LDR 815 Transforming People Problems

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Professor

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Assignment 2

### *Developmental Readings*

Create Developmental Readings from seminal sources and scholarly peer-reviewed

journal articles. Review instructions for Assignment #3, the course essential elements,

and course readings to identify selections of books and journals to create entries.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.

**Source One:** Kailasapathy, & Jayakody, J. A. S. K. (2018). Does leadership matter? Leadership styles, family supportive supervisor behaviour and work interference with family conflict. *International Journal of Human Resource Management*, *29*(21), 3033–3067. <https://doi.org/10.1080/09585192.2016.1276091>

**Comment 1**

**Quote/Paraphrase: “**Transactional leaders can be expected to intervene in WIF conflict among followers because, first, they are proactive and second, as conceptualised in active management-by-exception, they may want to prevent their followers from deviating from the expected behaviour. Furthermore, transactional leaders can also be expected to intervene in work interference with

family (WIF) conflict, at least when WIF conflict becomes a serious threat to the realisation of organisational objectives as transactional leaders also engage in passive management-by-exception. Accordingly, by engaging in active management-by-exception, transactional leaders may take action to prevent

WIF conflict, while by engaging in passive management-by-exception they may

intervene to reduce WIF conflict. They can do this because supervisors have legitimate control over formal rewards, promotions, pay rises and working conditions (Hsu et al., 2010).” pp. 3038

**Essential Element:** This comment is associated with the essential element, leadership styles.

**Additive/Variant Analysis:** This comment is additive to my understanding of transactional leaders. The paragraph highlights a key part of the transactional leadership in relation to management of employee goals and outcomes. Transactional leaders get to work when there is *work interference with*

*family (WIF) conflict*, meaning they are intuitive and proactive managers/leaders and work to help improve the situation for the employee and the organization. These leaders implement management by exception by setting goals, managing the performance outcomes of the employee and evaluating the outcomes for efficiency. They manage *work interference with family conflict* by providing rewards, promotions and other incentives. The passage is also variant to my understanding because of this; providing promotions that would usually be more intensive could have the opposite effect given that work would continue to interfere with family. However, this points to the objective of the transactional leader to work for organizational goals and not for the family outcomes. leadership matters, supervision and mentorship are key to alignment.

**Contextualization:**  My experience at Omega so far, has been a transformative one as I have been able to use my life experiences and refocus around spiritual formation. Each learning and in particular the developmental readings have expanded my knowledge. I have been able to relate the learning to my passion for young people, my profession and career and my entire life. The learning has impacted my beliefs about theology without ministerial focus and how we can change the world of others through greater walk and communion with God. I am on an exciting journey of transformation. It has also improved my thinking about leadership. My area of interest is around work-family conflict and women’s roles. This has been an area of great concern based on the experiences and observation of workers. This is an area I want to see changes in social policy around family, work hours and flexibility and rest from a humanist and theological perspective. As a leader, transactional leadership style is a useful tool to aid in the transformation that is needed.

**Comment 2**

**Quote/Paraphrase:** Transformational leaders can be expected to influence their followers’ WIF conflict. According to Liu, Zhu, and Yang (2010), transformational leaders positively influence the speaking up behaviour of their followers. Similarly, Jiang (2012) suggests that transformational leaders may intervene in the work-family conflict (WFC) of their followers when followers initiate communicating their WFC with their leaders. Consequently, it can be argued that transformational leaders evoke followers to communicate their WFC and thus can be expected to reduce the WFC of their followers. Some empirical support for this supposition can be found in the literature. For instance, Jiang (2012) hypothesized that transformational leadership will negatively associate with work–life conflict. However, his study did not find a significant relationship between these two variables. Consequently, Jiang speculates that transformational leaders may not intervene if their followers do not initiate communicating their WFC with their leaders. In another study, Munir et al. (2012) found that transformational leadership associates with WFC negatively and thus the empirical evidence for the relationship between transformational leadership and WFC is inconclusive.” pp. 3038-3039

**Essential Element:** This comment is associated with the essential element, leadership styles.

**Additive/Variant Analysis:** This comment is additive to my understanding of transformational leadership, work-family conflict and communication. Transformational leadership is almost synonymous with communication, motivation and inspiration. Though some authors, research are inconclusive about this, others have found that when workers communicate their situation with work family conflict there are positive results for transformation.

