

Work to Family Enrichment as Mediator between Organizational Support and Employees' Performance

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Abstract

This study investigates the relationship between work to family organizational support and employees' performance, mediated by work to family enrichment. It analyses primary data, collected from the various commercial banks, operating in Sindh, Pakistan (N=401). A five point Likert type of survey questionnaire was distributed to respondents. The study applies the structural equation modeling approach (SEM) for data analysis purpose. Mediation analysis has been conducted following the procedure of Preacher and Hayes (2004, 2008) and Rucker, Preacher, Tormala, & Petty (2011).

Results show the significant main effect of work to family organizational support and the indirect effect, through work to family enrichment on employees' performance. Overall, this study establishes work to family enrichment as the missing link in the relationship between work to family organizational support and employees' performance. The study contributes theoretically by incorporating the role of social exchange theory and work family enrichment theory. Empirical contribution of this study is to confirm the effect of work to family organizational support on employees' performance and work to family enrichment as the mediator.

Keywords: work to family organizational support, work to family enrichment, work performance (in-role behavior), social exchange theory, bank employees.

1. Introduction.

An individual performs two important roles in life i.e. work and family role. Every organization wants their employees to perform at their best in their work role but simultaneously an employee has to perform family role responsibilities. Specifically in banking sector, selected in this study, the employees have to work long hours. It is hardly any day when they go back home before sunset. Moreover, due to huge competitive environment, customers are given extra care and they are obliged even after closing hours

of work. In such situation employees are likely to face incompatibility in work and family role demand and such incompatibility is known as the work family conflict (Greenhaus & Beutell, 1985). But another line of researchers argue that it is not necessary that both roles are always in conflict, rather they can be allies (Greenhaus & Powell, 2006; Marks, 1977; Sieber, 1974). Realising this positive aspect, Greenhaus & Powell (2006) presented the work family enrichment theory (WFET). According to this theory, work (family) place can provide resources to individuals to enhance their family (work) role performance. Further, social exchange theory (SET) (Blau, 1964) postulates that the social rewards provided to individuals can motivate the employees to reciprocate others. Based on WFET and SET, this research argues that due to potential resource of work to family organizational support, employees feel obligated to pay back to their organization by showing improved work performance. Boyar, et al. (2014) describes work to family organizational support as the support provided by workplace to improve the family role performance. In organizational behavior, work performance of an individual can be operationalized in term of an array of behaviors which shows the participation of an individual in any particular role (Lazarova, Westman, & Shaffer, 2010). Therefore, work performance of an individual is operationalized as the in-role behaviour which is described as the behaviour related to the fulfillment of formal job description (Williams & Anderson, 1991). Furthermore, the mechanism or process through which work to family organizational support improves work role performance of employees, is yet a black box which is needed to be unpacked. If support provided from the organization is for family related responsibilities than why such support improves work role performance? We argue that work to family enrichment is the bridge between the work to family organizational support and employees' performance. It can be described as the role of workplace in enhancing the family role performance of an individual (Greenhaus & Powell, 2006). Therefore, based on SET (Blau, 1964), we argue that work to family organizational support enhances the work to family enrichment and in turn employees feel obligated to reciprocate to their organization by showing improves work role performance. Thus, overall we propose to test work to family enrichment as the mediating mechanism in the relationship between organizational support and employees' performance.

Studies has largely investigated the effect of work related antecedents of in-role behaviour and the effect of organizational support on in-role behaviour has also been tested (Chiang & Hsieh, 2012; Kurtessis et al., 2017; Randall, Cropanzano, Bormann, & Birjulin, 1999; Riggle, Edmondson, & Hansen, 2009) but studies, testing work to family organizational support as predictor of in-role behaviour are rare. According to WFET (Greenhaus & Powell, 2006) theory, work place can provide resources to individuals to enhance their work and family role performance. Further, SET (Blau, 1964) postulates that the social rewards provided to individuals can motivate the employees to reciprocate others. Therefore, based on WFET and SET, this research argues that due to the potential resource of work to family organizational support, employees feel obligated to pay back to their organization by showing improved work role performance. Further, the process through which work to family organizational support improves performance of employees in workplace, is yet a black box. As support is provided to improve performance in family role of employees, than why such support should improve work role performance? Based on SET (Blau, 1964), we extend this relationship by

incorporating work to family enrichment as the missing link through which organizational support affects employees' performance.

