

# Moderating Effect Of Work-Family Conflict On The Relationship Of Perceived Organizational Support And Job Satisfaction: A Study Of Government Commerce Colleges Of Kp, Pakistan

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## Abstract

The current study investigates the effects of the “Perceived Organizational Support” on the “Job Satisfaction” and also examines the moderating effect of “Work-Family Conflict” in this relationship. The study considered faculty members serving in various Government Commerce Colleges in Khyber Pakhtunkhwa as a unit of analysis and collected data through a questionnaire for the purpose of analysis. The results of various statistical tests showed that there is a positive and significant effect of the “Perceived Organizational Support” on the “Job Satisfaction” among the faculty members serving the colleges. The analysis of moderating model showed that there is a significantly negative effect of the “Work-Family Conflict” in the relationship between the “Perceived Organizational Support” and the “Job Satisfaction” of the faculty members. It implies that faculty members if unable to balance the work and the life are less satisfied at work and perceive less or no support from the organization. The results have serious implication for the policy makers and principals of the Colleges to work on “Job Satisfaction” related concerns of the faculty members.

**Keywords:** “Job Satisfaction”, “Work-Family Conflict”, “Perceived Organizational Support”

## Introduction:

Strategies like recruiting and retaining efficient human resources are essential for gaining competitive advantage and increasing productivity. To attract and retain efficient employees, “Job Satisfaction” and its dimensions need to be considered. Modern day organizations are more concerned about balance between work and family engagements of their employees. Disparity between the two may lead to conflict known as “Work-Family Conflict” and lower

“Job Satisfaction”. When workers come into contact with an overlay among work and family characteristics, it causes increased stress and anxiety which leads to decreased “Job Satisfaction” (İzlem Gözükaraa, 2016). Long hours of work, rigid work schedule etc may add to “Work-Family Conflict” and decreased satisfaction (Wong & Ko, 2009). Workers are more satisfied with their job when it helps them in fulfilment of their family requirements and goals (Robbins, 2006).

Quality education in Pakistan is the critical area of improvement and development. The teachers as a key players are the central human capital for any educational institute. This study is specifically intended to the study these variables from faculty perspective to suggest guidelines related to the perception of employees, work environment and the achievements in the education industry.

## **Literature Review**

### **“Job Satisfaction”**

The employee’s happiness or unhappiness, pleasantness or unpleasantness during the work they are performing and their emotional state is linked with their “Job Satisfaction” (Daud, 2015; Locke & Latham, 2000). Tutuncu, (2007) refers “Job Satisfaction” to the positive feelings about a job or the experience as the outcome of that job. Studies postulate that happy employees are efficient while unhappy are unproductive, so the satisfaction of their workers can lead to the success of the organization heavily (Judge, 2004; Sandy 2003; Sokoya, 2000). Factors like compensation, nature of job, nature of supervision, promotion, colleagues influences, mentally challenging work assignment, fair rewards, helpful working environment, loyal co-workers all are key players to enhance satisfaction at work (Judge, 2004; Sandy 2003; Sokoya, 2000; Naval & Srivastava, 2002). Previous studies have highlighted the crucial role of “Job Satisfaction” in enhancing job performance (Judge, 2004, Daud, 2015, Robbins & Judge, 2007).

### **“Perceived Organizational Support”**

The concern and recognition from an organization can be perceived by the employee to have an overall understanding, named “Perceived Organizational Support” that can affect the work

attitudes and behavior of the employees (Eisenberger et al., 1986). Employees can get support from their superiors, colleagues and subordinates working in the same environment (Hansen, 2009). Based on social exchange theory of organizational support employees perceive work attitudes based on organizational support not only for the quality work, meeting their overall needs but also for the development of the organization (Eisenberger et al., 1986; Rhoades & Eisenberger 2002). How the organizations look and give response to the illness, needs of the family, mistakes during job hours, and greater or high performance, fair wage, competitive benefits all are the concerned factors that influence as a support (Sagas, 2013). Moreover, Rhoades and Eisenberger (2002) noted that employee socio emotional needs, emotional support and association, a friendly and conducive environment also play role in “Job Satisfaction” (Guest, 2002).

