

Relationship of Work Related Attitudes with Social Support and Its Impact on Job and Life Satisfaction

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ABSTRACT

Work and family are the essential and leading circles in one's life. From the last three decades the changeover and extensive role of these two variables at workplace and home has gained much consideration. This variation has become a challenge for working force and families. Present study investigates the interaction of work family conflict and work-family enrichment with social support, job and life satisfaction among college teachers (N = 180) across the gender. Five scales were administered to the participants for the purpose of data collection in this cross-sectional study design. Sophisticated statistical techniques like structural equation modeling (SEM) technique and correlation were applied to test the assumptions. The findings revealed that WFE was the important moderator between WFC and JS in male workers. WFC was the substantial moderator between social support and job satisfaction in female employees while the WFE was also moderator between WFC conflict and LS in female employees. The readings of the current study are helpful for organizations and human resource managers to address the work-family issues and encourage the significance of social support in the working environment.

KEYWORDS: Work-Family Conflict, Work-Family Enrichment, Social Support, Job Satisfaction, Life Satisfaction

1. INTRODUCTION

From the last three decades work-family conflict has been studied extensively and gained vigilant consideration to minimize the gravities of the work and family roles in working and non-working setting. In the USA and the rest of the world almost all workers and organizations suffered from this increasing pressure [1],[2]. Work family conflict is the outcome of a clash between these two roles due to the inconsistency of fulfillment the responsibilities. This intersection between two roles leads to conflict and has negative impact on the mental and physical health [3],[4]. Generally it is considered that the conflict between work and family has significant association in the incompatibility of these two roles. It is disclosed in the several past studies that these roles have no contrasts and yield vibrant relations with each other [5],[6].

Burke and El-Kot [7] described that work-family conflict has gained significant attention in the occupational domain. There is an increasing interest among the IO psychologists and researchers to investigate its impact on workplace and domestic circles [8]. Frequently, this occurrence is measured as a bidirectional meaning comprehends work to family and family to work conflict. These two tracks have a diverse role related, general mental and physical health antecedents and consequences. Extended working periods and responsibility formulate a constant and significant influence on each other while important elder care stresses forecast family-to-work conflict [9]. It is very difficult to manipulate the challenging responsibilities of this happening. Family to work conflict predicts poor job performance, job dissatisfaction, increased turnover intentions while work to family engagement project reduced domestic associations and together these two types predict lower well-being [10],[11]. Several other studies also explained the adverse significances towards the workers and organizations. These researchers determined the negative impact of work-family conflict on individuals such as extreme use of alcohol, burnout, job stress, anxiety, poor social relations, marital and physical problems [12],[13].

Although, these above findings have established the adverse intersection but there is a strong indication about the benefits and advantages resulting from the helpful relationship of work and family roles [14],[3].

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This positive outcome due to the emergence of work and family is recognized as enrichment. Work family enrichment means that work and family effort together to support one another and offer the maximum paybacks simultaneously. There are many terms which describe this positive reciprocal outcome of work to family and family to work such as work-family facilitation, positive spillover, work family enrichment and work-family synergy [15].

Greenhaus and Powell [13] described the work family enrichment as “the extent to which experience in one role improves the quality of life namely performance or affect, in the other role” This experience emphasized on the promising properties of work on family life and family in the work life. Work family enrichment has been described into three proportions. Work family capital means when the contribution in work endorses the level of psychosocial resources in the form of a wisdom of safety, self-assurance, achievement and contentment which supports the person to convert a healthier intimate supporter. The next aspect work-family effect arises when participation in work marks a progressive emotional state that leads an individual to become an improved family member. Lastly, work-family development describes as chipping in workable guide to the achievement and improvement in skills, information, performance and thinking patterns which help an individual to convert a superior family member [16].