The managers and organizations can understand the value of family role in employees' performance through this study. Organizations providing family related support to their employees may find their employees to perform at their highest level of energy due to the sense of obligation created by improvement in family role performance. Therefore, such improvement in family role performance may work as an impetus for employees to pay back to their organization.

2. Literature Review

Employees' performance is one of the most studied phenomenon in organizational behavior studies. Lot of antecedents of employees' performance has been investigated such as psychological empowerment (Chiang & Hsieh, 2012), organizational politics (Randall, et al., 1999), Leader member exchange, affective commitment (Casimir, Ngee Keith Ng, Yuan Wang, & Ooi, 2014), psychological contract breach (Restubog, Hornsey, Bordia, & Esposito, 2008). However, most of the studies have focused on work related antecedents of employees' performance. This research argues that along with work role, every employees has to play family role simultaneously and performance in family role can affect work role. WFET (Greenhaus & Powell, 2006) posits that workplace resources can improve the performance in work and family role. However, this research has focused on effect of underrepresented family related organizational support on employees' work performance. Further, SET (Blau, 1964) postulates that the rewards provided to employees can stimulate them and such incentives create the sense of obligation for reciprocation. But SET does not focus on the economic rewards, rather the social rewards in shape of the development of the interpersonal relationship and interactions in the workplace which give birth to the positive workplace attitudes and behaviors such as employees' performance (Cropanzano & Mitchell, 2005). Therefore, based on WFET and SET, we argue that the resources such as work to family organizational support may create the sense of persuasion to pay back by improved work role performance. An organization can provide the work to family support to their employees by allowing them to adjust their work schedule to meet their family responsibilities; employees can leave early or come late in the workplace; organization may show the care and concern for the family related issues of the employees and help can be provided to needy employees (Boyar, et al., 2014). Studies has largely investigated the effect of work related antecedents of in-role behavior and the effect of organizational support on in-role behavior has also been tested (Chiang & Hsieh, 2012; Kurtessis, et al., 2017; Randall, et al., 1999; Riggle, et al., 2009) and a positive and significant effect has been found but studies, testing work to family organizational support as predictor of in-role behavior are rare. Therefore, we propose that;

H₁: Work to family organizational support is positively associated with employees' work performance (i.e., in-role behavior).

Although, work to family organizational support may have significant effect on performance of employees but how work to family organizational support improves performance of employees in workplace, is yet a black box. As support is provided to improve performance in family role of employees, than why such support should improve work role performance? Based on SET (Blau, 1964), we extend this relationship by

incorporating work to family enrichment as the missing link through which organizational support affects employees' performance.

Work to family enrichment has been investigated as an outcome of many potential organizational antecedents such as; leadership and training qualities (Cowlshaw, Birch, McLennan, & Hayes, 2014), core self-evaluations (Bhargava & Baral, 2009), workload and supervisory support (Lu & Chang, 2014), coworkers and supervisory support (Tang, Siu, & Cheung, 2014), work support and family support (Jain & Nair, 2017). It has also been investigated as potential antecedent of many organizational attitudes and behavior such as turnover intentions, affective commitment, psychological well-being, job satisfaction (McNall, Nicklin, & Masuda, 2010); psychological strain (Kalliath, 2014); organizational citizenship behaviour (Baral & Bhargava, 2010); employees' performance (i.e., in-role behavior) (Kacmar, Crawford, Carlson, Ferguson, & Whitten, 2014). Studies have also investigated the development, affect and capital work to family enrichment as the antecedent of job satisfaction and job well-being (Kalliath, Kalliath, Chan, & Chan, 2018); work engagement dimensions and family satisfaction (Timms et al., 2015). Furthermore, it is also found as mediator (Chen, Zhang, Sanders, & Xu, 2018; Tang, et al., 2014). But the study testing work to family enrichment as mediator between work to family organizational support and employees' performance is rare. We argue that due to the family related support an employee experiences work to family enrichment and in turn he/she reciprocate to their organization by showing improved work role performance. Therefore, we propose that;

H₂: Work to family enrichment mediates the positive relationship between work to family organizational support and employees' work performance (i.e., in-role behavior).

