

LINKING FAMILY-SUPPORTIVE SUPERVISION TO PERFORMANCE: THE MEDIATING ROLE OF WORK-LIFE BALANCE

Ardelia Regita Cahyani¹, Moh Rifqi Khairul Umam²

^{1,2}Universitas Islam Negeri Raden Mas Said Surakarta

¹ ardeliaregita44@gmail.com, ² rifqi.khairulumam@staff.uinsaid.ac.id

Abstract

The phenomenon of a high number of factory workers is now a trend that offers an instant way to secure a job, including in the Boyolali district. Becoming a worker, especially as a laborer, certainly has its challenges for the perpetrators. Many factors influence a laborer's work performance, one of which is the support of their superiors. The purpose of this study is to analyze the variables examined, including family-supportive supervisor behavior, work performance, and work-life balance. The sample in this study was factory workers who worked in the Boyolali district for a minimum of 3 (three) months. The population in this study is not definitively known. The final number of respondents obtained was 112, which were then processed using the Non-Probability sampling quantitative research method with a purposive sampling technique. The data collection method was through the distribution of questionnaires. The scale used was the Likert scale. The data were processed using the SEM-PLS analysis tool within the structural equation modeling (SEM) framework. The results of this study revealed that family-supportive supervisor behavior is associated with a 0.195 effect on work performance. Work-life balance has a significant effect on work performance, with a correlation coefficient of 0.415. Family supportive supervisor behavior is stated to affect the work-life balance of 0.760. Work-life balance significantly mediates the effect of family supportive supervisor behavior on work performance.

Keywords: Family Supportive Supervision, Work-Life Balance, Manufacturing Industry

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^{1,2}Universitas Islam Negeri Raden Mas Said Surakarta and Jl. Pandawa, Dusun IV, Pucangan, Kecamatan Kartasura, Kabupaten Sukoharjo, Jawa Tengah

E-mail: ¹ ardeliaregita44@gmail.com, ² rifqi.khairulumam@staff.uinsaid.ac.id

Introduction

In facing life after graduation, it is not uncommon for many teenagers ranging from high school graduates/vocational high school graduates to other public schools who choose instant ways to earn income, one of which is working as factory workers. This has become a phenomenon of the high number of high school graduate workers in an area, including Boyolali district. Nowadays, working as a factory worker seems to be a trend for teenagers who have just graduated from high school. Not infrequently, some schools actually provide access to these job vacancies to students at their school who are even still in grade XII of high school/vocational high school or equivalent. Of course, this has a specific reason for the school.

Table 1. Employment Status Data for Boyolali Regency Population 2022

Primary Employment Status	Man	Woman	Total number
Trying on your own	50.332	41.045	91.377
Trying to get help from casual workers/unpaid workers	88.986	39.482	128.468
Trying to be assisted by permanent workers/paid workers	10.867	2.757	13.624
Workers/Employees/Staff	106.521	92.048	198.569
Freelancers	34.793	10.680	45.473
Family/unpaid workers	21.211	64.226	85.437
Total number	312.710	250.238	562.948

Source : BPS Provinsi Jawa Tengah (2023)

According to the data BPS Provinsi Jawa Tengah (2023) above, the total number of factory workers in Boyolali Regency is the largest of all existing employment statuses. This is supported by the need for factory workers in a number of factories in the Boyolali Regency area which continues to increase. According to Manilet (2024), an economic researcher at CORE Indonesia, Indonesia's manufacturing industry has continued to increase after the Covid-19 pandemic. This increase was driven by investment from both domestic and foreign sources flowing into Indonesia's manufacturing sector. The investment value in the non-oil and gas processing industry sector has experienced a sharp increase in the last decade, from IDR 186.79 trillion in 2014 to IDR 565.25 trillion in 2023. Total investment during the 2014-2023 period reached IDR 3,031.85 trillion. This positive trend shows that Indonesia is not experiencing deindustrialization, but rather is experiencing significant growth in the manufacturing sector.

