

THE ROLE OF WORK-FAMILY BALANCE ON JOB SATISFACTION

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Abstract: Work-family balance is an important topic because is closely related to family well-being. The aim of this article is to explore the relationship between job autonomy, work-family balance, organizational pride and job satisfaction. Regarding employee work-family balance our research takes into consideration both employer and employee support. The survey contains responses of 374 employees in a Spanish pharmaceutical organisation. Results support the hypothesized influence of employer work-family support and autonomy on employee work-family balance. Similarly, employee work-family balance is positively related with organizational pride, and finally, related to job satisfaction. We believe this study provides a useful measurement model that employers can use to evaluate and improve work-family balance. Organizations should pay attention to work-family practices in order to enhance organizational pride and job satisfaction.

Keywords: Work-family balance, family well-being, job satisfaction.

Introduction

The daily schedule of millions of people in the world is divided between the time they spent at work and the time outside work. Academicians have studied the interaction between those two domains for the last decades, what has been called work-family literature. The seminal paper of Greenhaus and Beutell (1985) defined work-family conflict as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect”. Although the field initially focused on the conflict that heavy work demands could generate on the family sphere, it rapidly evolved into the study of the bidirectional relationship, with studies taking into consideration both, work to family conflict and family to work conflict (Frone et al., 1992b). More recently, literature has spanned its scope to consider not only the conflict that may arise between the demands of work and family, but also the enrichment that these two domains might generate on each other (Greenhaus and Powell, 2006) and the advantages of achieving a certain equilibrium between the two (Jain and Nair, 2013).

The antecedents and consequences of work-family conflict and work-family balance have been widely studied. The lack of company policies that enable work-family balance or the particular employees' family and work demands have been identified as antecedents of work-family conflict (Saltzstein et al., 2001). And, at the same time, consequences of work-family conflict have multiple impacts in both family and work. Some of the consequences most widely studied are the impact of work-family conflict on job satisfaction and turnover intentions (Kossek and Ozeki, 1998) as well as the impact of work-family conflict on employee health (Frone et al., 1992a).

Although the company-wide organization policies and other factors at the organizational level like organizational climate or culture do have an impact on employee work-family balance, the factors that have stronger influence are those related to the closer environment of the employee in the organization. Studies at the employee-level analysis show that colleagues and the employee's direct supervisor have a crucial role in the employee experience of work-family conflict (Wu et al., 2012). Baral and Bhargava (2010) confirm the importance of supervisor support for work-family balance, and Beham and Drobnic (2010) that of colleagues. Autonomy is also one of the strongest antecedents (Morganson et al., 2010, Annink and den Dulk, 2012); if the employee has autonomy in terms of schedule and in organizing his/her work, the conflict is mitigated.

Some of the studies on work-family conflict have focused on women (Hoobler et al., 2009) or employees' with family responsibilities assuming that only those with a certain level of conflict between the two domains work and family, would really value family friendly policies, have a decrease in job satisfaction or change in turnover intentions. In this research, we would like to broaden the scope and we consider that an organization which enables employees balance their work and personal family will be considered a better organization not only by the employees that need this balance but also by those that do not need it. The organization that facilitates work-family balance will increase job satisfaction via the creation of a positive climate and an increase in organizational pride in all employees. Research on the consequences of attitudinal organizational pride suggested a significant and positive relationship between pride and job satisfaction (Gunter and Furnham, 1996).

The objective of this study therefore is to explore the relationship between autonomy, employer work-family balance support and employee work-family balance support, and its relation with organizational pride and job satisfaction. We explore if better work-family balance perception increases organizational pride and job satisfaction.

The paper is organized as follows. The next section presents the background and the hypothesis. Then, the methodology is described and results from the analysis are presented. Finally the discussion and contributions of the paper are explained.

Background and hypothesis

Currently, managing conflict between work and family is a big challenge for organizations and individuals (Kossek and Ozeki, 1998; Zhang et al., 2012). Previous research shows that abusive supervision is related to higher levels of work-family conflict (Tepper, 2000, 2007, 2011; Wu et al., 2012) in US and Western cultures. As opposite to this concept, individual or group autonomy have long been considered critical dimensions of a good organizational climate.