### **“Work-Family Conflict”**

“Work-Family Conflict” is a phenomenon in which characteristics in family domain and work life domain cross over each other and cause stress and low productivity. “Job Satisfaction” requires a good fit between family domain and work with minimal role clash (Clark, 2000; Allen et al. 2000). Conflict rises when the demands of one domain do not bear with those of another domain (Gregory et al. 2008). The reasons of such conflict are revealed as inter-role conflict (Kahn, 1964), work or family related strains (Renshaw, 1976), long working hours, work overload and job stresses (Demerouti et al., 2004, Voydanoff, 2004). Where work family occurs when the amount of time devoted to one role makes it harder (or impossible) to accomplish the activities of another. Time-based conflict means the shortage of time to complete activities related with work and family roles, it is connected to the existence of evening or night shift work, the number of hours worked per week and the rigidity

of the work schedule (Carlson, 1999). The strain-based conflict refers to emotional exhaustion occurring when the stress, fatigue or anxiety of one role reduces the effectiveness of the second role (Byron, 2005; Burke & Greenglass, 2001). On the other hand the behavior-based conflict denotes the manners that are well operative in one role but improperly applied in the other (Greenhaus et al., 2006).

### **Relationship between “Job Satisfaction” , “Work-Family Conflict” and “Perceived Organizational Support”**

“Work-Family Conflict” is frequently stated to have a significant influence on “Job Satisfaction” (Grandey. & et al, 2007, Parasuraman, 2001), leads employees to practice stress, which harms their valuation about the job (XR Zhao, 2012). The role theory postulates that “Job Satisfaction” is highly expected to decrease when there is a high degree conflict between work and life (Kahn. et al, 1964). Empirical studies and meta-analyses provide evidence regarding the close relationship between “Job Satisfaction” and “Work-Family Conflict” that is high levels of “Work-Family Conflict” make employees not satisfied with their job (İzlem Gözükaraa, 2016). Ernst Kossek, recognized that “Work-Family Conflict” is negatively related with “Job Satisfaction”. It is also reported a suggestively negative correlation between “Work-Family

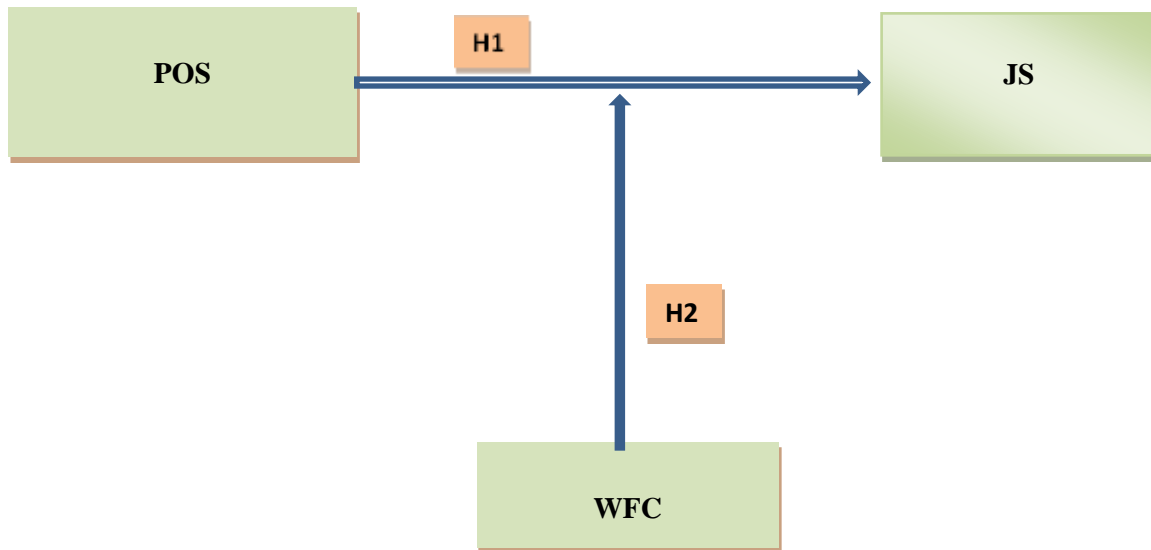
Conflict” and “Job Satisfaction” (Allen et al. 2000).

