

**The Effect Of Work Family Conflict And Work Life Balance On The
Performance Of Employees In The Palm Oil Production Division At PT.
Wanasari Riau Province Archipelago**

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ABSTRACT

Work-life balance is a crucial issue in contemporary work environments. This study aims to analyze the influence of work-family conflict and work-life balance on employee performance at PT Wanasari Nusantara Company, Riau Province. Survey research method was used to collect data from 61 respondents who are production employees of PT Wanasari Nusantara Company, Riau Province. Multiple linear regression analysis was used to test the research hypothesis. These findings indicate the importance of human resource management in paying attention to these aspects to improve employee performance. The practical implications of this study are the need for policies and programs that support employee work-life balance, as well as strategies to manage work-family conflict to improve individual and organizational performance.

Keywords: Work family conflict, Work Life Balance and Performance

INTRODUCTION

Human resources play a significant role in the planning, implementation, and management of a business that can impact the success and growth of an organization. To reduce the gap, it is important to continue developing human resources. Currently, the plantation industry is experiencing rapid progress and tight competition, especially in the palm oil plantation industry sector. This is often a complex challenge because it forces related businesses to achieve targets and compete with various companies in the industry that are continuously growing. Therefore, employees must have good performance so that the company can achieve profits that are comparable to its competitors.

The decline in employee performance in palm oil production is caused by a lack of cooperation between employees which can be influenced by several factors. If there is interpersonal conflict or a lack of effective communication between teams or departments, this can hinder the collaboration needed in palm oil production operations. Lack of coordination and mutual understanding between palm oil production employees can result in delays in the production process, errors in task execution, and a decrease in overall efficiency. In addition, if the work environment does not support cooperation and does not encourage the formation of strong teams, employees may be reluctant to share ideas or work together to achieve common goals.

Palm oil production tends to have operations that focus on routine processes and standardization, but a lack of emphasis on innovation and creativity can hinder

the development of new solutions or process improvements. Employees who do not feel encouraged to contribute creative ideas or do not have the space to innovate may feel less motivated. In addition, decreased punctuality in completing tasks can also be a cause of decreased performance, as this can hinder workflow and cause delays in project completion. At PT Wanasari Nusantara, employees were still found to have a lack of time discipline because employee tardiness can cause disruptions to the production schedule, resulting in delays in the processing of fresh fruit bunches (FFB) into palm oil. Employees who are often late or inconsistent with their schedules can cause a decrease in the overall performance of the factory, because work is not completed on time.

Table 1.1 is the standard that has been set by PT Wanasari Nusantara to evaluate employee performance in palm oil production.

Table 1. Employee Performance Standards at PT Wanasari Nusantara

No	Performance level	mark	information
1.	Special	>90% and above	Performance that exceeds expectations and is superior to what is expected
2.	Very	>80% to 90%	Pleasant performance/expected performance
3.	Satisfying	>60% to 80%	Performance that meets expectations/targets
4.	Enough	>40% to 60%	Average performance just.Needs improvement
5.	not enough	<40%	The performance that not producing. Needs extra improvement.

Source: PT Wanasari Nusantara (2023)

Table 1.1 is a standard that has been set by the company PT Wanasari Nusantara to be a reference for employee performance assessments where a value below 40% is included in the category (less), a value of 40% to 60% (sufficient), a value of 60% to 80% (satisfactory), a value of 80% to 90% (very satisfactory) and a value of 90% and above is considered (special). Below is a table of the stage 1 performance assessment conducted by PT Wanasari Nusantara on employees in the palm oil production division as follows:

Table 1.2 Employee Performance Assessment Data for Phase 1 (one) of palm oil production in 2018-2022 at PT Wanasari Nusantara

NO.	Key performance areas / The main purpose	Average value				
		2018	2019	2020	2021	2022
1.	Production target achievement	4	4	4	3	4
2.	Factory operations	4	4	3	3	3
3.	Care planning	4	3	3	4	3
4.	Waste	3	4	4	3	3
5.	Occupational safety and health of employees (ISPO)	4	4	4	3	3
Total		19	22	18	16	17
Presentation		45.6%	43.9%	43.2%	38.4%	40.8%

Source: PT Wanasari Nusantara (2023)

It can be seen from table 1.2 that the performance assessment of stage 1 (one)

experienced an increase and decrease from year to year, starting from 2018 there was an increase and then a decrease in 2019 and then in 2021 there was a drastic decrease and then an increase again in 2022.

