

Working Mothers in Indonesian Public Organizations: Investigating the Effect of Work-Family Conflict on Positive Discipline Parenting Via Well-being

Journal of Applied Social Science

1–17

© The Author(s) 2023

Article reuse guidelines:

sagepub.com/journals-permissions

DOI: 10.1177/19367244231196782

journals.sagepub.com/home/jax

Abdul Kadir¹, Hillman Wirawan^{2,3}, Rudi Salam^{4,5}, and Novina Sabila Zahra⁶

Abstract

Through the lens of the conservation of resources (COR) theory and gender-role perspective, this research investigates the effect of work-family conflict (WFC) on positive discipline parenting (PDP) via well-being among working mothers in Indonesian public organizations. A total of 218 mothers who worked in public organizations such as schools and hospitals were selected as participants. All participants had children attending schools from elementary to senior high school. Data were collected online with a three-wave data collection technique and analyzed using IBM SPSS AMOS ver. 26 and Hayes' PROCESS macro on SPSS ver. 26. The results showed that WFC directly reduced the mothers' PDP or indirectly lowered their well-being. In Indonesia, mothers are responsible for child-rearing and working in public organizations can cause resource imbalance. Scholars and practitioners should consider the existence of WFC and how it influences working mothers in public organizations. This study is among a few studies investigating WFC's impact on working mothers' well-being and parenting.

Keywords

public organizations, well-being, work-family conflict, working mothers, positive discipline

Introduction

Work-family conflict (WFC) is a failure to balance work and family demands and responsibilities (Soomro et al. 2017). Work and family are two different domains, but they can interfere with each other. Individuals aim to balance these two domains (Clark 2000), but often they cannot avoid

¹Halu Oleo University, Kendari, Indonesia

²Deakin University, Geelong, Australia

³Universitas Hasanuddin, Makassar, Indonesia

⁴Universitas Negeri Makassar, Indonesia

⁵Universitas Brawijaya, Malang, Indonesia

⁶Universitas Gadjah Mada, Yogyakarta, Indonesia

Corresponding Author:

Abdul Kadir, Department of Public Administration, Faculty of Social and Political Sciences, Halu Oleo University, Kendari 93232, Indonesia.

Email: abdulkadir_fisip@uho.ac.id

WFC. Consequently, WFC negatively affects their well-being and job satisfaction (Obrenovic et al. 2020; Selvarajan et al. 2020; Terry, Woo, and Terry 2020).

The conservation of resources (COR) theory explains that conflict requires large cognitive resources, and individuals must allocate their resources and energy to execute cognitive tasks related to the conflict (Hobfoll 1989, 2011; Hobfoll and Freedy 2017; Hobfoll and Lilly 1993). Research has shown that workload and family often interfere with each other (Cerrato and Cifre 2018; Dhingra and Keswani 2019; Welsh and Kaciak 2019). Employees must manage potential conflicts between work and family to avoid unprecedented consequences to their well-being. Well-being is people's cognitive and affective evaluation of their overall life experience (Diener, Diener, and Diener 1995), and this evaluation can be categorized into financial, physical, social, eudaimonic, and hedonic (Lui and Fernando 2018).

Drawing from gender-role perspectives, this study provides some new insight, particularly about WFC in Indonesian culture, where women and men share different roles at home and how their roles impact their work-life balance (Daraba et al. 2021). From a traditional gender view, men are the providers of family needs, while women provide childcare (Bird, Bird, and Scruggs 1984; Eagly and Wood 2003). In this situation, mothers are expected to do child-rearing regardless of their work demands. Conflicts between work and family can occur to anyone across various organizations. However, in a traditional gender culture, working mothers are more vulnerable than male workers because they are responsible for nurturing the family while they provide additional income to the family (Boehnke 2011; Niehof 2013). Therefore, working mothers are more vulnerable than traditional male workers to experiencing WFC as they have to balance resources for the workplace and family.

Working mothers have high WFC because they are more responsible for taking care of the house and children (Frank et al. 2021; Spagnoli, Lo Presti, and Buono 2020; Zurlo, Vallone, and Smith 2020). Therefore, workplace and family demands can bring about stress and WFC (Asbari et al. 2019; Rajgariah et al. 2021). Gharaibeh and Gharaibeh (2021), Greaves et al. (2017), and Rajgariah et al. (2021) state that working mothers tend to have higher stress levels than nonworking ones. This phenomenon occurs in all organizations, including public service organizations.

Apart from this theory, women's career advancement can be seen in Indonesia, where many important roles in public services were led by female leaders (Abdul Ghani Azmi, Syed Ismail, and Basir 2014; Aspinall, White, and Savirani 2021). The emancipation movement, education, and gender equality in Indonesia have encouraged women to work and provide financial support for the family (Hussin, Mohamad, and Ghanad 2017; Maftuhah 2022; Niehof 2013). In addition, in low-income families, there is a tendency for mothers to receive support in entering the workforce, causing more challenges to child-rearing and parenting (Bell 2016; Siegel 1984; Weiss et al. 2003). However, spouse restriction, family responsibility, and lack of gender-friendly career options could halt women from advancing their career (Kholis 2012, 2017).

Parenting plays a significant role in a child's development (Konok, Bunford, and Miklósi 2020; Panula et al. 2020). Unfortunately, working mothers might have less time to communicate with their children, increasing their children's behavioral and psychological problems such as game addiction, poor self-control, and decreased well-being (Rajan et al. 2021; Singh, Kumar, and Kumari 2020; Yang and Kim 2021). As they struggle to build effective communication due to workload, some Indonesian mothers tend to use a permissive, submissive, and emotionally uninvolved parenting style in which they are more effortless, tolerant of misbehaviours, and implement fewer rules to allow a friendly environment for the young children (Riany, Meredith, and Cuskelly 2017; Spera 2005).

Unlike parenting styles that have negative consequences on children, such as autocratic, submission, and permissive parenting (Pinquart 2016; Spera 2005), positive discipline parenting (PDP) emphasizes the balance between firmness and kindness (Nelsen, Lott, and Glenn 2007). Parents who implement this parenting style engage in respectful communication with

their children and implement positive reinforcement (Nelsen et al. 2007). In implementing this parenting, parents must set clear boundaries and expectations via effective communication (Okorn, Verhoeven, and Van Baar 2022). This parenting style aims to help children develop problem-solving skills and learn about the consequences of their behaviors which also foster children's self-control and responsibility (van IJzendoorn et al. 2023).

Implementing PDP requires cognitive resources and energy, as mothers must think thoroughly to reinforce desired and positive behaviors without sacrificing their respect for their children. PDP is carried out based on an approach that gives children confidence (Carroll and Hamilton 2016; Durrant 2019; Nelsen et al. 2007). Unfortunately, as the mothers are exhausted, and resources are scarce, PDP becomes more difficult to execute, and a permissive parenting style becomes an immediate alternative.

Working mothers must maintain their well-being as it is necessary to implement positive discipline (Chen, Ayoun, and Eyoun 2018; Obrenovic et al. 2020). Mothers' well-being plays an important element that links WFC and PDP. According to Connell and Strambler (2021), Lemmons et al. (2021), and Lawrence et al. (2019), effective parenting is influenced by stress, self-efficacy, and life satisfaction. This shows that well-being is essential to support mothers' effective parenting (Harpaz, Grinshtain, and Yaffe 2021; Penjor et al. 2019). Conflicts can cause emotional exhaustion and deteriorate well-being, while well-being is necessary to ensure the availability of resources in performing PDP (Bergs et al. 2018; Brenning, Mabbe, and Soenens 2022; Chen et al. 2018; Hardy et al. 2016; Obrenovic et al. 2020; Selvarajan et al. 2020; Terry et al. 2020; Yang and Kim 2021). Thus, mothers with positive mental states and well-being have more cognitive resources to perform PDP at home.

