

Work-Family Enrichment as Predictors of Work Outcomes among Teachers

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Abstract

The present study aimed at finding out work-family enrichment as predictors of work outcomes (job satisfaction, affective commitment and turnover intentions). The sample comprised of 225 individuals involved in teaching profession was selected from the public and private colleges of Sargodha. Work-Family Enrichment Scale (Carlson, Kacmar, Wayne, & Grzywacz, 2006), Minnesota Satisfaction Questionnaire (Johnson & Weiss, 1971), Affective Organizational Commitment Questionnaire (Allen & Mayer, 1990) and Turnover Intentions Scale (Vigoda-Gadot & Kapun, 2005) were used for data collection. Work-family enrichment was found as positive predictor of affective commitment and job satisfaction but negative predictor of turnover intentions. Results also showed significant differences in affective commitment and turnover intentions among employees of private and public sectors.

Keywords: work-family enrichment; affective commitment; job satisfaction; turnover intentions

1. Introduction

Among many vital components of one's life, family and work are of prime importance. There was the time when family life and work were considered separate but now through researches it has been demonstrated that these two domains are actually very much interconnected (Dyson-Washington, 2006). Since, last few decades, the focus of many researches was on negative side of contribution in work and family roles simultaneously.

It has been observed that an individual's life become stressed and exhausted through dual participation in family and work roles (Greenhaus & Buetell, 1985) and it has been found that these conflicting situations influence on person's health and well-being negatively (Frone, 2000; Madsen, John, & Miller, 2005) and also on performance in the organization (Allen, Herst, Bruck, & Sutton, 2000). To manage the boundaries of work roles is important for the peaceful survival of a person (Rashid, Nordin, Omar, & Ismail, 2011). Researchers showed that imbalance of work role caused detrimental outcomes. Consequently, organizations are trying to manage the working conditions so that an employee can enrich not only his family life but it also has great impact on his work (Rothbard, Nancy, Dumas, & Tracy, 2006). It also has been reported by Kossek, Baltes, and Matthews (2011) that a very narrow consideration is given to this phenomena of work- family enrichment studies. Based on this logic, the present study aimed at empirical effort to analyze the work-family enrichment (WFE) as predictors of work outcomes.

1.1 Work-Family Enrichment

WFE is the degree to which what a person experiences of one role improves the life quality of his/her other roles (Greenhaus & Powell, 2006). The concept of WFE is multidimensional. The resources a person gains from work can helpful in the family life (Carlson, Kacmar, Wayne, & Grzywacz, 2006). There are five different resources that can be utilized to support work-family enrichment: psychological and material resources, physical resources, social resources, skills, perspectives, and flexibility (Greenhaus & Powell, 2006). It has been found in literature that WFE has significant relation with work outcomes. For example, Russo and Buonocore (2012) suggest that there is positive correlation has been found in WFE and job satisfaction where as recently Wayne, Casper, Matthews, and Allen (2013) support the relation between work-family enrichment and affective commitment. Before any description in case of work-family enrichment as predictors of work-outcomes, following paragraphs concisely review the nature of three constructs.

1.2 Job Satisfaction

Job satisfaction is an attitude that may be favorable or unfavorable towards their work (Newstrom & Davis, 1984). It can be divided into these dimensions such as intrinsic and extrinsic job satisfaction. Intrinsic factors include personal feelings such as recognition, attachment to the work group, advancement, responsibility and achievement. These factors are strongly related to job satisfaction (O'Driscoll & Randall, 1999). Factors like pay, reputation, promotion, insurance, pension and job working conditions are linked to extrinsic job satisfaction (Kaila, 2011).

1.3 Affective Organizational Commitment

This Commitment is known as employee's positive emotional feelings, attachment and involvement with the organization (Suliman & Iles, 2000).

1.4 Turnover Intentions

The turnover intention is the conscious and intentional thinking of employee to depart the organization (Tett & Meyer, 1993).

Literature on the relationship of WFE and job satisfaction is inconclusive. Dyson-Washington (2006) has found no significant relation between WFE and job satisfaction.

Further, Russo and Buonocore (2012) postulated that WFE was positive predictor of job satisfaction. Recently Tang, Sio, & Cheung's (2014) study has reported that WFE and job satisfaction is positively related to each other. When employees perceives that there organization is very supportive and there is positive transfer of many resources from their work to their family life than they feels happiness and satisfied from their job and less strain Salanova, Agut, & Peiró, 2005). As per the findings of literature review present study hypothesized that work-family enrichment will positively predict job satisfaction.