Work-family enrichment receives relatively slight consideration as compare to work-family conflict and required to examine deeply [17]. Work-family enrichment is an optimistic feature of work-family interface. It is a reciprocal process which is supportive to improve the role performance and quality of life in the other role [15]. Previous findings described the subjective features such as gender, race, education, job stressors, well-being and job attitudes [18],[19].

Many past researches investigated the impact of positive spillover of work-family to family-work and found the positive relationship between role stressors, personal and job attitudes for individuals, family and organization such as well-being, marital adjustment and satisfaction, job satisfaction, turnover intentions, organizational commitment, positive organizational behavior and life satisfaction [20],[14],[21],[22].

2. Objectives

1. To study the moderating role of WFE and WFC among social support, life satisfaction and job satisfaction across male and female college teachers.
2. To study the relationship among social support, WFE, WFC, life satisfaction and job satisfaction among college teachers.

2.1 Hypothese

1. There exists a positive correlation between social support and work family enrichment.
2. There exists a negative correlation between work family conflict and work-family enrichment.
3. There is a positive relationship among work family enrichment, job satisfaction and life satisfaction.

3. **Method.** This cross sectional study was carried out to test the moderating role of work family conflict and work family enrichment with social support, job satisfaction and life satisfaction. The data were collected from the participants who were working at different colleges in Islamabad and Rawalpindi.

3.1 **Procedure.** The participants were comprised of 180 college teachers (N = 180) working in different colleges of Rawalpindi and Faisalabad. Both male (n = 100) and female participants (n = 80) were included in the sample. For the purpose of data collection the purposive sampling method has been used.

The researchers personally approached the college teachers one by one to collect the data after the classes and during the tea breaks. The participants were informed regarding the objectives and importance of the study. After giving required guidelines, informed consent was obtained from all the participants. Besides this, no time limits were settled and at the end participants were thanked for their cooperation in filling the questionnaires for the present study.

3.2. **Instruments.** For the measurement of all study variables five scales (WFC & WFE Scales, Perceived Social Support Scale, Job Satisfaction Scale, Life Satisfaction Scale) were administered to the participants. All the scales have 5-point Likert scale response category.

4. RESULTS

Table 1

Mean, Standard Deviation, Alpha Reliability and Pearson Correlation of WFC, WFE SS, JS and LS among college teachers (N = 180)

Variables	M	SD	α	1	2	3	4	5
1. SS	46.28	5.31	.85	-	-.023	.224*	.089	.191
2. WFC	54.71	9.01	.80		-	.03	-.053	.026
3. WFE	69.45	11.06	.85			-	.027	.044
4. JS	20.92	3.23	.79				-	.550**
5. LS	16.74	2.57	.75					-

*p < .05, **p < .01

The table revealed that social support is positively significant with work-family enrichment, whereas the social support is non-significant with work-family conflict, job satisfaction and life satisfaction. The results further showed that job satisfaction positively significant correlated with life satisfaction.

Table 2

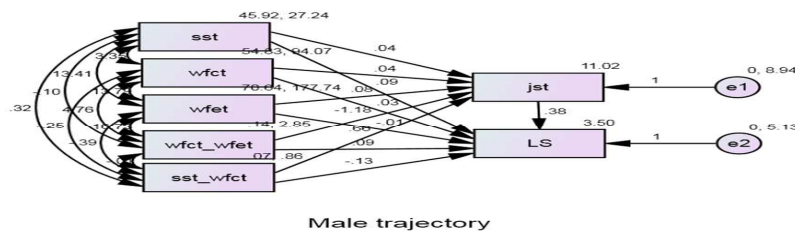
The Moderating Role of WFC and WFE among Social Support, Job Satisfaction and Life Satisfaction among college teachers (N = 180).

