

PSYCHOSOCIAL FACTORS INFLUENCING WORK – FAMILY BALANCE OF WORKING MOTHERS

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ABSTRACT

Work-family balance is subjective feeling when someone feels the same degree of involvement and role satisfaction in work and family domain, with minimal conflict, because of self-ability to set priorities. Work-family balance will be beneficial for psychological well-being of working mothers, family, as well as organization. However, it is necessary to figure out what factors that influence work-family balance of working mothers.

This study aims to test psychosocial factors influencing work-family balance empirically, covering work autonomy, husband support, gender role orientation, and role commitment. These four variables are positioned as independent variables while work-family balance is positioned as dependent variable.

Subjects of this study are 312 working mothers in Semarang, the Capital city of Central Java. Sample was collected using *multistage cluster random sampling*. Data analysis was conducted using structural equation modeling that was applied to test the influence of independent variables towards dependent variable. The result of this study shows that 1). Work autonomy does not influence work-family balance ($p=0.072$; $CR=1.798$); 2). Husband support significantly influences work-family balance ($p=0.021$; $CR=2.308$) with estimated value of 0.209; 3). Gender role orientation does not influence work-family balance. ($p=0.676$; $CR=0.418$); 4). Role commitment significantly influences work-family balance ($p=0.000$; $CR=3.474$) with estimated value of 0.348.

Keywords: work-family balance, gender role orientation, work autonomy, husband support, role commitment.

INTRODUCTION:

Nowadays, working mothers has become common phenomenon especially here in Indonesia. In Indonesia, there has been a growing number of working mothers over the years. In 2010, the number of working woman was as many as 51.760.000 or 38.19% of Indonesian population. In 2011, the number of working woman was as many as 52.440.000 (38.35%), in 2012 the number was 51.390.000 (37.83%), in 2013 the number was 50.280.000 (37.80%), and in 2014 there were 83.760.000 (61.80%) working women in Indonesia (BKKBN, 2014).

Meanwhile, the number of working men in 2010 was as may as 83.760.000 or 61,80% of overall Indonesian population. In 2011, it was as may as 84.300.000 (61.64%), in 2012 the number was growing slightly to 84.420.000 (62.16%), in 2013 reaching 83.380.000 (62.53%), and in 2014 there were about 83.050.000 (62.37%) (BKKBN, 2014). These data show that the number of working woman is stable in around 37% of the whole population in Indonesia. This percentage indicates that working women have become a common phenomenon.

Mothers' involvement in working field can bring either positive or negative outcome. From positive side, women can gain skill, positive emotion, self respect and life satisfaction (Ruderman, Ohlott, Panser & King 2002). On the other side, it can also bring about negative outcome such as conflict between work and family role (Handayani, 2008, 2012), less time for family, even in some cases, women sacrifice their own life or time.

Regarding those positive and negative outcome, it can be understood that most working mothers find difficulty in achieving work-family balance because when they are either in work or family domain, there will be only one side that is benefited while the other side must be sacrificed. The result of Keene & Quadagno's research (2004) supports this circumstance. This research stated that 60% of adults who work show difficulty in achieving balance, particularly spouses who both work with children under 18 years old.

Work-family balance will be beneficial for psychological well-being of working mothers, family, as well as organization Result of Handayani & Munawar research (2014) shows that when mothers can balance between work and family and have the sense of satisfaction for husband help in parenting, the children development will be optimum.

Regarding with the definition of work-family balance, researchers have different concepts among each other. According to Frone (2003), mostly it is difficult for them to define work-family balance. Meanwhile, Handayani, Afiatin, Adiyanti, (2015) defined work-family balance as subjective feeling when someone feels the same degree of involvement and role satisfaction both in work and family domain, with minimal conflict, because of the ability to set priorities.

Meanwhile, the success or failure of a working mother in achieving work-family balance is influenced by psychosocial factors, which are psychological factors coming from oneself or social factors coming from outside the individual. Regarding this, this research will determine what factors can influence work-family balance of working mothers in Indonesia, especially in Semarang.

On the other side, this research covers new subject which is analyzing work-family balance from the family side. According to Saltztein & Saltztein's research (2011), role balance is mostly associated with antecedent in the form of satisfaction towards intervention programs provided by organization. Muchinky (2003) said that for the last two decades, organizational studies has been focused more on the issue around job and organization so that it tends to ignore things related with variables coming from family domain. This is a challenge to develop more widely the concept of work-family balance research from the side of developmental psychology.