Another critical question is whether or not working in public organizations could also bring extra challenges to working mothers. In Indonesia, the central government manages public service organizations and policies related to the management are centralized. Delivering public services to the citizens requires extra effort because all procedures have been arranged according to the national standard (Daswati et al. 2022; Hattab et al. 2022). With this demand, working mothers in public organizations are expected to deliver a national standard of service. Unfortunately, employee management (e.g., selection, termination) could be complex as it requires approval from the central government. Given the traditional gender view, working mothers are encouraged to balance their resources to ensure public and family services.

Based on the above argument, this study aims to investigate the influence of mothers' WFC on their well-being and their PDP at home. Investigating the cascading effect of WFC on mothers' PDP in a traditional gender-role culture like Indonesia can enrich our understanding of the role of gender in managing human resources. Some previous studies have documented the application of PDP, such as Diana et al. (2021), Kurniasih and Hastuti (2017), and Ruiz-Casares et al. (2019, 2022). Still, they have not explained the link between WFC and PDP.

Literature Review and Hypotheses

This research employs the COR theory principles (Hobfoll 1989) to explain the effect of WFC on the well-being and PDP of working mothers. According to the COR theory, individuals conserve their resources by preventing threats (Hobfoll 1989, 2011). Individuals always try to obtain and maintain their cognitive resources as they are essential for executing cognitive tasks. Stress occurs when individuals fail to conserve or are unable to find new resources. People always try to avoid stress by conserving and preventing the loss of resources in the future (Hobfoll 1989, 2011; Hobfoll and Freedy 2017; Hobfoll and Lilly 1993).

To explain the mechanism by which WFC reduces well-being and PDP, this study also applies the gender-role theory. The traditional gender-role view (Bird et al. 1984; Boehnke 2011) postulated that women are responsible for caring for the children and the family. This can cause a

demanding situation for the mothers because they must distribute their resources to the family and the workplace. Considering work and family demands, women in public organizations need more resources than their male counterparts, especially in a country with a traditional gender orientation (Daraba et al. 2021). Working mothers are expected to provide care for the family while simultaneously fulfilling their demands as employees in public services. This challenging situation causes working mothers to be more prone to stress than those who only focus on family care (Gharaibeh and Gharaibeh 2021; Rajgariah et al. 2021).

Balancing roles as both public service personnel and mothers can exhaust their resources, leaving mothers with depleted resources which consequently causes poor well-being. Furthermore, there are several roles and responsibilities of individuals that cause conflict. Adisa, Gbadamosi, and Osabutey (2016), Cerrato and Cifre (2018), and Dillip et al. (2018) emphasized that mothers have more roles to perform, including chores and raising children. Working mothers who experience WFC feel they do not have the resources to deal with the conflict. Therefore, they invest more resources such as energy, time, money, or knowledge in overcoming the issue (Asbari et al. 2019). However, in line with Frank et al. (2021), Spagnoli et al. (2020), and Zurlo et al. (2020), WFC can cause stress for working mothers because they allocate resources in the process of resolving conflicts. As their resources are depleted, and they cannot gain new resources, they will experience a decrease in well-being (Hobfoll 1989). The decreased well-being can lead to stress, depression, anxiety, and others (Bergs et al. 2018; Obrenovic et al. 2020; Selvarajan et al. 2020). Therefore, the WFC of working mothers negatively affects their well-being.

On the other hand, Hobfoll (1989) proposed that individuals need resources to execute demanding cognitive tasks. Conflicts between work and family need cognitive resources to resolve WFC. Working mothers who experience the WFC tend to use more resources to fulfill work and family demands. In a traditional gender culture like Indonesia, working mothers cannot easily ignore their family demands and fulfilling the need of family and work requires extra effort and resources. The traditional gender-role demands female workers to spare some resources and energy to care for and nurture children, which causes potential resource depletion and minimum energy to execute cognitive tasks.

The application of PDP requires cognitive energy because it focuses on problem-solving and child development (Durrant 2019). PDP requires mutual and respectful communication between mothers and their children. At the same time, the mothers should implement positive reinforcement and actively improve their children's behaviors (Nelsen et al. 2007). This PDP demands parents to plan, execute, monitor, and evaluate their children's behaviors as their children must actively learn the consequences of their behaviors (van IJzendoorn et al. 2023). Mothers cannot fulfill their roles as caregivers and implement the PDP for their children as their resources have been used to resolve their WFC. Therefore, the existence of WFC tends to reduce working mothers' ability to execute PDP. Based on the explanation above, the first hypothesis is:

Hypothesis 1: WFC negatively affects well-being and PDP among working mothers in public organizations.

Some recent empirical findings have found that mothers' mental health is positively associated with their parenting styles (Harpaz et al. 2021; Negraia, Yavorsky, and Dukhovnov 2021). Low well-being leads to hostile parenting, while high well-being brings about positive parenting (Carroll and Brown 2020; Penjor et al. 2019). Drawing from the COR theory, when mothers are exhausted due to the loss of resources, they will experience stress. This psychological condition causes poor well-being, in which they need new resources to replace the lost ones.

Unfortunately, in traditional gender culture, working mothers are more susceptible to stress than their male counterparts as they need to distribute limited resources to both work and family (Zhou, Meier, and Spector 2019). Consequently, working mothers use less energy to care for,

help, and raise children (Rajgariah et al. 2021), while PDP needs more energy to implement than just a permissive parenting style (Durrant 2019). Implementing PDP requires cognitive resources because mothers need to execute complex tasks involving emotional control, consistency, and discipline. This leads to the following hypothesis:

Hypothesis 2: Well-being positively affects PDP among working mothers in Indonesian public organizations.

COR explained that individuals attempt not only to prevent the loss of resources but also to conserve, maintain, or seek new ones (Hobfoll 1989). Individuals are motivated to conserve their resources by preventing threats to their existing resources. However, when they involve in a demanding situation, they also sense a threat to their resources. Resolving WFC demands the distribution of resources between family and work, and putting more resources on one side means resource depletion on the other side (Grandey and Cropanzano 1999). As working mothers invest more resources into their work and resolve all challenges at work, resources for the family will be scarce. This situation can transform into psychological distress and lower working mothers' well-being.

Furthermore, as working mothers suffer from low well-being, they can also find it challenging to perform PDP in their families. Exercising PDP demands cognitive resources. However, if the cognitive resources have been invested in the workplace, working mothers will experience resource depletion when they attempt to execute PDP tasks. Therefore, WFC can cause resource depletion, stress, and lower well-being. As well-being decreases, the remaining resources must be invested to recover from stress, leaving fewer cognitive resources to execute PDP tasks. This mechanism leads to the following hypothesis:

Hypothesis 3: WFC affects PDP through well-being among working mothers in public organizations.

Method

Participants and Procedure

This study applied a quantitative method to examine the indirect effect of WFC on well-being and PDP among working mothers who work in Indonesian public organizations. Participants were mothers who worked and had children attending elementary to senior high schools in Indonesia. Recruitment was performed through schools and the research assistants' social media networks (e.g., friends on Facebook). In the schools, the research advertisement was sent to parents after being approved by the school principal. Moreover, six assistants were recruited to advertise the research on social media (e.g., Facebook) and various public service offices (e.g., hospitals and government offices). Participants were directed to an online survey platform where they read the informed consent form.

