

Successful Managers and Successful Entrepreneurs as Head of Successful Families in Building a Harmonious Family

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ABSTRACT

The increasing number of divorce cases in Indonesia is a problem that must be addressed by married couples who aim to build a harmonious family, especially the factors that cause divorce. Managers who are successful in achieving the targets of their organizational units and successful entrepreneurs in achieving business targets and business development are not necessarily successful as heads of families in building harmonious families. The managerial skills of a manager and entrepreneur must be able to be applied in resolving work-family conflicts, household problems with non-economic factors and economic factors. Through problem solving by: flexible use of working time, being present as a mindful father, being present as a husband when with family and openness of financial management to create a harmonious family.

Keywords

divorce cases, successful managers, successful entrepreneurs, harmonious families

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Introduction

Domestic dynamics cannot be avoided in the family life. A happy husband and wife life is never separated from problems, which in turn will strengthen the love between the two when the problem can be overcome. Unfortunately, based on data from the Religious Courts of the Supreme Court, the divorce rate has increased every year. Data from the Central Bureau of Statistics 2019, The biggest cause of divorce in 2018 was constant disputes and arguments with 183,085 cases. Economic factors rank second with 110,909 cases. Successful managers are managers who achieve the goals of the organization [1], and the skills to manage interpersonal relationships "interpersonal role" determine their success [2]. The success of a business is the fulfillment of the capital need, the successful productive distribution and the achievement of organizational goals [3]. Noor [4] states that "Business success is essentially the success of the business to achieve its goals, namely earning profit". The success of managers in achieving unit targets in their company and the success of entrepreneurs in achieving targets and developing their business do not necessarily succeed in forming a harmonious family. The head of the family must play a dual role as

manager in his profession and manager in his family.

SUCCESSFUL MANAGER

Stephen P. Robbins and Timothy A. Judge [5], managers are individuals who achieve goals through other people. They make decisions, allocate resources, and organize activities of their subordinates to achieve goals. Managers carry out their work in an organization, which consciously coordinate social unit consisting of two or more individuals and functions on a relatively continuous basis in order to achieve one or a series of common goals.

Managers need to know the motives or needs and different behavior of the employees they lead. It is intended to determine the level of satisfaction of the employees involved in the work process [2].

Henry Mintzberg [2] in his research "the nature of managerial work", wanted to know carefully what managers actually do. He observed the activities carried out by 5 chief executives (a major consulting firm, a well-known teaching hospital, a school system, a high-tech firm, and a manufacturer of consumer goods for a week. According to Mintzberg, there are 3 main roles played by every manager wherever the hierarchy is located, as follows: Interpersonal Relationship; Informational Role; and Decisional Role. [2]

Interpersonal Relationship

There are two general descriptions associated with this role, namely those relating to the status and authority of managers, and those relating to the development of interpersonal relationships. Activities that are often carried out in this role include ceremonial activities related to the position attached to the manager.

Status requires managers to accept invitations, attend ceremonies, and others that are ceremonial. Because the manager has a high position, the manager's access must always make certain contacts with outsiders.

Informational Role

Leadership activities make the manager an information center for the organization. To be able to carry out tasks effectively, leaders must disseminate and receive information

Decisional Role

This role makes managers involved in a strategy-making process in the organization they lead. Manager performance is a factor that supports organizational effectiveness. Mahoney et.al [1] looked at manager performance based on the ability to carry out managerial tasks. Manager performance includes the ability of managers in planning, investigating, coordinating, evaluating, supervising, selecting staff, negotiating, representing and overall performance.

SUCCESSFUL ENTREPRENEURS

DR. Ir. Eddy Soeryanto Soegoto explained that entrepreneurship is a creative business that is built on innovation to produce something new, have added value, provide benefits, create jobs and the results are useful for others. Entrepreneur is a person who can be categorized as Entrepreneur or Entrepreneur. If the business is stagnant or not developing, the entrepreneur is referred to as an entrepreneur, whereas if the business grows, develops and progresses, the entrepreneur is called an entrepreneur. Entrepreneurs are people who are warriors, brave, noble, brave and worthy to be role models in the business field with the foundation of standing on their own feet [6].

Entrepreneurs are people who have the ability to see and assess business opportunities, gather the resources needed to take advantage of them and take appropriate action, to ensure success [7] Suryana [7] states that "To become a successful entrepreneur, you must have a clear business vision or idea, then there is the will and courage to

face both time and money risks". Erlihah [8] states that "A business is said to be successful in its business if after a certain period of time the business has increased both in capital, business scale, results or profits, type of business or management.

