



Discussion Paper

Work-Family Conflict, and Job Satisfaction: Moderating Role of Family Support

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Abstract

This study aimed to investigate the relationship between Work-Family Conflict and Job Satisfaction among school teachers by exploring the moderating influence of family support. The research employed several instruments, including a Demographic sheet, the Job Satisfaction Scale, a multidimensional scale of perceived social support, and a work-family conflict scale. This study employed a correlational research design to fulfill its objectives, with data collection conducted through convenient purposive sampling methods from school teachers. The findings revealed a negative association between Work-Family Conflict and Job Satisfaction, indicating that higher conflict levels were linked to decreased job satisfaction among teachers. Additionally, Family support demonstrated a positive correlation with Job Satisfaction, underscoring its importance in enhancing teachers' job satisfaction. Moreover, family support was identified as a moderator in the relationship between Work-Family Conflict and Job Satisfaction, indicating its role in alleviating the negative impact of work-family conflict on job satisfaction. In order to improve teachers' job satisfaction and general well-being, educational institutions should think about putting strategies in place to support a healthy work-family balance for their faculty members. These findings should be considered by policymakers as they develop measures to uphold the teaching profession and guarantee educators' job satisfaction.

Keywords: Family support, General well-being, Job satisfaction, School teachers , Work-family conflict

INTRODUCTION

In recent decades, the modern workforce has seen profound changes, including the rise of dual-earner families, escalating workplace demands, and increased expectations for extended work availability, leading to widespread work-family conflict (Pluut, et al., 2018). Work-family conflict, defined as a clash between professional and family responsibilities, is recognized as interpersonal role conflict, exacerbated by extended work hours and heavy workloads, depleting time and energy for family (Asbari et al., 2020). The evolving relationship between work and family life has spurred research into how individuals navigate these challenges, especially their impact on job satisfaction, a vital aspect of well-being. This article investigates the intricate link between Work-Family Conflict (WFC) and Job Satisfaction (JS), emphasizing the underexplored role of family support. While long work hours and heavy workloads are known to worsen work-family conflict, the study aims to uncover how family support can potentially mitigate these effects. This article investigates the intricate link between WFC and JS, emphasizing the underexplored role of family support. While long work hours and heavy workloads are known to worsen work-family conflict, the study aims to uncover how family support can potentially mitigate these effects.

Modern workplaces have ever-increasing expectations of their workers, which frequently results in conflicts between work and family—that is, between the expectations of roles in the home and at work. Employee performance, general well-being, and job satisfaction may all suffer from this kind of conflict. Studying how family support regulates work-family conflicts and how they affect job satisfaction is crucial to understanding and resolving this issue. By examining this intricate relationship, we can find tactics and solutions to enhance job satisfaction and personal well-being in order to tackle the difficulties of juggling work and family life in the fast-paced world of today.

Research Objectives

- To study the relationship between Work-Family Conflict and Job Satisfaction.
- To investigate moderating role of Family Support in the relationship between Work Family Conflict and Job Satisfaction

LITERATURE REVIEW

Job satisfaction, as defined by Slan-Jerusalim and Chen, (2009), encompasses employees' feelings, attitudes, and actions towards their place of employment. Researchers have increasingly utilized this variable over the past year to conduct studies while considering various other contributing factors. Job satisfaction is multifaceted, influenced by aspects such as pay, interactions with coworkers, the management style of supervisors, and overall life contentment. This complex phenomenon can be dissected into two key components: affection for one's job and overall life happiness. It is evident that uncertainty about job duties and a lack of feedback

can lead to dissatisfaction among employees, ultimately resulting in unhappiness in their work environment.

Numerous factors impact employee happiness within an organization, including their attitudes towards compensation, the work environment, relationships with colleagues and superiors, career prospects, and intrinsic job characteristics. Job satisfaction is not merely a singular attitude but rather a nuanced scale with varying expectations. As we delve into the intricacies of job satisfaction, different theories emerge, offering insights into the methodologies for enhancing employee productivity. Oldham and Hackman (1981) posit that job satisfaction encompasses both positive and negative tendencies that individuals acquire and develop through genetic inheritance, attitudes, their role's influence on their workplace reality, and the mutual impact of coworker and manager evaluations, as well as the characteristics of the job itself.