This circumstance is also supported by experts' opinion (Slan-Jerusalem & Chen, 2009; Wood & Eagly, 2010; Rothbart, 2001), those experts stated that basically, women are expected to be in domestic sector. Furthermore, in eastern culture, working is seen as a way to support family life (Hassan, Dollard, & Winefield, 2010).

Based on those statements and research results, it can be concluded that a mother is expected to be in domestic sector, however there have not been many work-family balance researches talking about working mothers' role from the family side. Referring to that fact, therefore, this research will discuss about work-family balance from family side, particularly on working mothers who have children aged up to 6 years old. The selection of that age group is meant to consider that when children at preschool age or younger, mothers need more time to interact with them, thus it will be difficult for those mothers to achieve work-family balance. Therefore, this research particularly will focus on testing whether work autonomy, husband support, gender role orientation, and role commitment influence work-family balance.

THEORETICAL RATIONAL AND HYPOTHESES DEVELOPMENT: WORK-FAMILY BALANCE:

Researchers have different concept among each other regarding with work-family balance definition. Each of them has their own view. According to Frone (2003), it is even difficult to define work-family balance. At first, work-family balance only referred to no work-family conflict concept (Clark, 2000; Grzywacz & Carlson, 2007; Saltzstein & Saltztein, 2001). Based on Grzywacz & Carlson (2007), this concept is the first and the most used in discussing work-family balance.

As the concept about work-family balance has progressed, saying that there is no conflict within the family does not mean that there is work-family balance. (Grzywacz & Carlson, 2007; Valcour, 2007). Because basically all people have conflict, thus, other concept besides the concept of the absence of role conflict is needed here. According to Frone, 2003; Grzywacz & Marks, 2000; Voydanoff, 2004, *Work family facilitation* concept becomes the second component that needs to be considered in identifying work-family balance (Frone, 2003; Grzywacz & Marks, 2000; Voydanoff, 2004). *Work family facilitation* shows to what extent involvement in work (or home) becomes easier based on experience, skill and opportunity gained or developed at home or in office (Frone, 2003).

Carlson, Kacmar, Wayne, & Grzywacz (2006) ; Greenhaus & Powell (2006) also stated the same concept that work-family balance is the absence of conflict or disturbance and the presence of enrichment as well as integration between work and family role. Moreover, it is said that work-family balance will be achieved when work family conflict experienced by the individual is categorized low and work family enrichment experienced by the individual is categorized high. Grzywacz & Carlson (2007) argued that work-family balance comes from positive and negative aspects of work-family interface. Negative aspects always use conflict concept while positive aspects mostly use some terms such as *work family enrichment, work family interface, work family facilitation, positive family spillover* (Washington, 2006).

According to Marks & MacDermind (1996) and Greenhaus, Collins, & Shaw (2003), work-family balance is a circumstance where an individual has the same degree of involvement and satisfaction in work and family role with minimal conflict (Clark, 2000). In addition, Marks & MacDermind (1996) stated that the concept of role balance offers an alternative that an individual prioritizes roles hierarchically in order to organize and arrange various responsibilities.

According to Grzywacz & Carlson (2007), work-family balance is role accomplishment that an individual performs regarding with the expectation that there will be negotiation and various roles in work-family domain. Handayani et al research (2015), which is along the line with the previous statement, has proven that work-family balance is subjective feeling when an individual feels the same degree of involvement and role satisfaction in work and family domain, with less conflict, because of one's ability to set priorities. This work-family balance covers three components that are satisfaction balance, interest balance and attention balance.

In conclusion, work family balance is not only proportional role sharing, but it is also the feeling related to involvement in work and family role experienced by an individual that finally leads to satisfaction.

WORK AUTONOMY AND WORK-FAMILY BALANCE:

Work autonomy allows workers to have freedom and flexibility in organizing work load in such a way so that they can minimize pressure, fatigue and conflict (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007). Regarding with work flexibility, research results of Hill, Hawkins, Ferris, & Weitzman (2001) and Mc Namara, Pitt-Catsoupes, Matz-Costa, Brown, & Valcour (2012) show that work flexibility is strongly and positively related with work-family balance.