**Contextualization:** As a social worker, open communication and empathy is an important part of my professional experience and journey. It is a core principle for building rapport and working with clients for transformation and improved outcome. This all starts with communication. As a leader, therefore, inclusion of this construct is aligned with my professional practice and daily life working with higher education students, families and communities.

**Source Two:** Yao, & Li, P. (2019). Moral leadership and employee work-family conflict: A moderated mediation model. *Social Behavior and Personality*, *47*(12), 1–12. <https://doi.org/10.2224/sbp.8642>

**Comment 3**

**Quote/Paraphrase: “**Moral leadership has two characteristics that demonstrate the leader’s superior personal virtues—acting unselfishly and leading by example (Farh & Cheng, 2000). Acting unselfishly means that moral leaders do not use authority to violate employee interests, but instead treat them as equals. Leading

by example means leaders act as a role model for their employees. Researchers (see, e.g., Ruiz, Ruiz, & Martínez, 2011) have demonstrated the positive impacts (e.g., job satisfaction, organizational citizenship behavior) of moral leadership on employees’ job attitudes and performance. However, little is known about

whether moral leadership affects the employees’ family domain through the role that leadership style plays at work, for example, in regard to work–family conflict (WFC). This deserves further research attention because work and family are inseparable domains. Conflict between the demands and needs of family and

work has detrimental consequences for individual well-being, family relationship quality, and organizational performance (Allen, Herst, Bruck, & Sutton, 2000; Shih, Chiang, & Hsu, 2010). Thus, we focused on how moral leadership impacts on employees’ WFC. Researchers have indicated that job characteristics (e.g., job

clarity) have a direct effect on WFC (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011), and that style of leadership can shape employees’ perception of their job.” pp.1

**Essential Element:** This comment is associated with the essential element, leadership style.

**Additive/Variant Analysis:** This comment is additive to my understanding of

moral leadership and work family conflict. Acting unselfishly and leading by example are two traits of moral leadership. This means that the leader both treats the employee as equals and is a role model for them. Thai leadership style has a positive attitude on job performance and attitude. The passage goes further to speak about the impact of moral leadership on work family conflict and much is not known about this. But the author goes further to speak about the negative impacts of work family conflict on the well-being, family relationships and job performance.

**Contextualization:** Work family/life conflict has negative impacts for society. In attention to what has been presented by the author, my own research has yielded that there are other negative psychological and socio-emotional impacts and implications for gender equality. As a leader and social worker this is of great concern to me and the work that I do with women in particular. The new world of work which has been sped up by the pandemic has implications for work flexibility and policy to improve the outcomes for workers, families, organizations and society as a whole. There are sociological and theological considerations as a Christian sociologist scholar practitioner.

**Source Three:** Mark Dirikorigha Salvation. (2019). Communication and Conflict Resolution in the Workplace. *DEV SANSKRITI : Interdisciplinary International Journal (Online)*, *13*. <https://doi.org/10.36018/dsiij.v13i.112>

**Comment 4**

**Quote/Paraphrase:** “One view considers communication as the act of sending and receiving messages through symbols. However, another perspective considers communication as the transfer of information from a sender to a receiver under the condition that the receiver understands the intended message (Spaho 2011). From this context, a workplace communication can be construed as the process whereby employees stimulate meaning in the minds of others either through verbal or non-verbal messages in a formal organizational setting (Richmond et al., 2005). According to this view, it is through communication with other people in the workplace that ideas are developed because most of new ideas are formed through meanings that others stimulate. Also, the definition indicates that workplace communication can occur through spoken form (e.g. face-to-face meetings, group discussions and workshops) or written form (e.g. memos, company letters, emails and others) as well as nonverbal forms such as hand gestures, body movements and facial expressions.” pp. 26-27

**Essential Element:** This comment is associated with the essential element, communication and conflict resolution.

**Additive/Variant Analysis:** This comment is additive to my understanding of

communication in the workplace. The author purports that employees communicate with each other and others in the organization in verbal and non-verbal ways in a formal setting to create new ideas. This seemingly simplistic passage is how problems are solved or created in organizations through how we receive, give feedback and perceive communication with supervisors, managers and line employees.