Literature also support that WFE and affective organizational commitment are those stronger two constructs that are interrelated like Wayne, Randel, and Stevens (2006) have concluded that work-family enrichment is positive predictors of affective organizational commitment. Recently Wayne, Casper, Matthews, and Allen (2013) supported the relation between these two constructs. Their study researched to question on sample of $N = 408$ employees and the result of their study showed that these two constructs was positively correlated with each other. The exchange process of roles from organization to family life is helpful for the commitment with organization like when employees perceive their organizations to be helping them in order to manage their work/family roles they reciprocate with more positive feelings, increase their performance in organization and shows commitment towards organizations (Rhoades & Eisenberger, 2002). As per the findings of these studies the second hypothesis of this present study is that work-family enrichment will be positively predict affective organizational commitment.

Russo (2012) found that negative relationship between WFE and turnover intentions with other aspects like high job satisfaction and commitment. Likewise, Schenewark and Dixon (2012) also supported the same notion that WFE was negative predictor of turnover intentions. As per the findings of these studies the third hypothesis of this present study is that work-family enrichment will be negatively predict turnover intentions.

Literature also suggests the significant impact of demographic variable of public and private sector employees on affective commitment, job satisfaction intentions to turnover. Public and private sector employees have different level of commitment, job satisfaction and intentions to turnover. Mihajlov, Dedic and Radovanovic (2013) conclude that the public sector employees have high job satisfaction than employees of private sector. Gupta and Pannu (2013) found that job satisfaction and commitment was high in public sector employees than private sector. Wang, Yang-De, Wang (2012) also concluded that private sector employee had high turnover intentions than public sector employees. On the basis of these literature a hypothesis is formulated that public sector employees would be high on commitment and job satisfaction and would be low on turnover intentions than private sectors.

2. Methodology

2.1 Sample

A sample of 225 lecturers was selected from twelve public and private colleges of Sargodha ($N=225$) through the G power analysis while considering the small to medium effect size with .05 alpha level. The individuals who were selected from colleges also belonged to different cities of province of Punjab. The baseline of education for both

public and private sector lecturer was Masters with minimum 2 years of job experience. The age of sample ranged between 27 to 60 ($M = 36.2$, $SD = 8.29$) years.

2.2 Instruments

All the variables were measured through self-report measures after getting formal permission to use from original authors through emails.

2.2.1 Work-Family Enrichment Scale

Work-Family Enrichment Scale (Carlson, Kacmar, Wayne, & Grzywacz, 2006) was the index of work-family enrichment. It consists of seven items. Items are anchored on likert type 5-point ranks. Alpha coefficients reported by the authors were 0.79 (Carlson, Kacmar, Wayne, & Grzywacz, 2006). High score on total scale is indicative of high work-family enrichment.

2.2.2. Minnesota Satisfaction Questionnaire

Short version of Minnesota Satisfaction Questionnaire (Johnson & Weiss, 1971) was index of job satisfaction in present study. The scale comprised of twenty items in a Likert type response format i.e., 1 = very dissatisfied to 5 = very satisfied. An alpha coefficient reported by the author was 0.87 (Hirschfeld, 2000). High score on the total scale is indicative of high job satisfaction.

2.2.3 Affective Organizational Commitment Scale

The affective organizational commitment was considered through Subscale of the Organizational Commitment Questionnaire (Allen & Meyer, 1990). Affective Organizational Commitment Scale comprised of eight items. It was five point Likert scale i.e., 1 = strongly disagree to 5 = strongly agree. Alpha coefficients reported by Allen & Meyer (1990) were 0.87 for this scale. High score on the scale is indicative of high affective organization commitment.

2.2.4 Turnover Intentions Scale

For the present study, turnover intention was measured through the Turnover Intentions Scale (Vigoda-Gadot & Kapun, 2005) comprised of six items. Response format consists of five point Likert scale i.e., 1 = strongly disagree to 5 = strongly agree. High score on the scale is indicative of high level of turnover intentions. Alpha coefficients reported by the authors were 0.81 (Sowmya & Panchanatham, 2008).

2.3 Procedure

The sample of the study was contacted directly and after their consent for participation. They were elucidated about aims and objectives of study and were requested for their written consent for participating in the study along with formal instruction to fill up the questionnaire booklet.

3. Results

Before computation of hypotheses tests Linearity and normality analysis were done. The relationship was linear than the regression analysis was used and the variables were also normally distributed. Descriptive statistics i.e., means, standard deviations and zero order correlation were initially computed followed by linear regressions and t-tests as inferential statistic tools to test study hypotheses.