According to Craig & Sawrikar (2008) flexibility in initiating and ending work time will improve satisfaction in work-family balance of working women with teenager children. In addition, Azim, Ahmad, Omar, & Silong (2012) said that work autonomy tends to build more workers' trust that organization will fulfill its responsibility in helping integrate work and family demand. When someone has work autonomy, this person will be easier in achieving work-family balance in his/her personal life (Keene & Quadagno, 2004). Therefore, it can be said that there is direct influence between work autonomy and work-family balance.

Hypothesis 1: There is influence of work autonomy towards work-family balance

HUSBAND SUPPORT AND WORK-FAMILY BALANCE:

Husband support is one of resources that come from family for working mothers. According to Clark (2000), the presence of support plays an important role in achieving work-family balance. Along the line with Clark's

opinion, Baran (2012), Lee, Zvonkovic, & Crawford, (2013) stated that for working women, high personal support, especially from husband and family members, will matter more than support from work place. Spouse is the most important part because husband and wife interact each other about experiences of various roles in life (Fischlmayr & Kollinger, 2010; Jianwei & Yuxin, 2011).

According to Greenhaus, Ziegert, & Allen (2011), a husband can give emotional support to his wife and shows respect dealing with the challenge of bringing together work and family responsibilities. A husband can also offer help in the form of suggestion in order to bring together work and family responsibilities. Regarding to this, research result of Lee, Zvonkovic, & Crawford (2013) has revealed that there is correlation between husband support and balance role on full time working women.

Study by Jacobs & Gerson (2010) also shows that spouse contributes in balancing between parenting and career roles. This kind of help matters a lot, especially regarding with responsibility conflict between work and family (Erdwins, Buffardi, Casper, & O'Brien, 2001). Based on the previous statements, it can be concluded that husband support influences work-family balance.

Hypothesis 2: There is influence of husband support on work-family balance

GENDER ROLE ORIENTATION AND WORK-FAMILY BALANCE:

According to Grzywacs & Carlson (2007) work-family balance can be achieved through negotiation and role sharing in work-family domain. Gender role orientation is one type of negotiation and role sharing in work-family domain. Gender role orientation is a person's view or judgment of woman and man participation in family and society based on different gender.

Schieman & Glavin (2008) stated that gender role ideology is a continuum concept from traditional (family responsibility especially on women) to egalitarian (trust of having role equality between man and woman). Gender equality will make it easier to achieve work-family balance (Lyness & Kropf, 2005). As Kim & Ling (2001) stated that egalitarian gender role orientation helps woman entrepreneurs in Singapore to decrease family demand. This can happen because by having equal responsibility between man and woman, family demand on women related with domestic domain does not completely become woman responsibility. Therefore, man and woman will bear the same burden dealing with domestic tasks, and so this will make woman achieve work-family balance easily. On the other hand, when a mother holds traditional gender orientation view, saying that woman is fully responsible for domestic tasks, she will find it difficult to achieve work-family balance. In conclusion, it can be said that gender role orientation influences work-family balance.

Hypothesis 3: There is influence of gender role orientation on work-family balance

ROLE COMMITMENT AND WORK-FAMILY BALANCE:

Researches about work and family role commitment is often begun with premises saying that an individual can build strong commitment to work identity by letting go of his/her commitment to the family, and in reverse. However, referring to commitment view about "multiplicity", an individual can use time and energy to involve in a behavior in which he/she is committed (Bielby & Bielby, 1989). This shows that someone can involve and commit in some role at a time. This applies especially for woman, because woman is demanded to a wife and a mother, it is expected that working women can be balanced in the identity of two roles, between work

As stated in Puspitawati & Sari's (2008) research result, in eastern culture, although women work outside home, she should not neglect her obligation as a mother. Therefore, a working mother, besides demanded to be committed to his work, must still commit to her family, both to domestic tasks and parenting task. Handayani & Munawar's research result (2014) shows that children of working mothers who is not balanced in work and family domain, either for mothers who prioritize work more or for mothers who do not mainly prioritize their children development, do not have optimum development.

In accordance to the previous research, Ruderman, Ohlott, Panser & King's research (2002) shows that women who commit to various roles will be more effective in their personal and managerial tasks because various roles give women chances to succeed and feel "successful" about herself. Meanwhile, Handayani, Afiatin, Adiyanti, Himam research (2015) shows that one of factors that influence work-family balance is role commitment. According to Saginak & Saginak (2005), commitment to work and family role results in high success of balancing work-family role. Finally, it can be concluded that role commitment directly influences work-family balance.