Noor [9] states that business success is essentially the success of the business in achieving its goals. Business success is the main goal of a company where all activities are in it to achieve success. In general, success indicates better or superior conditions than in the past. Suryana [4] states the success of a business in achieving its goals. In accordance with this opinion, it can be concluded that a business is said to be successful if it has advantages over the previous period or with companies in its class. In measuring the success of a business, it can vary from business to business or between one business owner and another. However, the success of a business can be seen from subjective or objective data on various aspects, such as sales growth, market share, and the level of profit achieved [4]. Two methods of measuring business success that are commonly used are financial and non-financial methods. The financial method is usually associated with the level of business profitability / return on investment by making a comparison between operating costs and profits. Meanwhile, the non-financial method is carried out by evaluating the quality of the products produced, productivity, inventory levels, flexibility, delivery speed, and employee welfare [4].

Suryana states the success of business for entrepreneurs can be proven by the achievements achieved, namely the growth of the companies they manage. This growth is evidenced by the sales and assets owned by the company and the number of employees. [3]

Primiana states business success is capital has been met, productive distribution and the achievement of organizational goals. Meanwhile, according to Algifari argues the business success can be seen from the efficiency of the production process which is grouped by economic efficiency. A business is said to be successful when it gets a profit, because profit is the goal of a person doing business. Furthermore, Wijaya states a factor which is a critical goal and a measure of the success of a company is profit [3].

Henry Faizal Noor argues "Business success is essentially the success of the business achieving

its goals, a business is said to be successful when it gets a profit, because profit is the goal of a person doing business" [10]

Business success factors can be proven by sales growth, capital growth, market growth and profit growth [23]

HARMONIOUS FAMILY

The purpose of marriage, namely to get happiness, love, satisfaction, and offspring. A harmonious family cannot be created automatically and naturally. All efforts are made deliberately to create a harmonious family as above. Various steps can be taken namely: preserving religious life in the family; spend sufficient time with family; interaction among family members such as good communication and democratic attitudes; mutual respect; unity; and oriented to the priority of household integrity. Therefore, marital harmony is very dependent on communication in which a married couple is able to communicate effectively [11].

THE DYNAMICS OF THE MANAGER'S FAMILY

Manager skills as managers of interpersonal relationships, controllers of information and decision makers are also needed in building a household, expertise managerial needs in managing work and family pressures called family-work conflicts [12]

Family-work conflict or WorkFamily Conflict is defined as a form of conflict between roles where the role pressures of the work and family areas conflict with each other. That is, participation in work (family) roles is made more difficult by participation in the family (work). Family-work conflicts occur because there is a mismatch between what is expected and what is expected. This conflict arises as a result of work disrupting the family and the family disrupting work [12]

Boles et al. [12] stated that on the company side, family-work conflicts have several important implications for managers. First, in a work environment, work scheduling needs to consider the responsibilities of employees in the family. Flexibility can be a key concept in assigning individuals to be able to carry out their responsibilities to the family. The desire to be flexible or to negotiate tasks can be described as organizational support related to job satisfaction. Second, it must be emphasized that just because a

person has fewer family-work conflicts does not mean that person can be employed for all unwanted and / or unpleasant tasks [12]

Research conducted by Boles and Babin in Agung M. Harsiwi [12] states that work family conflicts are associated with a number of work attitudes and negative consequences, including low job satisfaction in general. To explain the effect of family-work conflict on job satisfaction, the theory of flow (Spillover Theory) can be used. According to the flow theory, if there is conformity and satisfaction between the organization and employees, it will transmit conformity and satisfaction at home. Or in other words, if someone feels happy at work, that happiness will be transmitted to the family environment (home). Likewise, if someone feels stress at work, it is likely that the stress will be brought at home [12]. The results of research conducted by Frone et al., [12] state that family-work conflicts have a negative effect on employee job satisfaction.

The statement of Boles et al. [12] regarding family-work conflict, has several important implications for managers, management of interests, communication, work stress with family is needed. Work-to-family conflicts are more often felt compared to family to work conflicts because interests in the realm of work are regular, standard and urgent so that they will further interfere with matters and interests at home which are flexible in nature [13]. Grant et al [13] also stated that in certain jobs, especially those with low salaries, individuals have many responsibilities and do not have control over them so that job demands often interfere with household matters. As a result, household duties are sacrificed in order to meet the demands of work. Inflexible working hours make it difficult for individuals to meet the demands of roles in the household [13]

Research from Novensia Wongpy, Jenny Lukito Setiawan with a population of 60 people (30 husband and wife couples) with an age range of 20 to 40 years. The research subjects are married couples who already have at least 1 child who live together in Surabaya. All research subjects work in positions as staff (63%), managers (31%), while 5% of the subjects are self-employed. 46.7% of subjects worked 48 hours per week, 23.3% of subjects worked more than 48 hours per week and

30% of subjects worked less than 48 hours per week [13].