Below is a table of the stage 2 performance assessment conducted by PT Wanasari Nusantara on palm oil production employees as follows:

Table 1.3 Employee Performance Assessment Data for Phase 2 (two) of palm oil production in 2018-2022 at PT Wanasari Nusantara

NO	Quality management / characteristic	Average value				
		2018	2019	2020	2021	2022
1.	initiative	8	7	8	7	6
2.	cooperation	7	8	8	7	6
3.	Creativity	6	8	7	8	7
4.	On time	8	9	9	9	7
5.	Willingness to work extra hours	6	8	8	7	8
Total		35	40	40	38	34
presentation		28⁰%	32⁰%	32⁰%	30.4⁰%	27.2⁰%

Source: PT Wanasari Nusantara (2023)

After conducting the employee performance assessment stage 2 (two) in table 1.3, it can be concluded that increases and decreases still occur from year to year starting from 2018 experiencing an increase to 2019 and 2020, then experiencing a decrease in 2021 and 2022. To get performance results for a year, PT Wanasari Nusantara usually carries out a performance assessment method with two stages of assessment, the following are the results of the performance assessment of PT Wanasari Nusantara from 2018 to 2022.

Table 1.4 Employee Performance Assessment Data for Stage 1 (one) and Stage 2 (two) of palm oil production in 2018-2022 at PT Wanasari Nusantara

information	Year				
	2018	2019	2020	2021	2022
Stage 1 total average value flat	45.6%	43.9%	43.2%	38.4%	40.8%
Stage 2 total average value flat	28%	32%	32%	30.4%	27.2%
total	73.6%,	76⁰%	75⁰%	69⁰%	68⁰%

Source: PT Wanasari Nusantara (2023)

Based on table 1.4 of employee performance data of PT Wanasari Nusantara from 2018 to 2022, there is a downward trend that needs to be considered. In 2018, the employee performance level reached 73.6%, which then experienced a slight increase to 76% in 2019. Although there was an increase in that year, it should be noted that the decline occurred again in 2020 with a performance level of 75%. The situation worsened in 2021, where the performance level jumped significantly to 69%, indicating a significant decline in employee achievement. This trend appears to

continue in 2022, where the performance level reached 68%, indicating a continued decline for two consecutive years. This change could be a serious concern for the company's management. It may be important to analyze the causes of the decline. Some possible contributing factors include changes in management, internal policies, changes in economic conditions, or changes in the work environment. It is also important to understand whether there are certain factors that consistently cause a decline in performance. The next step that can be considered is to conduct a comprehensive evaluation of the employee performance evaluation system. The decline in employee performance is caused by three types of conflict, namely Time-based conflict, Strain-based conflict, Behavior-based conflict. In Time-based conflict, employees have difficulty dividing time between family and work roles, creating stress and fatigue that are detrimental to the quality of work and interactions. Strain-based conflict, generated by work or family demands, can disrupt emotional and psychological balance, leading to decreased motivation and productivity. Meanwhile, Behavior-based conflict occurs when the behavioral patterns required in one role do not match the behavioral expectations in another role, causing confusion and decreased self-confidence. Overcoming decreased performance requires management efforts to manage this conflict by implementing stress management programs, employee welfare support, and policies that support work-life balance. Improving communication and understanding of employee needs is also crucial to managing conflict and improving overall performance.

