

WORK FAMILY FACILITATION AND ITS IMPACT ON OUTCOMES IN WORK AND NON-WORK DOMAINS – AN EXPLORATORY STUDY

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INTRODUCTION

The last few years have witnessed rapid changes in the United States demographic profile (Aryee, Srinivas, & Tan, 2005). On one hand, more women have entered workforce these days, therefore more families have become dual-income families. On the other hand, single-parent families have appeared more common. According to the new statistics released in 2016 from the United States Census Bureau, the percentage of children living in families with two parents decreased from 88% to 69% from 1960 to 2016 (U.S. Census Bureau, 2016). In addition, people from diverse social and cultural background have joined today's work force. It's projected that even a higher percentage of minorities will participate in the U.S. workforce by 2020 (Society for Human Resource Management, 2012). Thus, it has been more important than ever for these working families to balance their work and family life. More than fifty percent of workers report some form of interference between work and personal lives. It is important to study work and family interface issues as it is more of a myth that employees can separate work and family domains in their lives (Kanter, 1977). The generation of technologies such as mobile devices, laptops, and convenient networks have changed the nature of the work-family interface and led the way for more permeability between work and non-work lives (O'Driscoll, Brough, & Kalliath, 2004).

LITERATURE REVIEW AND HYPOTHESES

A plethora of studies have looked at how work and family may come into conflict with each other (Bennett, Beehr, Ivanitskava & Cooper, 2016; Rotondo, Carlson & Kincaid, 2003; Wayne, Casper, Matthews & Allen, 2013). The focus of such studies is on the probable stress that individuals tend to experience from trying to manage responsibilities of both their *work* and *personal lives* (Thomas & Prottas, 2005). As mentioned earlier, research have attempted to study the antecedents and outcomes of work family conflict (Hargis, Kotrba, Zhdanova, & Baltes, 2011; Zhang, Griffeth, & Fried, 2012). Such studies tend to suggest that work-family conflict can lead to ill effects on personal and professional lives of employees. For example, turnover intentions, lower life satisfaction, lower job satisfaction, higher job stress, etc. have been recorded as unfortunate outcomes of work and family conflict (Prati & Zani, 2016, Armstrong, Atkin, & Cassandra, 2015).

Recently, there is realization that work and family can also benefit each other. Clearly, there has to be advantages as a result of performing multiple roles (family role, employee role, etc.) in one's lives (Barnett & Hyde, 2001). For example, employees may experience more financial security and sense of purpose in one's lives that may outweigh work life difficulties. It is also likely that engagement in their family and work roles can bring about positive results to employee's lives (Grzywacz & Bass, 2003). Such alternate perspectives (to those of work and family conflict) have led to research giving attention to what is known as work and family facilitation (WFF), that is likely to involve multiple dimensions and bi-directional. WFF refers to "the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)" (Frone, 2003, p. 145). Theories on work and family conflict (for example, role theory) have been used to explain

facilitation (Greenhaus & Powell, 2006; Beutell, 2015). This is problematic as WFF is likely to have its' own antecedents and consequences.

In 2007, Wayne, Grzywacz, Carlson and Kacmar developed a new theoretical framework called Resources-Gain-Development (RGD) model to try to explain work family facilitation. The basic premise of RGD model, which forms the basis of our hypotheses, is that people have a natural tendency to achieve a high level of functioning for their sake and for that of others in domains in which they are a member (for example, family, work place, etc.). This motivates people to utilize resources (either in their personal lives or those in their work environment) that are available and that assist them in development (also known as 'gains'). Example of personal life resources is support from family and that of work environment is support that exists in work environment. Gains in one domain (for example, work domain) can lead to better functioning in another domain (for example, family domain), leading to an overall work and family facilitation. Individual factors or moderators (for example, personality factor such as coping) may impact the outcomes emanating from work and family facilitation.

Based on these premises of RGD model, we proposed several exploratory hypotheses in this study, some unique to work domain and the other solely to family domain. At the time of data collection, RGD model has not been tested in depth or sufficiently, especially among academic faculty sample. As this is more of an exploratory study, we selected only minimum number of variables for each domain (work domain, family domain) which had sufficient literature emanating from studies conducted on them.

These hypotheses are listed below as well as drawn in figure 1 in appendices.