There are several implications of the results of this study. First, work-to-family conflict experienced by husbands and wives shows that families are often “victims” of fulfilling roles in the working site. It can be understood that the demands in the work area are higher so that in the end it can interfere with the role in family life. This can be a threat in itself for families, especially for children, considering that all research subjects have children. Time, attention and energy that should be devoted to children are reduced as a result of fulfilling job roles. Second, the large amount of time and energy that husbands and wives spend on work also make husbands and wives do not have time to build more intimate communications and relationships. The conflict that is felt by both husband and wife makes them have greater barriers to communicating with each other and coordinating household affairs. Third, not only related to household matters, reduced coordination also has an impact on parenting. Husbands and wives need extra effort to coordinate with each other regarding childcare, even though the role of both parents or co-parenting is very important for effective parenting [13].

THE DYNAMICS OF THE ENTREPRENEUR FAMILY

The factors that will shape attitudes, creativity, and growth into successful entrepreneurs, in external factors including family environment, school environment and community as well as internal factors including talent, interest, achievement motivation and knowledge [14]. A person's attitude, including entrepreneurial attitudes, is formed through experience and the environment. Among the environments that can influence entrepreneurial attitudes is the family environment [15]. Entrepreneurial motivation and family environment together have a significant effect on entrepreneurial attitudes [16].

Entrepreneurs are also managers for the business organizations they lead, the dynamics of managerial problems in the form of work-family conflicts are experienced by entrepreneurs, profit targets and business development require a lot of time, attention and energy that should be devoted to children being reduced due to fulfilling their role as entrepreneurs, business time goes on. the greater, and the ability to delegate to managers,

the conflict on managerial skills is the skill to organize, coordinate and move subordinates towards achieving the goals set by the organization. [16]

Managerial abilities don't just show up. This ability is born from a long process that occurs slowly through the process of observation and learning. [16]

A business leader is required to have managerial abilities, so that activities to integrate, coordinate and mobilize subordinates within a large business scope can be done well. Work-family or family-business is decreasing.

Kurniawan & Setiawan [17] state that financial relations are an agreement between husband and wife related to decision making in the use of money, financial management, financial storage, and other financial arrangements. In a husband and wife marriage, there are parties that are more spender (type of money user) and saver (type of saver) who often cause problems in financial relations. Spenders are individuals who love shopping and spending money. Meanwhile, savers are individuals who are very economical in the use of money. This difference often creates financial relationship problems. This condition indicates that there are emotional differences between individuals in the use of money [17].

The decision to use money and financial management is one of the main sources of problems in the household that is often experienced by married couples. Financial relations will be well formed if a married couple builds a mutual agreement in making decisions about using money, financial management, saving, and financial arrangements [15]. When a husband and wife have agreed on a joint financial decision, the couple will become a cooperative team in arranging family finances [17]

Financial relations have a stronger correlation with marriage satisfaction than conflict resolution. This is because financial problems are the most crucial problem in the subject of his research. The dynamics of financial problems in the form of building collective agreements in decision-making in using money, financial management, saving and financial management are often experienced by entrepreneurs, not because of financial shortages but the difficulty of building mutual commitment in financial management. [17]

The Divorce Phenomenon

The divorce trend in Indonesia is increasing every year. Based on data from the Central Statistics Agency (BPS) in 2019 as follows:

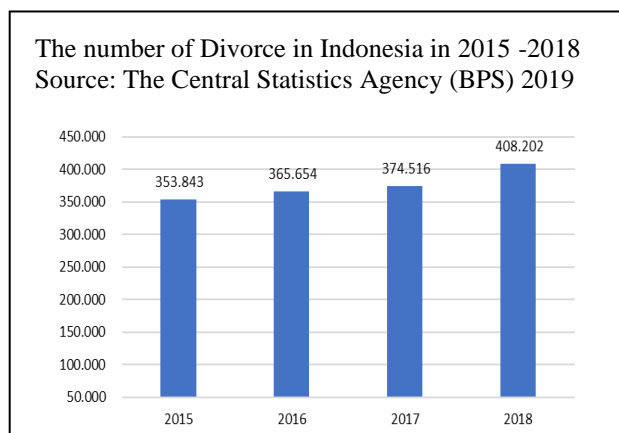


Figure 1. The number of Divorce in Indonesia, BPS 2019

In 2018, Indonesia's divorce rate reached 408,202 cases, an increase of 9% compared to the previous year. The biggest causes of divorce in 2018 were disputes and ongoing bickering with 183,085 cases. Economic factors rank second with 110,909 cases. While other problems are husband / wife leaving (17.55%), domestic violence (2.15%), and drunkenness (0.85%).

