

Work-Family Conflict as a Mediator Between Organizational Interventions for Work-Life Balance and Job Satisfaction

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Abstract. Employees' job satisfaction is a crucial parameter for organizations to evaluate their ability in attracting and retaining talents. Human resource program – such as flexible working arrangement (FWA) supported by work-family culture – possibly emerges as the answer to lessen employees' perception of work-family conflict (WFC) which will ultimately enhance job satisfaction. This study aimed to shed new light on the organizational interventions for work-life balance (FWA program and work-family culture) and job satisfaction by determine the moderator effects of WFC in this relationship. Data were attained from 202 managerial employees by utilizing a structured questionnaire from an organization in Indonesia that represented manufacturing and distribution sector with structured equation modeling data analysis. The study results indicate that employees have positive attitude towards FWA program and positive perception of work-family culture in the organization. Both variables played significant protective roles in enhancing job satisfaction by decreasing WFC. The outcomes of this study are useful for developing supportive work family culture, managing employee work-family interface, and creating future human resource strategy and policies to reach maximum individual and organizational outcomes.

Keywords: Flexible Working Arrangement, Work-Family Culture, Work-Family Conflict, Job Satisfaction, Work-Life Balance

1 Introduction

There are numerous factors influencing the present employment scenario, namely globalization, pressure for speed and innovation, widespread privatization, mergers and acquisitions, technological advances, organizational restructuring, and the war for talent. Companies need to review current regulations and work processes to provide workers with comfort and improve job satisfaction, in which these attempts should be accomplished so that the most excellent talent can be attracted and retained.

This research will be conducted in a fast-moving consumer goods (FMCG) company in Indonesia. The FMCG industry emerges as a part of large-scale industries in Indonesia, in which it gives significant contribution for the economic development of the country. It is mentioned that some of the prominent growth drivers in the sector encompass the increasing purchasing power resulted from the increase in personal income, including the urbanization that has increased and altered the lifestyles that people have. Amid the COVID-19 pandemic, it is among the industries in the country which have not seriously affected. It was reported that

Indonesia reached a positive overall year-on-year change in the FMCG market value comprising 8.8 percent in the third quarter of 2020. As speculated by the World Economic Forum, by the end of 2020, the GDP of the rest of the world combined (60% of global world by 2030) will be overtaken by Asia's GDP. As a result, the new levels of values and innovations from FMCG players will eventually be viewed. Due to battling a way out of this crisis, it is necessary for the companies to adapt with the alteration of the environment and current ways of working. New technologies and automation are associated with the struggle of the companies to demonstrate the foremost talents in the industry. It will be possible for them to view in-house talent. Additionally, the missing skills should be identified. Aligning around the things that they need most should also be carried out. Lastly, reskilling or recruiting is the activity they should perform as well.

Work and family have become two polar opposites, both requiring the same amount of energy, time and responsibility [1]. This is because today's workplaces are more likely to set longer working hours, shorter deadlines for assignments/jobs, more competition, fewer days off, and faster job transfers. These factors certainly make it difficult for workers to attain a balance between work and personal life, so this is a key consideration for workers to choose and stay at work. Flexible work arrangements have become an increasingly popular topic of interest in recent decades. The company's current work system has evolved into two kinds, namely standard and non-standard. Standard work arrangements serve as conventional employment practices encompassing hiring permanent and full-time workers with regular schedules, shifts, and working hours [2]. Conversely, non-standard work arrangements tend to be defined as modern employment practices with limited duration of time by hiring temporary workers (part-time workers, contract or remote workers, and so forth) and applying flexible schedules, shifts, and working hours [3]. Grounded in the Employee Benefit Survey accomplished by the Society for Human Resources Management (2019), it is claimed that many organizations have implemented flexible scheduling benefits. As many as 57% of the organizations that participated in this survey reported that their companies had implemented flexible working time arrangements.

The study aimed at broadening knowledge of work to family conflict (WFC) by investigating the availability of flexible work arrangements as a possible antecedent variable. Additionally, it was aimed to examine the relationship between WFC and predominant work outcome having relevance to retention: job satisfaction. As conveyed by Wayne et al. [4], it is essential to conduct more research on "how enrichment is to work-related outcomes" in which it should be accomplished to assure organizations that enrichment is crucial and should not be neglected. Last but not least, the current study proposed that WFC could be an intervening mechanism in the relationship between FWA and job satisfaction.

There have been numerous studies on the FWA program, but the work-family culture in organizations has received insufficient attention in the literature. Thus, the following dimensions were used to interpret and operationalize workplace flexibility: (a) attitude toward FWA (e.g., policies and practices that support flexibility in terms of time and location); and (b) work family culture (e.g., shared assumptions, beliefs, and values concerning to the degree in which an organization shows its support in integrating employees' work and family lives). Additionally, a number of novel contributions to the work-and-family literature on family-supportive work environments were added in the present study. The findings demonstrated that employees formed inferences on the family supportiveness of the organization's environment, in which the measurement of those perceptions was likely to be performed reliably.