Hypothesis 4: There is influence of role commitment on work-family balance.

METHODOLOGY:

This study was conducted through survey method involving five research variables, which are work-family balance, gender role orientation, work autonomy, husband support, and role commitment. Data collection used scale. Work-family balance scale according to Marks & MacDermind (1996) consists of three components namely satisfaction balance, interest balance and attention balance. Role commitment scale according to Mowday concept (in Kuruuzum, Cetin, & Irmak, 2009) consists of three aspects which are strong belief in the goal of role commitment, willingness to give the best effort in sake of role commitment and strong desire to maintain role commitment.

Husband support scale based on King, Mattimore, King & Adams (1995) concept consists of two components namely emotional support and instrumental support. Work autonomy scale based on WeBreauth concept (cited by Pearson, Pearson, & Griffin, 2009) consists of two components which are freedom in work schedule and work method. Gender role orientation scale based on Ahmad (1999) consists of three components which are attitude towards the job, work sharing and power structure underlying role equality between men and women.

Research subject is 312 working mothers in Semarang, the Capital city of Central Java using *multistage cluster random sampling* as sampling method. Data analysis was conducted using structural equation modeling (SEM).

FINDINGS AND DISCUSSION:

Parameter quality is proven using reliability, in which work-family balance scale is 0.854; husband support scale is 0.906; role commitment scale is 0.858; work autonomy scale is 0.837 and gender role orientation role is 0.819.

SUBJECT DESCRIPTION:

Subject description consists of 312 working mothers who have first child not more than six years old. Based on the result of data analysis, it can be concluded that 47.8% mothers work as private company employee, and as much as 52.9% among the subject does not take office work home. Regarding children, as much as 58% mothers has a child in the family, 38.8% of subject works together with husband and asks family help in parenting, meanwhile for domestic tasks, most subject (52.6%) relies on husband involvement with the help of domestic servant.

RESULT OF CAUSALITY TEST AMONG VARIABLES:

Research finding shows that the result of causality test between independent variables which are husband support, gender role orientation, work autonomy and role commitment and dependent variables which is work-family balance as listed in table 1 below.

Table 1: Result of causality test of structural equation between variable paths

Minor Hypotheses	Path	p	Cut off value	CR	Cut off value	Conclusion
1	OK – KKK	0,072	< 0,05	1.798	>1,96	refuted
2	DS – KKK	0,021	< 0,05	2.308	>1,96	accepted
3	OPG – KKK	0,676	< 0,05	0,418	>1,96	refuted
4	KP – KKK	0,000	< 0,05	3.474	>1,96	accepted

Based on the result of causality test of structural equation between variable paths in table 1, hypothesis assumptions of research model are as follow:

1. Minor hypothesis 1 is refuted, with p 0.072 (>0.05); CR 1.789 (<1.96), this shows that work autonomy does not influence work-family balance.
2. Minor hypothesis 2 is accepted, with p 0.021 (< 0.05); CR 2.308 (>1.96), it means that husband support significantly influences work-family balance.
3. Minor hypothesis 3 is refuted, with p 0.676 (> 0.05); CR 0.418 (<1.96), indicating that gender role orientation does not influence work-family balance.
4. Minor hypothesis 4 is accepted, with p 0.000 (< 0.05); CR 3.474 (>1.96), indicating that role commitment significantly influences work-family balance.

Based on the overall minor hypotheses in this study, it is found out that not all paths show significant

correlation.

DISCUSSION:

The success of a working mother in achieving work-family balance depends upon factors influencing it. In this study, it is found out that only husband support and role commitment that influence work-family balance while gender role orientation and work autonomy do not influence work-family balance.

WORK AUTONOMY AND WORK-FAMILY BALANCE:

This study has found new proof that work autonomy does not influence work-family balance, meaning that work-family balance achieved is not influenced by work autonomy. Work autonomy in this study is shown by the condition felt by working mothers related with the presence of freedom and flexibility in organizing work load especially related with work schedule and work method or procedure in order to minimize pressure, fatigue, and conflict.

However, because correspondents in this study are full time working mothers, regarding with work autonomy, mothers do not completely free in organizing their office work. It happens the same with mothers who have their own business. In this case, mothers is only allowed to arrange work schedule and work method in order to minimize pressure, fatigue and conflict, yet the number of working hours is still based on the existing rule.