**Contextualization:**

Communication is the most important part of any relationship; our relationship with family, spouse, managers/leaders and most importantly communication with God. My worldview is based on my alignment with faith and family. My prescriptive assumption is that we can change the world based on a renewing of faith focus, spiritual formation and family and work alignment. This all starts with communication. To this end, I have built my career and research and service work around this worldview. The thinking is fueled from my upbringing, values and beliefs and research around work and family life. Life experience, career exposure (social work) and my education and edification has highlighted that a change is needed in these areas in order to change the world to a more family oriented, God focused mindset that can impact negative outcomes of war, domestic and community violence and other social ills.

**Comment 5**

**Quote/Paraphrase: “**The five key functions of managers such as planning, organizing, staffing, leading and controlling depend on effective communication. This is because managers cannot give instructions without communication, equipment and supplies cannot be ordered without communication, work progress cannot be measured without communication and products and services cannot be delivered to customers without communication. It is indicated that highly successful business leaders all over the world show the ability to communicate effectively. However, research shows that several employees consider their leaders are lousy communicators and this affects their relationship. For example, some managers’ verbal instructions are very dictatorial while their memos sound like the ironclad laws of a tyrant. While the messages may be understood by the employees, they are not well embraced and received by the employees. This is because employees generally like to be treated with respect and dignity. As a result, when managers set authoritative tone and content of communication, it will lead to poor relationship and unsupportive workforce (Conrad, 2014).” pp. 29

**Essential Element:** This comment is associated with the essential element, communication and conflict resolution.

**Additive/Variant Analysis:** This comment is additive to my understanding of

management and effective communication. All the functions of managers are dependent upon effective communication. Communication is key throughout the business process. Successful management and leadership is dependent upon effective communication though research shows that several employees believe their leaders to be poor communicators, they consider them to be dictatorial and this affects their relationship. This idea around the importance of communication and leadership is consistent with other research that has been conducted.

**Contextualization:** For me,leadership and communication are also inseparable. In my experience as a leader, in my efforts to plan, strategize and guide staff, communication is at the heart of it all. Being able to communicate empathy as a caring moral leader or communicate goals as a strategic transactional leader is imperative to our success as a team. Just last week I had our strategic meeting with staff and a major part of this process is sharing the vision but communicating to staff that they are a key part of this through encouraging communication and feedback and how they fit into the organizational plan in order to receive buy-in and achieve success. This is important for transformation and change.

**Comment 6**

**Quote/Paraphrase:** “The study found that poor communication among work teams causes disagreements and misunderstanding over how things should be done because when a wrong message is sent, it may lead to conflict among the members. The frequent workplace conflict in the organization has high potential of affecting employee relations and subsequently the successful completion of tasks in the workplace because it is capable of disrupting the efficient and smooth working relation of the work teams. Huan and Yazdanifard (2012) indicated that workplace conflict can have a negative effect on the success of an organization because it can lead to absenteeism and affect employee relation and loyalty. This indicates that unresolved conflicts are capable of negatively impacting the success of a firm. Also, the study found that disagreements and misunderstandings often occur in the organization because of personality differences, cross-cultural communication issues since the workforce consist of people from diverse socio-cultural backgrounds with different cultural norms and values among other reasons. For example, when a person sends a message and the receiver does not receive the intended message, it can lead to misunderstanding and possibly discord among the staff. Huan and Yazdanifard (2012) claimed that conflict can occur among employees when one’s words or values are misinterpreted or when there is inappropriate, poorly communicated information sent through the wrong channels to transmit the information. .” pp. 41

