Pakistan Social Sciences Review
www.pssr.org.pk

RESEARCH PAPER

Impact of Work-Family Conflict on Job Satisfaction among HEI Faculty Members: Moderating Role of Supervisor Support

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PAPER INFO	ABSTRACT
	The present study aimed at examining the impact of work-family conflict on job satisfaction with the moderating role of supervisor's support. Data were collected using survey technique. Participants (N=375) were permanent faculty members of eight higher education commission approved universities in Islamabad. Moderated regression analysis was conducted to test the hypotheses, work-family conflict has been found negatively associated with job satisfaction and supervisor support has been positively associated with job satisfaction. Moderated regression analyses indicated buffering role of supervisor's support in the relationship between work-family conflict and job satisfaction. Findings of present study may be applied in higher education commission institutions. Future research may be conducted to investigate moderating role of organizational support and family support in predicting job satisfaction and turnover intention.

Introduction

Work-family conflict has been a topic of interest for researchers(Molina, 2020; Obrenovic et al.,2020), and it is an increasing challenge for organizations (Zito et al., 2019).Work-family conflict is a two way concept where the first facet shows the conflict rising when work responsibilities interferes with family and the second facet refers to the interference that occurs when family life interferes with work life (Carlo et al., 2019). Work-family conflict arises when employees bring the pressure and anxiety from their workplace to their homes that affect their family life(Molina, 2020). Thus the inability to create a balance between countless roles of work and family life results in work-family conflict(Suifan, Abdallah, &Diab, 2016).Haider, Jabeen and Ahmad (2018)suggested that the conflict between work life and family life arises when the demands from both areas are jointly mismatched in some way. This conflict leads to a great amount of work-family pressure and negative

consequences (Carlo et al., 2019). Scholars have indicated that stressful events leads to negative job outcome and attitudes(Khan et al., 2019). Job satisfaction is characterized as one of the job outcome that is adversely affected by negative work situation (Khamisa et al.,2017). Job Satisfaction is an enjoyable responsive condition that is the result of individual's evaluation of one's job (Locke, 1969). The connection between work and family conflict and job satisfaction has been inspected in different professions and cultures(Lu et al., 2017).However, limited studies have investigated the impact of work family conflict on job satisfaction in higher education sector.

To further investigate this phenomenon, we investigated the moderating role of Supervisor support in the relationship between WFC and job satisfaction. Considering the importance of supervisor support in organizational arena(Jung et al., 2020), job satisfaction is one of the major outcome that affects the organizational productivity. Thus, the present study addressed the gap identified by(Khan et al., 2020) that suggested examining the moderating role of supervisor's support in the relationship between work-family conflict and job satisfaction. To the best of our knowledge, these variables have not been previously examined in the local context among HEI university Faculty members of Pakistan

The Concept of Work-Family Conflict

Greenhaus and Beutell (1985) define the conflict between work and family as "a kind of inter-role clash where the responsibilities from work and family life are conjointly mismatched in some way. when time devotedtotherequirements of one part makes it hard to justify with the responsibilities of other part (Greenhaus & Beutell, 1985). Work-family conflict is characterized as an outcome of clash between the responsibilities at work and in the family (Galletta et al., 2019; Torp, Lysfjord, & Midje, 2018). Greenhaus and Beutell (1985) found that conflict among work and family life emerges when commitment of work life clashes with the commitment with family. Higgins, Duxbury and Lee (1994)added that Work-family conflict happens when work responsibilities counteract one to fulfill their family needs. According to Pevney (2004) there is by all accounts a two dimensional relationship this can be recognized around two significant attributes i.e. work Intruding with the family life, which is (WFC) and the second is Family intruding work life (FWC).