The history of modern business has seen the concept of treating individuals as assets gain prominence, contributing to organizational growth worldwide (Hanif & Kamal, 2009). Job satisfaction has evolved into a multidimensional construct influenced by both monetary and non-monetary factors. According to Azeem and Akhtar (2014), job satisfaction reflects people's feelings about their employment, shaped by both internal and external organizational environments. Workplaces that promote behavioral flexibility tend to foster a more satisfying work environment, making work design a crucial factor in workplace well-being, with elements such as autonomy and task significance at the forefront.

The relationship between overall job performance and job satisfaction holds significant importance in the field of organizational psychology. While some studies suggest that excessive effort may negatively affect job satisfaction, others indicate that it can enhance it. Recent research highlights the direct influence of hard work and overall job performance on job satisfaction, demonstrating the need to address discrepancies in the literature, which can be attributed to variations in measurement scales and construct definitions (Christen, et al., 2006). This underlines the importance of distinguishing between the components that signify employees' engagement (e.g., effort) and the elements constituting their output (i.e., overall task performance).

Numerous elements, such as attitudes towards compensation, working conditions, relationships with colleagues and supervisors, career prospects, and fundamental job attributes, influence employee well-being in the workplace. Job satisfaction is a reflection of an individual's work and their expectations, encompassing various facets of life. Given the complexity of the concept, various theories have emerged to elucidate its essence and offer strategies to improve employee performance. Oldham and Hackman (1981) argue that job satisfaction is a combination of positive and negative traits, which are learned and acquired through experience, influenced by a person's genetic predisposition to positive or negative attitudes. This underscores the pivotal role that employees play in an organization's development.

The Job Characteristics Model (JCM) emphasizes the role of intrinsic motivational traits in promoting job satisfaction. This model suggests that five essential job characteristics—skill variety, task identity, task significance, autonomy, and feedback—impact three psychological states, ultimately influencing job satisfaction. Improving these fundamental job characteristics from an organizational perspective leads to a more gratifying work environment.

The adage "a happy worker is a productive worker" is deeply ingrained in American thinking, shaping strategies to enhance productivity and overall employee well-being. As a result, job satisfaction has become one of the most widely studied topics in the realm of organizational behavior. Varied perspectives on job satisfaction and motivation abound, leading to the recognition that each theory has its relevance depending on the specific context. While process theory elucidates intricate behavior, content theory aids in understanding the attitudes of manual workers. Finding the balance between these theories is crucial, as managers aim to navigate the complexity of the concept (Khan, 2010).

As previously mentioned, job satisfaction reflects a person's contentment with their employment in the broadest sense. It is inextricably linked with an individual's traits and attitudes towards their job. A positive and constructive approach to tasks is indicative of job satisfaction, whereas negative and unfavorable views reflect dissatisfaction with one's work. Emotional satisfaction is a one-dimensional, subjective concept capturing fundamental emotional experiences. Individuals take ownership of their work. These three psychological states have been associated with various benefits, including job satisfaction. It is important to note that job satisfaction can be both cognitive, requiring objective judgments about various aspects of the job, and emotional, linked to the enjoyment and contentment derived from the work.

The "Two-factor theory" by Herzberg delves into the factors that influence employee satisfaction and motivation (Ruthankoon & Olu Ogunlana, 2003). This theory posits that job satisfaction and dissatisfaction are not mere opposites; they are distinct dimensions influenced by separate sets of factors. While motivation

is the inner force driving individuals to achieve personal and professional goals, motivating factors within a job compel individuals to act in ways that please others. Hygiene factors, such as elements of the work environment, interpersonal relationships, and organizational regulations, play a pivotal role in determining satisfaction and dissatisfaction (Dugguh & Dennis, 2014).

The balance between work and family life is an ongoing challenge for many individuals, given the distinctive nature of these two domains. Work-family conflicts can have a detrimental impact on both work and family life, and it becomes crucial to maintain an equilibrium. Work-life balance has long been a concern for employees, organizations, and researchers seeking to understand the interplay between work and life quality, as well as its impact on well-being (Cinamon & Rich, 2002).

