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Work-Family Conflicts: Does Social Support Make Differences in Job and Family Satisfaction among Employees?

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Abstract
Building on and extending previous research, the present study aims to explore the role of social support from work colleagues and family members in alleviating the negative impact of work family conflicts on job satisfaction and family satisfaction. This exploratory study has analyzed the hypothesized model linking bi-work-family-conflict to job and family satisfaction; along with the social support as a moderator in the model. In this survey with 627female teachers, we found that social support from work colleagues and family members moderated the relationship between work-family conflict and jab and family satisfaction. Findings imply that stress spilling over from work-to-family and family-to-work lowers the job satisfaction and family satisfaction respectively that consequently results in work-family conflict. However the social support if is available to employees from workmates and family members may decrease the negative impact of work-family conflict on job and family satisfaction.

Keywords: Family Satisfaction, Job Satisfaction, Social Support, Work – Family Conflict

I. Introduction

In any individuals' existence, two domains are closely related to each other i,e work and life . These two aspects affect significantly one's life. Though these two factors of human life seems separate but empirical analyses show that they are closely connected with each other and moreover the relation between the two comes to the surface as a conflict and as a result individual feels a great intensity of stress. Because of the overburdened responsibilities at work, the individuals fail to perform well in both the domains i,e work and home or in other words their domestic as well as professional life is terribly affected by the too much work . If the workers working in any organization are going through such a situation then it, will as a consequence affect both the domains

Becoming more successful and efficient in the world of today's business has become an indispensible trait to survive in any organization. For the workers to remain faithful and contented to their jobs, one of the cardinal things to be done is to keep their moral high and nothing that is not positive is kept away from them. Since satisfaction is the major thing for the workers in order to remain faithful and dedicated to their work, it is important to minimize the tensions and stresses related to their domestic and work problems.

Various researches have been made in the last two decades to understand the underlying reasons of the work-family conflicts. Recent investigations in this field have shown that the reason behind work-family tensions is poor job and therefore frustration and as a consequence less dedication because of decreased motivational level in the job(Allen, Herst, Bruck, & Sutton, 2000; Major,Klein, & Ehrhart, 2002).

All antecedents and consequences related to work-family conflict and literature thoroughly studied to examine the phenomena of work-family issues are quite common in style and well liked. An underlying connection seems to have emerged during the examination of the work-family conflict for stress and the lack of job satisfaction e.g. Aryee, 1992; Kossek & Ozeki, 1998; Netemeyer, Brashear-Alejandro, & Boles,2004). One of the major reasons behind work-family conflict, according to some of the researchers, is the stress in job that affects the level of satisfaction in a job (Netemeyer et al., 2004).

Job satisfaction is a positive state of mind and a balanced attitude which is because of the encouragement that he or she gets in his or her job (Boles, Howard & Donofrio, 2001). Amongst the famous models of work-family conflict is Bedein's model. This model commences that the reason behind work-family conflict is parental stipulations and therefore it undermines the three anticipated consequences namely: family satisfaction, job fulfillment, and marital gratification. the authors also demonstrated that job related stress has the direct influence on life satisfaction, work stress, parental responsibilities, and matrimonial satisfaction (Bedeian, Burke, & Moffet, 1988).

Inspiring from the two major models of Frone, Russell, & Cooper,(1992, 1997), Calson and Kacmar (2000) envisioned that the root cause of the work-family conflict is nothing other than family issues, and on the contrary family-work problems have only one cause of family-work conflict. They anticipated that good work will consequently bring happiness to the family and job contentment. Carlson and Kacmar presented a different approach and shared their views in the following findings that if there is any intrusion in one's work from one's family life than it will consequently effect the level of one's job satisfaction.

There is an amalgamation observed between the work-family conflict and job contentment especially in the previous few researches which were carried on this subject. Netemeyer, Boles, and McMurrian (1996) concluded that work-family problems were pessimistically linked to life contentment with association varying from -.33 to -.53.Kossek and Ozeki (1998) reported anaverage weighted mean correlation of -.31 in their meta-analysis. Allen et al. (2000) also provided the evidence for significant effect of

work-family conflict on life satisfaction and reported that work-family conflict reduces life contentment.