**Essential Element:** This comment is associated with the essential element, communication and conflict resolution.

**Additive/Variant Analysis:** This comment is additive to my understanding of

communication and workplace conflict. Workplace conflict impacts employee relations and this is a direct result of poor communication. Disagreements and misunderstandings that stem from poor communication also impact work outcomes and goals and promotes worker absenteeism. These disagreements are as a result of “personality differences, cross-cultural communication issues since the workforce consists of people from diverse socio-cultural backgrounds with different cultural norms and values.” The author paints a picture of devastation for the company if conflict resolution and communication is not improved.

**Contextualization:** In my department, understanding socio-cultural background, gender and other differences is important to effective communication. As a small department, it would be assumed that communication is easier, however, ensuring that all persons are included in the communication process is key to success. Additionally, when conflict arises, opening communication and allowing opportunities to actively listen without bias and share openly is important.

**Source Four :** Tetterton. (2020). *Exploring the Challenges of Work-Life Balance of Female Leadership: A Qualitative Case Study*. ProQuest Dissertations Publishing.

**Comment 7**

**Quote/Paraphrase:**

“Women report challenges with work-life balance and, therefore, often do not pursue executive-level leadership roles in managed healthcare organizations (Aguilar, 2018). To maintain work and life balance, women should discover their passion, enhance their leadership practices in managed healthcare, be gender-neutral when it comes to decision making so others may follow their path (Vanderbroeck & Wasserfallen, 2017). The transformational versus transactional leadership style of executive leaders’ impact women in management, including their work and life balance (McDonagh et al., 2014). Perhaps women could use training and development programs not only for executive-level advancement, but to enhance their leadership skills in them becoming prominent forces in their communities” pp. 6-7.

**Essential Element:** This comment is associated with the essential element, leader styles.

**Additive/Variant Analysis:** This comment is additive and variant to my understanding of women and leadership. While I concur with the statement in relation to its proposition about the work-life challenges women face with entering leadership roles, the importance of leadership styles and impact on women and the need for training to enhance women’s leadership skills, we diverge on the assumed notion that women can solely enhance their leadership and work-life balance on an individual basis. Though the paragraph is useful, it does not take into account institutional and societal responsibility in enhancing women’s leadership and work-life balance. Additionally, though being gender neutral seems to be a ‘moral’ high ground that is being advocated based on equality, in order to promote equity some gender feminist leaning ought to be present when making decisions.

**Contextualization:**  In my capacity as a female leader, I have encountered many challenges with work life balance on a daily basis. More recently, with the ongoing research into the areas, I have been looking at work and its meaning and how I can lead with God’s guidance on how to work purposefully and passionately in industry and community while ensuring opportunities for rest. This includes saying no to things that will distract from my purpose and passion and saying no when my plate is full and running over. This is a work in progress. My leader development process is therefore intuitive and self-reflective as I try to do inner work that reflects imago dei.

**Source Five:** Putra, Utari, P., & Sudarmo. (2023). Flexible Work Arrangement, Work-Life Balance and Communication: A Systematic Literature Review. *Russian Journal of Agricultural and Socio-Economic Sciences*, *135*(3), 25–34. <https://doi.org/10.18551/rjoas.2023-03.04>

**Comment 8**

**Quote/Paraphrase: “**The implementation of FWAs has the potential to improve work-life balance, as well as family communication needs (Shagvaliyeva & Yazdanifard, 2014). Flexible work arrangements can help reduce stress and fatigue, while also providing workers with more time and energy to spend with their families (Putnam et al., 2014). In addition, FWAs can help to reduce the need for long commutes, thereby freeing up time for family activities and communication (Waples & Brock Baskin, 2021). Furthermore, FWAs can also help to improve communication between family members, as telecommuting enables family members to work from the same location and interact in person. Finally, FWAs can also help to foster a better work-life balance by allowing employees to tailor their work hours and schedule to better fit their home life, such as setting specific hours for work and family activities, or taking more time for leisure activities. In conclusion, FWAs can help to improve work-life balance and communication needs, while also providing employees with more

flexibility and autonomy(Klindžić & Marić, 2019).” pp. 26.