	JS			LS		
	b	SE	β	b	SE	β
Male Trajectories						
WFC	.042	.046	.122	.030	.035	.110
WFE	.081	.050	.324	-.009	.039	-.043
WFC×WFE	-1.175	.403	-.595**	.088	.329	.056
Female Trajectories						
SS	-.144	.084	-.254	.112	.055	.248*
WFC	-.031	.051	-.082	-.021	.033	-.069
SS×WFC	1.02	.505	.284*	.171	.335	.060

Note: SS(Social Support),WFC(Work-family conflict), WFE(Wrok-family Enrichment)

This independent model fit the data effectively, $\chi^2(42) = 2.851$, $p < .000$, $\chi^2/df = 3.599$, CFI = 1.00, NFI = 1.00. Predictor variables showed for 20% of the variance in job satisfaction, 28% of the variance in life satisfaction for male employees. Predictor variables demonstrated for 28% of the variance in job satisfaction, 54% of the variance in life satisfaction for female employees. Work family enrichment was significant moderator between WFC and JS in males. WFC remained significant moderator between social support and job satisfaction in females.

5. Figures.



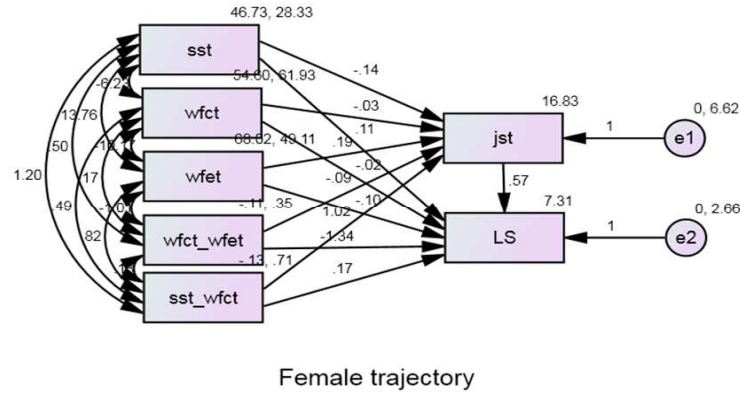


Figure 1,2 Male and Female Trajectories

6. DISCUSSION

There is an excessive research has been conducted from three decades between the connection of work and family domains. Edwards and Rothbard [23]described that psychology and management sciences have shown bigger concern how male and female maintain steadiness between workplace and domestic liabilities. This present study is centered on WFE theoretic model [13] and the current finding are in line with the assumptions in a Pakistani context. The basic objective of this study was to (a) test the moderating role of work family conflict and work family enrichment with social support, and (b) to find out the significant relationship among all study variables.

The results of this current study shown that in male College Lecturers the work-family enrichment has a significant moderation effect between work-family conflict and job satisfaction. While in female College Lecturers the work family conflict was the significant moderator between social support and job satisfaction while the work-family enrichment was also significant moderator between work-family conflict and life satisfaction in female College Lecturers. It is described that female experience more work-family enrichment and have higher levels of well-being and life satisfaction [24], [25]. Moreover working women have less level of depression which positively correlates with psychological well-being [26],[3]. These findings lead many practical suggestions for the organizations and human resource executives to reduce the damaging consequences of the work family conflict. They should improve and review the approaches for enhancing the work family enrichment atmosphere for the workers to overcome the negativities. Organizations and supervisory staff can take maximum benefits from the social support in the working and non-working domains [27].

7. Limitations and Suggestions. Like other studies this research has also encountered with few restrictions. The most important is the simplification of the findings to the other fields. To overcome this problem these study variables should be investigated on other population for the justification of the previous findings. Future studies should adopt the random sampling technique to address the reliability issues. Small sample size is also a barrier in the significance of the results. So future studies should consider this point seriously and increase the number of participants. Social support from family, friends, coworkers and supervisors help to decrease the level of conflict between job attitudes and role stressors. This situation leads to minimize work-family conflict, low job stress, high level of job satisfaction [28]. In this context the further studies should have to investigate the liaison between family-friendly programs and organizational behavior. It will be also valuable to inspect the association among organizational citizenship behavior, organizational commitment, organizational culture, organizational politics and work family conflict.

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