age of the last child, number of children, the presence of domestic servants, traditional and religious intensity, rigor *awig awig*, perceptions of subordinates regarding work-family conflict is experienced, and the influence gender of superiors on their perceptions about work-family conflict experienced by subordinates
- 3) To determine the effect of superiors perceptions of work-family conflict experienced by subordinates against superiors perceptions about the nomination and promotion of subordinates.

## Significance of the Study

There are two substantial benefits from this research, namely the theoretical and practical benefits. Theoretical benefits include the way to prove the theories used to explain the lower number of women in the promotion and nomination of echelon positions. The result may strengthen the theories and research findings that have been proven in other studies in many countries. In addition, the results of this study can also be used as materials to be written in several journals to expand and introduce the results of the research area of Bali. Practical benefits include suggestions that will be used to develop policies to improve gender equality in echelon, particularly in terms of affirmative action policies. In addition, through this study, information may provide advice or insights for policy implications in order to improve gender equality and to achieve the objectives of the Millennium Development Goals (MDGs).

## LITERATURE REVIEW

### Development of Paradigm on Gender Studies

The First World Conference on Women in 1975, gave birth to the perspective of Women in Development (WID) which requires that there is equality of opportunity between men and women in the development process (Caraway, 1998). Thus, the movement is initiated when there is awareness of the feminists that women's right to work and be involved in the development process were denied (Nurhaeni & Setiasih, 2011). They demanded that women should be integrated in the development process. Women are expected to have access in fields such as economic, education, and health. The WID approach is that women are not involved in the development because they are considered to lack education, training, and self-confidence. Women need to improve their ability to be involved in development (Dewi, 2006). The involvement of women in the economy will improve the economic position of women, hence enhancing the status and position of women in society.

In the paradigm of Gender and Development (GAD), the concept of gender is associated with men. With a gender perspective, the discourse about women is always associated with men, in which the domination and subordination of men towards women become the main study (Abdullah, 1998). The gender concept emerged after the 3rd World Conference on Women in Nairobi, Kenya in 1985. This paradigm states that women and men have different interests. This paradigm recognizes that unequal gender relations between men and women take place in the family, community, and country. Thus, these relations should be improved and not the women alone (Silawati, 2006). GAD emphasis on the redistribution of power in the social relations of women and men continues to be debated and questioned (Dewi, 2006). This approach considers that the socio-political structures and processes have created inequalities between men and women.

### Roles of Gender

There are three known gender roles in society, namely the productive, reproductive, and social roles (Marhaeni, 2011). The productive roles are that of men and women in the public sector, namely, roles which are played relating to activities that generate money, goods, or services that are not only consumed for themselves, but it can be traded or sold. Thus, these roles of men and women include to increase the family income. The reproductive roles of men and women are in the domestic sector, namely, roles which are played related to the domestic affairs that do not generate money, such as washing, ironing, cleaning the house, caring for children, and other related household activities. The social roles of men and women in the community are those of community service, worship, helping the death families, and other activities of common interest. Scrutinizing these roles provides a deeper understanding that the gender roles encompass every aspect of life, involving both men and women. Thus, these roles are dynamic.

### Theories and Research Findings

#### Gender Ideology

There are four theories underlying the formation of gender ideology (Marhaeni, 2011). The theories of nature and psychoanalytic implicitly assumes the differences in the division of tasks between men and women. They are derived from the nature and of the human genetics that cannot be changed. Men and women must accept their nature because they are each born with bringing the consequences of each. According to this theory, the condition that cannot be changed, must be accepted. This perception still

thrives in both lowly and highly educated communities. On the other hand, the theory of nurture and functionaries emphasizes that the sharing of task between men and women due to the social and political pressures of the society. Implicitly, this theory also says that the division of tasks can be changed or corrected. Pressures of society, including the government, is in fact the basis of struggle of the feminist as well as the observers of gender issues.