The issue has emerged as one of the most concerned problem in the globalized business venture where people are unsuccessful in handling their work with their family life (Shelton, 2006). Conflicts that emerge due to work-family make negative consequences for people's performance and their life, particularly towards their work. People are unable to establish a balance, which additionally begin influencing the prosperity of their work (Pevney, 2004). Work life conflict can have serious consequences and can causes dissatisfaction in every role an individual performs (French et al.,2019).

Work –Family Conflict and Job Satisfaction

Researchers have found job satisfaction as a fluctuating entity, which increases or decrease with the passage of time (Khamisa et al., 2017; Shazadi et al., 2017). Individuals who suffer from work-family conflict are not contented with their work-life (Haider et al., 2018). Most of the research favors that the conflict among work and family life decreases the level of job satisfaction of the employee (Steel et al.,2019; Zito et al., 2019). AlAzzam, AbuAlRub, & Nazzal (2017) also proposed that satisfaction an employee feels about his workplace is linked with the conflict he faces between work and family domains. Similarly, the employees who are more content by employment may feel less conflict in the middle of work and family responsibilities (Shockley et al.,2017) and inter-role conflict among work and family life is related to job satisfaction (Sireno et al., 2020).

Work-family conflict is an important predictor of dissatisfaction mainly job dissatisfaction (Zito et al., 2019). Work and family conflicts could have serious, significant and adverse effects on Job Satisfaction(Lu et al., 2017). Wilton and Ross(2017) found that the workers of those organizations that created a balance between work and family life are more fulfilled and focused on their occupation. Suifan et al (2016) investigated that the organizations which help their employees in maintaining work-life balance have paramount job and individual outcomes. Additionally scholars found that when high work demands interferes with family obligations and when remain unmonitored for longer periods of time, it creates job dissatisfaction(Islam et al., 2020). Hämmig, Knecht, Läubli, & Bauer (2011) uncovered that fulfillment of work and a family responsibility is a significant segment of worker's job satisfaction. Boles et al. (2001) also found an increased amount of work and non-work conflict directly proportional to negative consequences in the job that an employee generally feels(Soomro, Breitenecker, & Shah, 2018). Based upon the above arguments, the following hypothesis is proposed,

H1 Work-family conflict significantly and negatively affects Job satisfaction

Supportive supervisor and job satisfaction

Supervisor's support is basically the perception of the employee towards their supervisor's supportive attitude, inspiration and concern (Khan et al., 2020). Workplace support proposes that workplaces can be very essential in providing employees help regarding the issues like managing and harmonizing work and family domains(Öge, Çetin, & Top, 2018). Employees also make a perception about how the organization and supervisor show interest towards their welfare (Jin & McDonald, 2017). Support from workplace is characterized as the degree to which people see that their prosperity is esteemed by work environment sources, for example, supervisors and other executives (Khan et al., 2020).

According to Gordon, Tang, Day and Adler (2019) general support from supervisor is the degree to which workers see that managers or managements think

about their prosperity not only in job but also the family attributes through giving positive social communication or assets. The more such support will be the more the employee will be satisfied.Hämmig et al (2011) presumed that supervisors support had an immediate and affirmative impact on emotional responsibility and conflict among work and family. It was additionally observed that responsibility was connected with a steady and concerned supervisor (DiCicco-Bloom & DiCicco-Bloom, 2019). Support from supervisor had a positive impact on job satisfaction under the extreme conflicting situations among work and family domains of and individual (Gordon et al., 2019). Supervisor's backing had a positive association that results in decreased work family conflicts(Conte et al., 2019). In addition to that studies from Talukder (2019) found that supervisors support is connected in lessening the impact of work and family conflict. In the light of the above mentioned studies following is proposed,

H2 Supervisor's support significantly and positively affects job satisfaction.