3. Methodology

This study collected primary data from employees of commercial banks, of 05 major districts (i.e., Karachi, Hyderabad, Sukkur, Larkana and Khairpur Mir's) of Sindh Province of Pakistan. As there was no proper data available regarding the total number of employees, therefore, we collected data through convenient sampling technique. But we took some steps to have proper representation of the populations such as at 95 % confidence level, the total number of 384 can be considered as the representative of the population of around 10000000 (Saunders, Saunders, Lewis, & Thornhill, 2011). Therefore, our sample of 401 can be considered as the adequate. Convenient sampling has also been applied by other studies (Allen, 2001; Baral & Bhargava, 2010). Further, out of total respondents 88 percent were male and 12 percent were female. The sample of females was low because the overall participation of female in financial and insurance industry of Pakistan is around 4.44 percent. 31 years was the age on average of the respondents. On average, the experience of each banker was 6.5 years. We made sure that the minimum experience of each employee included in sample is 01 year or more.

3.1 Measures

This study used a five point Likert type of survey questionnaire. Data were collected in dyads. For the dependent measure-in-role behaviour, data were collected from the branch managers, and for the independent measure- work to family support from organization and mediator-work to family enrichment, data were collected from the sub-ordinate staff

working under immediate supervision of branch manager. Collecting data for employees' performance from their immediate supervisor i.e., branch manager can reduce the amount of biasness created by the self-reported measure. Boyar, et al. (2014) 07 items' scale was adopted to measure work to family support from organization. Carlson, et al. (2006) 09 items' scale was adopted to measure work to family enrichment . Van Dyne & LePine (1998) 04 items' scale was adopted to measure in-role behavior

3.2 Analysis Techniques

This study applied the structural equation modeling approach (SEM) for data analysis purpose. Although, statistical software like SPSS is easy to use but have limited use to address methodological problems like endogeneity (Antonakis, Bendahan, Jacquart, & Lalive, 2010). The problem of endogeneity can be described as, the effect of independent variable on dependent variable can't be explained due to the effect of omitted variables on dependent variable (s) (Antonakis, et al., 2010). In SEM, we can reduce the effect of endogeneity by applying different statistical tests such as determining either the model is tenable, by using the identification tests (i.e., chi-square tests of fit), by applying common method variance (CMV) tests. Further SEM has several advantages over SPSS such as; performing confirmatory factor analysis (CFA), using both observed and unobserved variables in data analysis, estimating indirect effects with ease, estimation of error variance parameters (Byrne, 2013).

First, all the initial data screening tests such as outliers detection, missing & aberrant values, normality (i.e., skewness & kurtosis) (Pallant, 2010) were performed.

Further, CFA was conducted to check the fit of measures in context of current study. Model fit indices, recommended by Hair, et al. (2010) were followed. These indices have also been used in some other studies to check the model fit (Hameed, Roques, & Arain, 2013; Kumar, Channa, & Bhutto, 2018). Our results showed appropriate model fit. The results of fit indices are given in table 1.

Table 1: Model Fit Indexes Result

Fit Indexes	Acceptable Fit Limit	Result
CMIN/DF	2-5	3.5
Comparative Fit Index (CFI)	>.90	.92
Tucker-Lewis Index (TLI)	>.90	.90
Root-Mean Square Error of Approximation (RMSEA)	≤ .08	.08

Composite reliability and convergent and discriminant validity of all the variables was also checked, following the procedure of Hair, et al. (2010). All the variables showed the composite reliability of well above acceptable level of .7. Further the average variance extracted (AVE) was also .50 and above, which shows the convergent validity. Furthermore, average shared and maximum shared variance were also less than the AVE, which shows the existence of discriminant validity. These are given in table 2.