Family supportive supervisor behaviors (FSSB) can be simplified as supervisor behavior that provides support to employees in carrying out their responsibilities within the family (Maharani & Saputro, 2023). Efforts to increase employee engagement cannot be ignored in the context of the organization. One key aspect in this regard is the role of the supervisor. Specific support from the

supervisor for the role of employees in the family is referred to as family supportive supervisor behavior (FSSB) (Hermawan, 2023). This proves that the role of superiors towards subordinates greatly influences the performance and achievements that an employee will achieve. So that employees feel appreciated by having the opportunity to play a role in work without neglecting their families.

From several previous studies that discuss the same topic, it is known that the research conducted by Talukder & Galang (2021) was to see the mediating effect of work-life balance (WLB) through the relationship between family supportive supervisor behavior (FSSB) on work performance. Likewise, previous studies on work-life balance have linked job satisfaction, family support, and work motivation to work-life balance, but they still have several limitations. One of them is a study conducted by Sharma (2019) which was limited to participants who focused on female workers, so it is interesting to investigate both female and male workers. Uddin (2020) Additionally, a study was conducted that focused on only some aspects of job satisfaction and was limited to female bankers who were married, had family responsibilities or care duties, or lived with their families. Then, research by Susanto (2022) regarding the influence of work motivation and family support on progress in the workplace and family life has limitations in the data collected. In this study, researchers collected data on trials and results from the same respondents.

WLB, job satisfaction, life satisfaction, and organizational commitment are ways for supervisors to support employee performance (Talukder & Galang, 2021). Family-supportive supervisor behavior (FSSB) is incorporated into the conservation of resources (COR) theory and modern social exchange theory. In the conservation of resources (COR) theory, resources are something that is highly valued by individuals or serves to achieve goals, and in this theory, FSSB can be interpreted as resources that employees obtain from their supervisors (Zhou et al., 2022). However, according to contemporary social exchange theory, when managers show family and emotional support to their employees, they will feel that their company provides immeasurable support (Guo et al., 2024). Even as a factory worker, everyone must have a different life background. Some are still recent graduates, while others have been married for years and must balance their personal and professional lives. Some may be continuing their education at an open university or similar institution. It is essential to realize that everyone has unique potential and their development process is also different (Abidin, 2023). So, working as a factory worker is a challenge that must be overcome for those concerned.

Work-life conflicts can arise when demands in personal life or work increase. This can happen when time and energy can only be used for one task, making it difficult to do other tasks (Murdaningrum, 2021). An article published by the International Labor Organization (ILO) states

that many people in most countries say that the balance between work and personal life is one of the biggest problems faced by career women. In developed and developing countries, the most important thing is to balance work and family. Muliawati (2020) To improve employee performance, companies must pay attention to employee job satisfaction, including psychological and material needs, as well as work-life balance. Even for millennial employees, work-life balance is a priority for flexibility in work.

Methods

The independent variable in this study is family-supportive supervisor behavior. Indicators of family-supportive supervisor behavior: (1) emotional support; (2) instrumental support; (3) role model behavior; (4) innovative work-family management. The dependent variable in this study is work performance. Indicators of work performance are: (1) work quality; (2) work quantity; (3) work discipline; (4) cooperation. The mediating variable in this study is work-life balance. Indicators of work-life balance: (1) compensation for leave and other needs; (2) full responsibility for family or company; (3) good social life outside the company; (4) limited time for hobbies.

This study employs a quantitative approach, utilizing questionnaires as primary data and literature studies as secondary data. The population is all objects or subjects in the location that meet the requirements related to the problems in this study. The population of this study is all factory workers who work in the Boyolali district area. The sample used is part of the population who have worked for at least the last 3 (three) months. According to Sugiyono (2013), purposive sampling is a sampling technique that is identical to certain considerations. The considerations in question are related to the individuals who are the samples in this study, which are factory workers who have worked for at least 3 (three) months since filling out the questionnaire. This is based on research conducted by Izzati (2024) which states that in a fixed-term work agreement, the contract work status of factory workers is no more than 3 to 6 months, sometimes only 1 month. With a short work contract period, factory worker data is easily changed and inaccurate. Therefore, the number of populations studied is not known with certainty. So to overcome this, a sampling technique is used that is considered to be able to represent an unknown population and does not provide an equal opportunity for each member of the population to be selected as a sample member, namely the non-probability sampling technique (Suriani et al., 2023).