Common method bias (CMB) is a potential issue in a survey in which variables are correlated due to common method variances, including collecting data simultaneously (Podsakoff et al. 2003). To prevent this issue, this study implemented a three-wave data collection technique where data collection was separated into three phases with a one-week time gap. To match responses throughout the phases, participants received a five-digit identification code (e.g., 01234) and were asked to type this code in every survey. Participants filled out demographic information and the WFC scale in the first phase, while in the second, they completed the Well-being Scale (WeBs). Last, participants were asked to complete a PDP scale.

Four hundred twenty-seven mothers participated in the first wave from May 12, 2022 to June 2, 2022. Only those who reported their identification code in three different surveys were included in the analysis. Seventy-six participants were excluded because they did not participate in all phases or failed the attention check question. Finally, 218 participants were included in the data analysis. The average age of the respondents was $M=44.37$ ($SD=9.28$), with about 41.74 percent working as professionals such as teachers, doctors, and engineers in public service offices; 20.64 percent working in the state government offices as administration or customer service staff; and 37.62 percent of them were staff in the regional offices. Regarding education, most participants had college degrees (62.84 percent), 16.06 percent completed postgraduate schools, and the rest (21.10 percent) had high school diplomas. A low-risk human research ethics clearance for this study was approved by the research ethics committee from the Faculty of Social and Political Sciences, Halu Oleo University, Indonesia.

Measures

All measures in this study underwent a systematic translation and back-translation procedure to ensure adequate cultural adaptation of the measures (Sousa and Rojjanasirirat 2011). The item adaptation was performed by a team that consisted of a psychometrician, psychologist, and researchers. The procedure involved translation, back-translation, item analysis, and psychometric testing. During the process, some words were adapted to fit Indonesian culture. For example, the word “meeting” in one of the PDP items was adapted to “kumpul (*gathering*)” instead of “rapat (*meeting*)” because “rapat” sounds formal and less common among Indonesian families. The following is a description of each measure.

Work-Family Conflict Scale (WAFCS). The WAFCS was used to measure WFC developed by Haslam et al. (2015). WAFCS consists of five items with two dimensions (i.e., work-to-family and family-to-work conflict). This scale was administered using a seven-point Likert-type scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The inter-item correlations indicated a highly reliable scale with Cronbach’s alpha of .90. One of the items was “My work prevents me from spending sufficient quality time with my family.”

WeBs. The WeBs was developed by Lui and Fernando (2018) to measure parents’ well-being. WeBs consisted of 29 items with five dimensions, including financial, physical, social, eudaimonic, and hedonic. This scale was administered using a six-point Likert-type scale with options ranging from 1 (*strongly disagree*) to 6 (*strongly agree*). Cronbach’s alpha was .93, indicating a highly reliable measure. The items included “I have someone who knows me well that I talk to when having problems.”

Positive Discipline Parenting (PDP) Scale. The Positive Discipline Parenting (PDP) Scale was used to measure parents’ positive discipline behaviors in parenting. This scale was initially developed by Carroll and Hamilton (2016). This measuring instrument consists of seven items and uses a five-point Likert-type scale ranging from 1 (*never*) to 5 (*always*). Cronbach’s alpha internal consistency was .82, indicating that the scale was reliable. The items included “I calm down before solving the problem with my children.”

Demographic questions and attention check items. This study collected some demographic information related to the participants, including gender (e.g., male), age, education (e.g., high school), occupation (e.g., teacher), and the number of children at home. Also, to reduce careless responding (Huang et al. 2012; Meade and Craig 2012) when collecting data via an online platform, this study randomly inserted an attention check item (i.e., if you read and understand this item, please select disagree).

Table 1. Descriptive Statistics and Bivariate Correlations ($N = 218$).

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
1. Age	44.37	9.28	—			
2. Number of children	2.71	1.47	.34***	—		
3. Work-family conflict	2.31	1.00	-.13	-.04	—	
4. Well-being	4.90	0.46	-.07	.05	-.51***	—
5. Positive discipline parenting	4.02	0.64	-.04	-.05	-.35***	.49***

* $p < .05$. ** $p < .01$. *** $p < .001$.

Results

Bivariate Correlation Analysis

Table 1 shows some significant relationships between variables. For example, education level was negatively related to occupation and the number of children. WFC was negatively related to well-being and PDP. Meanwhile, well-being was positively associated with PDP. In summary, all predictors were significantly correlated with PDP, with correlation coefficients ranging from $-.53$ ($p < .001$) to $.49$ ($p < .001$).

Measurement Model Analysis

Before performing the hypothesis testing, the validity of the measurement model was tested using confirmatory factor analysis (CFA) technique, where the theoretical model was compared with two alternative models. The measurement model consisted of three proposed variables (i.e., WFC, well-being, and PDP), while the first alternative model consisted of WFC and a combination of well-being and PDP and the second alternative model was formed by combining all items in a single factor. The results confirmed that the measurement model had a better fit ($CMIN/DF = 2.10$, comparative fit index [CFI] = .76, Tucker-Lewis index [TLI] = .74, and root mean square error of approximation [RMSEA] = .07) than all alternative models (please see Table 2 for more details). For each variable in the model, the proposed measurement model yielded an average variance extracted (AVE) of 50 percent or above with discriminant validity of .62 or higher, suggesting that the model was valid and hypothesis testing could be performed. This analysis was performed using IBM SPSS AMOS ver. 26.

Hypothesis Testing

A one-way analysis of variance (ANOVA) was performed to explore significant differences in WFC between jobs (e.g., teachers and staff). The results showed no significant differences between job groups ($F = 1.91$, $p > .05$), indicating similar WFC levels across jobs. Next, a mediated regression analysis technique model 4 with PROCESS macro (see Hayes 2013) on IBM SPSS ver. 26 was used to test the hypotheses. This study tested the direct and indirect effects of WFC on parents' PDP through the mediating role of well-being. Table 3 shows the results of the hypothesis testing.

The results indicated a significant direct effect of WFC on PDP ($b = -.09$, $p < .05$), suggesting a direct relationship between WFC and PDP. Similarly, the direct effect of WFC on well-being was also observed ($b = -.23$, $p < .001$), supporting Hypothesis 1. Furthermore, mothers' well-being was positively associated with PDP ($b = .58$, $p < .001$), indicating support for Hypothesis 2. The mediation analysis revealed a significant indirect effect of WFC on PDP via well-being ($b = .14$, 95

Table 2. Measurement Model Analysis.

Measurement model	CMIN	df	CMIN/DF	CFI	TLI	RMSEA
1. Theoretical model (WFC, WB, and PDP)	2,072.68	986	2.10	.76	.74	.07
2. Alternative model 1 (WFC and WB-PDP)	2,284.38	988	2.31	.71	.69	.08
3. Alternative model 2 (all variables)	2,914.07	989	2.95	.57	.55	.10

Note. $N = 218$. CFI = comparative fit index; TLI = Tucker-Lewis index; RMSEA = root mean square error of approximation; WFC = work-family conflict; WB = well-being; PDP = positive discipline parenting.

Table 3. Mediation Model 4 Using PROCESS by Hayes.

Model 1	Coeff.	Std. coeff.	SE	LLCI	ULCI	R	R ²
WFC	-.23	-.51***	.03	-.29	-.18	.51	.26***
Outcome: WB							
Model 2	Coeff.	Std. coeff.	SE	LLCI	ULCI	R	R ²
WFC	-.09	-.13*	.04	-.17	-.01	.50	.25***
WB	.58	.42***	.09	.39	.77		
Outcome: PDP							
The total effect of WFC on PDP							
	Effect		SE	LLCI	ULCI		
	-.22***		.04	-.30	-.14		
The direct effect of WFC on PDP							
	Effect		SE	LLCI	ULCI		
	-.09*		.04	-.17	-.01		
The indirect effect of WFC on PDP							
	Effect		SE	LLCI	ULCI		
	-.14*		.03	-.20	-.08		

Note. $N = 218$. 95 percent CI with bootstrap resampling of 5,000. LLCI = lower level confidence interval; ULCI = upper level confidence interval; WFC = work-family conflict; WB = well-being; PDP = positive discipline parenting; CI = confidence interval.