Hypothesis 1: there will be a significant and positive relationship between perceived organizational support as the work environment variable and work-family facilitation.

Hypothesis 2: there will be a significant and positive relationship between family and friends' support as the non-work environment variable, and family-work facilitation

Hypothesis 3: there will be a significant and positive relationship between work-family facilitation and family-work facilitation.

Hypothesis 4a: self-efficacy as the personality variable will moderate work-to-family facilitation.

Hypothesis 4b: self-efficacy as the personality variable will moderate family-to-work facilitation.

Hypothesis 5a: coping skills as the personality variable will moderate work-to-family facilitation.

Hypothesis 5b: coping skills as the personality variable will moderate family-to-work facilitation.

Hypothesis 6: work-family facilitation will show a significant and positive relationship with job satisfaction.

Hypothesis 7: work-family facilitation will show a significant and negative relationship with employees' intentions to leave their job.

Hypothesis 8: family-work facilitation will show a significant and positive relationship with ones' overall life satisfaction.

Hypothesis 9: family-work facilitation will show a significant and positive relationship with ones' satisfaction in personal relationship.

DATA ANALYSIS

Data were collected from academic faculty employed in four universities using an electronic survey. The survey was comprised of demographic items, work and family facilitation scales, two personality measures, work and non-work environment variables and outcome variables. All measures had a 7-point

Likert scale (1=strongly disagree and 7 = strongly agree). All variables were measured using reliable and valid scales. Details are not provided due to space limitation. Out of the 602 participants who submitted the survey online, only 534 submissions were considered for all the statistical analysis. Preliminary SAS analyses of data collected showed that one of the demographic variables 'length of service' [with one's institution] made significant differences in results. Hence, this demographic variable coded as 'nlength' was retained in the original model subjected to all further analyzes. The attached original model (figure 1) retains this demographic variable.

The data were analyzed through Structural Equation Modeling that primarily assesses the fit of the model drawn to the data. Two criteria were included to assess the fit of the model to the data. To assess the overall fit of the model to the data, chi-square statistics and the different fit indices were considered (Hu & Bentler, 1995). Only those fit indices that made theoretical and practical sense were considered. A significant chi-square statistic indicates a lack of fit of the model. However, chi-square is very sensitive to sample size. Therefore, other measures of fit as detailed below were also considered to assess the overall fit of the model. These include the Goodness of Fit Index (GFI), the Adjusted Goodness of Fit Index (AGFI), Parsimony Goodness of Fit Index (PGFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). Of these, special attention is given to CFI and RMSEA values as they are less sensitive to sample size. A CFI cut off value of .90 and an RMSEA value less than or equal to .05 are considered as a good fit (Schumacker & Lomax, 2004). While .10 is sometimes considered as an acceptable fit value of RMSEA, researchers such as Hu and Bentler (1995) had considered an RMSEA less than or equal to .08 as an adequate fit. A value of at least .90 is considered as a good fit for GFI and AGFI, while Hu and Bentler (1995) suggest that .95 or above is a good fit.

RESULTS

Results showed that 54% males and 46% females were participants in the sample that were subjected to analyses. Ninety-nine percent of the faculty members were full-time faculty members. Around 80% of the respondents reported being in a committed relationship, while 13% reported were single and living alone. 61% of the respondents reported having no children. 248 out of the 534 academic faculty members identified themselves as serving as a faculty member for over 15 years, 106 between 5 and 15 years, 143 between 2 and 5 years, and the remaining 37 serving as academic faculty for less than 2 years.

An optimum fit of Model-2 to the data was obtained when there was interconnection in the outcomes between the work and non-work domains, when Perceived Organizational Support had a significant effect on work – family facilitation, which led to Job Satisfaction and this, in turn, led to TOI, when a direct relationship between family support and life satisfaction was established, when the link between work-family facilitation and turnover intentions were removed, when a direct path from personal relationship to life satisfaction was established, when both personality factors were removed from the model, and when the proposed connections between length of service (nlength) and outcome variables in the non-work domain were removed (see Figure 2). These adjustments provided a good fit of the model with the data ($\chi^2 = 99.41$, $df = 22$, $RMR = .08$, $GFI = .96$, $AGFI = .91$, $RMSEA = .07$, $TLI = .91$, $CFI = .95$).