The low percentage of women in the echelon positions also implicitly means that the nomination and promotion for women employees in the bureaucracy are much lower than for men. A theory which is widely used to analyze the condition is Social Role Theory (Hoobler, et al, 2009). It states that women and men meet / fill certain social roles and gender, and that beliefs and their behavior will be governed or dictated by stereotypes attached to these roles. Gender roles were formed in part through contributions of social expectations about how each gender must behave individually, and the qualities they must possess (Wood & Lindorff, 2001). Women are believed to indicate the type of behavior and beliefs on the community, such as maintaining and nurturing, interpersonal sensitivity, and emotional expression. This may be demonstrated through concern for the welfare of others, unselfish attitude, and excitement in the work, meticulous, and being close to others. Communal behaviors include interdependence, cooperation, and emphasis on relationships, and an acceptance of the change. However, men are believed to indicate the type of trust and agent behaviors, such as ambitious, hard, controlling and not dependent on the others.

The theory, which is used to analyze the lack of job promotion of women in the public positions both in the bureaucracy and outside the bureaucracy, is the Theory of Glass Ceiling and Glass Wall. Glass Ceiling refers to obstacles or barriers that hinder subtly the career development of women (Afza & Newaz, 2008). It refers to a situation where the development of one's qualification in the organizational hierarchy is stopped at a certain level because of discrimination by gender or race. The word "ceiling" refers to an upward limit to the development and the word "glass" (transparent) reflects that the limit is not visible and normally not written and is not an official policy. The different representation between men and women in the public and private sectors is so prevalent in the 3rd World Countries that women have little or no access to equal employment opportunities. The number of women who holds key positions to decision-making positions is not significant (Afza & Newaz, 2008). The social or economic policy wholly or partially leads women on condition, which always remains improper in addressing the problem, often reflects the perception and orientation of men, which in turn contributes to the inequality between the two genders.

Jobs traditionally dominated by men have higher payouts and better benefits than jobs dominated by the women, even when controlled by the human capital characteristics (Sneed, 2007). The same glass walls, which are a barrier to women's access to certain types of departments or the result of the concentration of women in the department and office types also, have an impact on wages. This explains segregation of position characterized by the job opportunity barriers, which impede women's access to certain type of positions (agents) or trap them into a particular type of positions or agent (Miller et al, 1999). There is a relationship between gender equality with the payment of an agent. Departments with low payments tend to have higher gender equality, while departments with higher payments have lower gender equality. The research conducted in Bangladesh found a systemic and subjective discrimination that creates barriers to women's access to public jobs (Zafarullah, 2000). Public personnel management department is dominated by men with perceptions and attitudes that influence the development of personnel policies to be clearly male bias. This condition has caused women to experience discrimination in the recruitment, placement, development, mobility, and training as found by the research.

Similarly, the results of a research in China suggest that one of the many differences between men and women in the pattern of jobs or their positions is in the field of employment opportunities in the government sector where only 1 out of 5 or only about 20 per cent of employees are women (Cooke, 2003). Gutek and Larwood (1987) state that there are four main reasons why careers of women are different from men, namely: 1) stereotype jobs affect the type of positions which are prepared and selected; 2) husband and wife have different preparation in order to accommodate their respective careers and wife are usually more able to adapt; 3) the role of parents perceived differently between men and women, and the role of the mother requires more time and effort; 4) compared with men, women face more obstacles that hinder the development of their careers in the workplace (Cooke, 2003).

Segregation of jobs in the job opportunities in the government is an important issue in the public administration. Jobs will determine the payments and benefits, and when women have greater access to important positions in the public sector, this will improve the economic, social, and political development of women. Segregation of work by gender will occur when women and men are separated from each other into different jobs or departments. Reskin and Hartmann (1986) noted that there are some divisions of labor by gender in many communities, and historically, women are not in a job that does not fit the function of child maintenance (Hoobler et al, 2009). There are several consequences of segregation of work according to Reskin and Hartmann (1986). They stated that the community, economy and individuals suffer when workers are assigned to positions that are not on the basis of their capacity to do a position, but based on gender or race. Hindrance of employment opportunities for qualified workers led to incorrect allocation of economic resources that lead to the decline in national productivity (Hobler et al, 2009).

Kelly (1991) classifies these theories on the cause of job segregation into three large groups. Firstly, theories that are based on gender and gender differences focus on the biological differences between men and women, their differences in reproductive roles, socialization differences, and variations in education, training and work experience by gender. The second one focuses on the theories of the labor market and organizational discrimination. According to this thinking, institutions and forces are primarily responsible for the segregation of jobs for women as workers aim to ensure the suitability of their employees, not just among each other, but also with customers and clients. The last group focuses on the theories that are systemic barriers, which include further structural pattern of discrimination. Systemic barriers are job opportunity barriers encountered by women that the jobs affect the overall structural pattern of the labor market; these factors are beyond the control of the individual.