According to Hong and Kaur (2008) organizational climate is defined as a global impression of one's organization and personal impact of the work environment, and also, it describes the perception of employees towards their organizations. Autonomy is one of the most used variables in the organizational climate construct (e.g. James et al., 1974, Koys and DeCotiis, 1991; Patterson et al., 2005). Patterson et al., (2005) define autonomy as "designing jobs in ways which give employees wide scope to enact work". Autonomy reproduces the extent to which job permit self-determination, freedom to organize their own work or make decisions (Hackman and Oldham, 1975). Increased autonomy will allow employees more flexibility in how, where or when they define their daily work (Morgeson et al., 2005). Many companies have a culture that employees are participative decision-making (for example, set their own schedules, choose how to do their work or even elect to work from home). The perception of autonomy has positive effects on employees and enhances their motivation and productivity. Autonomy seems to be a relevant characteristic, enabling employees to balance their work more easily with others social and personal activities (Annink and den Dulk, 2012). In this sense, autonomy in decision-making process implies low levels of work-family conflict because employees have the possibility to choose the best way to work. As a result, we suggest that employees who have autonomy are likely to experience high levels of work-family balance. Therefore, we propose the following hypothesis (see Figure 1):

Autonomy will be positively related to employee work-family balance.

Bosses' perception on employee work-family conflict plays an important role in employee career's progress (Hoobler et al., 2009). They found that manager's perception of employees' work-family conflict influenced the bosses'

perception of fit and performance. These results suggested that supervisor perception of family-work conflict mediate the relation between employees and its satisfaction. We can hope that employer support is actually an antecedent of colleagues' support. Based on previous research and experience, the following hypothesis can be made (see Figure 1):

H2. Employer work-family balance will be positively related to employee work-family balance.

One of manager's challenges is to motivate employees to take pride of their work. CHA report (2004) states that it is possible to develop a stable inner pride attitude towards the organization for whom they work. Pride can be considered an emotion (Elfenbein, 2007) but previous research consider pride as a construct grounded in employee group membership (Arnett et al., 2002). Although this construct has not yet achieved large scientific attention, organizational pride is an important factor for business success (Gouthier and Rhein, 2011). Organizational pride positively influences the decision to stay in a particular company and stimulates the employee commitment (Appleberg, 2005).

Gunter and Furnham (1996) has divided organizational pride into emotional versus attitudinal organizational pride. Emotional organizational pride is defined as the affective emotions based on the perception of a successful event related to the organization. Attitudinal pride is defined as a cognitive and durable attitude of pride resulting from general perception of the organization (Gouthier and Rhein 2011). We argue here that an organization that both, supervisors and colleagues provide support to employees' work-family balance will enhance organizational pride among employees' that will result on higher job satisfaction. Specifically, work-family balance initiatives can cause strong pride emotions to employees. Hence, we propose that (see Figure 1):

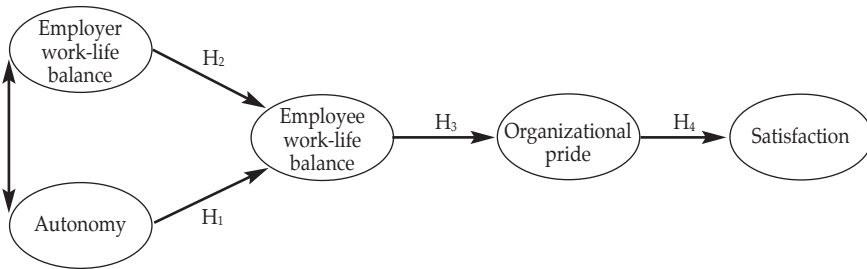
H3. Employee work-family balance will be positively related to organizational pride

Research on organizational pride has shown the impact of pride on job satisfaction (Arnett et al., 2002). Research on the consequences of attitudinal organizational pride suggested a significant and positive relationship between pride and employee behavior (Gouthier and Rhein, 2011). Organizational pride enhances commitment to customer service, enthusiasm or creativity. In addition, employees who are identified and proud to work in a company are also satisfied of their job (Porter et al., 1974, Hom and Kinicki, 2001, Van Dick et al., 2004). Motivation and job satisfaction are frequent concepts used to present a framework through which companies can affect to their employees' drive to

work and increase their interesting and passion towards their work (Furnham et al., 2008). According to Crossman and Abou-Zaki (2003) job satisfaction is one criterion for assessing the health of an organization. Based on the foregoing, we suggest that (see Figure 1):

H4. Organizational pride will be positively related to job satisfaction.