1.1 Flexible Working Arrangement

Workplace flexibility signifies the practices and workplace policies in which employees are allowed to be flexible in terms of the time, location, amount, and continuation of work concerning balancing work and non-work obligations [5][6]. Workplace flexibility has emerged as a crucial management strategy enabling organizations to persuade and maintain employees by knowing the improvement of their work life. Besides, the common types of flexibility are flextime (e.g., compressed work weeks), flexplace (e.g., telecommuting or remote work), and time off (e.g., annual leave or paid sick leave). Research accomplished by Carlson et al. [7] proves that company policies that provide opportunities that stretch boundaries, such as flexible work schedules, can reduce WFC and enhance work family enrichment, in which it can eventually be associated with employee satisfaction both in family life and professional life.

H1: Flexible working arrangement has a positive effect on job satisfaction

1.2 Supportive Work-Family Culture

Supportive work-family culture is assumed to offer flexibility, tolerance, and support so that family obligation can be fulfilled [8], and it enhances productivity and personal well-being [9]. As stated by Thompson et al. [10], “a supportive work-family culture is defined as shared assumptions, beliefs, and values about the extent to which an organization supports and values the integration of a worker's work and family life”. It is also stated that the alignment program between work and family life will be effective only if there is a supportive organizational culture [10][11]. Janasz et al. [12] conducted a study in 2013 to investigate the impact of a supportive work-family culture on the level of work-family conflict, job satisfaction, and affective commitment revealed by employees in the organization. The researcher investigated the prominent impacts, including the impacts of mentoring's interaction with work-family culture. The findings revealed that a supportive work-family culture had direct link to lower levels of work-family conflict and higher levels of job satisfaction and affective commitment.

H2: Supportive work-family culture has a positive effect on job satisfaction

1.3 Work-Family Conflict

FWA was created to facilitate employees in resolving WFC [13]. WFC is a sort of inter-role conflict that appears when a person encounters difficulties to manage and overcome the pressures of work and family [14]. Time, pressure, and behavior emerge as the prominent factors causing WFC. There are two types of WFC, namely: (1) Strain-based conflict, which happens when an individual partakes in a role causing stress and impacts others, and (2) time-based conflict, in which it appears when an individual takes part in a role that obstructs time spent in another role. This interference may happen from WFC and FWC. Speaking of domain specificity [15], predictors residing in the work domain have a high tendency to be associated with WFC. Meanwhile, predictors residing in the family domain have a tendency to be associated with FWC. As a matter of fact, a previous meta-analysis investigating the antecedents of WFC indicated that work practices were firmly linked to WFC [16]. Hence, this study concentrated on the relationships between FWA and WFC. Allen [8] mentioned empirical evidence indicating that FWA availability was associated with lower WFC, and this relationship was mediated by family supportive organizational perceptions (FSOP). Additionally, the study demonstrated that FSOP gives explanations on the unusual variances

linked to WFC. Furthermore, signaling theory [17][18] has been utilized to illustrate or describe how positive perceptions can be led by FWA [3]. By providing FWA, it demonstrates that employees' well being will be supported by organizations, in which it is possible for the employees to have more control to resolve work family demands. As asserted by Wayne et al. [4], the availability of FWA will probably generate presumptions of control over WFC and positive impacts, in which it will assist employees in overcoming WFC.

H3: Flexible working arrangement has a negative effect on work-family conflict

H4: Supportive work-family culture has a negative effect on work-family conflict

1.4 Job Satisfaction

Job satisfaction emerges as one of the pivotal goals of all HR personnel irrespective as it can be used to assess the performance of initiatives aimed at implementing human resource management in the workplace. A satisfied employee is not only an employee that should be maintained, but he or is emerges as a brand ambassador, internally and externally. They are capable of getting rid of the apprehension of others and preserving the company on numerous occasions. Generally, employees who feel contented with the company have higher loyalty to the company and its goals. They work harder to pursue their goals and are proud of their jobs, team, and achievement. Job satisfaction is determined by two factors: (1) personal characteristic plus norms and expectations; and (2) job characteristic [19].

In this approach, norms and expectations are entered as extra variables boosting or decreasing reported job satisfaction. As conveyed by Hulin and Judge [20], "job satisfaction includes multidimensional psychological responses to one's work, with cognitive (evaluative), affective (or emotional), and behavioral components". There are numerous factors influencing job satisfaction, namely the excellence level of the supervisor one gives, including the physical environments affecting people's performance when they work and the fulfillment of their work. According to Calitz et al. [21], the majority of job satisfaction research focuses on workplace stress, weariness, or work-life conflict.