Nevertheless, most of the researchers have found the opposite findings. For instance, Bedeian et al. (1988) detected the significant positive relationship of WFCwith life satisfaction. Therefore, most of the investigators proposedthat life satisfaction is always negatively influenced by work-family conflictwhile some of the researchers reported that life satisfaction is negatively explained and influenced byWFC. These discrepant results appear to intimate a third variable that may have a direct link between work-family conflict and life satisfaction. This third variable may have the potential of mediating the effects of WFC on life satisfaction, and can provide the more insight to understand these inconsistent findings while investigating the direct connection between these two variables. The current model proposes that this third variable is perceived social support. The proposed model has not yet been studies in past. Thus the present study provides an exploration of the indirect effect of perceived social support in the connection of WFC with job and life satisfaction.

A significant constituent of this study is the perceived social support generally from work colleagues and family members. The literature investigating the stress-strain indicates that social support can provide several benefits at workplace particularly stress-buffering effect, through which the existence of social support can moderate or buffer the effect of strains on the ensuing stress. However, the influencing attributes of social support are not yet entirely evidenced (Cooper, Dewe, & O'Driscoll, 2001), and results from the several studies conducted on effects of social support in the domain of work-family conflict are similarly mingled and integrated (Carlson & Perrewe, 1999).

Supportive family and supportive coworkers have always been found related with WFC (Namayandeh, Yacoob, & Juhari, 2010). They documented from their study completed in Iran with 323 nurses from 13 public hospitalsthat when one's supervisor, husband, family members and other relatives are highly supportive, the nursses experiences less WFC. Several other studies have reported that supportive supervisor decreases the conflicts that an employee faced between his/herwork and family. Support from supervisor always anticipated WFC (Frye &Breaugh, 2004). Goff, Mount and Jamison (1990). It has been observed that when supervisor listens to employee's family issues and hascompromising positive attitude for sudden demands at home then the workers report less WFC. Availability of support decrease the WFC among workers (Nielsona, Carlsonb & Lankau, 2001).

Grzywacz and Marks(2000) concluded that low supportive attitude at workplace results in high negative spillover effects from work to family. The support provided by a supervisor predicts WFC negatively (Blanch & Aluja, 2012b) and has been found associated with perceptions of more work-life support at work (Valcour, Ollier-Malaterre, Matz-Costa, Pitt-Catsouphes, & Brown, 2011). Michel, Kotrba, Mitchelson, Clark, and Baltes (2011) also suggested that social support if available at organization anticipated negatively WFC. They found the organizational support (ρ = -0.30), supervisor support (ρ = -0.22), and coworker support (ρ = -0.25) related with WFC.

In addition to supervisor support, the family support and spousal support were also reported as vital component to decrease the WFC (Michel et al., 2011; Blanch

&Aluja, 2012a). Particularly, the employees experience very low spillover stresses from work to family when receive more sound support from their spouse or family members (Grzywacz & Marks, 2000). However, the employees when are being more criticized or stressed by their spouse or family members become more burdened and experience more conflicts (Grzywacz & Marks, 2000). Instrumental spousal support diminishes all kinds of work-family conflict such as time-based, strain-based, and behavior-based (Halbesleben, Wheeler, & Rossi, 2012).

II. Method

A. Participants

This survey was conducted with a sample of 627female teachers from secondary higher schools located in Multan. Their age range was between31 to 54 years (M=37.48, SD = 13.57). From the participants, married teachers were 56.2% and unmarried teachers were 53.8%, teachers; holding postgraduate qualification were 61.7% while holding graduation level were 38.3%; and 48.8% teachers were with less than five yearsteaching experience whereas 51.2%with above than. All the participants were more or less similar in their demographic characteristics.

B. Measures

Work/family conflict

An adapted version (Frone& Yardley, 1996) was used to measure the two components of work/family conflict; work-to-family and family-to-work conflict. Both dimensions comprises five items in each that indicate behavioral conflict, time conflict, and emotional conflict between one's work and life. One of the items is as "The demands of my family(work) interfere with my job (family)". Responses are collected on a 7-point ratting scale wherein 1 indicates 'strongly disagree'and 7 indicates 'strongly agree'. Internal consistency for this study was found .76 and .82for both dimensions respectively.

Job and family satisfaction

Michigan Organizational Assessment Questionnaire (Sea-shore, Lawler, Mirvis, & Cammann, 1982) was used to assess the job and family satisfactionwith two separate sets containing three items for each domain. Participants are asked to rate their responses on a 7-point scale about how much an item corresponds to their job and family lives. Response rating shows 1= 'strongly disagree' and 7= 'strongly agree'. A composite score on each job and family scale shows the degree of job/family satisfaction. Internal consistency for the present study was found to be .80and .87 for both domains respectively.