Supervisor's Support as a Moderator between Work-family Conflict and Job Satisfaction

Researchers and organizations have gotten to be progressively concerned with the interface of work and family(Conte et al., 2019). Helping employees accomplish work-family adjustment is essential, on the grounds that it has been connected to positive job outcomes(Yang, Gu, & Liu, 2019). Supportive supervisor can help employees attain job satisfaction(Soomro et al., 2018). Bloom and Bloom (2019)suggested that supervisor's support is critical to subordinates owing to his ultimate power to help and assist his employeesin improving the conditions of the working environment of employees, control over giving relaxed hours to subordinates when they require.

Supervisor's backing and support has the power of decreasing the unfriendly effects of life pressure, and further individual adjustment to employment (Gordon et al., 2019; Talukder, 2019). found that help and support from supervisors has stronger impacts in reducing anxiety and to lessen turnover rate, regardless of the type of support supervisor support helps subordinates handle their work-family conflict (Gordon et al., 2019). According to Pohl and Galletta (2017) supervisors support have fundamental impact in creating the work environment and giving feedback that is essential for job satisfaction of the workers. The supervisors can possibly expand or diminish the level of uncertainty and inconsistency of a worker who may feel with respect to their occupation, administration or the general organization leading to job dissatisfaction (Talukder, 2019). It is demonstrated that support from the workplace, for example from a supervisor, furnishes people with a suitable climate to have the capacity to do astounding work and to discover satisfaction from their occupation which in turn lessens conflict among work and family life (Bloom &Bloom, 2019). In the light of the above mentioned studies following hypothesis is proposed:

H3 Supervisor's support significantly moderates the relationship between Work-family conflict and job satisfaction.

Material and Methods

Population and Sample Size

Data for present study were collected from the teaching faculty of HEC approved public and private sector universities located in Islamabad. Out of total 14 universities 8 were selectednamely AIR University, Bahria University, Quaid-e-Azam University, Iqra University, NUML University, NUST University, NDU University and International Islamic University. Sample size was determined on the basis of Kline (2005) who proposed that there should be minimum 10 cases per variable.

Procedure

To collect required information about study variables, data were collected through survey method using purposive sampling technique. Participants were approached in their work-settings, First their consent was sought for participation in the study. Participants were informed about the nature of the study, approximate time taken, assurance of anonymity, confidentiality of their responses, their right to withdraw from study anytime. Participation in the study was entirely voluntary. After obtaining informed consent from participants, Socio-demographics information sheet and questionnaires were given to the research participants. As the target population was highly educated and the medium of instruction in all higher education institutions of Pakistan is English therefore, questionnaires were not translated in any local language. All scales were five-point Likert type scale ranging from 1- 5. For present research 420 employees were approached and given the demographic sheet as well as questionnaire consisting 21 items, 390 questionnaires were received back out of which 15 were incomplete and 375 were useable.

Measures

Work-family conflict was measured using 8 items of Work-family conflict scale developed by (Kopelman, Greenhaus, & Connolly, 1983). The alpha reliability coefficient of this scale in the previous study was 0.93(Kinnunen et al.,2014). Job satisfaction scale developed by Churchill, Ford, & Walker (1974); Hackman & Oldham (1975)consisting of 4 items was used for measuring job satisfaction. Alpha reliability of this scale has been reported as 0.91(Talukder, 2019). Supervisor's Support was rated on 9 items scale developed by Thomas and Ganster, (1995). Cronbach Alpha for this scale has been reported as 0.89 (Talukder, 2019).

Control variables

In line with the findings of past study that suggested age, gender, marital status, job tenure and education affecting work-family conflict (Thomas & Ganster, 1995) present study obtained information about above mentioned demographic variables.

Data Analysis

Linear Regression was used to analyze the main effects between work-family conflict and job satisfaction, whereas, moderated regression was used to examine moderating role of supervisor support by using the method devised by (Barron & Kenny, 1986). All analyses were done with SPSS 21.0 Version.