This condition can also be identified from the completion of office work at home. 52.9% of subject does not take the work home. This means that all office work is done in office, in accordance with working hour arranged by the organization. Based on work autonomy aspects, it is found out that work method aspect shows high category (71.83%) while work schedule aspect is almost at balance between high category (58.33%) and moderate category (41.66%) based on that description, it can be concluded that almost all subjects tend to perceive high work autonomy (98.08%), although most subjects are more flexible in organizing their work method rather than in organizing their work schedule.

High work autonomy does not influence work-family balance. This is possible since apart from the reason that the subject is only able to be flexible in organizing work method but not in organizing work schedule, it is also because there are others variables supporting influence between work autonomy and work-family balance. Research result of Handayani, Maulia, Dian, Murniati (2014) show that role commitment mediates influence between work autonomy and work-family balance. Although someone perceives high work autonomy, but he does not commit to his role, work-family balance will not be achieved.

Such these conditions indicate that work autonomy does not influence work-family balance. Based on that comprehension and description, it can be concluded that work autonomy does not significantly influence work-family balance.

HUSBAND SUPPORT AND WORK-FAMILY BALANCE:

Husband support significantly influences work-family balance. It means that husband support gives real contribution to work-family balance, with estimated value of 0.209. Husband support is one of resources coming from family that play an important part in helping working mothers achieve work-family balance.

From findings in this study, it is found that the support is not merely instrumental support, in the form of real help to overcome a problem, but it is also emotional support, in the form of the presence of husband empathy towards wife. This empathy has been able to relieve wife burden. This condition is in accordance with Greenhaus, *et al* (2011) statement stating that husbands can give emotional support for their wife and show respect about the challenge in bringing together both work and family responsibility. Husbands can also offer suggestion in order to help bring together work and family responsibility. Essentially, the result of this study is in accordance with the result of previous researches stating that husband support plays a part in achieving work-family balance (Lee *et al*, 2013; Handayani, *et al* 2014; Jacobs & Gerson, 2010)

The presence of husband support in helping working mothers achieve work-family balance is also relevant with family system theory. The theory that is developed from system theory states that individual attitude and behavior are influenced significantly by attitude and behavior or other family members (Hayden *et al*, 1998, cited from Hammer *et al*, 2005). In this case, the presence of husband support will influence wife in achieving work-family balance. When a wife feels supported, she will be able to perform her responsibility outside and inside home effectively so that work-family balance will be achieved. Based on the previous views, it can be concluded that husband support influences work-family balance.

GENDER ROLE ORIENTATION AND WORK-FAMILY BALANCE:

The finding of this research also shows that gender role orientation does not influence work-family balance, which means that work-family balance achieved is not influenced by gender role orientation. As a matter of fact, the result of this research shows that the respondents of gender role orientation are categorized high, meaning that the respondents have egalitarian gender role. Meanwhile, having the fact that there is egalitarian gender role will make it easier for women to work outside home because it also means that there is equal view and responsibility between husband and wife. Therefore, family demand towards women especially related with domestic roles does not entirely become women responsibility; instead it is mutual responsibility between wife and husband. Research result of Namayandeh, Juhari, & Yaacob (2010) also shows that if family members adopt egalitarian role gender and share responsibility, working women who work effectively will be able to balance their role in work and home domain.

Regarding the previous elaboration, one question arises. Why is it with egalitarian gender role? In fact, in this research, egalitarian gender role is not proven influencing work-family balance. This can be related with culture factor. Here in Indonesia, people generally hold patrilineal culture (Fattore, Scotto & Sitasari, 2010; Rinaldo, 2008), that is a culture with familial system that gives priority mostly on descendant of father's lineage. In social system, patrilineal appears as the form of belief or ideology that man has higher position than woman, even said that woman must be under the power of man and is considered as man possession. (Retnowulandari, 2010). This condition causes woman to be viewed as second-class citizen (Budiati, 2010).

In addition, Indonesia as an eastern country holds collectivistic culture which prioritizes more on family wellbeing rather than self wellbeing. In accordance with that, research result of Puspitawati & Sari (2008) shows that in eastern culture, although women work outside home, she must not neglect her obligation as a mother. Therefore, women basically are demanded to be responsible for domestic sector. Research result of Handayani (2008) also shows that although supported by their husband, there is some point where women have to deal with conflict regarding with their multiple roles.

Research result of White (1999) stated that work-family balance is still related with the stages of family working career leading more to traditional gender role orientation. Although working mothers are able to perform many tasks, however, the biggest satisfaction in work-family balance appears when mothers reduce work time and commitment when they are at home with their children.