**Essential Element:** This comment is associated with the essential element, communication .

**Additive/Variant Analysis:** This comment is additive to my understanding of

flexible working arrangements (FWA),family and communication. The authors posit that FWA is important to develop family communication needs. FWA improves time management with less commute, increases time spent and communication with family. Work life balance is ultimately improved.

**Contextualization:** As a social work educator, my approach to a

Society’s definition of work has been thwarted and has recreated strain for the society and the modern day Christians who have forgotten the faith based purpose of work. More time and communication with family through flexible work arrangements therefore become important to improve family and work outcomes. From a personal standpoint and from my worldview as a social work Christian scholar, ‘work’ needs to be redefined and reconceptualised to maintain the balance and alignment with family, the Christian household and communion with God.

**Source Six :** Darouei, & Pluut, H. (2021). Work from home today for a better tomorrow! How working from home influences work‐family conflict and employees' start of the next workday. *Stress and Health*, *37*(5), 986–999. <https://doi.org/10.1002/smi.3053>

**Comment 9**

**Quote/Paraphrase: “**On days when employees are not able to satisfy the needs of the home domain due to the demands of the work role (i.e., work‐family conflict), they may experience stress because they could not successfully manage both roles (Grandey & Cropanzano, 1999). We posit that work‐family conflict is an exhausting and resource‐draining experience for two reasons. First, past research has suggested that experiences of work‐family conflict may lead to a negative state of being, including negative emotions such as anxiety and dissatisfaction (Greenhaus et al., 2006). Judge and colleagues (2006), for instance, showed that on days when employees' work interferes with the family role, they experience more negative emotional responses (i.e., hostility and guilt) at home. Second, when stress arises from the incompatibility of two salient life roles, the individual is likely to ruminate about ‘whether and how one can fix the issues causing the conflict and the potential consequences of the conflict’ (Davis et al., 2016, p. 330).). In order to overcome negative emotions and prevent becoming stuck in rumination, the individual is likely to engage in self‐regulation (Muraven & Baumeister, 2000) and employ personal resources (e.g., optimism) that he or she possesses (Liu et al., 2015), to offset further resource loss. Put differently, an individual who experiences work‐family conflict may decide to expend additional mental effort to think optimistically and alter their naturally occurring negative emotions.” pp. 989

**Essential Element:** This comment is associated with the essential element, motivating change.

**Additive/Variant Analysis:** This comment is additive to my understanding of

work life conflict and inspiring change. Work family conflict can be negative due to its impact on wellbeing causing anxiety and dissatisfaction. It can also cause stress and a fixation on how change can be effected to bring about balance.

**Contextualization:** Contextually, I am considered a millennial or as some say Xennial (older millennial). From my experience millennials, are keener on work-life balance and will definitely make work decisions leaning towards more work tradeoffs in favour of life and some studies support this finding. This idea brings to bear the focus of modern day society as a world trying to bring back life to a world that has been work driven as a means in itself. Thedebate and work continues which has seen some organizations and countries giving back time to workers to enhance family and social life as have been seen with the push for remote work, 4-day work week and other work life balance initiatives. However, what is important to the Christian scholar is to infuse an important aspect of theology of work that is centered around service, God’s true purpose for work and important rest, community engagement and family life.

As a Seventh-day Adventist, Sabbath rest stemming from Jewish tradition has been a part of my daily life since I was a child. However, the context of Sabbath as rest for the soul has greater significance as an adult with challenges with work-life balance. It gives great renewal to the whole purpose of work and rest as intertwined in God’s divine purpose for our lives.

**Source Seven**: Maxwell, J. C. (2016). Good leaders ask great questions: Your foundation for successful leadership (Reprint edition). Center Street.