The sample size is determined using the formula proposed by Hair (2010), taking into account the number of indicators to be analyzed. Thus, the researcher used 13 question indicators derived from 3 variables. So that the determination of the number of samples is calculated using the following formula: $13 \times 8 = 104$ respondents. Where this number is obtained from the calculation:

$$13 \times 5 = 65 \text{ (minimum)}$$

$$13 \times 10 = 130 \text{ (maximum)}$$

In this study, the sample calculation was done by multiplying the number of indicators, which is 13, by the numbers 5 to 10. In this case, the researcher decided to multiply by 8, which resulted in 104. According to Hair (2010), good research has a minimum sample size of 100 or more. Thus, 104 samples are considered to meet the minimum number required and can be considered representative of the population being studied. Based on the number of samples required, they will be selected randomly from several sub-districts in the Boyolali district. According to data from Central Java BPS provinsi jawa tengah (2023), it is known that there are 14 sub-districts that have factories that are legal to operate. The following is factory data in each sub-district:

Table 2. Number of factories in the Boyolali district

Number	Sub-District Name	Number Of Factories
1	Ampel	8
2	Gladagsari	15
3	Cepogo	4
4	Musuk	2
5	Boyolali	7
6	Mojosongo	17
7	Teras	19
8	Sawit	4
9	Banyudono	19
10	Sambi	6
11	Ngemplak	14
12	Nogosari	6
13	Klego	2
14	Andong	2

Source: BPS Central Java Province 2023

The data collection instrument in this study was a questionnaire, and the answers to each question used a Likert scale of 1-7. A questionnaire is a method for collecting data by providing questions or statements related to the research (Prawiyogi, 2021). This study uses structural equation modeling (SEM) analysis to overcome existing problems. The Structural Equation Model (SEM) is an analysis technique that enables the measurement of the relationship between constructs and each variable, as measured by one or more indicators. By involving outer model analysis that aims to ensure that the measurements used are valid and reliable, this includes construct validity tests and reliability tests. Then, an inner model analysis is also carried out to provide a picture of the relationship model between latent variables that are formed based on the substance of the theory. Finally, to determine the direct and indirect effects of a model, a hypothesis test is also conducted, which yields path coefficient data and specific indirect effects. To evaluate the results, we pay attention to the P-value. If the P Value <0.05, it indicates that the tested variable has a significant

effect (Hair, 2021). This also applies to indirect effects. Meanwhile, to find out the level of significance of a model, you can compare the t-table with the t-count. A t-count that is greater than the t-table indicates a significant effect on the tested variable

Family-Supportive Supervisor Behavior (FSSB) on Work Performance

In the study Maharani & Ramli (2024) entitled "The Roles of Family-Supportive Supervisor Behavior, Work-Life Balance, Job Satisfaction, Motivation, and Job Performance Among Married Private Employees", it can be seen that this study shows that FSSB has a positive effect on employee performance, which becomes stronger with motivation mediation. This is similar to the results of the study by Talukder & Galang (2021) which states that supervisor support has a positive effect on employee performance. Then reinforced by the findings of Susanto (2022) which shows that FSSB affects work-life balance and job satisfaction and can mediate the relationship between work-life balance and job performance, as well as job satisfaction and job performance. The implication is that the higher the support given by superiors to their employees to continue fulfilling responsibilities within the family, the better the employee's work performance is encouraged.

H1: Family-supportive supervisor behavior has a positive and significant effect on work performance.

Work Performance on Work-Life Balance (WLB)

In a study conducted by Talukder & Galang (2021) which confirmed that WLB, job and life satisfaction, and organizational commitment have a positive impact on employee performance. WLB and organizational commitment can also mediate supervisor support with employee performance. So this is in line with Rahim (2020) which shows that WLB affects job satisfaction and psychological well-being. Furthermore, it is strengthened by the results of Susanto (2022) which concluded that work-life balance positively affects employee job satisfaction and performance. Based on the results of the previous study, it can be concluded that employees who can balance their work and family life, whether directly or indirectly, significantly influence the work performance achieved by these individuals.