H5: Work-family conflict has a negative effect on job satisfaction

2 Method

2.1 Sample

The population of interest in this study is managerial employees in an Indonesia fast moving consumer goods company represented manufacturing and distribution organization. In this study, a non-probability sampling design was used as a sampling technique. In probability sampling, each entity of the population has the same likelihood to be included in the sample, thus requires the researcher to know all the population and then draw a random sample from that population [22]. Data were attained from 202 managerial employees by utilizing a structured questionnaire. The majority of respondents is male (63.37%) and most of respondents are married (81.68%). Respondents' ages ranged from 23 years to 56 years with majority respondents ages is 41-45 years (25.74%).

2.2 Measures

Respondents had to exhibit the level of their agreement with each item by utilizing Likert-type scale, in which it ranges from 1 indicating “strongly disagree” to 5 demonstrating “strongly agree”. Attitude towards flexible working arrangement program was measured using the Flexible Working Options Questionnaire, in which Albion [23] designed it so that attitudes and obstacles to the use of flexible working alternatives could be measured. The items in this questionnaire were grounded in previous experiences, discussions with employees that had familiarity with a range of FWOs, including the attitudes and obstacles encountered in the previous literature reviews.

Measuring respondents’ perceptions of the organization work-family culture was carried out through 14-item work-family culture instrument in which Mauno et al. [24] generated and validated this instrument. The 14 items encompassed three dimensions capturing the degree to which the efforts of the employees at giving a balance on their work and family are supported by an organization. The perceived managerial support dimension is explained as the extent to which managers are discerned to be capable of giving encouragement and showing their sensitivity to the employees’ family responsibilities, in which 5 items are utilized for the measurement. Another element, namely career consequence, demonstrates the extent to which employees discern negative impact of utilizing family friendly programs or giving a signal reflecting that work is anything but the top priority. The last element of work family culture is organizational time demands, or the degree to which employees are expected to spend their time working long hours on the weekend and idea running counter to balance family and work. The dimension of this element comprises four indicators. The negative sides of work-family culture in terms of work-family barriers in the study demonstrated a less steady relationship with job satisfaction. As a matter of fact, after numerous background factors were controlled, it was identified that work-family barriers indicated nearly a null relationship with job satisfaction in the samples. Nonetheless, there is still a possibility showing that a more solid association could be identified between the negative sides of work-family culture and other than positively toned employee outcomes (e.g., job burnout, strain).

The assessment of WFC was accomplished by utilizing two subscales from the Carlson et al. [7] WFC scale. Three items were utilized to assess strain-based and time-based WFC. Higher scores on each scale denoted higher levels of WFC. The job satisfaction scale emerges as a general measure of the degree to which one is contented with his or her job. Job satisfaction was assessed with the three items from Liu and Spector [25].

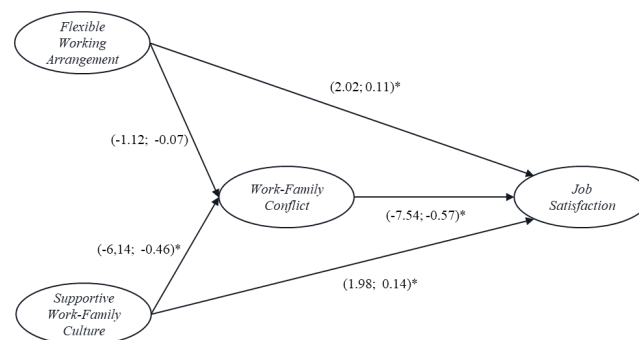


Fig 1. The hypothesized structural model result

3 Result and Discussion

SEM (Structural Equation Modeling) is used as data analysis technique in this study. Some of the benefits of using SEM analysis include the ability to test complex and multilevel hypotheses simultaneously, the fact that errors in each observation are not ignored but are still analyzed, and the fact that SEM is more accurate than other methods for analyzing questionnaire data involving perceptions. The proposed model was tested using Lisrel 8.8 software. Hair et al. [26] defined the requirements for reliability estimates, stating that a value of 0.7 or higher indicates good reliability. As long as other indicators of the model's construction validity are good, reliability between 0.6 and 0.7 is acceptable. High construct reliability denotes internal consistency, demonstrating that all measures persistently represent the same latent construct and have good validity. Grounded on the data analysis result, it showed that all indicators are valid but 2 dimensions of supportive work-family culture should be excluded due to negative loading factor value. The construct reliability (CR) and variable extracted are in the range that is in accordance with the reliable data requirements.