Results and Discussion

Table 1
Descriptive Statistics and Alpha reliability coefficient for Measures used in the study (N=375)

Study Variables	Alpha Reliability	Mean	S.D.	Skewness
Work-Family Conflict	0.94	2.84	0.94	0.29
Supervisor Support	0.88	3.33	1.01	-0.86
Job Satisfaction	0.93	2.76	0.77	-0.34

Table 1 reports descriptive statistics and Cronbach's alpha for all the measures used in the study. The Alpha Reliability Coefficient for the work-family conflict, job satisfaction, and supervisor's support ranges from 0.88 to 0.94. In the present study each variable has an acceptable degree of internal consistency reliability(Bentler, 2009). The value of skewness ranges from 0.29 to 0.86. value of skewness below 1 implies that the distribution is substantially normal (Tabachnick, & Fidell, 2011).

Table2
Pearson correlation for the study variables (N=375)

	Variables	1	2	3
1	Work Family Conflict	1		
2	Supervisor Support	-.79**	1	
3	Job Satisfaction	-.76**	.85**	1

Note: p<01**

Table 2given above reports Pearson's correlations among all study variables. Work-family conflict is significantly negatively related with job satisfaction (r = -.76, p< .01). Significant negative correlation of the moderating variable supervisor's support is also found with job satisfaction (r = -.85, p< .01). The bivariate association

shown in the correlation matrix indicates that the study variables are significantly related to each other.

Table 3
Regression analysis showing the main effects of Work-family conflictin the prediction of job satisfaction

	Job Satisfaction		
	β	R^2	ΔR^2
Step 1			
Control Variables		.04	
Step 2			
Work Family Conflict	.77***	.61	.8

Note: ***p<.001

Table 3 reflects the results where work-family conflict was regressed on job satisfaction. A negative significant relationship was found for job satisfaction (β= - 0.77, p < 0.001)with incremental change in R square of 8. This finding supports hypothesis 1 which predicted that work-family conflict will be significantly negatively related to job satisfaction.

Table 4
Regression analysis showing the main effects of supervisor's supporting the prediction of job satisfaction

	Job Satisfaction		
	β	R^2	ΔR^2
Step 1			
Control Variables		.03	
Step 2			
Supervisor Support	.85***	.75	.3***

Note: ***p<.001

Table 4 reflects the results where supervisor's support was regressed on job satisfaction. A positive significant relationship was found for job satisfaction (β= 0.85, p < 0.001) with incremental change in R square of 3. This finding supports hypothesis 3 which predicted that supervisor's support will be positively related to job satisfaction

Table 5
Moderated Regression analysis of job Supervisor Support in relationship of Work-family conflict with Job satisfaction

	Job Satisfaction		
	β	R^2	ΔR^2
Step 1			
Control Variables		.03	
Step 2			
Work Family Conflict	.23***		
Supervisor Support	.66***	.76	.73***
Step 3			
Work Family Conflict × Supervisor Support	.61**	.77	.01**

***p<.001 ; **p<.01

Table 5 shows result of hypothesis 3 which predicted the moderating role of supervisor's support in the relationship between work family conflict and job satisfaction. The interaction term explained 77% variance (R^2= 0.77, β= 0.61, p< .01). The change in R^2 (.01) is explaining the additional variance, which is due to the interaction effect (supporting the hypothesis that supervisor support moderates the relationship between work-family conflict and job satisfaction).

Discussion

This study aimed at studying moderating role of supervisors support in the association between Work-family conflict and job satisfaction. Data was collected from full time faculty members of eight HEC approved Universities of Islamabad. Work-family conflict was found negatively associated to job satisfaction and supervisor's support was found moderating the relationship between work-family conflict and job satisfaction.

First of all, the role of work-family conflict in predicating job satisfaction was examined, significant main effects of work-family conflict were found predicting job satisfaction thus hypothesis 1 of the present study which suggested a negative relationship between work-family conflict and job satisfaction was supported. This finding indicated that when the employee perceives that there is work-family conflict then it negatively affects their attitude towards their job, and alters job satisfaction level of the employee. The results were consistent with Conte et al (2019) that investigated that an increased amount of work was directly proportional to the dissatisfaction in the job that an employee generally feels. Talukder (2019) also suggested that more work life interferes with family life and negatively impacts job satisfaction.