Social support

Two types of social support; support from their colleagues at workplace and support from their family members at home were measured using a scale comprising two separate sets of statements reflecting their experiences at job and home.Participants are expected to report their experiences of over the last three months about they had received four different types of support from their colleagues and from their family: sympathetic understanding and concern (emotional support),helpful information or advice (informational support), practical assistance(practical support), clear and helpful feedback (feedback support). Respondents were asked to report their responses on a 6-point scale wherein 6 indicates "all the time" and 1 shows "never". To obtain a total score for work

and family support, respondents' scores are added on four items for each scale. Internal consistency for both scales were found with .79 and .85 respectively.

C. Procedure

For the present study, the quantitative data were collected from school teachers with their willingness to participate in the survey. Letters for institutional permission were sent to the school principals and then researchers administered the questionnaires to the willing participants. Respondents were clearly briefed about the objectives of the study and were instructed how to respond the items. All the participants were assured the privacy of their information provided. Data were then analyzed using SEM through AMOS-21 at 0.05 level of significance.

III. Results

In this proposed model, the work-family conflict was the exogenous (independent) variable and job satisfaction and family satisfaction were the endogenous (dependent) variables while social support (mediating variable) once performed as independent variable in the model and later performed as a dependent variable in the interdependence connections.

The adequacy of proposed model was first tested usingStructural Equation Modeling (SEM)through Analysis of Momentum Structure(AMOS-21), and then the inter-correlations were computed among the study variables; work-family conflict, social support, job satisfaction, and family satisfaction.

Table 1: Descriptive Statistics and Correlations among Study Variables

Sr. #	Variables	M	SD	1	2	3	4	5
1	Work-Family Conflict	27.4	6.3	1				
2	Family-Work Conflict	25.8	7.8	.53**	1			
3	Job Satisfaction	13.3	5.9	-.42**	.66**	1		
4	Family Satisfaction	10.7	7.2	-.61**	-.50**	.18*	1	
5	Support from Colleagues	17.5	4.3	-.36**	-.33**	.57**	.39**	1
6	Support from Family	12.6	6.7	-.27**	-.41**	.42**	.46*	.13*

*p>.05, **p>.001

A. Testing the Hypothesized Model

Data were first tested in terms of its normality, sample size, linearity, and missing data. All assumptions were found satisfactory except normality of data. The issues associated with the normality of data,Bootstrapping (Efron, 1979) and Maximum Likelihood Estimate (MLE) were computed for reducing the normality of data prior to perform the main analysis.

Data were then analyzed by establishing a measurement model through Comparative Fit Index (CFI)that connectsthe observedvalues to their respective variables. SEM was also computed to test the structural model that showed the all proposed paths of factors to be studied in the study. Consequently, the measurement model of work family conflict (independent variables), job satisfaction,family satisfaction (dependent variables), and social support (mediating variables) were examined by employing the Maximum Likelihood Estimation (MLE) and Bollen-Stine Bootstrap Estimation (BSBE)in the AMOS.

The following statistics for fit indices were used to checkthe model fitnessand collected data; (1) The CFI (Comparative Fit Index), SRMR (The Standardized Root-Mean-Square Residual), and RMSEA (The Root-Mean-Square Error of Approximation)along with overall chi-square ($\chi 2$), relative/normed chisquare ($\chi 2$/df), and Bollen-Stine chi-square ($\chi 2$) statistics. The reason of employing the Bollen-Stine chi-square ($\chi 2$) was the non-normal distribution of data. While computing the goodness of fit of the hypothesized paths and data, in general, the chi-square ($\chi 2$) statisticshould result in non-significant ($p > .05$). But in most of the cases that are with larger samples, it results in significant value. Normed chi-square ($\chi 2$/df) therefore, wasexecuted to decrease the effect of sample size. For an adequate goodness of fit, normed $\chi 2$ should remain between 2.00 and 3.00; CFI should range between 0 and 1 for which values of larger or equal to .90 are considered fit (Byrne, 2001); SRMR should result in 0 to 1 where 0 indicatesperfect fit, less than .05 is generally considered as good fit while below .08 is reasonable fit (Hu & Bentler, 1999); and lastly the RMSEA less than or equal to .05 or .08 is taken as a good fit(Garson, 2009).