A number of studies have examined a reduced “Work-Family Conflict” based on organizational support (Sagas, 2013). Organizational policies like “family friendly” including childcare at workplace, flexible scheduling, work from home programs, supportive organizational cultures, show a commitment to employee welfare and help them minimize the work-life conflicts (Clark, 200; PE Spector, 2003).

Therefore, if “Work-Family Conflict” has an influence on “Job Satisfaction”, and “Perceived Organizational Support” has an influence on “Work-Family Conflict”, so it is expected that WFC will mediate the relationship among “Job Satisfaction” and “Perceived Organizational Support” (Ernst Kossek, 1998).

The above literature gives importance to the impacts of WFC in the association amongst “Perceived Organizational Support” and HRs “Job Satisfaction”, but none of the previous studies have taken “Work-Family Conflict” as a moderator. This important gap in literature is the motivating factor for the current research endeavour and the study is aimed at investigating on the following conceptual framework and hypotheses.

### **Conceptual framework of the Study**



Key:

**POS: Perceived Organizational Support**

**JS: Job Satisfaction**

**WFC: Work Family Conflict**

### Methodology

The purpose of the research is to analyze and evaluate the moderating impact of WFC between the relationship of “Perceived Organizational Support” and “Job Satisfaction”.

### Sample selection and data sources

This study used primary data collection technique. Data was collected through personally administered questionnaires from teaching staff of Government Colleges of Commerce & Management Sciences of KP Province. In KP province there are 31 Colleges with 883 faculty members. Using convenience sampling method, the follow up formula, a sample size of (N= 263) of faculty members was calculated to collect the responses.

### Data Collection Instruments

#### 1. “Job Satisfaction”

“Job Satisfaction” is tested by “Minnesota “Job Satisfaction” Questionnaire” (Weis et al.1967). The scale consist of questions, a rating scale of five points, (1-5) not satisfied - extremely satisfied, i.e “5 (“extremely satisfied)”, 4 (“very satisfied”, 3 (“satisfied), 2 (“somewhat satisfied”) and 1 (not satisfied). The scale tests and measures intrinsic “Job Satisfaction” (e.g. “Being able to keep busy all the time”) as well as extrinsic “Job Satisfaction” e.g. “The way my boss handles his/her workers”.

#### 2. “Perceived Organizational Support”

#### Organizational Support”

A questionnaire/scale designed by Eisenberger and Huntington (1986) is used to measure “Perceived Organizational Support”. A scale of five points (1= strongly disagreeing, 5= strongly disagree).

**3. “Work-Family Conflict”**

“Work-Family Conflict” is measured using a standard scale and questionnaires designed by Carlson et al. (2000). It is multi-dimensional scale and consists of 09 different perspectives relating to WFC. “Work-Family Conflict” have three (03) objects each measure different dimensions: time-based “Work-Family Conflict” e.g. “The time I have to devote to my work prevents me from engaging fairly in household duties”. strain-based “Work-Family Conflict” e.g. “I am also preoccupied with family issues at work because of tension at home.” and

behaviour-based “Work-Family Conflict” e.g. “Efficient and essential actions for me at home would be detrimental at work.” Both elements will be tested on 5 point assessments scale e.g. “1 = strongly disagree, 5 = strongly agree”.

**Analysis and Results**

**Reliability Analysis**

In order to check internal consistency among the various questions of a variable, the study has used Cronbach's alpha test. The results given in table 1 shows that the Cronbach alpha values for “Job Satisfaction” is 0.89, “Perceived Organizational Support” is 0.94 and “Work-Family Conflict” is 0.91 which are greater than the critical value i.e. 0.7. These results showed good internal consistency among questions of various variable.