Role of supervisor's support in predicating job satisfaction was found in present study, significant positive association of supervisor's support in prediction of job satisfaction was found and supported hypothesis 2 of the present study which hypothesized a positive relationship between supervisor's support and job satisfaction. This finding indicates that when employees find ample supervisor's support from the organization it increases their job satisfaction level and brings the feeling of commitment and belongingness to the organization. According to Khan et al (2020) general support from supervisor gives the feelings to the workers that management gives value to their family life as well. The more such support will be there the more the employee will be satisfied. The quality and nature of supervisors help impacts the view of employees about the work environment and job satisfaction (Haider et al., 2018).

Present study also examined the moderating impact of Supervisor Support, in work-family conflict and job satisfaction relationship. Hypothesis (H3) of this study anticipated buffering impact in the relationship between work-family conflict and job satisfaction. Our findings supported the above mentioned hypothesis. The results showed that employees facing work-family conflict display satisfaction towards their job when provided with adequate supervisor's support, secondly, employees who get supervisor support are more likely to reciprocate by showing more commitment and engagement to their organizations, as this resource shields them from higher levels of job dissatisfaction(Fan, 2018; Gordon et al., 2019).In the present study support from the supervisor has been found mitigating the negative impact of work-family conflict on job satisfaction, support from the supervisor makes the employees perceive their workplace as an extended family(Fan, 2018), helps in enhancing job satisfaction and gives them confidence that there is someone who cares for their wellbeing(Pohl & Galletta, 2017). The satisfaction and accomplishment an employee receives from his work life over shadows the burdens of family life and positively affects his job satisfaction. Present findings have been supported by previous study that found supervisor support from the workplace helping employees in reducing impact of work-family conflict on job satisfaction by (Talukder, 2019). The results indicated that supervisor support serve as a mitigating factor in reducing the negative impact of work-family conflict on job satisfaction, support from the supervisor makes the employees perceive their workplace as an extended family, helps in enhancing job satisfaction and gives them confidence that there is someone who cares for their wellbeing.

Conclusion

This study tested the moderating role of supervisor's support on the association between work-family conflict and job satisfaction. Moderating role of supervisor's support was found in the relationship between impacts of work-family conflict on job satisfaction. Work-family conflict leads to reduced job satisfaction however; supervisor's support moderates the relationship between Work-family conflict and job satisfaction.

Limitations and Recommendations for Future Studies

The present study has certain limitation that needs to be considered. In this study data was collected only from the eight higher education commission recognized Universities of Islamabad, Pakistan. Moreover, the variables of the current research were measured using the self-report measures. In case of self-report respondents don't show their real attitude, behaviors and feelings they tend to present their favorable attitudes which are socially acceptable (Willis et al., 2008).

As this study examined the moderating impact of supervisor's support in relation between work-family conflicts, job satisfaction future studies may focus on some more variables like family satisfaction, burnout and family-work conflict. Future researchers may use a larger sample size with longitudinal design. Data may be collected from other cities of Pakistan as well.It is also recommended that data may be collected from both teachers as well as from management. Moreover, mixed method of data collection may be used for conducting future studies.

Implications

With the limitations of this research in mind, Present findings nonetheless have a number of important implications for employees as well as for organizations. Employee retention is an important concern for the organizations therefore, the factors that influence employee's job satisfaction is very important. In the light of present finding it may be suggested that management of Universities need to provide supervisors support to the employees experiencing work-family conflict, as it has been found that presence of supervisor's support mitigates the relationship between Work-family conflict and job satisfaction. Subsequently, organizations should create techniques that could encourage employees and facilitate them to reduce work and family conflict in order to accomplish competitive advantage.

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