

THE ROLE OF THE WORK-FAMILY CONFLICT IN THE RELATIONSHIP BETWEEN WORK-FAMILY CULTURE AND EMPLOYEE WELL-BEING

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Abstract

This study aims to determine whether the work-family conflict plays a role as a mediator in the relationship between work-family culture and employee well-being. Data were gathered from three automotive company branches in Lampung, Indonesia using purposive sampling, with $N = 165$ (80% male; average age 25 years, $SD = 7.90$). The analysis method for this study was a simple mediation test with Hayes' (2013) PROCESS macro. The result of the study showed that there were no significant positive effects of work-family culture on employee well-being, $t(162) = .29, p = .76$. On the other hand, work-family culture had significant effects on work-family conflict ($a = .58$) and work-family conflict had significant effects on employee well-being ($b = .61$). In line with the research hypothesis, there was an indirect relationship between work-family culture and employee well-being through work-family conflict as a mediator ($ab = .35$). We used the perceived organizational support (POS) theory as a framework and spillover theory to interpret the results. The findings of this study provide insights that it pays off to invest in a work-family culture because such culture is expected to give optimum advantages on well-being at work.

Keywords: organizational culture; employee well-being; work-family conflict

Abstrak

Penelitian ini bertujuan untuk mengetahui apakah *work-family conflict* dapat berperan sebagai mediator pada hubungan *work-family culture* dan *employee well-being*. Data didapatkan dari tiga cabang dari sebuah perusahaan automotif di Lampung, Indonesia dengan $N = 165$ (80% laki-laki; rata-rata usia 25 tahun, $SD = 7,90$) melalui *purposive sampling*. Dalam menganalisis data, penelitian ini menggunakan analisis mediasi sederhana dari Hayes' (2013) PROCESS macro. Hasil dari penelitian menunjukkan bahwa tidak terdapat efek positif yang signifikan dari *work-family culture* terhadap *employee well-being*, $t(162) = 0,29, p = 0,76$. Namun di sisi lain, *work-family culture* secara signifikan berpengaruh terhadap *work-family conflict* ($a = 0,58$) dan *work-family conflict* secara signifikan berpengaruh terhadap *employee well-being* ($b = 0,61$). Hasil tersebut sesuai dengan hipotesis penelitian bahwa terdapat hubungan yang tidak langsung antara *work-family culture* dan *employee well-being* melalui *work-family conflict* sebagai variabel mediator ($ab = 0,35$). Peneliti menggunakan teori *perceived organizational support* (POS) sebagai *framework* dan *spillover theory* dalam menginterpretasi hasil penelitian. Hasil dari penelitian ini menekankan pentingnya organisasi untuk mengadopsi *work-family culture* agar mendapatkan pemahaman lebih komprehensif mengenai faktor yang mempengaruhi *well-being* karyawan untuk mendapatkan manfaat yang optimum bagi organisasi.

Kata kunci: budaya organisasi; kesejahteraan karyawan; konflik kerja-keluarga

INTRODUCTION

The role of work has been the central part of human life in today's fast-paced technological era. Several work challenges such as long-distance commutes to and from the workplace or conference call meeting with customers from different time zones, could affect the

quality and time spent with the family (Andreassi & Thompson, 2008). In responding to the employees' challenges, the concept of work-family culture in organizations was initiated in the work-family literature (Mauno, Kinnunen, & Pyykkö, 2005). Work-family culture is a shared value, belief, and assumption in the organization that

supports employees' efforts to balance work and family life (Mauno et al., 2005; Watanabe & Falci, 2016). This definition is following the basic concept of organizational culture by Schein (2017) which states that organizational culture is a structure inherent in the organization and rooted in the values, beliefs, and assumptions held by its members. There are several terms used by organizations related to work-family cultures, such as supportive family organization (Allard, Haas, & Hwang, 2011; Wu, Uen, Wu, & Chang, 2011), work-family climate (Watanabe & Falci, 2016), and family-friendly culture (Heras, Bosch, & Raes, 2015).

Thompson, Beauvais, and Lyness (1999) explained that there are three dimensions of work-family culture. Organizational time demands as the first dimension are the extent to which the organization expects its employees to complete work and can prioritize work over family (Andreassi & Thompson, 2008). Several types of industries, such as hospitals or banks, are known as organizations with high demand. They require employees to work overtime, even on the weekends (Andreassi & Thompson, 2008). The second dimension is perceived negative career consequences. This dimension refers to the extent to which an employee perceives the consequences of their career, both positive and negative, to take advantage of work-family benefits (Andreassi & Thompson, 2008). The last dimension is managerial support and sensitivity to employees' family responsibilities. This dimension describes the extent to which a manager is responsive and can accommodate the needs of the employee's family (Andreassi & Thompson, 2008). Work-family culture is a crucial element in an organization because it allows employees to balance their roles and tasks (Thompson et al., 1999). Previous empirical studies have proven that work-family culture is associated with various positive employee attitudes such as increased job satisfaction and organizational commitment (Lo Presti, Spagnoli, Ghislieri, & Pluviano, 2017; Mauno, Kinnunen, & Feldt, 2012). Besides, research by Mennino, Rubin,

and Brayfield (2016) showed that work-family culture is associated with a low level of work-family conflict. Other studies have also shown that work-family culture has a relationship with employee well-being, which is demonstrated with decreased job burnout and increased work engagement (Mauno, 2010; Mauno et al., 2005; Zeng, Permyakova, Smolianina, & Morozova, 2020).