Work-life balance is an important factor that companies need to consider in making a policy to maintain performance. Based on the results of the author's observations at PT Wanasari Nusantara, it is known that employee performance is still not optimal, this can be seen from the delays in completing work so that work is not completed within the specified time. The decline in employee performance at PT Wanaasari Nusantara seems to be closely related to the imbalance between work demands and personal life, which is reflected in three main indicators. First, excessive working hours may be a heavy burden for employees, resulting in physical and mental fatigue which ultimately affects their productivity. Limited time to be with family, second, can cause stress and anxiety, because a time-consuming professional life causes a lack of interaction and quality time with family, which in turn can affect employee motivation and emotional well-being. Third, limited personal time also plays a role in reducing performance, because employees may lose space for personal activities, such as maintaining health, relaxation, or self-development. The balance between work and personal life is crucial, because employees who feel too tied to work can experience prolonged stress, decreased motivation, and decreased performance in the work environment. Possible solutions, such as reducing excessive working hours, providing flexible hours, or promoting policies that support work-family balance, can help address this issue. Efforts to create a work environment that supports this balance can have a positive impact on employee well-being and, in turn, overall company performance.

THEORETICAL REVIEW

Performance

Employee performance refers to the extent to which an individual or group of

employees achieves the goals and performance standards set by the company. Employee performance evaluation includes various factors such as productivity, quality of work, initiative, adaptability, teamwork, and achievement of certain targets and objectives. According to PT Wanasari Nusantara, employee performance is the work results achieved by a person in carrying out all his duties and is a combination of three important factors, namely the ability and interest of an employee, the ability and interest in explaining the task, and the role and level of motivation of a worker. According to Nuraini, (2023: 18) performance can be interpreted as a representation or depiction of the extent to which a program, activity, or organizational policy has achieved the level of achievement in realizing the goals, objectives, vision, and mission, which have been set in strategic planning.

According to Purwanta, (2022:51) stated that performance is a concrete work result that can be observed and measured according to the expected targets and realizations. Performance can also be said to be a set of measurements and values of the results achieved and the integrity of the behavior used to do the job, Pranogyo et al., (2021:4). Meanwhile, according to Putra et al., (2023:30) performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals.

Work Family Conflict

Work-family conflict Work-family conflict refers to the challenges or tensions experienced by individuals when the demands of their work role clash with the demands of their family role, and vice versa. This is a type of inter-role conflict that occurs when the responsibilities and expectations of the work domain conflict with those of the family domain. According to Wardani and Hapsari, (2022:8) define Work-family conflict as a form of role conflict where the demands of the work and family roles are mutually incompatible. According to Swarnalatha and Rajalakshmi, (2017:9) Work-family conflict is defined as a form of inter-role conflict where the role pressures from the work and family domains are not aligned in some respects. namely participation in the work (family) role becomes more difficult because of participation in the work-family role. According to Wardani and Hapsari, (2022:8) explain the definition of Work-family conflict as a form of inter-role conflict where the role pressures from the work and family domains are often in conflict in some respects.

Work Life Balance

In Wardani and Firmansyah, (2021:7) work life balance is a balance between two individual demands where the work and personal life of the individual are in the same state. Work life balance in the view of employees is being able to carry out and manage obligations as an employee, namely working and being responsible for their lives and their families. Meanwhile, the company views work life balance as an obstacle to creating a supportive culture in the company, where employees can focus on completing their work in the workplace so that they can create a positive contribution to the company.

According to Wardani and Firmansyah, (2021:7) work life balance is defined as the employee's perception that the parts of personal life, family care, and work are maintained and integrated by causing role conflict. According to Swarnalatha and

Rajalakshmi, (2017:8) the work life balance of an employee is maintaining a balance between responsibilities at work and at home.

Meanwhile, according to Wardani and Firmansyah, (2021:7) work life balance is the existence of competition between individual time and energy used to carry out different roles in their lives. Fisher said that work life balance is a work stressor that includes four important components, namely the first is time, the second is behavior, then tension and energy.

METHODOLOGY

The research was conducted at PT Wanasari Nusantara located in Singingi Hilir District, Kuantan Singingi Regency, Riau. The time of this research was conducted from November 2023 to May 2024. The respondents in this study were 61 employees who worked in the palm oil production division at PT Wanasari Nusantara. The data sources used by the author for the purposes of this research are Primary Data obtained directly from the source in the form of direct observation through a questionnaire. Secondary Data is obtained from company documentation which is used to support data that has been obtained through field research and also books (literature) related to the problem being studied.