The examination of work-family conflict, parent-child conflicts, work challenges, work and life quality, and family satisfaction sheds light on the complex dynamics involved in balancing these roles. This model, derived from the theoretical work of Kopelman, et al., (1983) and tested with 220 career-oriented individuals with young children and working spouses, highlights the strong connection between work conflicts and family conflicts. It indicates that the work domain has a more profound impact on individuals, as they tend to make fewer adjustments to their work life compared to their family life. The work-family conflict significantly affects both an individual's quality of work life and family life quality, which, in turn, strongly correlates with overall life satisfaction (Higgins, et al., 1992).

The effectiveness of family-friendly policies (FFPs) in reducing inter-role conflicts between work and family is an area that has received limited attention. An examination of the impacts of FFPs, family culture, and family characteristics on critical job outcomes, as well as the multifaceted effects of work-family conflict (WFC) and family-work conflict (FWC), reveals valuable insights. Premeaux, et al., (2007) found that while FFP had the least impact on perceived conflict, leveraging one's family life and involving family members could be more beneficial in helping employees balance work and family responsibilities. This underscores the importance of considering WFC as a multidimensional phenomenon, impacting individuals as their family structure evolves, and taking into account its effects on children.

Work-family balance, work-family conflict, organizational commitment, job satisfaction, and organizational citizenship behavior (OCB) assessments were conducted with 203 educators. OCB and work-family conflict were found to be closely linked to work-family balance, job satisfaction, and organizational commitment based on Pearson's correlations. Work-family culture predicts work-family conflict, while different types of family-related difficulties predict OCB. The findings also emphasize that having a positive family life can predict organizational commitment and OCB. However, organizational commitment does not mediate the work-family culture-OCB relationship (Grzywacz & Butler, 2008).

In the framework of this study, "family support" refers to the practical and emotional assistance that family members provide to individuals in order to help them fulfil their responsibilities to their families and their jobs. Family support can come in many different forms, such as helping with work and family-related responsibilities and duties, understanding, and encouraging. Through assisting people in striking a healthy balance between their personal and professional obligations, this form of support significantly reduces work-family conflicts and enhances job satisfaction. It is a crucial safety net that offers adaptability in the face of difficulties juggling work and family obligations, and in the end contributes to increased job satisfaction and general well-being.

Conceptual Framework

Work-family balance, work-family conflict, organizational commitment, job satisfaction, and organizational citizenship behavior (OCB) assessments were conducted with 203 educators. OCB and work-family conflict were found to be closely linked to work-family balance, job satisfaction, and organizational commitment based on Pearson's correlations. Work-family culture predicts work-family conflict, while different types of family-related difficulties predict OCB. The findings also emphasize that having a positive family life can predict organizational commitment and OCB. However, organizational commitment does not mediate the work-family culture-OCB relationship (Grzywacz & Butler, 2008).

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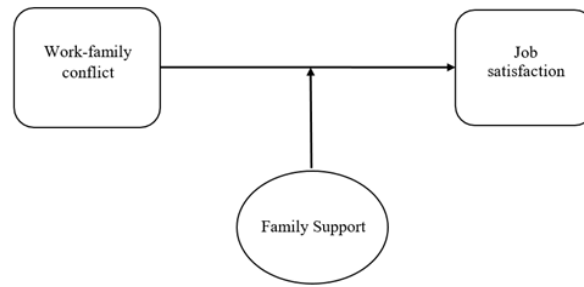


Figure 1. Relationship between work-family conflict and job satisfaction is moderated by the role of family support.

Hypotheses

- Work-Family Conflict is negatively related to Job Satisfaction.
- Family support is positively associated with Job Satisfaction.
- Family supports moderates the relationship between Work Family Conflict and Job Satisfaction.

METHODOOGY

Research Design

This study employed a correlational research design to fulfill its objectives, with data collection conducted through convenient purposive sampling methods.

Sample

The research sample comprised 203 teachers employed in diverse school settings across Rawalpindi and Islamabad. This study focused on the population of school teachers of both genders, encompassing both male and female educators, actively working in a school-based environment. Data collection involved soliciting responses and insights from this sample, contributing to a comprehensive analysis of variables related to job satisfaction, work-family conflict, and the impact of family support within the context of teaching professions.