Table 2: Reliability and Validity

Variable	CR	AVE	MSV	ASV
Work to Family Organizational Support	.87	.51	.50	.50
Work to Family Enrichment	.92	.58	.51	.51
In-role Behavior	.88	.66	.07	.06

We also investigated the issue of CMV, based on procedure of Podsakoff, et al. (2003). The CLF test showed that our items share a variance of around 17 percent, which shows that CMV was not a serious issue in our research.

4. Data Analysis

The results of descriptive statistics-mean results showed that employees perceived the work to family support from their organization. The mean results showed the existence of work to family enrichment in the employees. The mean results also showed the existence of in-role behavior among employees. Further, the correlations between Work to family organizational support and work to family enrichment and in-role behavior were also positive and significant as we proposed in hypotheses. The effect of control variables (i.e., gender, age experience) was insignificant. These results are given in table 3.

Table 3: Descriptive Statistics and Correlations

		Mean	SD	1	2	3	4	5
1	Gender	NA	-----					
2	Age	30.7	7.27	-.16**				
3	Experience	6.45	6.79	-.08	.89**			
4	Work to family organizational support	3.52	.87	.03	-.02	-.03		
5	Work to Family Enrichment	3.62	.78	.04	-.02	.02	.71**	
6	In-role Behaviour	3.74	.77	.06	.01	.04	.23**	.26**

N=401; ** = p<0.01 level, * = p<0.05 level, NA = Not Applicable

4.1 Work to Family Organization Support and Employees' Performance

Further, before testing the effect of work to family organizational support on employees' work performance (i.e., in-role behavior), as proposed in H1, we checked and found the fit of our proposed structural regression (SR) model 1 (CMIN/DF= 3.9, CFI= .95, TLI= .93, RMSEA= .08). The results of SR model 1 showed the significant effect of Work to family organizational support on employees' in-role behavior, as we proposed in H1. The effect of Work to family organizational support on employees' in-role behavior was

positive and significant ($B = .23, p < .00$). Therefore, H1 was supported. These results are consistent with studies investigating the effect of organizational support on in-role behavior (Chiang & Hsieh, 2012; Kurtessis, et al., 2017; Randall, et al., 1999; Riggles, et al., 2009), however our results are similar but different in the sense that we have specifically proposed and found the significant positive effect of family related organizational support on employees in-role behavior. Table 4 shows these results.

Table 4: Effect of Work to Family Organizational Support on In-role Behavior

B	S.E	Lower	Upper	p
.22	.05	.11	.37	.00

Biased Corrected 95% Confidence Intervals with 5000 bootstrap were used; S.E = Standard Error; N=401

We followed the procedure of Preacher and Hayes (2004, 2008) and Rucker, Preacher, Tormala, & Petty (2011) for mediation. They describe mediation as the process by which an independent variable affects the dependent variable through some intervening variable (s). Mediating effect is also termed as the indirect effect (Preacher, Rucker, & Hayes, 2007). It answers to the question like how or what is the process through which an independent variable affects dependent variable (Hayes, 2015). The simple effect of X on Y is usually termed as the total effect (c) (Preacher & Hayes, 2004). Mediation holds if the effect of X on M and in turn the effect of M on Y is significant and the total effect of X on Y and the direct effect of X on Y need not to be necessarily significant (Rucker, et al., 2011).