B. Testing the Measurement Model

A confirmatory factor analysis was performed to test an adequate fit for proposed model, and to examine the interconnected paths amongall factors and each of them underlying observed values,

Table 2: The Summary of Fit Indices Statistics for the Measurement Model of All Study Variables

Measures	Overall $\chi 2$	ML p	Normed $\chi 2$	BSB p	CFI	SRMR	RMSEA
Work Family Conflict	43.78	.001	3.64	.001	.951	.038	.044
Family-Work Conflict	35.25	.003	2.94	.003	.922	.041	.051
Job Satisfaction	24.66	.006	2.05	.007	.914	.040	.047
Family Satisfaction	21.82	.011	1.77	.018	.935	.047	.036
Support from Colleagues	14.65	.005	1.22	.012	.915	.026	.037
Support from Family	17.45	.013	1.45	.016	.961	.041	.053

Table 2 revealed the satisfactory fits for the measurement model on all indices of fitness through the confirmatory factor analyses. These adequate fit values suggested the hypothesized model as appropriate and acceptable. This confirmatory factor analyses provided the overall satisfactory loads for all factors in the model with standardized factor greater than .53. Furthermore, all factor loads for computed variables were also found statistically significant at $p < .001$ and $p < .01$.

C. Testing the Structural Model

After finding a satisfactory measurement model, SEM was performed to test the goodness of fit of hypothesized model. SEM confirmed the structural modelthat and all proposed links among factors were examined in the structural equation model.

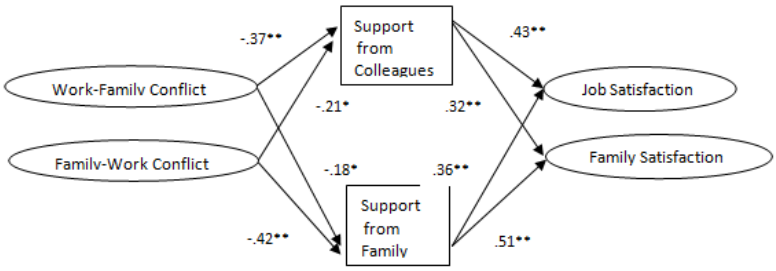
Table 3: The Summary of Fit Indices Statistics for the Full Structural Equation Model (SEM) Analyses

Overall $\chi 2$	ML p	Normed $\chi 2$	BSB p	CFI	SRMR	RMSEA with 95% CI and P Close
56.73	.001	3.15	.002	.963	.031	.045

Table 3 indicates the significant statistics for maximum likelihood and Bollen-Stine bootstrap chi-squares. Normed $\chi 2$ value is not found significant because the statistic does not fall between the range between 2 and 3. The reason might be due to the larger

sample and non-normality of the data.However, the other specified assumptions of adequacy of fitness support thisproposed model. The path diagrams for the hypothesized model of work family conflict are depicted in Figure 1below.

Figure 1: The Path Diagram of the Hypothesized Model of Work Family Conflict



IV. Discussion

Over the last two decades, the subject of WFC in the field of organizational psychology is at most interest among organizational researchers. An extensive literature review on WFC provided the evidences that WFC affects job satisfaction and family satisfaction. Therefore, the issue of work family conflict and its influences on the work and family related consequences are key manifests of its importance among researchers. In connection with previous findings, the present study therefore, contributes in examining WFC in relation to work and family satisfaction. Moreover the study adds the findings in the literature on WFC by exploring the moderating role of social support between the study variables. It was hypothesized that social support from work colleagues and family members will moderate the effects of WFC on job and family satisfaction.

The findings from the SEM depicted the significant path links established between WFC and job and family satisfaction. Preliminary results from correlation analyses demonstrated the significant negative relationships of WFC with support from colleagues and family members, and job and family satisfaction. However, support from co-workers and family members were found positively related with job and family satisfaction. The proposed model in the present study established the paths between WFC, social support, and jab and work related satisfaction. We explored the support from co-workers and support from family members as moderators between the impact of WFC and satisfaction for job and family life. Findings indicated that WFC has direct significant impact on job and family satisfaction ($\beta = .61$& $\beta = .54$, $p > .001$ respectively), and hassignificant indirect effects through social support from colleagues and family members ($\beta = .37$ & $\beta = .39$, $p > .001$ respectively). These findings suggested that support received from co-workers and family members moderated the influence of WFC on work and family satisfaction.

Following the consistent patterns of previous findings, this study also provided the evidences for the impacts of WFC on both job and family related outcomes. Certain outcomes are always expected to be raised among workers due to WFC. Thus the current study findings are in line with the report of Anafarta, (2011) who documented that WFC affects job satisfaction. Several other studies are in similar queue to present the consistent findings. One of them is by Santhapraj & Alam (2005) who presented the findings drawn

from a sample of 400 female teachers. They explained that female teachers had no such high expectations for promotion and pay and therefore, enjoy greater degree of job satisfaction. They pointed out that WFC is negatively associated with job satisfaction; however, their perceived support from supervisor and internal locus of control influence the link of WFC and job satisfaction.