H2: Work-life balance has a positive and significant effect on work performance.

Family-Supportive Supervisor Behavior (FSSB) on Work-Life Balance (WLB)

In the findings of the study conducted by Susanto (2022) show that FSSB affects work-life balance and job satisfaction, and can mediate the relationship between work-life balance and job performance, as well as job satisfaction and job performance. Previous studies have found that transformational leadership or positive support from supervisors and a supportive organizational culture are essential in creating a productive work environment. Employees who maintain a healthy work-life balance report higher levels of stress and job satisfaction, which in turn lead to increased

productivity. Professional development has also been shown to improve technical and managerial skills, as well as self-confidence and work competence. The synergy between work life and professional development creates an environment that supports professional growth and personal well-being, which results in positive feedback on engagement and performance (Fatmasari, 2024). Meanwhile, in the study of Ramadhanty & Emilisa (2023) which showed that family-supportive supervisor behavior has a negative impact on work-life balance with the results of the hypothesis analysis obtained an estimated value of -0.249 with a p-value of 0.035, which indicates that the value is statistically significant (p-value <0.05). The implication is that the success and growth of a company can be assessed by the level of involvement and contribution of human resource behavior in achieving the Company's goals, rather than just from supervisor support. This phenomenon often has a significant impact on employee performance (Sanjiwani et al., 2023).

H3: Family-supportive supervisor behavior has a significant effect on work-life balance.

The Role of Work-Life Balance (WLB) as a Mediating Variable

In the study Talukder & Galang (2021), it was revealed that WLB and organizational commitment can mediate and strengthen the relationship between supervisor support and employee performance. Empirical findings show a positive impact of the interaction between FSSB, job satisfaction, and work performance (Susanto et al., 2022). The study demonstrated that FSSB has an impact on work-life balance and job satisfaction, and can mediate the relationships between work-life balance and job performance, as well as job satisfaction and job performance. Susanto (2022) Implied that in the context of an organization, appreciation of work-life balance can strengthen the positive impact of supervisory support on employee perceptions. Overall, Rofcanin (2020) they stated how important organizational and supervisor support and involvement in responsibilities are in encouraging FSSB and improving employee perceptions and their work-family balance. This suggests that the mediation effect of work-life balance can make superior support even more influential in enhancing work performance or achievement.

H4: It is suspected that work-life balance can be a mediator of the positive influence of family-supportive supervisor behavior on work performance.

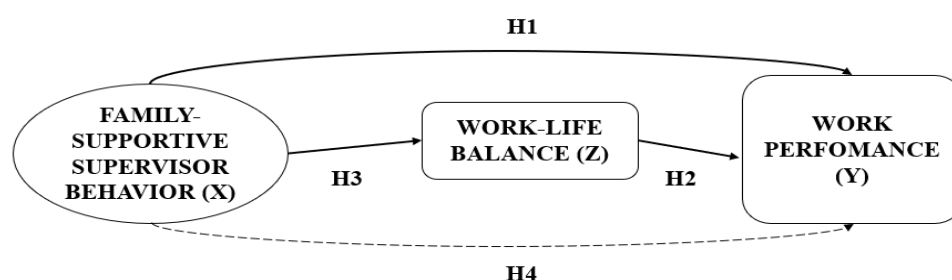


Figure 1. Research Model

Result And Discussion

Result

The results of the external pressure analysis in this study indicate that each indicator used has a strong correlation with the measured latent variables; therefore, all indicators have values greater than 0.6. This result validates the use of these indicators. The high number of external loadings indicates that each indicator has a significant ability to describe the structure being measured and makes a significant contribution to the progress of the measurement model. Additionally, discriminant validity was assessed using the cross-loading method in the reflective model. In structural equation modeling (SEM), discriminant validity is a crucial indicator that ensures there is no multicollinearity problem between different constructs and that each construct in the model has a distinct difference from the others. Cross-loading evaluation shows that each indicator has a higher correlation with the latent variable it measures compared to other latent variables, indicating that discriminant validity is met.