## **RESEARCH METHODOLOGY**

### **Location and Time of Research**

This study was conducted in four Local Government (LG) regencies and city in the Province of Bali, namely Bali provincial administration, Badung, Gianyar and Denpasar. The reason for choosing the location is that gender inequality is still happening in the field of Balinese women's empowerment in echelon positions. In addition, information about the cause of lower women's empowerment in the echelon positions in the Province of Bali is also not yet available as the research was conducted in 2012.

## Population, Sample and Sampling Method

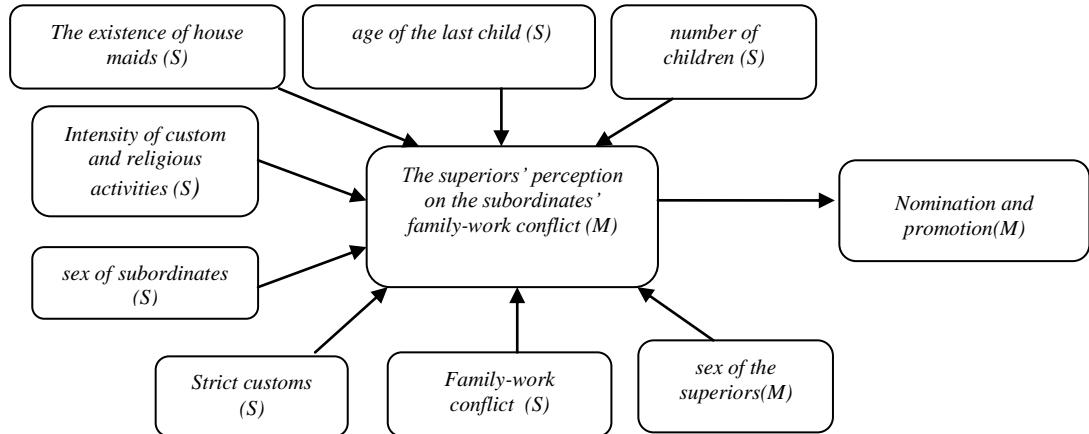
The population of the research was the leaders who hold echelon positions II, III, and IV, in the 4th district and province of Bali area. The number of respondents studied is determined by taking into account the number of women who hold positions in the echelon. The population includes those who have male and female subordinates and every leader determined the number of his subordinates 1-3 people purposively, totaling to 111 people. In record, the number of superiors who responded was 40 people. Sampling methods for leaders and subordinates were conducted in a non-probability sampling, specifically purposive sampling and accidental sampling.

## Data Collection

The data collection used by researchers included the Observation Technique, which is an approach to obtain primary data by directly observing the data object (Jogiyanto, 2004). Observation technique used here involves both behavioral and non-behavioral observation (Cooper & Emory, 1997). Another technique is the interview, which is a two-way communication to get the data from respondents (Jogiyanto, 2004). In this study, the interview used personal interviews to the respondents, of women whom hold the echelon positions.

## Research Design

The design of the study involves a survey using a questionnaire answered by the respondents. Structured interviews were conducted based on the positivist approach, using certain existing theories and the relevant research findings, which subsequently determine the framework as shown in Figure 1 below.



Notes:

M = variables answered by the superiors

S = variables answered by the subordinates

**Figure 1 : Framework of the Influence of Superiors' Perception on the Family-Work Conflict of Subordinates on the Nomination and Promotion of Female Civil Servants in the Province of Bali**

## Data Analysis

The data analysis techniques used in this research are multiple linear regression analysis technique. In this analysis, one variable may also play double roles, meaning that it can be the dependent variable in one relationship, and can also become the dependent variable in the other relationship. In addition to the associative analysis techniques with multiple linear regression, the effect of one variable with another variable can be seen. The descriptive statistical techniques are also used to view the distribution of the respondents.