Instruments

Demographic Section

Age, gender, marital status, level of education, the duration of marriage, the number of children, and the name of the organization are among the demographic data gathered. Key contacts were asked for the names of the respondents, but the participants' privacy was extremely maintained.

Multidimensional Scale of Perceived Social Support

This scale was developed by Zimet, et al., (1998). This scale was consisted of 12-items. This scale was further divided into three subscales including family (items 3, 4, 8 and 11), friends (items 6, 7, 9 and 12) or significance other (items 1, 2, 5 and 10). High scores indicate high perceived social support while low scores indicate less perceived social support.

Work-Family Conflict

This scale was developed by Kopelman, et al., (1983), work-family conflict is measured. Response to each item was made on a five-point Likert type scale. High scores on this scale indicate higher work-family conflict.

Job Satisfaction

The job satisfaction scale was developed by Oldham and Hackman (1981) consisting of four items was used for measuring job satisfaction. A sample item of the scale is "I am generally satisfied with the kind of work I do in this job". The response of each item was made on five-point Likert scale. Higher scores refer to high job satisfaction and lower scores refers to low job satisfaction.

Procedure

This study employed a correlational research design to fulfill its objectives, with data collection conducted through convenient purposive sampling methods. Data for the present study was gathered from school teachers using a survey method administered during their work hours, facilitated through personal contacts. Along with the questionnaires, a cover letter was provided to explain the study's purpose and its relevant factors to the respondents. To maintain confidentiality, participants' responses were kept anonymous. The questionnaires were prepared in English, considering the target population's understanding and educational background, obviating the need for translation into local languages. In addition to responses related to job satisfaction, work-family conflict, and family support, participants also furnished demographic information, including age, gender, education, marital status, and more. Out of 250 distributed questionnaires, 203 were collected and subjected to statistical analysis.

Prior to the study's commencement, informed consent was obtained from each participant, adhering to ethical standards and ensuring transparency. Participation in the survey was voluntary, and respondents had the liberty to discontinue their participation at any time. All efforts were made to protect the privacy of the data gathered from research participants, demonstrating a commitment to upholding their dignity.

Statistical Plan

IBM SPSS Statistics Version 21 is used to analyze the data. The descriptive, frequency, correlation, and moderation analysis are all part of the statistical design.

3. RESULTS & FINDINGS

Frequency Analysis

Table 1

Frequencies and Percentage of the Demographic Characteristics of Sample

Characteristics of participant	Frequency(f)	Percentage (%)
Age		
25 or under	38	18.7
26-35	92	45.3
36-45	47	23.2
46-55	24	11.8
Over 55	2	1.0
Gender		
Male	77	37.9
Female	126	62.1
Marital status		
Single	93	45.8
Married	105	51.7
Divorced	5	2.5
Education		
Masters	79	38.9
MS/M.PHIL	84	41.4
PHD	8	3.9
MS (in process)	20	9.9
Others	12	5.9

Table 1 is indicating the demographic characteristics of the participants of this research. The sample was consisting of 203 school teachers. The age range of 25 or under were 38 (18.7%). The age range of 26 to 35 were 92 (45.3%). The age range of 36 to 45 were 47 (23.2). The age range of 46 to 55 were 24 (11.8%). The age range of over 55 were 2 (1.0%). The sample included 77(37.9%) male and 126 (62.1%) female teachers. The 93(45.8%) teachers were single, 105(51.7%) teachers were married and 5(2.5%) teachers were divorced. There were 79(38.9%) teachers were having master's degree, 84(41.4%) were done with MS/M.Phil, 8(3.9%) were PHD, 20(9.9%) were having MS in process, and only 12(5.9%) were having other degree.

Descriptive Analysis

Table 2
Descriptive Statistics for Study Variable

	N	A	Range		M	SD	Skewness	Kurtosis
			min	max				
JSS	4	.67	6.00	28.00	14.74	2.23	1.75	14.76
WFC	8	.75	8.00	67.00	22.85	6.55	1.63	9.48
FS	12	.97	1.83	7.00	5.54	1.03	-1.19	1.57
FS 1	4	.91	1.75	7.00	5.59	1.05	-1.47	2.53
FS 2	4	.93	2.00	7.00	5.54	1.07	-1.30	1.81
FS 3	4	.94	1.75	7.00	5.48	1.15	-1.19	1.07