RESULTS

1. Validity Test

Validity comes from the word validity which means the extent to which the accuracy and precision of the measuring instrument in carrying out its measuring function, Sudaryono, (2017:396). In order for the research to be more precise, an item should have a correlation (r) with the total score of each variable > 0.25 , items that have a correlation < 0.25 will be removed because they do not carry out measurements together with what is meant by the total scale score and furthermore do not have a contribution to the measurement, the results of the validity test of the service quality variable can be concluded that the r count value ranges from 0.258 to 0.588. So from the test results it was obtained that the r count value $>$ from the r table value of 0.25, it can be concluded that the Work family conflict variable consisting of 15 statement items has a correlation value greater than r table and is declared valid.

Meanwhile, for the validity test results on the work life balance variable, the results obtained that the r count value ranged from 0.433 to 0.674. So from the test results obtained that the r count value $>$ from the r table value of 0.25, it can be concluded that the work life balance variable consisting of 15 statement items has a correlation value greater than r table and is declared valid. And for the performance variable, the r count value ranged from 0.307 to 0.639. So from the test results obtained that the r count value $>$ from the r table value of 0.25, it can be concluded that the work life balance variable consisting of 15 statement items has a correlation value greater than r table and is declared valid.

2. Reliability Test

Sudaryono, (2017:322) found six dimensions in measuring social support, before conducting an analysis to estimate the reliability of the measurements taken, researchers are expected to conduct a factor analysis to identify how many dimensions are produced.

Reliability Table

Variable	cronbach's alpha	Reliability Standards	information
<i>Work family conflict</i> (X1)	0.833	0.6	Reliable
<i>work life balance</i> (X2)	0.878	0.6	Reliable
Y Performance	0.912	0.6	Reliable

Source: SPSS processed data, 2024

Based on the table, it can be concluded that the results of the reliability test show that all variables have a Cronbach's alpha value above 0.6, so it can be said that all measurement concepts for each questionnaire variable are reliable.

3. Normality Test

Where the data is normally distributed, namely if the asmp.sig value (2 tailed) > 0.05, the results of the data normality test can be seen in the following table:

Table: Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	3.41383338
Most Extreme Differences	Absolute	,055
	Positive	,049
	Negative	-,055
Kolmogorov-Smirnov Z		,426
Asmp. Sig. (2-tailed)		,993

- a. Test distribution is Normal.
b. Calculated from data.

Source: SPSS processed data, 2024

Based on the table, it can be concluded that all data has been normally distributed. This is indicated by the results of the Kolmogorov-Smirnov test which shows the asmp.sig value (2 tailed) 0.993 > 0.05 so that the model has met the assumptions to be used as a multiple linear regression equation.

4. Multicollinearity Test

Multicorrelation testing aims to see whether there is a perfect relationship between independent variables, because in classical assumptions this should not happen. Multicorrelation testing is done by looking at the VIF value, with the following criteria:

- If $VIF < 10$ then there are no symptoms of multicollinearity among the independent variables.
- If the VIF value > 10 then there are symptoms of multicollinearity among the independent variables.

VIF and Tolerance Value Table
Coefficients

Model	Collinearity statistics	
	Tolerance	VIF

1 (constant)	.483	2,069
Work family conflict		
Work life balance	.483	2,069

a. Dependent Variable: performance

Source: SPSS processed data, 2024

Based on the table, it can be analyzed that the VIF value obtained in the model <10 and tolerance> 0.10. It can be concluded that both models are free from multicollinearity.

5. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation, then it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one that is homoscedastic (Ghozali 2018; 137). The Heteroscedasticity Test can be seen in the following table:

Heteroscedasticity Test Table
Correlations

		Work family conflict	work life balance	Unstandardized Residual
work family conflict	Correlation	1,000	,579	,059
	Coefficient			
	Sig. (2-tailed)	.	,000	,659
work life balance	N	61	61	61
	Correlation	,579	1,000	,-151
	Coefficient			
work life balance	Sig. (2-tailed)	,946	.	,246
	N	61	61	61
	Correlation	,-059	,-151	1,000
Unstandardized Residual	Coefficient			
	Sig. (2-tailed)	,654	,246	.
	N	61	61	61

Source: SPSS processed data, 2024

Based on the table above, it can be seen that the sig value (2-tailed) is greater than 0.05 so it can be concluded that the model does not contain heteroscedasticity.