Figure 1
Conceptual model and hypothesized relationships



Methodology

Sample and procedure

Study participants were employees of a company working in the pharmaceutical industry in Spain. In order to ensure that respondents would be able to understand all the questions included in the survey, a pilot test was conducted. To this end, five employees from different hierarchical levels in the organization were randomly chosen. They were asked to complete the survey individually and to provide feedback in regard to the meaningfulness of the language used as the questionnaire was designed for all levels of the workforce. The emphasis at this early stage was to enhance readability and clarity of the questions. Based on their comments, changes were made to strengthen the accuracy of the survey by deleting troublesome items and rewording items that were confusing to the respondents.

For the final test, all respondents were informed that their participation was totally voluntary, and that no names or identifying information was required. The first page contained an explanation of the purpose of the study (stressing the importance of answering all questions honestly), the estimated time for completing it (about 10-15 minutes), as well as a promise that any information provided would remain confidential. In addition, respondents provided information about their department, job position, seniority within the company and work shift.

The filed work was completed in March 2013. To maximize responses rates, both an online and a paper-and-pencil format questionnaire were made available to employees. The questionnaire was sent out to employees at their place of work in personally addresses and with a link to an on-line questionnaire. Altogether, 463 surveys were administered. Returned questionnaires were manually checked against protest responses or those with more than 2 unanswered items. Missing data points were imputed with the mean of nearby points in each case. After discarding some incomplete questionnaires, 374 valid surveys remained for analysis (response rate of 80.78%).

Measures

All items in the survey were presented as statements to which respondents indicated their level of agreement/disagreement on a four-point Likert scale of (1) definitely false; (2) mostly false; (3) mostly true, an (4) definitely true. This rating scale has been recommended to minimize ambivalent neutral ratings (Lynn, 1986, cited in Thrush et al., 2007).

The questionnaire was based on an extensive review of the relevant literature. Items in the scales were originally in English. A back translation process was used to ensure the quality of the measurements (Brislin et al., 1973).

Five dimensions were considered: *autonomy*, *organizational pride*, *satisfaction*, *employer work-family family balance* and *employee work-family family balance*. For the first three dimensions adaptation of validated scales were used. This method is shorter and less-time consuming and the utilizations of existing measures often lead to increased refinement and improvement (Fields, 2002). Only for those dimensions related to work-family family balance, new scales were generated. A further explanation of each construct follows below.

Autonomy

Autonomy was operationalized by using the construct with the same name from the scale on organizational climate (the Organizational Climate Measure, OCM) of Patterson et al. (2005), which in turn is based on Quinn and Rohrbaugh's (1981) Competing Values Model (CVM). We only included the first two items from the original scale, excluding reverse items.

Organizational pride

Organizational pride was measured by using the "attitudinal organizational pride" scale developed by Gouthier and Rhein (2011). One item was eliminated from the original scale ("*I feel proud to contribute to my company's success*") because we assumed that the underlying aspect of this question goes beyond our interpretation of organizational pride, as it entails a more compre-

hensive definition, including here economic challenges. Contrary, our interest is more focused on individuals and their internal emotions and feelings that may contribute to explain job satisfaction.

Job satisfaction

Job satisfaction was assessed using a single-item overall measure. According the Dolbier et al. (2005), Nagy (2002) and Wanous et al. (1997), from a psychometric perspective, single-item measures to operationalize this construct compare favorably with multiple-item measures. First, their reliability and validity have been proved, being demonstrated that they provide an effective measure to represent job satisfaction. Second, they are easier to understand, are completed more quickly, and change scores are more interpretable.

Employer work-family family balance support

Literature provides very little evidence on how to measure work-family balance from the viewpoint of the firm (Carlson et al., 2013). For the purpose of this study, focused on the central figure of the employee, we included one factor able to reflect this aspect, which is expected to impact on employees' perceptions about their job, and thus, in job satisfaction. The approach used considers two items where employees were asked to evaluate the position of the company and their managers with respect to work-family balance.