## RESULTS AND DISCUSSION

### Perception of the superiors on work-family conflict experienced by subordinates

The superiors' perceptions about the work-family conflict experienced by subordinates may affect the possibility of promotion or of nominations for subordinates. In the civil service, an employee who will be promoted to a rank or position is in need of assessment by the supervisor for career advancement. The assessment can be done formally or informally. Formally, the superiors' assessment to subordinates can be in the form of Work Implementation Assessment Checklist (DP3), while informally superiors can make recommendations to officials who have the authority to determine certain officeholders of candidates who are considered suitable person to hold an office. Thus, the perception of superiors on the condition of the family-work conflict experienced by subordinates will affect their chances of being promoted. Family-work conflict is being experienced by a person, due to running dual roles at the same time. This involves the role in the family (domestic roles) and in employment (public roles).

This study examined the perceptions of employers about work-family conflict experienced by subordinates. This involves looking into whether the employer perceives that women are experiencing higher work-family conflict than men. To answer this question, the respondents having the status of superiors in the office, were asked about their perceptions of work-family conflict experienced by subordinates. The results of this question are presented in Table 2.

**Table 2: Perception of the Superiors on the Family-Work Conflict Experienced by Subordinates by Gender of the Subordinates In 2012**

No	Gender of subordinates	The Superiors' Perception					Total
		Strongly agree	Agree	Disagree	Strongly disagree		
1	Male	1 (1.9%)	5 (9.3%)	41 (75.9%)	7 (13.0%)	54 (100)	
2	Female	1 (1.8%)	12 (21.1%)	36 (63.2%)	8 (14.0%)	57(100)	
3	Total	2 (1.8%)	17 (15.3%)	77 (69.4%)	15 (13.5%)	111(100)	

Table 2 provides information on the superiors' perceptions about work-family conflict experienced by the subordinates. The superiors perceived that their male subordinates responded 1.9 percent as 'strongly agree' and 9.3 percent responded 'agree', which can be interpreted that about 11.2 percent of superiors perceive their male subordinates to experience work-family conflict due to the dual roles of family and public service. The remaining 88.8 percent of male subordinates do not experience work-family conflict as perceived by their superiors. On the other hand, about 23 percent of female subordinates perceived by their superiors to experience work-family conflict due to the public and

domestic roles, and the remaining 77 percent of female subordinates perceived by their superiors not to experience work-family conflict due to the public and domestic roles. Based on the data, it can be seen that superiors perceive that female subordinates experience greater work-family conflict than the male which is 23 percent compared with 11.2 percent.

In addition to the variables on work-family conflict they experienced, the subordinates who were assessed or perceived by their superiors, were also asked how frequently they are absent from work due to family matters, as well as customs and religion. The more frequently they are absent from work due to family, customs and religion affairs, reflecting the higher work-family conflict they experienced. The superiors would eventually know such a situation, and it may affect their promotion, for those who frequently experience work-family conflict (Table 3).

**Table 3: The Perception of Superiors about the Frequency of Subordinates' Absence from Work due to Family Matters, by Gender of the Subordinates in 2012**

		The Superiors' Perception				
No	The sex of subordinates	Strongly agree	Agree	Disagree	Strongly disagree	Total
1	Male	0 (0 %)	7 (13.0%)	41 (75.9%)	6 (11.1%)	54 (100)
2	Female	2 (3.5%)	7 (12.3%)	37 (64.9%)	11 (19.3%)	57 (100)
3	Total	2 (1.8%)	14 (12.6%)	78 (70.3%)	17 (15.3%)	111(100)

Table 3 shows that there is a slight difference between the percentage of male and female subordinates perceived by their superiors to have the family-work conflict as seen from subordinates' frequent absences from work due to family, customs and religious affairs. The male subordinates are perceived by their superiors to have around 13 per cent of frequent absence, while the female subordinates are perceived to have around 15.8 per cent of frequent absences from work due to family, customs and religious affairs. Based on this information, it can also be known that male civil servants also experience work-family conflict as seen from their frequent absences. Indeed, this situation is not only experienced by female civil servants.

Table 4 shows that female superiors also give a perception of higher percentage when compared to the male superiors. Approximately 28.5 percent of female superiors perceive that their subordinates experience work-family conflict, while only 10.5 percent of male superiors perceive that their subordinates experience work-family conflict. It can be interpreted that female superiors can feel their own work-family conflict, therefore female superiors perceive their subordinates experience higher work-family conflict when compared to the perception given by the male superiors. Thus, these data also support that the superiors perceive that their female subordinates experience a higher work-family conflict than the male subordinates. As noted above this condition is a challenge for women, especially those who work in the public sector with the formal job status.