Furthermore, before testing the mediating effects, as proposed in H₂ we checked and found the fit of our proposed structural regression (SR) model 2 (CMIN/DF= 3.3, CFI= .92, TLI= .91, RMSEA= .07). It can be observed from the fit indices of both models that, as compared to SR model 1, SR mediation model 2 showed better fit to the data which shows the strong support for the mediation of work to family enrichment. The results of SR model 2 showed the significant mediating effects. As we proposed in H₂, work to family enrichment fully mediates the relationship between work to family organizational support and in-role behaviour ($B = .13, p < .05$). The concept of full mediation is described as, after finding the significant indirect effect, the direct effect of independent variable on dependent variable becomes insignificant (Rucker, et al., 2011). In model 1 analysis, as it can be seen in table 4 that the simple effect which is also known as total effect (Rucker, et al., 2011) is significant but in a mediation model 2, shown in table 5, the direct effect is insignificant and indirect effect is significant. Therefore, work to family enrichment fully mediates. Thus, H₂ was fully supported.

Further, Rucker, et al. (2011) argued that if someone is interested in suggesting the effect size, than there is no need to use words like partial or full mediation. In other words, they suggested that the insignificant direct effect should not stop someone from finding the other mediators. When we use words like full mediation, it means we are putting a stop to our search of further mediators. Regarding the size of effect, the indirect effects were not only significant but much more than the direct effect. These results are also consistent with the studies testing work to family enrichment as mediator (Chen, et al., 2018; Tang, et al., 2014) but our results are novel in the sense that this study investigates work to family enrichment as mediator between family related organizational support and employees' performance behavior. Table 5 shows these results.

Table 5: Mediating Effect of Work to Family Enrichment in the Relationship between Work to Family Organizational Support and In-role Behavior

	B	S.E	Lower	Upper	p
Total Effect	.22	.05	.10	.35	.00
Direct Effect	.09	.05	-.08	.27	.30
Indirect Effect	.13	.01	.006	.27	.04

Biased Corrected 95% Confidence Intervals with 5000 bootstrap were used; S.E = Standard Error; N=401

Further, figure 1 shows results' summary.

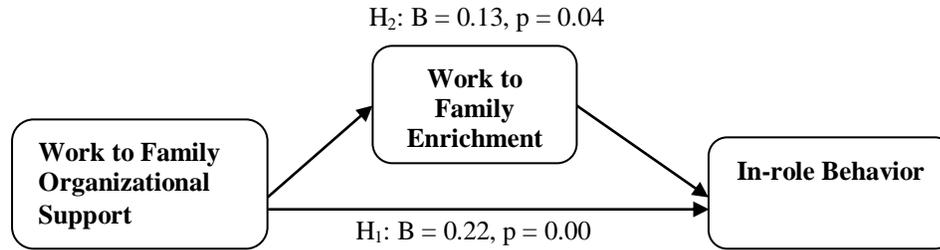


Figure 1: Results' Summary

5. Discussion and Recommendations

Our results showed the significant effect of work to family organizational support on employees' performance, as proposed in H1. These results validates the social exchange theory's concept of reciprocation. Our results showed that if organization takes care of the family role of employees than employees are likely to pay back by showing improved in-role performance. The similar results were reported by earlier studies (Chiang & Hsieh, 2012; Kurtessis, et al., 2017; Randall, et al., 1999; Riggles, et al., 2009).

Further, the results of this study showed work to family enrichment as mediating mechanism, as we proposed in H2. This mediator plays a pivotal role to bridge the relationship, such that the direct effect of organizational support on employees' performance is insignificant. It is likely so, because why would family related support enhance work performance, as support is provided by family related responsibilities. But in accordance with SET (1964) the sense of obligation created by the work to family enrichment may develop the sense of persuasion in the employees to show improved work performance as shown by the significant indirect effect of work to family organizational support on employees' performance. These results are also consistent with studies testing work to family enrichment as mediator, based on Blau (1964) SET (Chen, et al., 2018; Fung, Ahmad, & Omar, 2014; Tang, et al., 2014)

5.1 Conclusion

Based on Greenhaus & Powell's WFET and Blau's SET, this study proposed and found work to family enrichment as the significant mediator in the relationship between work to family organizational support and employees' performance.