Table 1: Means, Standard Deviations, Alpha Reliabilities and Correlation Matrix for all the Variables Used in the Study (N = 225)

| Scales | M | SD | WFE | JS | AOC | TI | α |
|--------|-------|------|-----|-------|-------|--------|----------|
| WFE | 36.60 | 4.52 | -- | .52** | .24** | -.24** | .80 |
| JS | 75.31 | 8.79 | -- | -- | .39** | -.19** | .81 |
| AOC | 27.96 | 4.98 | -- | -- | -- | -.53** | .67 |
| TI | 14.46 | 5.17 | -- | -- | -- | -- | .81 |

Note: WFE = Work-Family Enrichment; AOC = Affective Organizational Commitment ; JS = Job Satisfaction; TIS = Turnover Intentions Scale

**p < .01

The scales used in the study yields a satisfactory Cronbach's alpha level ranging from 0.67- 0.81. Results in Table 1 shows that work-family enrichment has significant positive correlation with JS, and AOC but have negative correlation with turnover intentions.

Table 2: Predictor of Job Satisfaction, affective Organizational Commitment, Turnover Intentions (N=225)

| Predictor Variable | JS | | | AOC | | | TI | | |
|--------------------|---------|--------------|----------|---------|--------------|----------|---------|--------------|----------|
| | β | ΔR^2 | F(Model) | β | ΔR^2 | F(Model) | B | ΔR^2 | F(Model) |
| WFE | .52*** | .27 | 84.02 | .24*** | .061 | 13.57 | -.28*** | .05 | 14.23 |

Note: WFE= Work Family Enrichment, JS=Job Satisfaction; AOC = Affective Organizational Commitment; TI= Turnover Intentions

***p < .001, df = (2, 223)

The predictive value of work-family enrichment in relation to job satisfaction, affective organizational commitment and turnover intentions was assessed with the help of linear regression analysis. Results demonstrated that model 1 was significant and had a 27% variance in job satisfaction ($R^2 = .27$). Table 2 also showed that overall the model 2 was significant {F (2, 22) = 84.02, p<.001} and contributing 6% variance in affective commitment ($R^2 = .061$). Results also showed that overall the model 3 was significant and had a 5% variance in turnover intentions ($R^2 = .05$).

Table 3: Comparison of Public and Private Sector Teachers (All Variables (N = 225))

| Variables | Private n = (101) | | Public n = (124) | | t(223) | 95% CI | | Cohen's d |
|-----------|----------------------|-------|---------------------|-------|---------|--------|------|-----------|
| | M | SD | M | SD | | LL | UL | |
| | WFE | 36.38 | 5.45 | 36.78 | | 3.60 | 0.51 | |
| JS | 76.07 | 10.09 | 74.69 | 7.55 | 0.24 | -.93 | 3.70 | 0.15 |
| AOC | 27.05 | 5.61 | 28.70 | 4.29 | -2.24** | -2.98 | -.30 | -0.34 |
| TI | 16.29 | 5.89 | 12.97 | 3.94 | 4.85*** | 1.96 | 4.67 | 0.66 |

Note: WFE = Work-Family Enrichment, AOC = Affective Organizational Commitment, JS = Job Satisfaction, TI= Turnover Intentions, UL = upper limit; LL= lower limit; CI = Confidence interval
** $p < .01$, *** $p < .001$, $df = 223$

Results in Table 3 describe the mean differences of private and public sector teachers on work-family enrichment, job satisfaction, turnover intention and affective organizational commitment. The mean difference is found to be significant on affective organizational commitment ($t(223) = -2.24, p < .01$) and turnover intention ($t(223) = 4.85, p < .001$). This implies that public sector teachers have high affective organizational commitment than private sector teachers. Mean differences also reveals that private sector teachers have high turnover intentions than public sector teachers. However non-significant mean differences are seen in job satisfaction and work-family enrichment related behaviors of teachers.

4. Discussion

The present study aimed at finding out work-family enrichment as predictors of work outcomes (job satisfaction, affective organizational commitment and intentions for turnover). The influence of public and private organization on the all variables of the study was another objective of the study.

The hypothesis was that work-family enrichment would significant predictor of job satisfaction. Linear regression analysis was carried out which depicted that work-family enrichment was significant predictors of job satisfaction (see Table 2). The result also consistent with the study of Lu, Siu, Spector, and Shi (2009) that showed that job satisfaction was positively related to work-family enrichment. Same findings were showed by Jaga and Bagraim (2011) who included employees in their study from a retail organization and they found significant positive relationship between these two constructs. Recently, Russo and Buonocore (2012) done a study on the sample of nurses and the results of their study also postulated that work-family enrichment as positively predicts satisfaction with job. Same findings were also given by various others in this field (Aryee, Srinivas, & Tan, 2005; Balforth & Gardner, 2006; Carlson, Grzywacz & Kacmer, 2010; Carlson, Grzywacz, & Zivnuska, 2009 & Lu, 2011).