**Table 4: The Perception of Superiors about the Work-family conflict experienced by the subordinates by Gender of the Superiors in 2012**

No	The sex of the Superiors	The Superiors' Perception					Total
		Strongly agree	Agree	Disagree	Strongly disagree		
1	Male	0 (0 %)	2 (10.5%)	16 (84.2%)	1 (5.3%)	19 (100)	
2	Female	2 (9.5%)	4 (19.0%)	12 (57.1%)	3 (14.3%)	21 (100)	
3	Total	2 (5.0%)	6 (15.0%)	28 (70.0%)	4 (10.0%)	40 (100)	

**Influence of demographic, social and cultural conditions on the superiors' perceptions about the work-family conflict experienced by the subordinates**

In this study, the perception of superiors about the family-work conflict experienced by the subordinates is determined by the demographic, social and cultural conditions owned or experienced by the subordinates. The subordinate demographic indicators are based on the number of children, age of the last child, the presence of housemaids, the gender of subordinates and of superiors, whereas the social and cultural factors can be seen from the indicators of the intensity of customary and religious activities, the strict customs, and the perception of subordinates against family-work conflict they experienced.

The factors that influence the perception of superiors regarding work-family conflict refer to some models or theories to explain the relationship between variables selected. The Theory of Nature states that the division of roles between men and women in society has been a nature, which must be accepted by them. Thus, the primary role of women in the domestic sectors must be accepted, as well as the roles of men in the public sector have already been a nature that it cannot be contested. The subsequent impact is the view that women are not fit to be the leader in the public sector, as women's primary role is in the domestic sector. This theory will be able to influence the perception of superiors about family-work conflict faced by the subordinates, which in turn may affect promotion of female civil servants.

**Demographic Factor**

Demographic factors are indicators of the number of children, age of the last child, the presence of house-maids, the gender of the subordinates and of the superiors, and gender that can influence the perception of superiors about family-work conflict experienced by the subordinates. However, the number of children will affect the amount of time spent by the family of both parents to care for their children. There is a positive relationship between the number of children with time to be sacrificed for the care of children, as they are not able to take care of themselves. Thus, there must be people who nurture them namely the parents, relatives or house-maids. If none could help to take care or to care for the children who are born, while on the other hand by the demands of the determined working time, it will create the work-family conflict experienced by those families. The work-family conflict experienced by the subordinates may include frequent absence from work due to domestic matters, not focusing on the job, often disappearing during work time, cannot complete the work on time. Over time their superiors are aware of these conditions. This may affect the perception of superiors about work-family conflict experienced by their subordinates. The following are the results of multiple linear regressions for the effect of demographic, social and cultural factors on the perceptions of superiors about work-family conflict experienced by the subordinates.

**Table 5: The Coefficients of Regression of the Influence of demographic, social and cultural factors on the perceptions of superiors about work-family conflict experienced by the subordinates**

No.	Variables	The Coefficients of Regression	t	Significance
1	The existence of housemaids	- 0.265	- 1.971	0.059
2	Age of the last child	-0.012	- 1.053	0.302
3	Number of children	0.067	0.675	0.506
4	Intensity of customary & religious activities	0.016	0.108	0.914
5	Gender of subordinates	-0.045	-0.226	0.823
6	Strict Customs	0.389	2.507	0.019
7	family-work conflict of subordinates	0.253	1.755	0.091
8	Gender of the superiors	- 0.121	- 0.678	0.504

From Table 5, it shows that the number of children as variable regression coefficient is positive 0.067. This means that the more the number of children, the higher the perception of superiors about work-family conflict experienced by their subordinates. These results are in line with the theory that the more the burden on domestic jobs, one of which is reflected by the growing number of children; the greater the burden of parents. Consequently, it takes much time. Furthermore, this condition will lead to work-family conflict for them, which in turn will affect the possibility of career advancement. In terms of the direction of influence, the results of this study is in line with expectations, that is the more the number of children of the respondents, the higher the possibility of superiors' perceptions of work-family conflict experienced by their subordinates. Hence, the significance level of variable is significant at the level of 50.6 percent (Table 5). Thus, if using a significance level of 10 percent, it can be said that the influence of the variable number of children, was not significant to the superiors' perceptions of family-work conflict faced by the subordinates.