6. Multiple Linear Regression Analysis

Sinaga, (2014:54) multiple linear regression analysis can be defined as a statistical method used to determine the linear functional relationship between one response variable and one predictor variable. Multiple linear regression analysis is carried out to measure the magnitude of the influence between one independent variable and one dependent variable. This multiple linear regression analysis method is carried out with the help of the SPSS program. The results of the multiple linear regression analysis can be seen in the following table:

Table: Results of Multiple Regression Analysis
Coefficientsa

Model	Unstandardized	Standardized	t	Sig.
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		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	12,009	4,537		2,647	,010
	work family conflict	,493	,135	,266	3,643	,001
	work life balance	1,053	,108	,712	9,747	,000

a. Dependent Variable: performance

Source: SPSS processed data, 2024

Based on the table, it can be seen that the multiple linear regression equation produced in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 12.009 + 0.493 X_1 + 1.053X_2$$

From this equation it can be explained as follows:

- The constant value (a) is 12.009. This means that if the independent variables (Work family conflict and Work life balance) are assumed to be zero (0), then the constant value of performance is 12.009.
- The regression coefficient value of the Work-family conflict variable is 0.493. This means that every decrease in Work-family conflict by 1 unit will decrease Work-family conflict by 0.493.
- The regression coefficient value of the work-life balance variable is 1.053, which means that every 1 unit increase in work-life balance will increase performance by 1.053.

Based on the explanation, it can be concluded that the results of multiple linear regression for all independent variables have a positive relationship direction, namely if the independent variables (Work family conflict and Work life balance) increase, the dependent variable (Performance) will increase.

7. t-test

Partial Hypothesis Proof is done to see the influence of each independent variable individually on the dependent variable, so that later it can be known which independent variable is the most dominant that influences the dependent variable, The t test is done by comparing the criteria of t count with t Table: t Count < t Table then H₀ is accepted, H_a is rejected (there is no significant influence). t Count > t Table then H₀ is rejected, H_a is accepted (there is a significant influence). This t test is done by comparing t Count with t Table at a significance of 5% ($\alpha = 0.05$).

t-Test Results Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,009	4,537		2,647	,010
	work family conflict	,493	,135	,266	3,643	,001
	work life balance	1,053	,108	,712	9,747	,000

a. Dependent Variable: performance

Source: SPSS processed data, 2024

1. The work-family conflict variable (X1) has a calculated t value of 3.643 > t table 2.00172 and a significant value of 0.001 < 0.05, so work-family conflict has a significant effect on performance (Y).
2. The Work Life Balance variable (X2) has a calculated t value of 9.747 > t table 2.00172 and a significant value of 0.000 < 0.05, so work family conflict has a significant effect on performance (Y).

8. F Test

The F test is used to determine whether the independent variables are simultaneously has an influence on the dependent variable. ForTo prove this, an F test was carried out, as can be seen in the following table:

Table: F Test results
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3974,548	2	1987,274	164,835	,000b
Residual	699,256	58	12,056		
Total	4673,803	60			

a. Dependent Variable: performance

b. Predictors: (Constant), work life balance, work family conflict

Source: SPSS processed data, 2024

From the table it can be seen that the F count result is 164.835 > F table 3.16 and the Sig value is 0.000 < 0.05, so it can be concluded that simultaneously the Work Family Conflict (X1) Work Life Balance (X2) variables have a significant effect on the performance variable (Y).

9. Adjusted R Square Determination Coefficient

The coefficient of determination (R² or Rsquare) essentially measures how far the model's ability to explain the variation of its dependent variable in percentage form. An R² value approaching one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The results of the calculation of the coefficient of determination can be seen in the following table:

Table: Results of Determination Coefficient Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,922a	,850	,845	3.47219

a. Predictors: (Constant), work life balance, work family conflict

Source: SPSS processed data, 2024

The results of the determination coefficient test in the study with an Adjusted R Square value of 0.845, this value shows that the influence of the independent variables (Work family conflict and Work life balance) on the dependent variable (performance) is 84.5% while the remaining 15.5% is influenced by variables not discussed in this study.