* $p < .05$. ** $p < .01$. *** $p < .001$.

percent confidence interval [CI] = [-.20, -.08]). The 95 percent CI for this test did not include zero, suggesting statistical significance and support for Hypothesis 3. The mediation analysis also confirmed a significant direct effect of WFC on PDP ($b = .09$, 95 percent CI = [-.17, -.01]), suggesting well-being partially mediated the relationship between WFC and PDP. The overall model accounted for a significant proportion variance in PDP ($R^2 = .25$, $p < .001$), suggesting that the model reasonably fits the data. Figure 1 depicts the empirical model of this study.

Discussion

This study found that mothers' WFC negatively impacted the implementation of PDP at home by lowering their well-being. Through the lens of COR theory (Hobfoll 1989, 2011; Hobfoll and

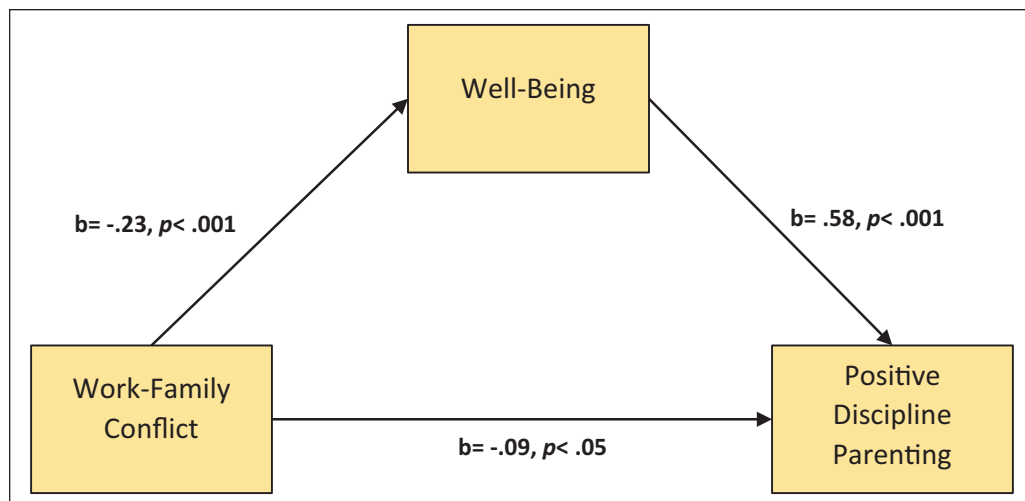


Figure 1. Empirical model.

Freedy 2017; Hobfoll and Lilly 1993), this study has confirmed that working mothers in public services who suffered from WFC could have limited resources to execute some family demands. As the resources are scarce, they will experience distress, leading to poor well-being. Following the traditional gender-role perspective (Bird et al. 1984; Boehnke 2011), working mothers in Indonesia are still expected to be responsible for family care, including child-rearing and parenting. As WFC occurs, they might have limited cognitive resources to execute PDP tasks. If they experience resource depletion at work, they are less likely to secure resources to execute parenting tasks at home. Managing work and family demands extra resources, and resource imbalance between these two realms (i.e., workplace vs. family) causes disturbance to work-life balance.

This study is consistent with Dugan and Barnes-Farrell (2020), Greaves et al. (2017), Hess and Pollmann-Schult (2020), and Yang and Kim (2021), who suggested that WFC could reduce parents' well-being. Similarly, Ng and Lau (2020) and Rajgariah et al. (2021) also indicated that the well-being of working mothers influenced parenting styles. Nevertheless, this study has advanced our understanding of the link between WFC and ineffective role as mothers at home. The link between work demands and poor performance has been introduced by some scholars using various theories, such as the job demand-resource (JDR) model (Demerouti et al. 2001). Unfortunately, the application of this theory only centered around the consequences of the work demands on employees in the workplace.

The gender-role perspectives offer new insight into applying the COR theory across genders and its impacts in different areas. Gender roles neither determine the number of resources male or female employees have nor conflicts at work and family, but some roles could be more demanding than others in one aspect of life. In the Indonesian public organization context, for example, the demand to balance between work and family is more accentuated for female than male employees. WFC can drain employee resources, and in this situation, working mothers in Indonesian public organizations can directly feel the disadvantages of losing resources. This causes greater work-family interferences for working mothers who are also expected to provide care and parenting for their children.

Parenting with positive discipline is beyond just providing effective child-rearing or positive parenting. PDP requires a balance between kindness and firmness and respecting children's perspectives. Evidence has confirmed that PDP provides trust and understanding to children (Carroll

and Hamilton 2016). This aligns with Durrant and Stewart-Tufescu (2017) that discipline does not lead to punishment or obedience but refers to knowledge and understanding. Excessive punishment, violence, and coercion failed to have a good influence on children. Research showed that overly controlling parenting can lead to behavioral problems (Amran and Basri 2020; Crandell et al. 2018; Masud et al. 2019; Perez-Gramaje et al. 2020; Pinquart 2017).

All these principles make PDP challenging to apply without full attention, effort, and resources from the parents. Managing PDP at home requires extra cognitive and emotional resources for mothers to deal with demanding tasks such as explaining things to children, observing behaviors, and providing a warm connection. These tasks have a similar degree of demand to those in mothers' workplaces. Meaning, resource conflicts in these two spheres can cause disturbance for working mothers.

In the family, if sufficient resources are available, working mothers can seek the root of the problem and set rules and boundaries. This decision-making is strongly influenced by well-being (Hengen and Alpers 2021). However, unstable well-being leads to wrong decisions in solving children's problems and impedes their development (Augustijn 2021), causing an inability to implement PDP. Parents may not have all the knowledge about positive discipline. However, enough resources and well-being allow them to focus on some, if not all, PDP principles.

In public service sectors, the central government systematically controls and manages employee careers. For most public service personnel, the job provides security and stable income. Mothers can also provide extra income to their families by working in public services. Unfortunately, the WFC can negate the implementation of PDP directly or indirectly by lowering well-being. Following the COR and gender-role theory, people of culture behave according to the values and norms they hold in society, which also influences public service personnel's behaviors. Poor work-life balance and resource depletion potentially influence how mothers function, not only as a member of public service organizations but also as key figure in the family.

Practical Implications

This research proposes three important implications. Firstly, the application of the COR theory should not be understood in a vacuum. Scholars and practitioners should view the COR theory as a typical stress theory that needs other perspectives. From a gender-role perspective, scholars and practitioners should accept that resource imbalance exists and influence how female and male employees solve their problems. To restore this balance, working mothers should be able to gauge the imbalance between demands and resources in their work life. They need to initiate communication about their struggle with other family members (e.g., husband) and their workplace (e.g., supervisor) to restore a demand-resource balance.

Secondly, according to Dhingra and Keswani (2019), Fan and Potočnik (2021), Newland (2015), and Welsh and Kaciak (2019), conflict resolution involves financial ability, family environment, and others. Stress is avoided when working mothers have sufficient resources to resolve WFC. A support system is a must for all working mothers. For public organizations in Indonesia, working mothers should easily access support for their mental health and well-being to ensure they are mentally healthy to implement PDP at home. In addition, leaders can provide supportive supervision and a positive work climate to reduce the occurrence of WFC.