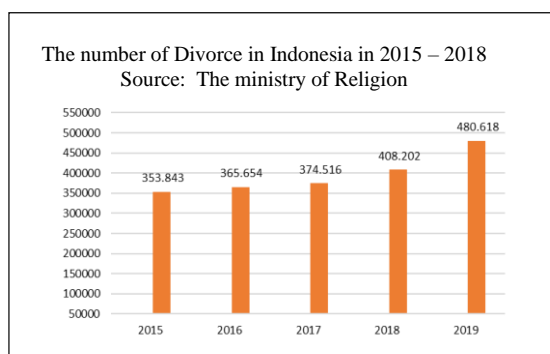


Figure 2. The number of Divorce in Indonesia, The ministry of Religion

Data from the Ministry of Religion (Kemenag) states that the divorce rate in 2019 reached 480,618 cases. This figure has increased every year since 2015, based on data from the Ministry of Religion in 2015 there were 394,246 cases, then in 2016 it increased to 401,717 cases, then in 2017 it increased to 415,510 cases and in 2018 it continued to increase to 444,358 cases.

Throughout 2019, the Department of Population and Civil Registration of DKI Jakarta Province recorded 1,719 divorce certificate registrations at

the Service (Foreigners Counter), East Jakarta, South Jakarta, West Jakarta, North Jakarta and Central Jakarta. This number increased by 18% or as much as 260 divorce certificate registrations compared to the previous year.

In Cianjur, the Cianjur Religious Court recorded that in 2018 there were 3961 divorce cases handled, consisting of 3394 divorces and 567 divorce talak, 2019 divorce figures increased to 4415 consisting of 3,370 divorces and 645 divorce talak. The Cianjur Religious Court stated that high divorce was due to economic factors.

This phenomenon states that the trend of divorce in Indonesia is increasing with various factors that trigger disputes, namely family and economic communication factors. Family communication is disrupted by the burden of work problems carried in the family.

WORK FAMILY CONFLICT

Generally, this conflict occurs for managers whose profession is required to achieve organizational targets, who unconsciously tend to sacrifice their families (workaholics). This results in the emergence of a Work Family Conflict. Work family conflicts can be eliminated or prevented by providing flexible working time for managers so that their organizational unit targets can be achieved successfully. In addition, alternative work schedules and family permit policies are provided wisely. This has led to a family-friendly policy called a family-friendly policy.

The family-friendly policy still refers to the target organizational unit. This is supported by Ratna D's research which states the need for flexible time granting, work schedules and family permits as well as clear assignment of tasks from companies to eliminate work-family conflicts [12].

Optimize Quality Time with Family, Managers and Entrepreneurs are present intact for their families

Lack of psychological well-being is one of the effects of parental divorce. Psychological well-being in this case concerns personality, life satisfaction, self-confidence, communication, and daily activities [18]. Families whose relationships between members are not harmonious, full of conflicts, or there is a communication gap, can develop mental health problems [19]. Parke in Kume [19] states that the involvement of a father

in childcare will create a positive effect compared to that of a child in mother's care, even though if the care is carried out by both parents who are intact, the effect will be more significant. Another effect of a father's involvement in childcare is that his ability to socialize is hampered or disrupted.

A positive relationship between father and child will have a good effect on psychological development. The relationship between father and daughter has a positive effect on academic achievement. Young girls experience an increase in academic achievement after establishing good relationships with their fathers. Most fathers who have a good and deep relationship with their children can significantly affect emotional and psychological health for fathers and also for daughters [19]

Future communication behavior in children is also influenced by how close they are to their father as a child, success in thinking rationally with their partner when they are adults, and influencing achievement in education. Even McLanahan & Sindefur [19] stated that children who grow up without the role of a father will tend to find it difficult to graduate from high school, and may become involved in criminal behavior. The relationship between fathers and daughters can also provide lessons on how to build close relationships with other people and partners when they become adults, lessons about everyday experiences such as; playing and playing sports or doing school work as well as important events such as getting married and giving birth to a child [19].