DISCUSSION

1. This study was conducted to conduct and analyze the Influence of Work-family

conflict on Performance at PT Wanasari Nusantara. From the results of this study, it states that Work-family conflict has a significant effect on Performance. Based on the questionnaire that has been distributed, the study concluded that Work-family conflict such as Time-based conflict, Strain-based conflict, Behavior-based conflict, affects Performance at PT Wanasari Nusantara with a t-value of 3.643 < t table 2.00172 and a significant value of 0.001 < 0.05. This is in line with research conducted by Renny Sri Purwanti (2020) which also explains that Work-family conflict can affect employee performance. Because economically, the existence of a husband and wife who work (two-worker family) causes an increase in family and community welfare. The gap between work and family which will have a negative effect on performance and family is called work-family conflict. This theory is in line with the results of the study, it is known that there is an influence of Work-family conflict on employee performance.

2. This study was conducted to conduct and analyze the Influence of Work Life Balance on Performance at PT Wanasari Nusantara. From the results of this study, it states that Work Life Balance has a significant effect on Performance. Based on the questionnaire that has been distributed, the study concluded that Work Life Balance such as Number of working hours, Time with family, Time spent personally, affects Performance at PT Wanasari Nusantara with a t-value of 9.747 > t table 2.00172 and a significant value of 0.000 < 0.05. This is in line with research conducted by Renny Sri Purwanti (2020) which also explains that there is an influence of work life balance on employee performance at PT. Pacific Eastern Coconut Utama Pangandaran, which means that work life balance affects employee performance
3. The results of this study indicate that the variables Work family conflict and Work life balance have a significant effect on performance at PT Wanasari Nusantara, this can be seen from the results of the F test analysis and determination analysis which show that Work family conflict and Work life balance contribute to Performance with an F count value of 164.835 < Ftable 3.16 and a Sig value of 0.000 < 0.05 and an Adjusted R Square value of 0.845 this value indicates that the influence of the independent variables (Work family conflict and Work life balance) on the dependent variable (performance) is 84.5% while the remaining 15.5% is influenced by variables not discussed in this study. it can be concluded that simultaneously the Work family conflict (X1) Work Life Balance (X2) variables have a significant effect on the performance variable (Y), This is in line with research conducted by Renny Sri Purwanti (2020) which also explains that Work family conflict and work life balance have a significant effect on employee performance.

CONCLUSIONS

Based on the results of data analysis and discussion in this study regarding the influence of work-family conflict and work-life balance on performance at PT Wanasari Nusantara, the following conclusions can be drawn:

1. Partially, work-family conflict has a significant effect on performance at PT Wanasari Nusantara.

2. Partially, work life balance has a significant effect on performance at PT Wanasari Nusantara.
3. Simultaneously, the variables Work family conflict and Work life balance have a significant effect on performance at PT Wanasari Nusantara.
4. The contribution or contribution from the variables Work family conflict and Work life balance contributed to performance by 84.5% while the remaining 15.5% was due to variables not discussed in this study.

RECOMMENDATIONS

Based on the results of data analysis and discussion and conclusions about the influence of Work family conflict and Work life balance on performance at PT Wanasari Nusantara. above, the researcher can provide the following suggestions:

1. For the company, For the continuity and progress of the company, it is important for management to pay attention not only to the performance of individual employees, but also to the dynamics of relationships between employees in the work environment. Therefore, we prioritize efforts to maintain conflict between employees to increase a sense of tolerance towards fellow co-workers within the company or outside the company.
2. Companies can provide recreation programs in the form of family gatherings, which are a series of activities held by a company in order to strengthen relations between employees and other employees, so that employees can have a higher sense of tolerance towards fellow co-workers and the company in general.
3. The company evaluates the work targets given to employees in order to better understand which workloads have positive and negative impacts, so that the workloads given to employees can be controlled properly, and thus employee performance can be further improved in the future.
4. For further researchers, it is hoped that this research can be a reference material for other researchers with the same theme but perhaps using other variables besides the variables studied in this study.

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