Last, working mothers can improve their knowledge and skills in implementing PDP at home to provide extra resources for dealing with parenting demands. As working mothers master their tactics and strategy to implement PDP, they can optimize their cognitive resources to execute the PDP tasks. However, working mothers with high work demands must ensure their well-being to properly implement PDP. The central government or other nongovernmental organizations can develop this training program.

Limitations and Future Research Directions

Although the results have illuminated our understanding of the link between WFC and PDP among working mothers, demographic characteristics could have influenced this study's findings. For instance, some female workers are also mothers with caregiver responsibility (e.g., taking care of their parents) and single working mothers potentially experience more challenges and struggles than those who receive additional support from husbands or other family members. Future studies should consider these demographic differences and explore how working mothers cope with demanding work and family responsibilities.

This study has informed public administration and management scholars regarding gender roles and their impacts on employees' well-being and their families. Unfortunately, exploring children and the family's well-being was out of this study's scope and researchers' expertise. Thus, future studies should collect data from children and other family members to reveal some under-explored consequences of WFC. On the contrary, some workplaces and families experience the so-called work-family enrichment (e.g., Welsh and Kaciak 2019). This is perhaps a new avenue to advance our understanding of how gender roles might influence work-family enrichment.

Last, this study eliminated bias by performing bootstrapping technique and collected enough sample size to rule out the type II error. However, the generalization of this study should be done with caution as participants were not recruited using a random sampling technique, and they did not fully represent the Indonesian population. Thus, future studies should replicate this study using a more robust sampling technique to generalize the findings.

Conclusion

COR theory has been applied to study various stressors in the public organizational context. However, individual differences and culture are rarely used to understand the mechanism of the COR theory. In this study, working mothers in Indonesian public organizations could suffer from WFC as they had to balance their resource allocation between work and family. Furthermore, WFC indirectly affected their well-being, causing limited resources available to execute PDP-related tasks. This study supported that working mothers who experienced WFC also had lower well-being, subsequently impacting their PDP at home. Indonesian public service organizations employ female personnel who are also expected to provide childcare for the family. Working mothers must have enough resources to juggle work and family demands, and public organizations should consider some strategies to ensure support for their female employees, particularly those with family responsibilities. Balancing between public and family services is a tremendous challenge that needs to be addressed by scholars and practitioners in the area of management, gender, and psychology.

Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee (the ethical clearance was approved by the first author's affiliation) and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

Informed Consent

Informed consent was obtained from all participants in the study.

Data Availability

The data sets generated during and/or analyzed during the current study are not publicly available due to some restrictions but are available from the corresponding author on reasonable request.

References

- Abdul Ghani Azmi, I., S. H. Syed Ismail, and S. A. Basir. 2014. "Muslim Women Career Advancement: A Study of Indonesian Public Service." *International Journal of Business and Social Science* 5(2):168–79. doi:10.1016/j.sbspro.2012.09.1004.
- Adisa, T., Gbolahan Gbadamosi, and E. L. Osabutey. 2016. "Work-family Balance: A Case Analysis of Coping Strategies Adopted by Nigerian and British Working Mothers." *Gender in Management: An International Journal* 31(7):414–33. doi:10.1108/GM-01-2016-0010.
- Amran, Muhammad Syawal and Norhida Anor Basri. 2020. "Investigating the Relationship between Parenting Styles and Juvenile Delinquent Behaviour." *Universal Journal of Educational Research* 8(11A):25–32. doi:10.13189/ujer.2020.082104.
- Asbari, Masduki, Agus Purwanto, Yuli Sudargini, and Khaerul Fahmi. 2019. "The Effect of Work-family Conflict and Social Support on Job Satisfaction: A Case Study of Female Employees in Indonesia." *International Journal of Social and Management Studies* 1(1):32–43.
- Aspinall, Edward, Sally White, and Amalinda Savirani. 2021. "Women's Political Representation in Indonesia: Who Wins and How?" *Journal of Current Southeast Asian Affairs* 40(1):3–27. doi:10.1177/1868103421989720.
- Augustijn, Lara. 2021. "The Relation between Joint Physical Custody, Interparental Conflict, and Children's Mental Health." *Journal of Family Research* 33(3):613–36. doi:10.20377/jfr-621.
- Bell, Carolyn Shaw. 2016. "Working Women's Contributions to Family Income." *Eastern Economic Journal* 1(3):185–201.
- Bergs, Y., H. Hoofs, I. Kant, J. Slangen, and N. W. H. Jansen. 2018. "Work-family Conflict and Depressive Complaints among Dutch Employees: Examining Reciprocal Associations in a Longitudinal Study." *Scandinavian Journal of Work, Environment & Health* 44(1):69–79. doi:10.5271/sjweh.3658.
- Bird, Gloria W., Gerald A. Bird, and Marguerite Scruggs. 1984. "Determinants of Family Task Sharing: A Study of Husbands and Wives." *Journal of Marriage and the Family* 46(2):345. doi:10.2307/352466.
- Boehnke, Mandy. 2011. "Gender Role Attitudes around the Globe: Egalitarian vs Traditional Views." *Asian Journal of Social Science* 39(1):57–74. doi:10.1163/156853111X554438.
- Brenning, Katrijn, Elien Mabbte, and Bart Soenens. 2022. "Work-family Conflict and Toddler Parenting: A Dynamic Approach to the Role of Parents' Daily Work-family Experiences in Their Day-to-day Parenting Practices through Feelings of Parental Emotional Exhaustion." *Community, Work & Family* 26(4):507–524. doi:10.1080/13668803.2022.2037517.
- Carroll, Paul and Paul Brown. 2020. "The Effectiveness of Positive Discipline Parenting Workshops on Parental Attitude and Behavior the Effectiveness of Positive Discipline Parenting Workshops on Parental Attitude and Behavior." *The Journal of Individual Psychology* 76(3):286–303.
- Carroll, Paul and William Kyle Hamilton. 2016. "Positive Discipline Parenting Scale: Reliability and Validity of a Measure." *The Journal of Individual Psychology* 72(1):60–74. doi:10.1353/jip.2016.0002.
- Cerrato, Javier and Eva Cifre. 2018. "Gender Inequality in Household Chores and Work-family Conflict." *Frontiers in Psychology* 9:1330. doi:10.3389/FPSYG.2018.01330/BIBTEX.
- Chen, Han, Baker Ayoun, and Khalid Eyoun. 2018. "Work-family Conflict and Turnover Intentions: A Study Comparing China and U.S. Hotel Employees." *Journal of Human Resources in Hospitality & Tourism* 17(2):247–69. doi:10.1080/15332845.2017.1406272.
- Clark, Sue Campbell. 2000. "Work/Family Border Theory: A New Theory of Work/Family Balance." *Human Relations* 53(6):747–70.
- Connell, Christian M. and Michael J. Strambler. 2021. "Experiences with COVID-19 Stressors and Parents' Use of Neglectful, Harsh, and Positive Parenting Practices in the Northeastern United States." *Child Maltreatment* 26(3):255–66. doi:10.1177/10775595211006465.