The insignificant effect of the number of children towards the superiors' perceptions about family-work conflict faced by the subordinate, can be related to the age of the child. In this sense, although the subordinate has many children, the growing children may lower the parental time in childcare. This condition can be supported by the existing data where the average age of the last children of the subordinates are about 12 years old, with the youngest ages are 1 year old and the oldest about 31 years old. This data indicates that the average age of the youngest child is about 12 years old, meaning that their older brother would have been at the older ages. With the average age of the youngest children as mentioned above, then it is reasonable that the number of children of the respondents has no significant effect on superiors' perceptions about work-family conflicts faced by their subordinates.

The regression coefficient effect of the subordinates' last child age towards the superiors' perceptions of family-work conflict faced by the subordinates is negative (- 0.012). This means that the older the age of the last child, the lower the perception of superiors about work-family conflicts faced by the subordinate. This condition is also in line with expectations whereby a growing child will lessen the burden of parents in childcare. The children will be able to take care of themselves, so that the older the children, the more focused the parents are on their work. Thus, if this study used a significance level of 10 percent, then the effect of the last child age variable is not significant to the superiors' perceptions about work-family conflicts faced by the subordinate. The insignificant effect can be related to other variables

in this study. Effect of age of the last child is closely related to the presence of others both domestic as well as other extended family who helped to care for younger children.

Based on the data listed in Table 5, it can be seen that the coefficient of the variable presence of house-maid is negative (- .265). This means that the higher the presence of house-maid, the lower the perception of superiors about work-family conflicts faced by the subordinate. In the presence of house-maid, then the subordinate employee may have increased work motivation. The same table shows the level of significance of variables influence the presence of housemaid, superiors perceptions of family-work conflict faced by the subordinate is significant at the 5.9 percent level. If in this study used a significance level of 10 percent, then the results of data processing show that the effect of the presence of variable house-maid, superiors perceptions of family-work conflict faced by the subordinate was significant in this study. The existence of house-maids is seen as a very important role in helping to lose a sense of work-family conflict perceived by the respondents. Sense of family-work conflict were lower as perceived by the subordinate or employees causing them to have morale, high employee motivation which can be reflected by the high attendance at work or the low rate of absenteeism due to domestic work. Accuracy of completion of work, the quality of work will be guaranteed if employees worked due to the presence of calmness with the presence of a domestic helper to reduce domestic workload of the respondents.

In this study, both genders of the superiors and the subordinates are very important in the perception of work-family conflict faced by the subordinate. Therefore, until now, it has been related to the domestic role of women compared with men. Although women have entered the labor market to earn income for the families, women may feel that work-family conflict is higher when compared with their male colleagues. Likewise the superiors, their gender differences will also affect the perception of work-family conflict faced by the subordinate, considering that there are male and female superiors.

When it is seen from the gender of the superiors, the regression coefficient indicates minus 0,121 (-0.121) where the variable is also a dummy variable, where code 1 for the male superiors and code 0 for female superiors. The regression coefficients indicate that male supervisors perceive their subordinates to experience a lower work-family conflict than those perceptions given by female superiors. This condition is also in line with what is perceived by female civil servants, as they are either the subordinate or superiors who have experienced feelings of work-family conflict due to the two roles they played. If it is viewed from the level of significance, the level is 50.4 percent, meaning that if it uses 10 percent significance level, the gender variable does not significantly affect the perception of superiors about work-family conflict experienced by the subordinates.

### ***Social and Cultural Factors***

The intensity of custom and religion in Bali is so frequent that it will affect other roles played by the community. In this study, the variable intensity of custom and religion has a positive coefficient of 0.016 which can be interpreted that the higher the intensity of traditional and religious activities undertaken by the subordinates, the higher the perception of superiors about work-family conflict experienced by the subordinates. The results of this study are in accordance with the theory as well as the reality that can be perceived by the public as respondents. With higher intensity of traditional and religious activities carried out by the subordinates; it can have an impact on their attendance at the office. If the customs and religious activities should be carried out during working hours, the employee will not be in the office, it means that employees experience work-family conflict due to multiple roles undertaken, but the influence of this variable is not significant with a significance level of 91.4 percent.