JSS= Job satisfaction Scale, WFC= Work Family Conflict Scale, FS= Family Support, FS1= Other Significant subscale, FS2= Family Subscale, FS3= Friends Subscale

Table 2 shows reliability of study variable in this study. The reliability analysis showed good internal consistency of JSS ($\alpha = 0.67$). The reliability of WFC, work-family conflict scale is ($\alpha = .75$). FS has high internal consistency of ($\alpha = .97$) and the Subscales also showed good internal consistency of FS1($\alpha = .91$), FS2($\alpha = .93$) and the third subscale also showed high consistency of ($\alpha = .9$).

Correlation Analysis

Table 3
Correlation of Study Variable

	T.JSS	T.WFCS	T.FS	T.FS 1	T.FS 2	T.FS 3
JSS	-	-.08*	.06*	.09	.03	.03
WFCS		-	-.13	-.14*	-.11	-.10
FS			-	.93**	.91**	.93**
FS 1				-	.37**	.25**
FS 2					-	.75**
FS 3						-

JSS=Job Satisfaction Scale, WFCS= Work Family Conflict Scale, FS= Family Support, FS1= Other Significant subscale, FS2= Family Subscale, FS3= Friends Subscale

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 3 showing correlation of the study variable. The analysis shows negative and significant correlation between Job satisfaction scale(JSS) and work family conflict. There is a negative correlation was found between work family conflict with family support and its subscales. There is a significant but negative relation exist between work family conflict and family support.

Regression

Table 4
Multiple Regression Analysis

Variable	B	SE	β	95% Confidence Interval	
				LL	UL
(Constant)	13.43	.93		11.59	15.26
Work Family Conflict	0.02	.02	.09	-.01	.06
Family Support	0.14	.14	.07	-.13	.41

R = .11, R2 = .01, Δ R2 = .00, F = 1.20, p = 0.00

Table 4 illustrates how family support and work-family conflict influence how satisfied school teachers are with their jobs.

Moderation

Table 5

Moderation Analysis of Family support in relationship of Work Family Conflict and Job Satisfaction

Moderation Analysis	Effect	SE	t	LL	UL
Total effect					
Work Family Conflict	1.77	0.54	3.24	0.69	2.83
Job Satisfaction					

Table 5 showed the moderation analysis of the family support in relationship of work-family conflict and job satisfaction.

Discussion

This study's aim is to put these three objectives to the test. Examine the relationship between work-family conflict and job satisfaction first. Study the relationship between job satisfaction and family support, next. Check to see if family support influences how work-family conflict and job satisfaction are resolved. This study's first hypothesis focuses on the relationship between work-family conflict and job satisfaction. Following a thorough analysis of the data, it is determined that the hypothesis is correct and that there is a significant negative relationship between the two variables. Literature from the past lends weight to the study's findings. A study examined the connections between job satisfaction, work-family conflict, and family-work conflict. According to the study's findings, healthy workers encounter more work-family conflicts than family-work conflicts. The findings of this study demonstrate a significant relationship between job satisfaction and work-family conflict (Anafarta, 2011).

Another study looked at the association between work-family conflict and job satisfaction in another longitudinal study. This study's findings were nearly identical to ours, indicating that work-family conflict had an influence and that Pearson correlational analysis revealed a negative link (Grandey, et al., 2005). Another study gives the same result which looked into work-family conflict and job satisfaction. The results of the study showed that Job autonomy had a favorable effect on job satisfaction, while work-family conflict had a negative mediating effect on this association between job autonomy and job satisfaction, according to the findings (Gözükara & Çolakoğlub, 2016).

A study that attempted to explore how organisational commitment affects the relationship between work-family conflict and job satisfaction had varying degrees of success. To better comprehend how time, stress, and behaviour-based conflicts affect job satisfaction, we created and tested a model that blends role conflict theory with significant organisational commitment research. Based on information gathered from Italian nurses, the study's findings revealed a negative correlation between time and stress-related issues and job satisfaction. The association between stress-based conflict and job satisfaction is also altered by emotional commitment, whereas the relationship between time-based conflict and job satisfaction is altered by normative commitment (Buonocore & Russo, 2013).