- Crandell, Jamie L., Margarete Sandelowski, Jennifer Leeman, Nancy L. Havill, and Kathleen Knafel. 2018. "Parenting Behaviors and the Well-being of Children with a Chronic Physical Condition." *Families, Systems and Health* 36(1):45–61. doi:10.1037/FSH0000305.
- Daraba, Dahyar, Hillman Wirawan, Rudi Salam, and Muhammad Faisal. 2021. "Working from Home during the Corona Pandemic: Investigating the Role of Authentic Leadership, Psychological Capital, and Gender on Employee Performance." *Cogent Business & Management* 8(1):1885573. doi:10.1080/23311975.2021.1885573.
- Daswati, Daswati, Hillman Wirawan, Syahrudin Hattab, Rudi Salam, and Ahmad Syarif Iskandar. 2022. "The Effect of Psychological Capital on Performance through the Role of Career Engagement: Evidence from Indonesian Public Organizations." *Cogent Social Sciences* 8(1):2012971. doi:10.1080/23311886.2021.2012971.
- Demerouti, Evangelia, Arnold B. Bakker, Friedhelm Nachreiner, and Wilmar B. Schaufeli. 2001. "The Job Demands-resources Model of Burnout." *Journal of Applied Psychology* 86(3):499–512. doi:10.1037/0021-9010.86.3.499.
- Dhingra, Vipra and Sarika Keswani. 2019. "Impact of Working and Non Working Mothers on Development of Their Children in Madhya Pradesh." *International Journal of Research in Advent Technology* 7(3):1369–75. doi:10.32622/ijrat.732019104.
- Diana, Raden Rachmy, Muhammad Chirzin, Khoiruddin Bashori, Fitriah M. Suud, and Nadea Zulfa Khairunnisa. 2021. "Parental Engagement on Children Character Education: The Influences of Positive Parenting and Agreeableness Mediated by Religiosity." *Cakrawala Pendidikan* 40(2):428–44. doi:10.21831/cp.v40i2.39477.
- Diener, Ed, Marissa Diener, and Carol Diener. 1995. "Factors Predicting the Subjective Well-being of Nations." *Journal of Personality and Social Psychology* 69(5):851–64. doi:10.1037/0022-3514.69.5.851.
- Dillip, Angel, Zawadi Mageni Mboma, George Greer, and Lena M. Lorenz. 2018. "‘To Be Honest, Women Do Everything’: Understanding Roles of Men and Women in Net Care and Repair in Southern Tanzania." *Malaria Journal* 17(1):1–8. doi:10.1186/S12936-018-2608-7.
- Dugan, Alicia G. and Janet L. Barnes-Farrell. 2020. "Working Mothers’ Second Shift, Personal Resources, and Self-care." *Community, Work and Family* 23(1):62–79. doi:10.1080/13668803.2018.1449732.
- Durrant, Joan E. 2019. "Positive Discipline in Everyday Parenting (PDEP)." Pp. 89–97 in *Ending the Physical Punishment of Children: A Guide for Clinicians and Practitioners*, edited by E. T. Gershoff and S. J. Lee, Stockholm, Sweden: Save the Children Sweden.
- Durrant, Joan E. and Ashley Stewart-Tufescu. 2017. "What Is ‘Discipline’ in the Age of Children’s Rights?" *International Journal of Children’s Rights* 25(2):359–79. doi:10.1163/15718182-02502007.
- Eagly, Alice H. and Wendy Wood. 2003. "The Origins of Sex Differences in Human Behavior: Evolved Dispositions versus Social Roles." Pp. 408–23 in *Evolution, Gender, and Rape*. Vol. 54, edited by C. B. Travis, Cambridge, Massachusetts: The MIT Press.
- Fan, Yuyang and Kristina Potočnik. 2021. "The Impact of the Depletion, Accumulation, and Investment of Personal Resources on Work-life Balance Satisfaction and Job Retention: A Longitudinal Study on Working Mothers." *Journal of Vocational Behavior* 131:103656. doi:10.1016/j.jvb.2021.103656.
- Frank, Elena, Zhuo Zhao, Yu Fang, Lisa S. Rotenstein, Srijan Sen, and Constance Guille. 2021. "Experiences of Work-family Conflict and Mental Health Symptoms by Gender among Physician Parents during the COVID-19 Pandemic." *JAMA Network Open* 4(11):1–12. doi:10.1001/jamanetworkopen.2021.34315.
- Gharaibeh, Huda F. and Muntaha K. Gharaibeh. 2021. "Quality of Life of Working and Non-working Jordanian Mothers Caring for Chronically Ill Child and Its Associated Factors." *Heliyon* 7(3):1–7. doi:10.1016/j.heliyon.2021.e06320.
- Grandey, Alicia A. and Russell Cropanzano. 1999. "The Conservation of Resources Model Applied to Work-family Conflict and Strain." *Journal of Vocational Behavior* 54(2):350–70. doi:10.1006/JVBE.1998.1666.
- Greaves, Claire E., Stacey L. Parker, Hannes Zacher, and Nerina L. Jimmieson. 2017. "Working Mothers’ Emotional Exhaustion from Work and Care: The Role of Core Self-evaluations, Mental Health, and Control." *Work and Stress* 31(2):164–81. doi:10.1080/02678373.2017.1303760.

- Hardy, Anne, Jan McDonald, Rosanne Guijt, Elizabeth Leane, Angela Martin, Allison James, Menna Jones, Monica Corban, and Bridget Green. 2016. "Academic Parenting: Work-family Conflict and Strategies across Child Age, Disciplines and Career Level." *Studies in Higher Education* 43(4):625–43. doi:10.1080/03075079.2016.1185777.
- Harpaz, Gal, Yael Grinshtain, and Yosi Yaffe. 2021. "Parental Self-efficacy Predicted by Parents' Subjective Well-being and Their Parenting Styles with Possible Role of Help-seeking Orientation from Teachers." *The Journal of Psychology* 155(6):571–87. doi:10.1080/00223980.2021.1926896.
- Haslam, Divna, Ania Filus, Alina Morawska, Matthew R. Sanders, and Renee Fletcher. 2015. "The Work-family Conflict Scale (WAFCS): Development and Initial Validation of a Self-report Measure of Work-family Conflict for Use with Parents." *Child Psychiatry & Human Development* 46(3):346–57. doi:10.1007/s10578-014-0476-0.
- Hattab, Syahrudin, Hillman Wirawan, Rudi Salam, Daswati Daswati, and Risma Niswaty. 2022. "The Effect of Toxic Leadership on Turnover Intention and Counterproductive Work Behaviour in Indonesia Public Organisations." *International Journal of Public Sector Management* 35(3):317–33. doi:10.1108/IJPSM-06-2021-0142.
- Hayes, Andrew F. 2013. *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-based Approach*. 3rd ed. New York: Guilford Press.
- Hengen, Kristina M. and Georg W. Alpers. 2021. "Stress Makes the Difference: Social Stress and Social Anxiety in Decision-making under Uncertainty." *Frontiers in Psychology* 12(1):33. doi:10.3389/fpsyg.2021.578293.
- Hess, Stephanie and Matthias Pollmann-Schult. 2020. "Associations between Mothers' Work-family Conflict and Children's Psychological Well-being: The Mediating Role of Mothers' Parenting Behavior." *Journal of Child and Family Studies* 29(6):1561–71. doi:10.1007/s10826-019-01669-1.
- Hobfoll, Stevan E. 1989. "Conservation of Resources: A New Attempt at Conceptualizing Stress." *American Psychologist* 44(3):513–24. doi:10.1037/0003-066X.44.3.513.
- Hobfoll, Stevan E. 2011. "Conservation of Resource Caravans and Engaged Settings." *Journal of Occupational and Organizational Psychology* 84(1):116–22. doi:10.1111/j.2044-8325.2010.02016.x.
- Hobfoll, Stevan E. and John Freedy. 2017. "Conservation of Resources: A General Stress Theory Applied to Burnout." Pp. 115–29 in *Professional Burnout*, edited by W. B. Schaufeli, C. Maslach and T. Marek, London: Routledge.
- Hobfoll, Stevan E. and Roy S. Lilly. 1993. "Resource Conservation as a Strategy for Community Psychology." *Journal of Community Psychology* 21(2):128–48. doi:10.1002/1520-6629(199304)21:2<128::AID-JCOP2290210206>3.0.CO;2-5.
- Huang, Jason L., Paul G. Curran, Jessica Keeney, Elizabeth M. Poposki, and Richard P. DeShon. 2012. "Detecting and Deterring Insufficient Effort Responding to Surveys." *Journal of Business and Psychology* 27(1):99–114. doi:10.1007/s10869-011-9231-8.
- Hussin, Sufean, Mustari Mohamad, and Anahita Ghanad. 2017. "Education for Emancipation and Sustainability: The Roles of Pesantrens in Societal Development in Java, Indonesia." *Malaysian Online Journal of Educational Management* 5(3):1–18. doi:10.22452/mojem.vol5no3.1.
- Kholis, Nur. 2012. "Career Advancement in Indonesian Academia: A Concern of Gender Discrimination." *Jurnal Kependidikan Islam* 2(1):13–28. doi:10.15642/jkpi.2012.2.1.13-28.
- Kholis, Nur. 2017. "Barriers to Women's Career Advancement in Indonesian Academia: A Qualitative Empirical Study." In Pp. 157–64 in *Proceedings of the 1st Yogyakarta International Conference on Educational Management/Administration and Pedagogy (YICEMAP 2017)*. Vol. 66, edited by C. S. A. Jabar, L. Purnastuti, M. F. A. Ghani, M. Khairudin, S. Indartono, R. Utari, B. Rahmat, A. Waskito and Fatimah, Paris, France: Atlantis Press.
- Konok, Veronika, Nóra Bunford, and Ádám Miklósi. 2020. "Associations between Child Mobile Use and Digital Parenting Style in Hungarian Families." *Journal of Children and Media* 14(1):91–109. doi:10.1080/17482798.2019.1684332.
- Kurniasih, Nia and Dwi Hastuti. 2017. "Effect of Mother's Discipline Parenting Pattern on Discipline Character of Kindergarten Children." *Journal of Child Development Studies* 2(1):23. doi:10.29244/jcds.2.1.23-34.
- Lawrence, Julie, Jillian J. Haszard, Barry Taylor, Barbara Galland, Rachel Sayers, Maha Hanna, Rachael Taylor, Julie Lawrence, Jillian J. Haszard, Barry Taylor, Barbara Galland, Rachel Sayers, Maha Hanna,