Another hypothesis was that work-family enrichment would be significant positive predictor of affective organizational commitment and the results approve the hypothesis. As Wayne, Casper, Matthews, and Allen (2013) supported the relation between affective

organizational commitment and work-family enrichment. The result of their study showed that WFE was positively connected with AOC of employees. In the organizations when employees feel that their organizations are supporting to handle their family and work roles then they show more positive and favorable attitude towards their organizations (Aryee, Srinivas, & Tan, 2005; Wayne, Randel, & Stevens, 2006).

Study results also revealed that work-family enrichment was negative predictor of turnover intentions and so hypothesis was accepted and supported as Balmforth and Gardner (2006) also postulated that higher work-family enrichment was associated with lower turnover intentions. McNall, Masuda and Nicklin (2010) also explored the relation between turnover intentions and work-family enrichment and found WFE as negative predictor of intention of turnover.

On the basis of institute affiliation as a matter of demographic characteristics it was also hypothesized that public sector teacher would be high in their satisfaction with job than private sector teachers. The result showed non significant differences in terms of satisfaction with job among private and public sector teachers which rejects the present study hypothesis. Katuwal and Randawa (2007) also study the job satisfaction of private and public sector employees. They found that both private and public sector employees had by and large same level of job satisfaction. The reason behind is that today, the private sector also provides the opportunities same as public sectors. Unemployment is also on peak and people remain contented even to get private jobs.

The study also showed that public and private sector teaching employees differ significantly in terms of their affective organizational commitment. High level of commitment was found in public sector teaching employees than private (see Table 3). Finding was also in line with the study of Adekola (2012) who found that employees who belong to public sector had high level of organization commitment than private sector employees. In public sector commitment is usually enhanced by many factors. As a result commitment seems to be higher among public sector as job security is higher. On the other hand, in private sector part time employers also work. Full time worker are committed to organizations than part time. It has been found that full-time workers are more committed than part-time workers (Lee & Johnson, 1991).

The result also analyzed the differences in turnover intentions of sector wise teaching employees and result showed the significant differences in turnover intentions of public and private teaching employees which means acceptance of present study hypothesis (see Table 3). The result was in line with previous study of Wang, Yang and Wang (2012) which compared the private and public sector employees on the basis of turnover intentions and exposed that turnover intentions of private employees were different from public employees. The public sector employees were lower in turnover intentions than private sector.

5. Conclusion

Overall, the present findings suggest that organizations should provide such opportunities to its employees that can facilitate them to manage their family life. Private sector should change the culture of their organization to enhance the organizational commitment and lower the turnover rate.

5.1 Limitation and Suggestions

Like the other studies, the present study was also having some limitations. All the measures related to all construct were heavily relied on self reported data. The sample size was small and the result may depict different picture with large sample especially the results should be seen with caution when considering nationwide perspective. One dimension of organizational commitment namely i.e., affective organizational commitment was used in the study while other two, continues and normative were excluded from the study. In sample only the individuals of teaching profession were included.

Future research should use not only self reported measures but also other measures to measure construct like interviews and include other family members and colleagues to collect information. Sample size should be large and diverse profession should be included in the study for comprehensive comparison. Future research may address work-family enrichment as mediation and moderator factor of work outcomes. In further studies, Demographic variables like marital status, no. of children, working hours in organization, and positive psychology constructs like happiness, hardiness, resilience, creativity, coping strategies should be used to check out either they are correlated with work-family enrichment and work outcomes.

5.2 Implication of the Study

The present study has initiated the work on four variables i.e., work-family enrichment, job satisfaction, affective commitment and intentions for turnover among teachers simultaneously in Pakistan. The results of the study contribute to add up the theoretical knowledge in this area of research. The current study can be helpful for academicians to better facilitate their employees so that their work involvement help them to fulfill their family roles. Because of this work-family enrichment, their satisfaction with job and affective commitment towards organization would be high and turnover intention will be low. The study can also be helpful in human resource management, positive psychology and in social psychology. Furthermore this study also indicates that the private sectors also need to increase the affective organizational commitment in their employees so that their turnover may be reduced. As in this study only teachers were included as a sample, their turnover is not only be considered as a loss for organization but also for the students. So Private sector should also introduce some strategies and produce such environment that helps to increase commitment and reduce turnover intention. As money is an important factor and private sector should given enough salary to retain their employees in organization. The director of HRM should emphasis on employee's job satisfaction, flexible work environment and training so that the retention rate of employees can be increased.

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