Table 3. Cross Loading (Validity Test)

	FSSB	WP	WLB
FSSB1	0,748	0,519	0,512
FSSB2	0,882	0,601	0,551
FSSB3	0,872	0,616	0,583
WP1	0,521	0,724	0,493
WP2	0,545	0,745	0,494
WP3	0,563	0,819	0,650
WP4	0,426	0,738	0,567
WP5	0,603	0,772	0,594
WP6	0,508	0,773	0,616
WLB1	0,481	0,532	0,801
WLB2	0,510	0,573	0,790
WLB3	0,684	0,673	0,836
WWLB4	0,462	0,617	0,795
WLB5	0,397	0,534	0,703

Source: SmartPLS3 output processed in 2025

Additionally, Cronbach's Alpha, a measure of internal consistency, is used to assess the reliability of the construct. In this study, the Cronbach's Alpha value for each construct was above 0.70, indicating that the construct fell into the good or fairly reliable category. High reliability ensures that each item that forms the latent variable has a high level of suitability and stability. Therefore, it can be used consistently to measure the same idea under various conditions.

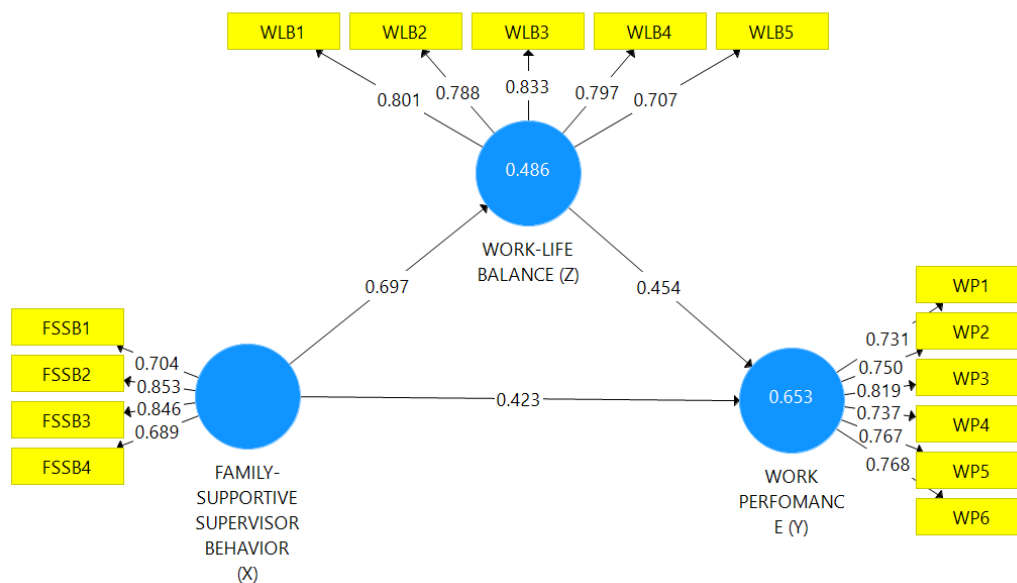


Figure 2. Structural Model

The study's results support the idea that the instrument used meets the required measurement standards. This is indicated by convergent validity (outer loadings of more than 0.6), discriminant validity (path loadings meet the criteria), and reliability (Cronbach's Alpha loadings of more than 0.70). These results confirm the reliability and accuracy of the instrument, thereby strengthening the findings of the SEM-PLS analysis in examining the interactions between the variables in the research model.

Table 4. Discriminant Validity Results

	FSSB	WP	WLB
FSSB	0,777		
WP	0,739	0,762	
WLB	0,697	0,749	0,786

Source: SmartPLS3 output processed in 2025

The Structural Equation Modeling Partial Least Squares (SEM-PLS) method was used to test the research hypothesis. This method aims to assess the causal relationship between the independent (exogenous) and dependent (endogenous) variables. Before conducting hypothesis testing, the measurement model, also called the outer model, is evaluated to ensure its validity and reliability.