Likewise, Williams, Suls, Alliger, Learner, and Wan (1991) also noted from their study that employees who feel negative affect at their working place rated their job satisfaction at low degree. Aryee (1992) in his cross-cultural study explored the factors and outcomes of WFC in Singaporian working females, and found negative relationship between WFC and job satisfaction. Netemeyer et al. (1996) also reported the similar findings. Findings from the present study are also in tune with the work by Boles et al. (2001) who argued that WFC was not only found negatively associated with job satisfaction but in general, but also with one of the component of job satisfaction like satisfaction with supervision and promotion (Boles et al., 2001). Kossek and Ozeki (1998) in their meta analysis also reviewed the negative impact of WFCon job satisfaction. Nevertheless, several other investigations have suggested that WFC and job satisfaction were not strongly related with each other (e.g. Bedeian et al., 1988; Carlson & Kacmar, 2000; Thompson, Beauvais, & Lyness, 1999).

Another assumption of the present study was subjected to explore the effects of WFC and FWC on life satisfaction. Findings are supportive for the previous literature as Aryee (1992) examined that effect of job-spouse conflict, and job-parent conflict on life satisfaction and the researcher found the negative relationship between both. However, Ayree also reported that job-homemaker conflict and life satisfaction were negatively related. Hence the literature evidenced that every kind of social support may serve as a buffering factor for employees' satisfaction to job or family. Support from colleagues can anticipate the decrease in negative effects of WFC. However, support from family can alleviate the outcomes from family-to-work conflict. Thus in the current study, we have focused our attention on the buffering role of social support between the relationships of WFC and FWC with job and family satisfaction. Supervisor or workmates support has been found negatively related with WFC (Beauregard, 2006).

Findings pertaining to moderated effects of support received from colleagues and family are confirmed in the present study. These findings can be justified with the notions of study by O'Driscoll et al. (1992) who reported that inter-role conflict had effect on off-job outcomes such as family satisfaction. Likewise Jansen, at al. (2003) also found that WFC including long work shifting, non supportive managers and coworkers, family and child responsibilities, care of ill family member, result in WFC that may only be handled if social support of colleagues and family members is available. For female workers particularly WFC arises due to late working hours, physical health, and small kids at home. This strain can also be removed if family is found to be more supportive and cooperative. In recent past, a small number of women in Pakistan were doing job outside their homes but now the number has been increased and women are working side by side men to support their family and sole bread winner to defeat the poverty and inflation (Hussain, 2008). However marriedwomen workers had reported greater conflicts between their roles in family and at work. (Akintayo, 2010)

Role of social support has receivedmore attention by the researchers in examining the WFC (Brough & O'Driscoll, 2005). Literature clearly evidenced the significant relationship of social support withWFC. Voydanoff (2002) also explained that social support from workers and family memberscan reduce the consequences of WFC. Family and colleagues support is a crucial element for minimizing the inter-role conflict.Carlson and Perrewe (1999)also provided more findings from their study about the direct and significant influences of social supportreceived from job fellows and family members. Theyfound that social support can be best considered as moderated factor forperceived stressors and can minimize the negative impact of WFC.Present study is an addition to this literature.

V. Conclusion

Present study has extending the previous literature by affirming the findings for effect of work-family conflict on work and family related outcomes. This study provided the evidences for the moderating role of social supportin the relationship of WFC withwork satisfaction and family satisfaction. Nevertheless, investigations made on impact of work-family conflict have demonstrated that men and women when feel stress and burdened at job and home due to workload and non-cooperative people around, they experience work family conflict. The present study is suggestive that social support should always remain under considerationto overcome these work-family conflicts. Overall this study has explored that support from work colleagues and family members moderated the impact of WFC on work satisfaction and family satisfaction.

Hence the study contributed significant findings to the literature, some limitations also need to be acknowledged for further research on WFC. Though study has examined the moderated role of support from two sources; support from colleagues and family members, some more facets of support such as supervisor' support, organizational support, husband' support, and children' support should be studied as moderator for impact of WFC on its negative outcomes. Moreover the research should be conducted with male sample from different educational settings using more reliable and indigenous instruments to get more reliable and generalizable findingson work family conflict.

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