Table 1 Reliability Analysis

S. No	Variable	No of items	Cronbach's alpha
1	“Perceived Organizational Support”	37	0.94
2	“Job Satisfaction”	20	0.89
3	“Work-Family Conflict”	18	0.91

**Pearson Correlations**

According to results shown in Table 2, perceived organization support has a strong positive correlation with “Job Satisfaction” with a value of  $r= 0.949$ ,  $p=0.00$ . Similarly, “Work-Family Conflict” and “Job Satisfaction” are significantly

correlated in negative direction ( $r= -0.803$ ,  $p=0.00$ ) which implies that higher degree of Work-Life conflict can decrease the “Job Satisfaction” of employees. Likewise, “Perceived Organizational Support” and “Work-Family Conflict” have a significantly negative correlation with a value of  $r= -0.787$ ,  $p=0.00$ .

Table 2 Pearson Correlation Matrix

Sample size N=263

		POS	JS	WFC
Perceived orgl. Support (POS)	Pearson Correlation	1		
	Sig. (2-tailed)			
“Job Satisfaction”(JS)	Pearson Correlation	0.949**	1	
	Sig. (2-tailed)	0.000		
“Work-Family Conflict”(WFC)	Pearson Correlation	-0.787**	-0.803**	1
	Sig. (2-tailed)	0.000	0.000	

\*\* Correlation is significant at the 0.01 level (2-tailed).

### Regression Analysis

#### 1) “Perceived Organizational Support” and “Job Satisfaction”

Table 3

“Perceived Organizational Support” and “Job Satisfaction”

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.384	0.069		5.570	.000
Perceived orgl support	0.907	0.019	0.949	48.535	.000

a. Dependent Variable: “JOB SATISFACTION”

**R-square: 0.90, R: 0.949, F-value: 235.6**

Table 3 shows the results of regression model where the dependent variable is “Job Satisfaction” and independent variable is “Perceived Organizational Support”. The results depict the output of simple regression model to test the effect of the perceived organization support on “Job Satisfaction” i.e the variance explained in “Job Satisfaction” due to perceived organization support. The value of  $R^2 = 0.90$  means that 90 percent changes in the “Job Satisfaction”’s are explained by the changes in the perceived organization support. The value of F

shows the overall level of the significance of the model. The critical value of the F-statistics should be greater than 4 in case of significance and the model will be statistically insignificant, if the value is less than 4. The value of F in the above table is 235.6 which is higher than 4. So, it can be concluded that the overall model is statistically significant and can be used for further forecasting.

The coefficient value of the “Perceived Organizational Support” with “Job Satisfaction” is 0.949 and its P-value is 0.000. The positive

value of the coefficient showed that there is a positive effect of the “Perceived Organizational Support” on the “Job Satisfaction”. It means that if 1-unit change occur in the perceived organization support, 0.94 units change will occur in the “Job Satisfaction”. The p-value is 0.000 which is also less than 0.05 and significant. Thus it can be concluded that perceived organization support has positive and significant effects on “Job Satisfaction”. Previous research has pointed out that some variables like compensation, nature of job, nature of supervision, promotion, nature of work environment, and colleagues influences overall satisfaction of employees in any organization, (Sandy 2003, Judge, 2004). Other authors have used other terms for job-satisfaction, such as, personal and Organizational factors (Sokoya, 2000), , helpful working environment, caring colleagues, mentally challenging work

assignment, fair rewards good personality and loyal workers (Naval & Srivastava, 2002). Perceived organizational support plays an important role in enhancing “Job Satisfaction” of employees. “Perceived Organizational Support” (POS) states that it is the employees’ perception regarding the degree to which the organization care the employee contribution and cares about their well-being (Eisenberger, 1986). It is has been studied that POS have important significances of workers performance and well-being (Eisenberger, 2002). Organizations commonly care and value workers dedication and loyalty (Rhoades & Eisenberger, 2002).