Table 5. Path Coefficient Test Results

	Original Sample (O)	T Statistics (O/STDEV)	P-Value
FSSB (X) \rightarrow WP (Y)	0,354	3,558	0,000
WLB (Z) \rightarrow WP (Y)	0,517	5,360	0,000
FSSB (X) \rightarrow WLB (Z)	0,657	10,360	0,000

Source: SmartPLS3 output processed in 2025

After the measurement model is validated, the structural model, also referred to as the inner model, is tested to assess the strength of the relationship between the variables. This is done using a bootstrapping approach. The T-Statistic and P-Value values are used to identify significant relationships. If the T-statistic is more than 1.98 and the P-value is less than 0.05, then the relationship is considered significant.

Table 6. Mediation Work-Life Balance

	Original Sample (O)	T Statistics (O/STDEV)	P-Value
FSSB (X) → WLB → WP (Y)	0,340	4,127	0,000

Source: SmartPLS3 output processed in 2025

The results of the analysis show that superior support (FSSB) has a positive and significant effect on work performance. This is indicated by the T statistic value of 3.558 (>1.98) and the P statistic value of 0.000 (<0.05). In addition, WLB is also influenced by FSSB, with a T-statistic value of 10.360 and a P-statistic value of 0.000. This suggests that although good superior support can enhance work performance, supportive superiors and coworkers can also improve the level of work-life balance. The results of the T-statistic (5.360) and P-value (0.000) indicate that the balance between work and family life has a significant effect on work performance. This indicates that the likelihood of a decrease in employee work performance increases in tandem with the improvement in employee life balance.

This study also tested the direct relationship between variables and the mediating effect of WLB on the relationship between FSSB and work performance. The results of the analysis showed a significant relationship between WLB and the T-statistic value of 4.127, with a P-value of 0.000, which is below the significance limit. WLB plays a role in the relationship between FSSB and work performance, and its influence is moderate, because the mediating effect found is relatively strong. In other words, increasing FSSB contributes little to work performance, and its impact can increase with the increase in WLB. The results of this study suggest that organizational management should utilize FSSB optimization and WLB management to enhance employee performance. The conclusion of this study also suggests that organizations should prioritize creating a pleasant work environment, providing a healthy work-life balance, and implementing employee welfare programs to reduce the adverse effects of work stress. The results of this study contribute to the academic literature on human resource management and provide a valuable foundation for future research.

Discussion

Family-Supportive Supervisor Behavior (FSSB) on Work Performance

Based on the test results, family-supportive supervisor behavior (X) is stated to affect work performance (Y). This can be seen from the beta coefficient of 0.354, the t-statistic value of $3.558 > t\text{-table } 1.98$ and p-value $0.000 < 0.05$, so that H_0 is accepted. These results mean that the higher the support of superiors for factory workers, the higher their work performance will be. Superior support can significantly impact employee performance. Therefore, superiors must be able to delegate tasks to their subordinates clearly and communicatively. This requires regular meetings to discuss problems faced by subordinates related to achieving targets. The results of the influence of family-supportive supervisor behavior on work performance align with research conducted by Talukder (2021) [insert author's name], which states that family-supportive supervisor behavior has a positive and significant effect on employee performance. Similar results were also obtained in the studies Susanto et al., (2022) , and (Qi, Z., & Hou, 2019) workers who have high family-supportive supervisor behavior will be able to achieve work performance. Meanwhile, if the family-supportive supervisor behavior is low, then work performance will be poorer.

Work Performance on Work-Life Balance (WLB)

The results of this study indicate that work-life balance has a positive and significant effect on work performance. This can be seen from the beta coefficient value of 0.517, t-statistics of $5.360 > 1.98$, and p-value of $0.000 < 0.05$. Based on these results, it is concluded that work-life balance has a positive and significant effect on work performance, so H_0 is accepted. The results of this study indicate that the higher the level of work-life balance among factory workers, the better their achievement and performance. Employee performance refers to the tangible behavior exhibited by each employee in their role within the company. Employee performance is significant for the company's efforts to achieve its goals. Lukmiati (2020) It was also stated that work-life balance has a positive and significant effect on employee achievement and performance.