- and Rachael Taylor. 2019. "A Longitudinal Study of Parental Discipline Up to 5 Years." *Journal of Family Studies* 27(4):589–606. doi:10.1080/13229400.2019.1665570.
- Lemmons, Brianna P., Olajide N. Bamishigbin, Qiana R. Cryer-Coupet, Ericka M. Lewis, Marquitta S. Dorsey, and Shawnice Johnson. 2021. "Exploring the Determinants of Discipline and Monitoring among Non-resident African American Fathers." *Children and Youth Services Review* 125:1–10. doi:10.1016/j.childyouth.2021.106004.
- Lui, P. Priscilla and Gaithri A. Fernando. 2018. "Development and Initial Validation of a Multidimensional Scale Assessing Subjective Well-being: The Well-being Scale (WeBS)." *Psychological Reports* 121(1):135–60. doi:10.1177/0033294117720696.
- Maftuhah, Aan. 2022. "Reasons for Allowing Muslim Women (Married) to Work Outside the Home." *AKADEMIK: Jurnal Mahasiswa Humanis* 2(1):29–36. doi:10.37481/JMH.V2I1.466.
- Masud, Hamid, Muhammad Shakil Ahmad, Ki Woong Cho, and Zainab Fakhr. 2019. "Parenting Styles and Aggression among Young Adolescents: A Systematic Review of Literature." *Community Mental Health Journal* 55(6):1015–30. doi:10.1007/s10597-019-00400-0.
- Meade, Adam W. and S. Bartholomew Craig. 2012. "Identifying Careless Responses in Survey Data." *Psychological Methods* 17(3):437–55. doi:10.1037/a0028085.
- Negraia, Daniela V., Jill E. Yavorsky, and Denys Dukhovnov. 2021. "Mothers' and Fathers' Well-being: Does the Gender Composition of Children Matter?" *Journal of Marriage and Family* 83(3):820–44. doi:10.1111/JOMF.12739.
- Nelsen, J., L. Lott, and H. S. Glenn. 2007. *Positive Discipline AZ: 1001 Solutions to Everyday Parenting Problems*. 3rd ed. New York: Harmony.
- Newland, Lisa A. 2015. "Family Well-being, Parenting, and Child Well-being: Pathways to Healthy Adjustment." *Clinical Psychologist* 19(1):3–14. doi:10.1111/cp.12059.
- Ng, Bonnie Hoi Lam and Eva Yi Hung Lau. 2020. "Influences of Psychological Well-being, Job Support, and Paternal Involvement on Working Mothers' Involvement and Authoritative Parenting in Hong Kong." *Journal of Family Issues* 41(10):1742–58. doi:10.1177/0192513X20916856.
- Niehof, Anke. 2013. "The Changing Lives of Indonesian Women; Contained Emancipation under Pressure." *Bijdragen tot de Taal-, Land- en Volkenkunde/Journal of the Humanities and Social Sciences of Southeast Asia* 154(2):236–58. doi:10.1163/22134379-90003897.
- Obrenovic, Bojan, Du Jianguo, Akmal Khudaykulov, and Muhammad Aamir Shafique Khan. 2020. "Work-family Conflict Impact on Psychological Safety and Psychological Well-being: A Job Performance Model." *Frontiers in Psychology* 11(1):475. doi:10.3389/fpsyg.2020.00475.
- Okorn, Ana, Marjolein Verhoeven, and Anneloes Van Baar. 2022. "The Importance of Mothers' and Fathers' Positive Parenting for Toddlers' and Preschoolers' Social-emotional Adjustment." *Parenting* 22(2):128–51. doi:10.1080/15295192.2021.1908090.
- Panula, Venla, Niina Junttila, Minna Aromaa, Päivi Rautava, and Hannele Räihä. 2020. "Parental Psychosocial Well-being as a Predictor of the Social Competence of a Child." *Journal of Child and Family Studies* 29(11):3004–19. doi:10.1007/S10826-020-01790-6.
- Penjor, Sonam, Einar B. Thorsteinnsson, Ian Price, and Natasha M. Loi. 2019. "Parenting Style, Distress, and Problematic Alcohol Use in Bhutan." *Cogent Psychology* 6(1):1–10. doi:10.1080/23311908.2019.1579503.
- Perez-Gramaje, A. Fernando, Oscar F. Garcia, Maria Reyes, Emilia Serra, and Fernando Garcia. 2020. "Parenting Styles and Aggressive Adolescents: Relationships with Self-esteem and Personal Maladjustment." *European Journal of Psychology Applied to Legal Context* 12(1):1–10. doi:10.5093/EJPALC2020A1.
- Pinquart, Martin. 2016. "Associations of Parenting Styles and Dimensions with Academic Achievement in Children and Adolescents: A Meta-analysis." *Educational Psychology Review* 28(3):475–93. doi:10.1007/s10648-015-9338-y.
- Pinquart, Martin. 2017. "Associations of Parenting Dimensions and Styles with Externalizing Problems of Children and Adolescents: An Updated Meta-analysis." *Developmental Psychology* 53(5):873–932. doi:10.1037/dev0000295.
- Podsakoff, Philip M., Scott B. MacKenzie, Jeong-Yeon Lee, and Nathan P. Podsakoff. 2003. "Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies." *Journal of Applied Psychology* 88(5):879–903. doi:10.1037/0021-9010.88.5.879.