5.2 Role of Gender Inequalities in Work Family Research

This study could not find significant effect of gender. However, it should not discourage researchers to study the gender. Specifically role of gender in work family enrichment studies has been found pivotal. In an initial study on WFE theory, Greenhaus & Powell (2006) had not paid attention to the gender differences, however, in a later study, Powell, et al. (2009) suggested gender egalitarianism in a society as the factor which can have the potential effect on work family enrichment experiences of men and women. The concept of gender egalitarianism refers to the extent to which a society promotes gender equality by reducing gender differences (Beham, Drobnič, Präg, Baierl, & Lewis, 2017). Therefore, in gender egalitarianism societies, both women and men are likely to be equally involved in their work and in care giving activities. Inspired from this thought, Beham, et al., (2017) studied the gender inequalities in 08 European countries and found that women experience work to family enrichment more as compared to men. However, contrary to their proposition, even in gender egalitarian societies, where, gender differences were low, they found women experiencing work to family enrichment more as compared to men. Following the Powell, et al. (2009), they attributed these results to the gender role expectations that women can be more motivated as compared to men, to transfer the resources available from workplace to their families. McNall, et al. (2010) in a meta-analytic review found gender as the significant moderator of the relationship between work to family enrichment and its consequences. They found that women experience work to family enrichment more as compared to men. Further in South Asian context, an Indian study by Baral & Bhargava (2011) also found that women experience work to family enrichment more as compared to men. In context of current study, usually men play the role of a bread winner and women takes the family responsibilities. Even working women give first priority to their family life in comparison to their work life (Hakim & Aziz, 1998), therefore, they acquire the workplace resources to experience work to family enrichment more in comparison to men. Consistent with this thought, Kumar, et al. (2017) conducted a study on the gender differences in the work family enrichment experiences of men and women in Pakistan. They found that women acquired supervisory support resources from workplace more to experience work to family enrichment more as compared to men. Besides this study, other studies on work family enrichment has been conducted in context of current study (Akram, Malik, Nadeem, & Atta, 2014), but they did not focus on the role of gender inequalities. A further, comparative study on gender inequalities in eastern and western context can provide more fruitful insights.

5.3 Theoretical and Practical Implications

Theoretically this research incorporated the role of SET (Blau, 1964) and WFET (Greenhaus & Powell, 2006) in the workplace. This study indorses that if organization wants their employees to perform at their best than they have to take care of the family role of employees as well. An individual has to perform both roles simultaneously. It is important for him/ her to keep balance in both role of life. Therefore, organizations providing family related support to their employees may find their employees to perform at their highest level of energy due to the sense of obligation created by family friendly environment provided by organization. The organizations in which formal support to employee in not available than in absence of such support employees may form inbound groups, for seeking informal support from their colleagues and supervisor (Khilji, 2013).

We argue that if an organization can provide a formal family friendly support than it is unlikely that employees will form inbound groups for seeking informal support.

Further, this study have clarified the mechanism or the process through which organizational support affects employees' performance. This study establishes that without this mediator the process of reciprocation can't be fulfilled. There is a black box between the organizational support and employees' performance which has been unpacked by this study. Employees enriched with enhancement in family role performance can feel obligated in turn to pay back their organization through their work role performance. Further, the insignificant direct effect of work to family organizational support on employees' performance highlights the value of work to family enrichment mediator. This study completes the missing link or path by incorporating work to family enrichment as mediator.

5.4 Methodological and Empirical Contribution

Methodologically, this research has contributed by collecting data in dyads. Employees' performance data were collected from their immediate manger, which is considered as the procedural remedy to avoid the chances of CMV, arising out due to the self-reported measures, used in data collection. Further, empirically, we contributed by investigating the mediation model through SEM technique8.2

5.5 Limitations and Future Direction

This study used the cross sectional data, which makes difficult to establish casual links. A longitudinal study may provide more in depth insights. Similarly, organizational work related support and family related support may be investigated together as antecedents in current study model. This research has investigated only work role performance as an outcome but testing work and family role performance both as outcomes may provide more comprehensive picture.

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