A summary of hypotheses after data analysis is as follows:

Hypothesis 1: A significant and positive relationship exists between perceived organizational support as the work environment variable and work-family facilitation. Hypothesis supported.

Hypothesis 2: A significant and positive relationship exists between family and friends' support as the non-work environment variable, and family-work facilitation. Hypothesis supported. In addition, family and friend's support also shows a significant and positive relationship in bringing about overall life satisfaction.

Hypothesis 3: A significant and positive relationship exists between work-family facilitation and family-work facilitation. Hypothesis not supported.

Hypothesis 4a: Self-efficacy as the personality variable will moderate work-to-family facilitation. Hypothesis not supported.

Hypothesis 4b: Self-efficacy as the personality variable will moderate family-to-work facilitation. Hypothesis not supported.

Hypothesis 5a: Coping skills as the personality variable will moderate work-to-family facilitation. Hypothesis not supported.

Hypothesis 5b: Coping skills as the personality variable will moderate family-to-work facilitation. Hypothesis not supported.

Hypothesis 6: Work-family facilitation will show a significant and positive relationship with job satisfaction. Hypothesis supported.

Hypothesis 7: Work-family facilitation will show a significant and negative relationship with employees' intentions to leave their job. Hypothesis not supported. Instead, turnover intentions was mediated through job satisfaction of academic faculty. The demographic variable, 'length of service' was also found to be significantly related to turnover intentions.

Hypothesis 8: family-work facilitation will show a significant and positive relationship with ones' overall life satisfaction. Hypothesis supported. In addition, job satisfaction also had a significant and positive relationship in predicting one's overall life satisfaction

Hypothesis 9: family-work facilitation will show a significant and positive relationship with ones' satisfaction in personal relationship. Hypothesis supported.

DISCUSSION

Based on the RGD model, this study examined the relationships between both work domain and family domain variables and work-family facilitation. Although a few proposed hypotheses were not supported in the above analysis, it is still reasonable to draw the conclusion that perceived organizational support as the work environment variable and family and friends' support as the non-work environment variable have strong impacts on work-family facilitation and family-work facilitation respectively. Work family facilitation shows significant and positive relationship with job satisfaction and family-work facilitation shows significant and positive relationship with ones' overall life satisfaction, as well as ones' satisfaction in personal relationship. Work and family interact with each other significantly. Work policies can influence family domain. If organization promotes family friendly policies, it may in turn likely benefit the work domain itself when the employees tend to have more motivation and satisfaction at work (as work policies are enabling better family facilitation). On the other hand, family situations may also influence work domain. Family and friends' support is especially important to facilitate one's work performance and the overall life satisfaction.

This study has provided evidence to support the RGD model and further enriched the literature in the work family facilitation domain. However, this study also has a number of limitations. First, we did not measure emotions of participants when they completed the survey. Second, we did not include 'age of

children' in our survey. Third, the coping scale we used in this study had low reliability. Last, our sample was academic faculty that relatively enjoy better flexibility in their jobs, which might have impacted the results. These factors should be considered in the future research.

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APPENDICES

Figure -1, *Original model tested*

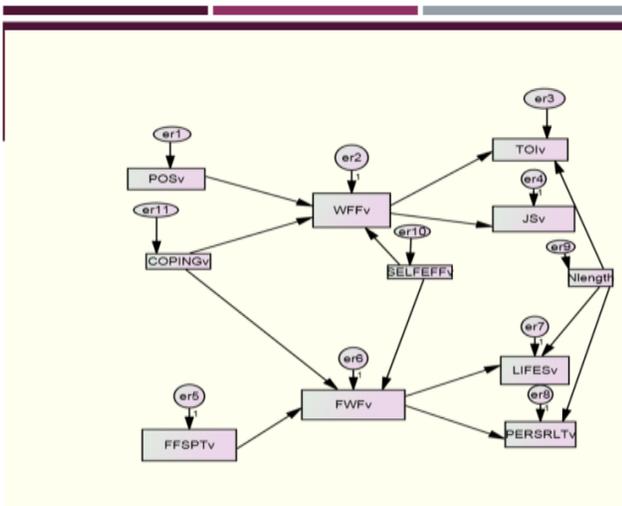


Figure 2, *Final model that had a better fit to the data.*