Table 1.
Questionnaire items

Construct measure	Mean	S.D.	Factor loading
<i>Autonomy (F1)</i>			
Management let people make their own decisions much of the time	2.580	0.872	0.873
Management trust people to take work-related decisions without getting permission first	2.866	0.837	0.873
<i>Employer work-family balance support (F2)</i>			
The company facilitates work-family balance	3.032	0.912	0.935
Managers emphasize work-family balance	3.051	0.894	0.935
<i>Employee work-family balance (F3)</i>			
I have enough time for my family and friends	2.906	0.866	0.846
I do not need to work overtime as I use to finish work within working hours.	2.824	0.921	0.671
There is enough time for recreation activities	2.733	0.973	0.843
<i>Organizational pride (F4)</i>			
I feel proud to work for my company	3.460	0.689	0.881
I feel proud to tell others for which company I am working	3.564	0.663	0.881
<i>Satisfaction (F5)</i>			
People are enthusiastic about their work	3.586	0.623	-

Employee work-family family balance support

The scale used to evaluate work-family balance was built upon the work-family family scales of Hayman (2005) and Gröpel and Kuhl (2009). Three items were included: the first one considers work interference with personal family, that is, the feasibility (whether it is very difficult or not) of maintaining relationships and social contacts (with family and friends). Second item takes into account the perceived sufficiency of time, asking respondents about their routines and the need to work extra hours to complete the assigned tasks. Lastly, a third item was included in order to account for time spent in recreation activities.

Table 1 shows how items were arranged in the 5 aforementioned constructs and their loadings.

Results

The analysis consisted of a two-step process. First, we assessed the validity and reliability of the measurement scale using confirmatory factor analysis. Second, causal relationships (hypotheses) were tested using structural equation modeling. The data were analyzed using EQS, a software package.

1.- Assessment of fit

The dimensional scales for each of the multi-item constructs were first evaluated. According to Bagozzi and Yi (1988), factor loadings should be 0.60 or higher. Since the lowest factor loading in our model is 0.671, there is support for convergent validity (Table 1).

Table 2.
Properties of measurement scales

Construct	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
1. Autonomy	0.687	0.690	0.526
2. Employer work-family balance support	0.855	0.843	0.729
3. Employee work-family balance	0.691	0.693	0.442
4. Organizational pride	0.711	0.726	0.574

Reliability of the constructs was then evaluated. Table 2 reports that both the Cronbach's alpha and composite reliability (CR) exceeding the threshold value of 0.6 (Malhotra, 2004), indicating good internal consistency among the items within each dimension. The variance-extracted measures (AVE) for each construct were also estimated, surpassed or being very close to the recommended cut-off value of 0.5.

The correlation results presented in Table 3 further corroborates that the square root of the AVE (shown in italic in the diagonal) of each of the scales

was greater than the correlations between each construct and all other latent variables (Fornell and Larcker, 1981; Hair et al., 2006).

Table 3.
Correlation matrix of latent factors

Construct	1	2	3	4
1. Autonomy	0.829			
2. Employer work-family balance support	0.525	0.925		
3. Employee work-family balance	0.449	0.639	0.831	
4. Organizational pride	0.516	0.433	0.380	0.843
5. Satisfaction	0.293	0.195	0.161	0.457

2.- Causal model

The overall validity of the model was evaluated with respect to best-fit indices: χ^2 Satorra-Bentler was 80.2009 with 29 degrees of freedom and a p-value of 0.0000, being χ^2/df 2.76, which is clearly below the limit of 5. Both CFI (0.948) surpassing 0.9 and RMSEA (0.069) below 0.08 indicate good fit (Hu and Bentler, 1998). Taking the significance of the robust χ^2 statistic with caution, and considering the above fit indices the model fit was suggested to be acceptable (Bollen and Long, 1993).