**2) Moderating Effect of the “Work-Family Conflict” in the Relationship of Organizational Support and “Job Satisfaction”**

Table 4 Moderating Effect of the “Work-Family Conflict” in the Relationship of Organizational Support and “Job Satisfaction”.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.328	0.067		4.886	0.000
Perceived org support	0.796	0.029	0.832	27.395	0.000
Interaction (WFC x POS)	-0.125	0.026	-0.148	-4.879	0.000

a. Dependent Variable: JOBSATISFACTION

**R-square: 0 .909, Adjusted R-Square: 0.903 R: 0.953, F-value: 129.3**

Table 4 shows the output of simple regression among “Work-Family Conflict”, “Perceived Organizational Support” and “Job Satisfaction”. The results present the variance explained in “Job Satisfaction” due to “Work-Family Conflict” and perceived organization support. The R<sup>2</sup> shows the effects of “Work-Family Conflict” and perceived

organization support on the “Job Satisfaction”. The value of R<sup>2</sup> is 0.909. The value shows that perceived organization support and family work conflict have 90.9 percent effects on “Job Satisfaction”. The value of the Adjusted R-square is 0.903 which is more than the R-square value of the simple regression model when only

“Perceived Organizational Support” is used as an independent variable is 0.90. Thus, this shows that inclusion of the “Work-Family Conflict” has an incremental effect on the “Job Satisfaction”. The value of F shows overall level of the significance of the model. The value should be greater than 4 in case of significance and the model will not be statistically significance if the value is less than 4. The value of F in the above table is 129.3 which is higher than 4. So, the model in the current study is statistically significant. The coefficient value of perceived organization support is 0.953. The p-value is .000 which is also less than 0.05 and significant. It means that if 1 unit change occur in POS, 0.95 units change will be resulted “Job Satisfaction”. So, from the above table it is concluded that perceived organization support has positive and significant effects on “Job Satisfaction”.

The coefficient value for interaction term of the “Work-Family Conflict” and “Perceived Organizational Support” is 0.148. It means that if 1 unit change occur in the WFC, 0.14 units change (decrease) will occur in the “Job Satisfaction”. The t-value in the table 4 is 4.8 which is higher than the standard t-value i.e. 2. The p-value is 0.000 which is also less than 0.05 and significant. So, from the above table it is concluded that “Work-Family Conflict” has negative and significant moderating effects in the relationship between the “Perceived Organizational Support” and “Job Satisfaction”. These results suggested that the affirmative effect of the “Perceived Organizational Support” on the “Job Satisfaction” decreases with the increase in “Work-Family Conflict”. A good fit between family domain and work is “the satisfaction and good functioning at both work and family with minimal role conflict” (Clark, 2000). Nevertheless, sometimes these spheres may be conflicting, particularly when the requirements of one sphere are not in congruence with those of the other. This mentioned condition is termed as

“Work-Family Conflict” (Gregory et al., 2008). FWC is a kind of inter-role conflict in which family based demands make it much difficult for individuals to accomplish work (Ng & Feldman, 2012). WFC is the result of interface between work and family associated stresses (Renshaw, 1976). The study investigated that employees facing fewer conflicting stressors between work and family have a tendency to carry positive aspects to the work place (Hailin, & Zhao, 2012).

### **Conclusion**

The current study has examined the effect of “Perceived Organizational Support” and “Job Satisfaction” and also examines whether it is moderated by “Work-Family Conflict” or not. The study used a data of faculty members working in various government Commerce Colleges in Khyber Pakhtunkhwa. The findings support the acceptance of alternate hypotheses that perceived organization support has significant effect on “Job Satisfaction” similar as Mann, (2020). The results also depict that “Work-Family Conflict”’s have a significant moderating outcome between perceived organization support and “Job Satisfaction”. The findings support the acceptance of alternate hypotheses demonstrating that organizational support plays a critical role in helping employees release “Work-Family Conflict” and improve “Job Satisfaction”. It is concluded from the findings that “Perceived Organizational Support” can be a great strength of employees in maintaining a good balance between work and life, ultimately stepping up in “Job Satisfaction”. The study recommends strong and loyal support from the organizations to their human capital in achieving satisfaction milestone.

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