Morman & Floyd [19] stated that the role of father is to give love and affection to children, provide availability to care for, and play a direct role in parenting. These three things tend to overcome children's thinking rationally and emotionally so that they also have a positive effect on the child's social relationship skills. Algood, Beckert, and Peterson [19] stated that the involvement of a father's parenting is closely related to the psychological well-being of their daughters.

From these various sources, it can be concluded that fathers are present in their entirety when with the family which is very important in forming a harmonious family. Examples of being present in full are by learning with children, playing with children, discussing children's issues, eating with children, worshipping together, and having recreation together. At that time, communication

with parties outside the family was closed tightly until the child's psychological needs were met, or by negotiating with the child if there were very important office matters. This is in line with Soelaeman's [20] statement regarding 8 (eight) institutional functions family, namely (1) religious function, (2) socio-cultural function, (3) love function, (4) protection function, (5) reproductive function, (6) socialization and education function, (7) economic function, and (8) environmental function.

Role of husband to wife:

- **Optimize Quality Time With Wives, Managers and Entrepreneurs present intact for their wives**

When entering married life, a man and a woman have new roles which are a consequence of marriage. According to the Marriage Law Number 1 of 1974 Article 1, marriage is a physical and spiritual bond between a man and a woman as husband and wife with the aim of building a happy and eternal family based on the Only One Allah. From this understanding, it can be seen that a man will have a new role as husband, while women will play a role as a wife. Apart from these roles, a man and a woman also act as father and mother when they have children. In general, a husband acts as the head of the family whose job is to make a living to meet the needs for clothing, food and shelter.

The husband also acts as a wife's partner, namely being a loyal friend who is fun and is always there in times of joy and sorrow by always providing time to talk and spending free time with his wife. As a husband, he must also play a role in protecting or guiding his wife to always stay on the right path. In addition to being a good partner for the wife, the husband can also help ease the wife's duties, such as inviting the children to play or have recreation as well as providing quality free time for the children in between the husband's busy earning a living. [21]

Apart from the husband's role, the wife also has a very important role, namely as a companion to the husband at all times and the mother who is ready to look after and guide her children. Just like husbands, wives also act as good and fun partners or partners for their life partners. The wife can be invited to discuss various kinds of problems that occur and also talk about minor things. The wife

is a driving force and encouragement for the progress of her husband in his field of work [21]

The division of duties between husband and wife is generally felt to be less balanced. Wives who also play a role in the public sector still have a double burden with domestic work that remains to be borne by them. Husbands have less time to do household chores than wives. Based on the perception between husband and wife regarding the contribution of wantu to do household chores, they agreed that wives spend more time doing household chores than husbands. [21]

At average, the husband contributed 7.2 hours of household chores, while the wife contributed 13.2 hours. Based on the husband's perception, on average husbands admit to contributing 18 hours per week to do household chores, while wives estimate that their husbands contribute 13 hours per week to help with domestic chores. With regard to wives' contribution, husbands estimate their wives spend 24.9 hours per week doing household chores, while wives admit they do as much as 26 hours per week [22]. The division of tasks requires flexibility to exchange roles or share tasks to complete household chores or domestic roles or to earn a living. If the division of duties and in carrying out family obligations by carrying out roles can be carried out in a balanced manner and carried out by mutual agreement, a harmonious married life will be created and is an indication of the success of marriage adjustment [22]. It turns out that a balanced pattern of division of tasks has been applied to the Acehnese in the farm farming family, namely the division of labor that positions the man (husband) as the breadwinner of the family and positions the wife as a partner in cooperation, including in making family decisions. The position of the woman (wife) remains as the person in charge of household tasks in particular, but in general work, the husband will involve himself in doing it or and often the husband is involved in household chores, such as cleaning the yard, burning trash, or collecting water [22]. The pattern of marriage is basically a combination of equity or justice and equality or equality between husband and wife. Justice in marriage can be said when each party contributes to the togetherness and harmony that should be received. The relationship is said to be equal if each party has equal status and takes joint responsibility for maintaining a healthy emotional and economic condition and completing

household affairs. Through this role, husband and wife are expected to be able to carry out their roles and obligations to create a harmonious family life. [22]

From these various sources, it can be concluded that the husband is fully present when with the family which is very important in building a harmonious family, for example by dividing household roles, taking household chores as the presence of a complete husband by cooking, washing dishes, sweeping the yard or floor. houses and the like, to share the role of household duties. This is supported by Claffey & Mickelson [22] which states that couples who do not share household affairs in a balanced manner can cause stress or pressure on one party, especially for women, which will reduce harmony in married life.