Table 4.
Standardised solution of the causal model

Path	Coefficient	t-Value ^a
H1: Autonomy → Employee work-family balance support	0.252*	2.453
H2: Employer work-family balance support → Employee work-family balance	0.648**	6.391
H3: Employee work-family balance support → Organizational pride	0.581**	7.756
H4: Organizational pride → Job satisfaction	0.405**	6.313

* **Significant at p-value 5% and 1% respectively
a Robust statistic

Construct	Scale (Likert scale 1-4)	Authors
<i>Autonomy (F1)</i>	Management let people make their own decisions much of the time Management trust people to take work-related decisions without getting permission first	<i>Patterson et al. 2005</i>
<i>Employer work-family balance support (F2)</i>	The company facilitates work-family balance Managers emphasize work-family balance	<i>Adapted from Carlson et al. (2003)</i>
<i>Employee work-family balance (F3)</i>	I have enough time for my family and friends I do not need to work overtime as I use to finish work within working hours. There is enough time for recreation activities	
<i>Organizational pride (F4)</i>	I feel proud to work for my company I feel proud to tell others for which company I am working	
<i>Satisfaction (F5)</i>	People are enthusiastic about their work	<i>Dolbier et al. (2005), Nagy (2002) and Wanous et al. (1997)</i>

Hypotheses 2 to 4 were confirmed at a confidence level of 99%, while hypothesis 1 was accepted at a confidence level of 95%. These results underline the appropriateness of the proposed model.

Particularly, our findings show that autonomy affects employee work-family balance ($b=0.252$), supporting the first hypothesis. This last factor is also explained by employer work-family balance with a stronger effect than the previous one ($b=0.648$), validating H2. Results also support hypothesis 3, stating that employee work-family balance is positively related to higher levels of organizational pride ($b=0.581$). In turn, this factor positively influences job satisfaction ($b=0.405$), thus confirming hypothesis 4.

Discussion and contributions

The present study sought to expand our understanding of job autonomy, work-family balance, organizational pride and job satisfaction. First, autonomy in decision-making allows employees to have flexibility in managing their time and work. This freedom will help to balance in a good manner time spent in the job and in family or leisure activities. This balance has mutual profit and synergies to workers and to the organization. So, autonomy will allow employees more flexibility in their daily work, increasing the level of work-family balance.

Our results extend previous work-family research focused on the employee work outcomes, that is, that employee work-family balance is related to organizational pride. Although pride sentiment has been linked to constructs such as organizational commitment or job involvement, very few studies in the field of work-family balance literature included it. Our results seem to indicate that employees that feel comfortable in their job and have effective work-family balance, are proud to work for their companies. This affect is a strong and perdurable feeling that enhances employee's satisfaction.

The originality of our research can be outlined in three main contributions. First, it offers a model which shows the relations between variables related to work-family balance and organizational pride. According to Carlson et al. (2013) the major gap in the work-family research is the absence of theoretical foundations that link work-family balance to organizational gaps. Research on these constructs is an original contribution because no literature has paid enough attention at these relations. We extend our understanding of the consequences of work-family balance by examining whether employee work-family balance fosters organizational pride.

Second, traditionally, work-family conflict was studied by considering the bidirectional relation between work and family conflict, that is, work can interfere with family, and family can interfere with work (Frone et al., 1992a). In

our research we propose an original classification depending on the organizational perspective: top down (employer) and bottom up (employee). Although this paper provides an original contribution to the existing literature, further research efforts are needed in order to better understand how these two constructs interact, in order to improve how work-family balance can be correctly managed.

Finally, the theoretical model proposed has broadened the antecedents and consequences of work-family balance research. Specifically, we identify autonomy as an antecedent that exerts a significant influence on employee work-family balance. Also, employee work-family balance has been found to be an antecedent of organizational pride, and this last one, an antecedent of job satisfaction.

In conclusion, our study empirically supports the relationship between job autonomy, work-family balance, organizational pride and job satisfaction. We believe that this study provides a useful measurement model that employers and employees can use to evaluate and improve work-family balance. Companies should pay attention to job autonomy and work-family balance in order to enhance organizational pride and job satisfaction. Our research tries to help companies more effectively use their human capital resources and also to implement policies that help people to take care better family role and its impact in society. Our results may serve as the criteria for managers to better enhance employee work-family balance in organizations. This article tries to help companies to implement policies that help people to take care better family role and its impact in society.

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