The results of this study are in line with research Badrianto & Ekhsan (2021) that has found a positive correlation between work-life balance and employee performance. In other words, if work-life balance is good, performance will also increase. This is also supported by research Arifin & Muharto (2022), Pradnyani & Rahyuda (2022) which states the same. It can be concluded that work-life balance and work performance are related, as both are indicators of employee and company success. Maintaining a good work-life balance can improve an individual's work performance. This means that if the work life and personal life of the worker are balanced, the

opportunities for achieving work performance will also increase and the company will have a good image.

Family-Supportive Supervisor Behavior (FSSB) on Work-Life Balance (WLB)

The results of this study indicate that family-supportive supervisor behavior has a positive and significant effect on work-life balance. This can be seen from the beta coefficient value of 0.657, t-statistic of $10.360 > 1.98$, and p-value of $0.000 < 0.05$. Based on these results, it is concluded that family-supportive supervisor behavior has a positive and significant effect on work-life balance, so H_0 is accepted. The results of this study indicate that the higher the level of superior support for factory workers, the better the balance between work and personal life of these workers. The results of this study align with research by Hermawan (2023) discussing the boundary theory, which explains how people organize and negotiate the area between their work and life outside of work, as well as the boundaries between the two, to achieve balance and reduce conflict. This theory also links the relationship between family-supportive supervisor behavior and work-life balance. This is also supported by research Lestari (2019) and Vira (2021) which states similarly. If individuals receive positive support from their superiors, it can improve their work-life balance. This indicates a positive correlation, suggesting a unidirectional relationship; in other words, high family-supportive supervisor behavior is also associated with increased work-life balance.

The Role of Work-Life Balance (WLB) as a Mediating Variable

The results of the mediation effect test, which examined the influence of family-supportive supervisor behavior on work performance through work-life balance, yielded a beta coefficient of 0.340, a t-statistic of 4.127, and a p-value of 0.000, all of which were significant at $p < 0.05$. Based on these results, it can be concluded that work-life balance can mediate the relationship between family-supportive supervisor behavior and work performance. Or in other words, H_0 is accepted. The results of the study indicate that work-life balance significantly mediates the relationship between family-supportive supervisor behavior and work performance. Factory workers or laborers who receive support from their superiors in terms of their role in work or personal life tend to achieve success more easily in their work. Maharani (2023), states that a positive influence shows that employee performance will increase if there is a balance between work and personal life, and support from superiors in work routines.

Based on the theory of conservation of resources (COR), it is said that people tend to mobilize their resources to cope with stress and avoid threatening situations. They not only fight to protect their resources, but they also get more resources, which happens when people can cope with stress,

which results in a good ending (Yuliana & Handoyo, 2020). This study is in line with research by Suharmono (2023), which states that work-life balance acts as a mediator in the relationship between flexible work arrangements and the performance of female workers. This is also supported by Diniawaty & Prahawan (2024) those who argue that, influenced by various factors, work-life balance plays a significant role in influencing job satisfaction and work engagement. It is essential for individuals to effectively manage their personal and professional lives, as this ultimately impacts their performance and commitment to the company.

Conclusion

According to the analysis of data from the hypothesis testing results, it is evident that family-supportive supervisor behavior and work-life balance have a positive and significant impact on work performance among factory workers in the Boyolali district. Likewise, with family-supportive supervisor behavior on work-life balance and the mediation effect of work-life balance on the influence of family-supportive supervisor behavior on work performance. Factory workers who have good support from their superiors to maximize their role in their work and personal lives, can better utilize their potential and expertise to achieve their work performance. Further researchers can modify the study location and the number of research objects to provide more varied information. Based on observations, many workers hold a negative view of company policies, particularly those related to targets and demands. So there needs to be socialization to understand the intent of the determination better. Factory workers must also be aware of the regulations and opportunities available. In addition, it is also necessary for superiors to provide direction by fostering socialization, creating a climate, culture, and safety for workers, so that they feel respected in their profession.

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