Regression coefficients from the processing of data by using multiple linear regression obtained a positive value of 0.389. Positive value means that the more stringent the customs that must be implemented by the indigenous people, the higher or stronger the superiors' perception about work-family conflict experienced by the subordinates. The lower the stringent of the customs that must be implemented by indigenous villagers, hence the lower is the perception of the superiors' about work-family conflict experienced by the subordinates. In the Social Role Theory, men and women already have their respective roles. Men are believed to exhibit behavior of agents, such as ambitious, hard, and not dependent on others. Women are believed to exhibit behavior that focused on the community, such as maintaining and nurturing, which can lead to qualities that are not selfish. The nature and attitude of which can lead to conflict, if women work. Stringency of customs to be implemented can be viewed as a domestic role that should be carried out. If the role or domestic activities are so tight, then for those who also carry out public activities, may create conflict between the two jobs.

The significance level of the custom's stringency variable in influencing superiors' percentage on work-family conflict experienced by the subordinates was about 1.9 percent. In other words, this variable is significant at the 1.9 percent level. If in this study used a significance level of 10 percent, then the stringency of customs variables significantly influence the superiors' perceptions on work-family conflict experienced by subordinates. Significance of this variable may reflect that the customs in a traditional village is very effective in attracting the involvement of community members or residents in performing activities of indigenous customs and religion in the traditional village respectively. Based on the data, approximately 23.4 percent of respondents felt that the customs and religious activities in their respective regions are very strict to be carried out.

#### ***Effect of the superiors' perceptions on work-family conflict experienced by subordinates against the superiors' perceptions on the latter nomination and promotion***

To obtain a nomination or promotion, an employee not only has to meet certain requirements, but also requires judgment or perception of superiors. The Superiors' perceptions about the ability of subordinates, commitment, seriousness, etc., will affect the assessment of superiors, which will further affect their career advancement or promotion of subordinates. The superiors' assessment about whether or not to get a promotion or a subordinate for promotion of nominations is not only related to the quality of subordinates such as education or training or work experience, but also closely related to superiors' perceptions about work-family conflict experienced by the subordinate. If the family-work conflict occurs means an employee who was supposed to be at work because it is still in working hours, but they were in the family for their domestic roles, if it happens repeatedly, it will surely affect the superiors' assessment for nomination and promotion of the subordinates.

The results of the regression analysis conducted to analyze the effect of variables on superiors' perceptions of work-family conflict experienced by the subordinates against superiors' perceptions about the nomination and promotion of the subordinates, get the value of 0.051 with a significance value of  $t = 1.971$ , with a regression coefficient of 0.192. In this analysis, the positive sign of the regression coefficient means that the higher the perceived the subordinates superiors' did not experience work-family conflict, the higher the perceptions of superiors' about the nomination and promotion of the subordinates. In other words, the lower the subordinates work-family conflict perceived by superiors, the higher the superiors' perceptions about the nomination and promotion of the subordinates. The results or statistical significance level is lower than the significance level used. This means that the variable of superiors'

perceptions of family-work conflict of the subordinates significantly influence the superiors' perceptions about the nomination and promotion of the subordinates.

If only the male employees are analyzed, the regression coefficients obtained at 0.266 with  $t = 2.719$  and the value or significance probability of 0.009. It is similar to the previous total analysis (male and female respondents), the unfavorable variable scores are reversed in the analysis, so that the regression coefficient is positive which means that the higher the superiors' perceptions about the lack of family-work conflict of the female subordinates, the higher the superiors' perceptions about the nomination and promotion of female subordinates. In other words, the lower the family-work conflict of the female subordinates perceived by their superiors, the higher the superiors' perceptions about the nomination and promotion of the female subordinates, and vice versa. The resulting probability value of 0.009 which is much lower than the significance level used was 0.10, gives the meaning that the variable, i.e. the superiors' perceptions of work-family conflict experienced by the subordinates significantly influence the superiors' perceptions about the nomination and promotion of the female subordinates. This gives the sense that the condition of female subordinates' families contribute to the possibility of female civil servants to obtain the echelon positions in the Local Government (LG) of Bali, Thus, it is not only dependent on the self-quality or competence of the female civil servants themselves.