According to hypothesis H2: Family support is significantly correlated with job satisfaction. This hypothesis is accepted after running analysis, and showed that there is positive correlation exist between family support and job satisfaction. In addition to the findings mentioned above, this theory is supported by further studies, such as an article. Few working family studies have examined how family support influences employees' ability to perform well at work, despite the direct link between family support and job happiness having been experimentally supported. The findings of this research emphasize that it is proved that family support allows social workers to focus on work-related activities, bolstered by the awareness that their family understands the sacrifices that come with such endeavours (Chan, et al., 2020).

The third hypothesis of this research is to investigate the relationship between work-family conflict and family support. This hypothesis is accepted and there is a negative but significant relationship exists between these two variables. The same findings were also found in another study that looked at the relationship between work-family conflicts and different support networks (such as those at home, at work, and in the community). The relative effects of four types of workplace social support on worker-family conflicts were compared in a study using 115 samples from 85 studies (involving 72,507 employees): perceived organisational support (POS), supervisor support, perceived organisational work-family support, also known as family support organisational perception (FSOP), and supervisor work family support. The survey results demonstrate that, in contrast to generic supervisor and organisational support, the traits of supervisor and organisational support tailored specifically for work-family issues are more closely related to work-family conflicts. The good

cognition of the general boss and the boss specific to the working family is indirectly related to the conflict between the working families through the organization of working family support, according to this study, which used a mediator model to analyse the impact of all measures simultaneously (Kossek, et al, 2011).

The relationship between family support and work-family conflict is explored in the third hypothesis. Its acceptance offers important new perspectives on how people balance the demands of work and family. The two variables exhibit a significant relationship and negative correlation, highlighting the critical role that family support plays in mitigating work-family conflicts. The findings of this study align with those of a related investigation into the relationship between different support networks, such as those found in the family, workplace, and community, and work-family conflict. The evidence that family support is crucial in lowering work-family conflicts is supported by this cross-research consistency.

The study's findings indicate that, in contrast to general supervisor and organisational support, work-family conflicts are more strongly correlated with support designed expressly to address working family issues, such as supervisor work-family support and family support organisational cognition (FSOP). This distinction emphasises how crucial it is to have a specific support system in place to assist staff members in overcoming the difficulties associated with juggling work and family obligations. Furthermore, the impact of each of these support measures was simultaneously analysed by the study using an intermediary model. Research has demonstrated that work-family conflicts are indirectly impacted by supervisors' general support as well as their targeted assistance for working families. This is because work-family support plays an intermediary role in facilitating these conflicts. This demonstrates the interdependence of these support networks and highlights the role that organisational support networks play in influencing workers' capacity to resolve work-family conflicts.

A survey of a group of low-income workers was part of another study. The study examined how the relationship between work, family, and community support changed over time, as well as how stress affected work-family disputes. The study's findings indicate that work-family disputes have considerable intra-domain and cross-disciplinary ties with support from all three spheres of life. Non-work support is just as crucial as family (Griggs, et al., 2013). Third hypothesis of the study i.e. "Family support moderates the relationship between work-family conflict and job satisfaction" was accepted supporting the moderating role of family support in relationship of work-family conflict and job satisfaction. The results of this study is supported by some other researches as well. According to a study that looked at the function of support as moderating between the relationship WFC, job stress, and burnout, the perception of a need for childcare moderates the relationship between WFC, job stress, and burnout. Employees who prefer a shorter workweek or work part-time are also more likely to be stressed out by Work-Family Conflict because of the lack of support (Mansour & Tremblay, 2018). Another research finding indicate a moderating role of family support in job stress and job satisfaction (Singh & Nayak, 2015).

CONCLUSION

It was concluded that: Negative relationship exist between job satisfaction and work family conflict among school teachers. There is a significant positive relationship exist between job satisfaction and family support. Relationship between work-family conflict and job satisfaction is moderated by family support.

Limitation & future suggestion

Since the data were gathered from twin cities, data from other cities can be obtained in the future to test the same hypotheses because the sample size is insufficient to generalize the findings to a broad population. Self-reporting was the approach utilized in this study to collect data from participants, however observation and interview techniques may be used in the future to get more precise survey results. To gather more detailed data, qualitative research might be carried out.

Competing Interest

The authors had no competing interests.

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