- Rajan, Kavitha, Salve Revati Navnath, Budar Pooja Deepak, and Tarde Vrundavani Madanrao. 2021. "A Research Study to Identify and Assess the Children's Perception and Their Views towards Working Mother." *International Journal of Nursing and Medical Investigation* 6(4):70–74. doi:10.31690/ijnmi.2021.v06i04.005.
- Rajgariah, Ridhi, Smitha Malenahalli Chandrashekarappa, Kirthana Venkatesh Babu, Arun Gopi, Narayana Murthy Mysore Ramaiha, and Jagdish Kumar. 2021. "Parenting Stress and Coping Strategies Adopted among Working and Non-working Mothers and Its Association with Socio-demographic Variables: A Cross-sectional Study." *Clinical Epidemiology and Global Health* 9:191–95. doi:10.1016/j.cegh.2020.08.013.
- Riany, Yulina Eva, Pamela Meredith, and Monica Cuskelly. 2017. "Understanding the Influence of Traditional Cultural Values on Indonesian Parenting." *Marriage and Family Review* 53(3):207–26. doi:10.1080/01494929.2016.1157561.
- Ruiz-Casares, Mónica, Sarah Lilley, Brett D. Thombs, Robert William Platt, Susan Scott, Widjajanti Isdijoso, Emmy Hermanus, Michelle Andrina, and Nancy Mayo. 2019. "Protocol for a Cluster Randomised Controlled Trial Evaluating a Parenting with Home Visitation Programme to Prevent Physical and Emotional Abuse of Children in Indonesia: The Families First Programme." *BMJ Open* 9(1):e021751. doi:10.1136/bmjopen-2018-021751.
- Ruiz-Casares, Mónica, Brett D. Thombs, Nancy E. Mayo, Michelle Andrina, Susan C. Scott, and Robert William Platt. 2022. "The Families First Program to Prevent Child Abuse: Results of a Cluster Randomized Controlled Trial in West Java, Indonesia." *Prevention Science* 23(8):1457–69. doi:10.1007/s11121-022-01433-w.
- Selvarajan, T. T. Rajan, Barjinder Singh, Donna Stringer, Olga Chapa, T. T. Rajan Selvarajan, Barjinder Singh, Donna Stringer, and Olga Chapa. 2020. "Work-family Conflict and Well-being: Moderating Role of Spirituality." *Journal of Management, Spirituality & Religion* 17(5):419–38. doi:10.1080/14766086.2020.1796768.
- Siegel, Alberta E. 1984. "Working Mothers and Their Children." *Journal of the American Academy of Child Psychiatry* 23(4):486–88. doi:10.1016/S0002-7138(09)60329-0.
- Singh, Anjali, Herendra Kumar, and Sunita Kumari. 2020. "Mental Health of Adolescents of Working and Non-working Mothers." *The International Journal of Indian Psychology* 8(3):586–91. doi:10.25215/0803.068.
- Soomro, Aqeel Ahmed, Robert J. Breitenecker, Syed Afzal, and Moshadi Shah. 2017. "Relation of Work-life Balance, Work-family Conflict, and Family-work Conflict with the Employee Performance-moderating Role of Job Satisfaction Introduction." *South Asian Journal of Business Studies* 7(1):129–46.
- Sousa, Valmi D. and Wilaiporn Rojjanasrirat. 2011. "Translation, Adaptation and Validation of Instruments or Scales for Use in Cross-cultural Health Care Research: A Clear and User-friendly Guideline." *Journal of Evaluation in Clinical Practice* 17(2):268–74. doi:10.1111/j.1365-2753.2010.01434.x.
- Spagnoli, Paola, Alessandro Lo Presti, and Carmela Buono. 2020. "The 'Dark Side' of Organisational Career Growth: Gender Differences in Work-family Conflict among Italian Employed Parents." *International Journal of Manpower* 41(2):152–67. doi:10.1108/IJM-05-2018-0145/FULL/XML.
- Spera, Christopher. 2005. "A Review of the Relationship among Parenting Practices, Parenting Styles, and Adolescent School Achievement." *Educational Psychology Review* 17(2):125–46. doi:10.1007/s10648-005-3950-1.
- Terry, Danielle L., Min Je Woo, and Danielle L. Terry. 2020. "Burnout, Job Satisfaction, and Work-family Conflict among Rural Medical Providers Rural Medical Providers." *Psychology, Health & Medicine* 26(2):196–203. doi:10.1080/13548506.2020.1750663.
- van IJzendoorn, Marinus H., Carlo Schuengel, Qiang Wang, and Marian J. Bakermans-Kranenburg. 2023. "Improving Parenting, Child Attachment, and Externalizing Behaviors: Meta-analysis of the First 25 Randomized Controlled Trials on the Effects of Video-feedback Intervention to Promote Positive Parenting and Sensitive Discipline." *Development and Psychopathology* 35(1):241–56. doi:10.1017/S0954579421001462.
- Weiss, Heather B., Ellen Mayer, Holly Kreider, Margaret Vaughan, Eric Dearing, Rebecca Hencke, and Kristina Pinto. 2003. "Making It Work: Low-income Working Mothers' Involvement in Their Children's Education." *American Educational Research Journal* 40(4):879–901. doi:10.3102/00028312040004879.

- Welsh, Dianne H. B. and Eugene Kaciak. 2019. "Family Enrichment and Women Entrepreneurial Success: The Mediating Effect of Family Interference." *International Entrepreneurship and Management Journal* 15(4):1045–75. doi:10.1007/s11365-019-00587-4.
- Yang, Hwa Mi and Hye Ryoung Kim. 2021. "Work-family Conflict on Children's Internet Addiction: Role of Parenting Styles in Korean Working Mother." *International Journal of Environmental Research and Public Health* 18(11):1–11. doi:10.3390/ijerph18115774.
- Zhou, Zhiqing E., Laurenz L. Meier, and Paul E. Spector. 2019. "The Spillover Effects of Coworker, Supervisor, and Outsider Workplace Incivility on Work-to-family Conflict: A Weekly Diary Design." *Journal of Organizational Behavior* 40(9–10):1000–12. doi:10.1002/job.2401.
- Zurlo, Maria Clelia, Federica Vallone, and Andrew P. Smith. 2020. "Work-family Conflict and Psychophysical Health Conditions of Nurses: Gender Differences and Moderating Variables." *Japan Journal of Nursing Science* 17(3):1–12. doi:10.1111/jjns.12324.

Author Biographies

Abdul Kadir is an associate professor of public administration science at Halu Oleo University, Indonesia. His studies have focused on investigating human resources in public service organizations. Many of his recent works also investigate the role of leadership in public service organizations and developing services in public organizations.

Hillman Wirawan is a PhD candidate at the School of Psychology, Deakin University, Australia. Also, he is a lecturer of organizational psychology at the Department of Psychology, Universitas Hasanuddin, Indonesia. His current research projects primarily focus on understanding abusive supervisory behaviors in different organizations and cultures.

Rudi Salam is an associate professor of administration sciences at Universitas Negeri Makassar, Indonesia. Apart from his role as a lecturer, he is also a current PhD student at Universitas Brawijaya studying business resilience in the hospitality industry. His current works cover various topics in administration sciences.

Novina Sabila Zahra is a postgraduate student at the Faculty of Psychology, Universitas Gadjah Mada, Indonesia. She focuses on studying psychometric assessment and mental ability. Her works involve developing psychological scales in leadership, mental health, and positive work attitudes.