**Comment 10**

**Quote/Paraphrase:** “Too often as leaders, we get fixated on our point of view and spend our time trying to convince others of our opinions instead of trying to find out theirs. As English novelist and politician Edward George Earle Lytton Bulwer-Lytton asserted, “the true spirit of conversation consists in building on another man’s observation, not overturning it.” That's where questions come into play. By asking questions and listening carefully to answers, we can discover valuable perspectives other than our own.” pp. 13.

**Essential Element:** This comment is associated with the essential element, communication and conflict resolution.

**Additive/Variant Analysis:** This comment is additive to my understanding of

leadership and asking probing questions. The prolific author who is a leading leadership scholar, in this paragraph highlights the importance of leaders spending time asking questions and engaging in conversation to learn rather than try to sway others to your own opinion. This is the heart of inclusive conversation and not speaking ‘at’ someone. This is where we begin to understand and is the foundation of successful leadership.

**Contextualization:** In social work, we are no strangers to communication through questioning and active listening. This is the start of good social work practice. At the beginning of any engagement with clients there is what we call an “intake process” where we learn about the client’s history and the problem definition. This is the stage of questioning, active listening and empathy and not about solutions or convincing.

**Source Eight :** Krznaric, R. (2007). *How change happens: Interdisciplinary perspectives for human development*. Oxfam.

**Comment 11**

**Quote/Paraphrase:** “The empowerment of women has become one of the key goals of development intervention, and involves ensuring that women have the ability to make strategic life choices where this ability was previously denied (for example through access to resources and involvement in decision-making). Such thinking can be traced back to the increasing focus since the 1960s on women’s rights, experiences and histories across a range of academic disciplines such as sociology, political science and history and to the rise of feminist economics. ” pp. 38.

**Essential Element:** This comment is associated with the essential element, Interdisciplinary perspectives on human behaviour.

**Additive/Variant Analysis:** This comment is additive and variant to my understanding of women’s empowerment and interdisciplinary perspectives. Given the history of women’s disenchantment and inequality, women’s empowerment has become the goal of development intervention. Many Disciplinary perspectives have taken a focus on women’s empowerment as a way to development of societies, this includes sociology, politics and political science and I would add theology. An interdisciplinary approach to women’s empowerment is key to change for women globally.

**Contextualization:** The empowerment of women is foremost on my mind and has been the focus of my work. Within the context as a woman leader planning for family, the researcher has reflected on these changes and for women within her industry and what it will and has meant. Additionally, the state of young women transitioning from University (my sector) into adult roles rests on the mind of the researcher given the unforeseen perspectives that this group often takes for granted. Contextually, my professional interest is geared towards how paid and unpaid work (including family) can coexist in harmony and how we can establish norms, starting with resocialization of gender roles and work structure changes to encourage symbiosis. As a social worker, enhanced social functioning of people (families and communities) is my calling to change the world and a key part of that is women’s empowerment from an interdisciplinary and multidisciplinary perspectives.

**Comment 12**

**Quote/Paraphrase:** “Changing attitudes and beliefs is a long strategy which moves beyond the assumptions of rational self-interested actors in economics and behavioural psychology to a more sociological emphasis on the importance of worldviews, ideology and consent as determinants of human motivation and action. It focuses on building personal relationships, mutual understanding and empathy as an approach to change, as well as reframing dominant paradigms. ” pp. 43.

**Essential Element:** This comment is associated with the essential element, motivating change.

**Additive/Variant Analysis:** This comment is additive and variant to my understanding of change. Change is a long process that requires motivation and action. It moves within various worldviews and perspectives. Changing attitudes and beliefs focuses on building rapport, understanding and empathy.

**Contextualization:** As social workers, change is big on our agenda. Motivating change can be difficult depending on the client’s self-awareness, attitude to change and readiness to transformation. Transforming people's problems can be at first daunting. I have often started with communication that is caring, transparent and client focused to ensure that clients are ready for transformation.

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