According to Hair et al. [27] to provide a sufficient information, the model needs to have absolute and incremental index which shows good fit (>0.90). In this model, absolute fit measures of $\chi^2 = 641.34$ (p -value = 0.00); Root Mean Square Error of Approximation (RMSEA) = 0.076, and incremental fit measures showed Comparative Fit Index (CFI) = 0.96; Normed Fit Index (NFI) = 0.95, and Incremental Fit Index (IFI) = 0.96, demonstrating that the model is fit.

The structural model in Figure 1 showed that flexible working arrangement ($\beta = 0.11$; $p < 0.01$) and supportive work-family culture ($\beta = 0.14$; $p < 0.01$) positively affect job satisfaction. Therefore, H1 and H2 are supported. It showed that supportive work-family culture ($\beta = -0.46$; $p < 0.01$), negatively affect WFC. Work-family conflict ($\beta = -0.57$; $p < 0.01$) also show negative affect to job satisfaction. Therefore, H4 and H5 are supported. The result also showed significance of mediation role of WFC in fully mediating the impact of relational support ($\beta_{\text{indirect}} = 0.40$; $p < 0.01$) towards job satisfaction, and partially mediating the relation of flexible working arrangement ($\beta_{\text{indirect}} = 0.15$; $p < 0.01$) towards job satisfaction. The result indicates that WFC mediates the relationship between flexible working arrangement and job satisfaction (partial mediation) and supportive work-family culture and job satisfaction (full mediation).

The establishment of a flexible work arrangement program is one of the various efforts made by the organization to retain talent that is currently becoming a trend. Issues concerning the integration of family life and work have emerged as one of the most intriguing topics for today's workforce. One of the main goals of this program is to ensure that employees have sufficient time to spend with their families while still being able to perform well at work. This also means that the Company does not anticipate any role conflicts for its employees. According to some literature, flexible work regulations are useless unless they are supported by a supportive work environment. As a result, the company continues to strive for a work culture that values employees' roles at work and at home.

The results showed that supportive work-family culture gave positive effects on job satisfaction, and WFC mediates the relationship between them. This is consistent with Janasz et al. [12] study, which looked at the impact of a supportive work-family culture on the level of WFC, job satisfaction, and affective commitment revealed by employees in the organization. The researcher investigated the predominant effects, including of mentoring's interaction with work-family culture. The findings revealed that a supportive work-family culture was directly linked to lower levels of WFC and higher levels of job satisfaction and

affective commitment. The main indicator that contributes the most to the work-family culture variable is the indicator that states that higher-level management in this organization encourages employees' superiors to have sensitivity to their families and personal interests. It demonstrates the prominent role of supportive superiors in generating supportive work-family culture that will minimize the emergence of WFC and enhance employees' job satisfaction. This is aligned with the study which conducted by Mauno et al. [24] that found positive dimension of work-family conflict (perceived manager support) has strong association with job satisfaction that the negative dimensions (career consequences & organization time demand).

This study confirmed a positive influence of flexible working arrangement towards job satisfaction, and the relationship between them is partially mediated by WFC. This result is in line with the findings of previous studies by Rhee et al. [28]. The study looked at the prevalence of workplace flexibility and the mechanisms allowing workplace flexibility to influence workers' willingness to leave the organization through work-family and family-work conflict, as well as job satisfaction, among 250 workers in South Korea. According to the study's findings, the workplace flexibility has a crucial role in enhancing job satisfaction by minimizing WFC.

4 Conclusion

This study investigated the role and attitude towards flexible working arrangements and supporting work-family culture for managers in the Indonesian fast moving consumer goods company. The study also attempts to identify relations between WFC and job satisfaction.

Flexible program of working scheme that supports the culture of the working-family has negative relationships with the perception of a conflict between work and family that is part of the work-life balance.

The FWA program and supporting family working culture have positive direct and indirect connections to employees' satisfaction. Perception of the conflict between family and work fully mediates the positive connection between supportive work-family culture with employees' job satisfaction.

The study shows how important it is to ensure that the culture of the organization supports employees' dual roles, which will ultimately increase job satisfaction. The evidence of this study suggests that organizations should develop and support the right culture of the work-family by providing supporting family regulation.

Several recommendations are made in this study that can be addressed in future research. Research on flexible working hours tends to focus on its negative relationship to WFC and rarely discusses its positive effect on work-family enrichment. To get a broader perspective on the benefits of the FWA program and a culture that supports the integration of roles in family and work, future studies may be able to examine more deeply related to work-life enrichment in employees. In addition, there is very limited literature that discusses the supportive work-family culture and its relationship to output for the organization, one of which is turnover intention. In-depth research related to the positive impact of a supportive work-family culture in an organization would be very good to be explored.

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