If only the male subordinates were analyzed, the results of multiple linear regression analysis to obtain the coefficient value of 0.063, with a value of  $t = 0.502$  with a probability of 0.618. These results indicate that the variable of the superiors' perceptions about family-work conflict experienced by the male subordinates did not significantly affect the perceptions of the superiors on the nomination and promotion of the male subordinates. This condition reflects that until now the burden of domestic work or housework remains entrusted only to women even though women have entered the labor market for workers to earn the same as men do. This condition is of course a very big potential to create conflict due to the dual roles. If equality in the field of domestic roles can also be politically resolved, it can be expected that work-family conflict experienced by female employees is reduced, so that the potential in career advancement can be achieved. The research result is in accordance with the Social Role Theory and the Gender Theory.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the analysis and discussion of the study, the following conclusions can be made:

1) The superiors perceive their female subordinates to experience work-family conflict greater than the male subordinates which is 23 per cent compared to 11.2 per cent. Such data can give an indication that the women have a bigger work-family conflict than their male employee colleagues. Work-family conflict experienced by women nearly doubled if it is compared to work-family conflict experienced by men.

2) (i) The influence of the variable number of children, is positive but not significant to the superiors' perceptions of family-work conflict faced by the subordinates. This means that the more the number of children, the higher the superiors' perceptions about work-family conflict experienced by the subordinates, but it is not significant.

(ii) The influence of the subordinates' last children ages towards the superiors' perceptions about work-family conflict faced by the subordinates are negative, but not significant. This condition is also in

line with expectations or theory whereby a growing child will lessen the burden of parents in the care of the children.

(iii) The variable of the presence of housemaids affects significantly and negatively on the superiors' perceptions on family-work conflict faced by the subordinates. This means that the higher the presence of domestic servants/housemaids, the lower the superiors' perceptions about work-family conflicts faced by the subordinates, because the subordinates can focus on the job at the office.

(iv) The Influence of gender variable either the gender of superiors or the gender of the subordinates result in a negative influence on superiors' perceptions about family-work conflict faced by the subordinates. By using a dummy variable, the results can be interpreted that men are perceived by the superiors to have lower family-work conflict compared to work-family conflict experienced by women.

(v) The variable of intensity of customary and religious activities positively affect on the superiors' perceptions on work-family conflict experienced by the subordinates, but the effect is not significant. The influence of this variable is positive in accordance with the theory or expectation of this research.

(vi) The variable of custom stringency positively and significantly affect on superiors' perceptions about work-family conflict experienced by the subordinates. This means that the more stringent the customs that must be implemented by the customary people, the stronger the superiors' perceptions about work-family conflict experienced by the subordinates, and vice versa. This condition is consistent with the theory and assumptions or expectations of this study.

(vii) The variable of the subordinates' perceptions of family-work conflict they experience significantly and positively affect on the superiors' perceptions of work-family conflict experienced by the subordinates. This means that the higher the perception of the subordinates on work-family conflict they experienced, the stronger the superiors' perceptions on work-family conflict experienced by their subordinates. The Influence of this variable is in accordance with the theory and estimation of the research.

3) The superiors' perceptions of work-family conflict experienced by their female subordinates significantly affect on the superiors' perceptions on their female subordinates' nomination and promotion, but the variable does not significantly affect on the male subordinates. If the male and female subordinates are combined then the variables significantly influence the nomination and promotion of employees.

## Recommendations

1) Based on the analysis that has been presented, in order to get the nomination and promotion for employees or the subordinates, then it is inevitable that the quality of human resources such as the ability to work, seriousness in completing the work, empowerment (access) owned the subordinates must always be improved, both for the male and female subordinates.

2) For policy makers who are in charge of mobilizing staffs, it is very important to note the specific employees' qualification, so as to create the right man in the right place. Thus, the completion of their duties and responsibilities will likely be completed on time.

3) Because the work-family conflict experienced by female subordinates tends to be higher than their male colleagues, the husbands are encouraged to take part to think that domestic work burden of women both as workers in the public sector as well as in the household are not overload, and housework/chores should be carried out jointly between husband and wife.

4) For policy makers in the promotion of employees, it should also be noted that the qualifications and ability of female employees, not merely consider the work-family conflict that they may experience, are their potential to be utilized.

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