• **Improve household managerial skills through communication**

Successful managers and entrepreneurs continue to improve the quality of their interpersonal skills in achieving organizational or business targets, as well as in the family, the interpersonal skills of the head of the family in creating harmonious communication within the family are crucial for the formation of a harmonious family. The head of the family takes the time to open two-way or more communication with the child and wife, improve listening skills, empathy, involve family members in decision making, so that harmonious communication is realized. This is supported by Bartholomew [11] who argues that communication as a mediator regarding linkages and relationship quality is defined as the presence of individuals who are confident in having a communication style to promote healthy relationships.

Family conflicts: Economic factors and their solutions

Family economic management or better known as family financial management which is defined as the art of financial management carried out by individuals or families through other people to achieve goals that are efficient, effective and beneficial, so that the family becomes a prosperous and safe family [23]. Family economic management has a very important role because of the high cost of living today, there are financial goals to be achieved, the increase in the cost of living every year, the physical condition is not

always good, the economic situation is uncertain and the many alternative financial products [24]. Prevent waste, discussion materials and means of communication between family members [24] Several aspects that every family needs to know in managing the family economy are (1) the source and amount of family income, (2) the type and amount of expenditure, (3) savings, (4) recording and monitoring and (5) the habit of deliberation within the family. [25].

1. Sources and types of income

Every family must know and understand very well where and how much they earn.

2. Type and amount of expenditure

The large amount of expenditure that must be financed by the family causes the family to experience a deficit (large expenditure rather than income), but also many who experience a surplus. This is because the amount of income is more than the expenditure. Several types of expenses are based on priority, namely:

- a. Absolute needs, needs that cannot possibly be fulfilled. As for what is included in this need are: food, clothing, housing, health, education and transport.
- b. An important need, meaning that this need is an obligation and also a need related to other people such as: paying debts, paying installments / installments, sports, entertainment, family recreation, celebration, donations / invitations, mutual cooperation, arisan, taxes, zakat, charity, zakat fitrah, and charitable donations.
- c. Needs that are necessary, meaning that it is a need for quality improvement of various absolute and important needs.

3. Savings

Increased income encourages the emergence of new needs so that regardless of the size of the income will never be sufficient to meet these needs. This is what can make a person or a family shackled by poverty and no savings. Therefore, saving is basically the result of an attitude of someone who consciously and constantly puts aside his income. So even though it is said to be poor, it can save economic objects and achieve what we aspire to. For example: Mr. Bardi Syafii, a parking attendant in Yogyakarta and Mrs. Rumiati have a desire to fulfill the fifth pillar of Islam, namely performing the haj pilgrimage. Therefore, since 1985 both of them began to set aside an income of Rp. 500, - up to Rp. 1,000.- in

a can. And in the end, both of them were able to complete the haj pilgrimage in 2016.

4. Recording and Monitoring

In order for the implementation of family economic management to run as expected, there should be recording and monitoring activities. This is to ensure that what is realized will not deviate from the predetermined plan. In addition, to ascertain whether there are deviations from the predetermined plan, how far the deviation is happened, why can it happen and how to fix it.

5. Deliberation

Deliberation in the family aims to plan family expenses, evaluate the previous month's budget plan, correct mistakes and find solutions to problems faced. After understanding the aspects of the elements of family economic management, the next step is to implement them in daily activities.

Differences in character in handling money lead to disputes. In fact, what is even worse is that money can lead to divorce. The head of the family initiates openness and understanding of good financial management so that problems or misunderstandings do not arise.

CONCLUSION

Managerial skills in achieving organizational and entrepreneurial targets and in achieving business targets and developing them, with their expertise in communicating, planning, executing plans and controlling strategies can also be applied in households, problems of work-family conflict that often occur among managers can be resolved by communicating openly with the company so that there is a win-win solution that is oriented towards company targets and the right policy (family-friendly policy).

Family problems other than work-family conflicts are of two types non-economic problems and economic problems. Non-economic problems can be resolved by being fully present as a father for his child by optimizing "quality time" when with family, being present as a husband for his wife by dividing household roles. The head of the family must be able to meet psychological needs in the form of attention, communication, care, and togetherness with children and wives. The problem of economic factors can be resolved by reciprocal communication between the head of the family and family members in planning,

implementing and controlling mutually agreed financial flows.

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