This condition is similar to the finding in this research. According to finding of this research, referring to gender role orientation aspect, attitude towards work aspect (62.16%) and power structure (70.83%) are categorized high while work sharing aspect (60.26%) is categorized moderate. Based on that description, the conclusion is that in general, most subjects tend to have moderate gender role orientation. However, if seen on the aspects in more detail, it indicates that if seen from attitude (attitude towards work and power structure), it is likely that there is high gender role orientation, but work sharing aspect tends to be moderate. Thus, in subject individual, there is still conflict regarding her multiple roles.

This finding also supports well identity theory that underlies on the role involvement, particularly on how an individual creates and maintain various roles that he/she takes (Carter, 2014). This means that a working mother is still demanded to commit to her multiple roles. Therefore, working mothers is still expected to take role in domestic domain (Rothbart, 2001; Slan-Jerusalem & Chen, 2009; Wood & Eagly, 2010) because identity of a woman is a mother and taking role in family domain.

Theory of identity also explains how behavior based on gender and stereotype is learned in a family. Identity based on gender will influence an individual's role in interacting. In this case, all types of identity (personal, role and group) involve gender and vary in expectation levels, just as man and woman are supposed to behave ideally based on traditional gender role (Carter, 2014). It can be said that although an individual with egalitarian gender role orientation, this does not influence work-family balance, regarding with culture factor.

ROLE COMMITMENT AND WORK-FAMILY BALANCE:

Role commitment significantly influences work-family balance, meaning that role commitment gives strong contribution towards work-family balance, with estimated value 0.348. Commitment shows responsibility so that by having commitment, an individual life can be benefited from this. Because no matter how big is a task, if it has become a commitment or responsibility, it will be an obligation to be done. Therefore, when working mothers commit to their multiple roles, they will try best to complete office and home tasks well.

Ruderman, *et al*, (2002) stated that role commitment will bring positive impact. Variation in personal and work

role gives many opportunities to gain satisfaction and happiness, and thus it will improve function psychologically (Ruderman, Ohlott, Panser, & King, 2002), widen positive chances (Marks & MacDermid, 1996), and enable good physical and health condition (Evandrou, Glaser, & Henz, 2002).

Women who commit to various roles will be more effective in their personal and managerial tasks because having various roles gives women opportunity to succeed and feel “successful” about themselves (Ruderman *et al.*, 2002). Research result of Saginak & Saginak (2005) also shows that commitment to work and family role results in big success in balancing work and family roles.

The result finding of this study well supports theory of role balance that offers an alternative view that an individual will prioritize roles hierarchically to organize and arrange various responsibility. Research of Grzywacz & Carlson (2007) that tried to develop the concept of work-family balance based on the theory of role balance concludes that work-family balance is an individual’s role accomplishment related with negotiation and sharing between the individual and his/her spouse when taking part in work and family domain.

In accordance with role balance theory, a working mother is still demanded to be committed in various roles through negotiation and *sharing* with spouse in overcoming work and family issue. This research has proven that role commitment gives big contribution in achieving work-family balance. Therefore, it can be concluded that role commitment significantly influences work-family balance.

CONCLUSION:

According to the result of this research, it can be concluded that not all paths show significant correlation. This means that not all variables in this study significantly influence work-family balance on working mothers. Some findings obtained based on regression analysis has proven following hypotheses:

1. Work autonomy does not influence work-family balance.
2. Husband support significantly influences work-family balance.
3. Gender role orientation does not influence work-family balance.
4. Role commitment significantly influences work-family balance.

Based on all findings in this study, factors that influence work-family balance of working mothers are husband support and role commitment. This becomes the foundation to give recommendation for working mothers, organization, family and future researches.

For working mothers, in order to be able to perform roles in public sector and domestic sector conveniently and with satisfaction, role commitment is necessary. By having role commitment showing responsibility at public sector and domestic sector, mothers can achieve work-family balance.

For family, they have important role in achieving work-family balance so that husband support will make mothers easier to achieve work-family balance. This is because by having husband support, mothers can share their roles regarding with household arrangement and parenting with husbands. For organization, because it is proven that work autonomy does not influence work-family balance, they must pay attention to other variables that enable to influence work-family balance, such as organization support. Therefore, for future researches, organization support variable can be included to form work-family balance model.

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