One of the variables that are influenced by work-family culture in this study is employee well-being. Page (2005) defined employee well-being as a perception of the welfare felt by employees from their work, both intrinsically and extrinsically. Organizational practitioners have to understand employee well-being because it is an essential organization issue and has positive impacts on both the workplace and family (Avey, Luthans, Smith, & Palmer, 2010). Perceived organizational support (POS) theory is the most commonly used theory to explain the relationship between work-family culture and positive organizational outcomes, as well as employee well-being. This theory explained that organizations care about their employee well-being and will show concern for employees' needs, problems, personal goals and develop strategies to support the improvement of employee well-being and health (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). In this case, when employees perceive the organization showed sensitivity to their needs - including family issues - a reciprocal relationship emerges so that the employees demonstrate a positive attitude more often (Mauno, 2010). This statement is in line with the value congruence perspective, that states the harmony between the organization's values and employees' value will create a feeling of prosperity (Edwards & Cable, 2009; Molina, 2016). An individual will enjoy working if they perceive organization supports in optimizing family life (Edwards & Cable, 2009). An organizational culture that supports the balance of work-life and family-life will create a comfortable place to work (Peeters, Watez, Demerouti, & Regt, 2009).

Several studies investigated the relationship between work-family culture and employee well-being and have found a weak correlation between the two variables (e.g. Santos, Goncalves, & Gomes, 2013). Various studies have also stated that there is a potential mediator variable between work-family culture and well-being (Mauno, 2010; Mauno et al., 2005). Nevertheless, the research focusing on the possibility of an indirect relationship between work-family culture and the outcome of these variables is still limited (Peeters et al., 2009). Several studies have shown that work-family conflict is an antecedent of well-being at work (e.g. Winefield, Boyd, Winefield, 2014). Work-family conflict refers to problematic situations as a result of overlapping demands from work and family domains (Huffman, Culberston, Henning, & Goh, 2013). Various studies suggest that work-family conflict can function as a mediator between variables related to work conditions and employee health conditions (e.g. Sugawara et al., 2017). The mechanism that explains work-family conflict can become a mediator in the relationship between work-family culture and employee well-being is when employees perceive support from the organization in family-related matters, they can balance roles between work and family life, and the attitude can affect employees' well-being (Peeters et al., 2009). The same logic can occur in non-supportive work-family cultures (Peeters et al., 2009). Support from supervisors is an implementation of work-family culture

(Gordon et al., 2007). Supervisors with support for the employees' work-life and family-life balance can lower the level of work-family conflicts (Gordon et al., 2007). The supervisor provides social support, which is played as a coping mechanism for employees in adjusting themselves to their dual roles and dealing with life stressors to improve well-being (Gordon et al., 2007). Conversely, supervisors with no support for employees' effort to balance work and family life could increase work-family conflict because the pressure from dual roles also increases, thus affect employee well-being.

Most research on work-family culture has been conducted in the Western, and few studies obtained samples in Asia (e.g. Andreassi & Thompson, 2008; Coronel, Moreno, Carrasco, 2010; de Janasz, Behson, Jonsen, & Lankau, 2013; Fiksenbaum, 2014; Heras et al., 2015; Lo Presti et al., 2017; Pagán Castaño, Maseda-Moreno, Santos-Rojo, 2019; Peeters et al., 2009; Wu et al., 2011). Based on the literature, research examining the indirect relationship between work-family culture and employee well-being are still limited, and therefore and it is essential to examine the existence of a mediator variable. Hence, this study aims to examine whether work-family conflict plays a role as a mediator variable in the relationship between work-family culture and employee well-being in a sample of Indonesian workers.

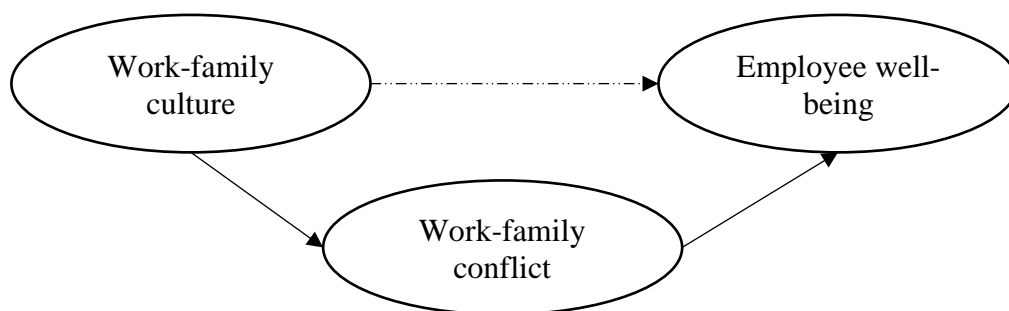


Figure 1. Research Model

METHOD

This study is a cross-sectional study with a quantitative design and aims to examine the variables of work-family culture, employee well-being, and work-family conflict. The subjects in this study are all employees from three branches of an automotive company in Lampung Province, Indonesia. We used purposive sampling technique, so the sample is selected with specific consideration. The criteria for research participants are organic employees with a minimum work experience of one year at the organization. We assumed that within one year of working experience in the organization, employees have formed a better understanding of the organization's culture. Before collecting data, we first adapt the work-family culture and work-family conflict scale into Indonesian because these instruments are not available in the Indonesian version. The instrument adaptation process was a translation, back-translation, committee review, and pretesting (Colina, Marrone, Ingram, & Sánchez, 2017). The details of the translation process are as follows: (a) Two-people, a bilingual and a student in organizational and industrial psychology with excellent content understanding and have English proficiency, translated the instruments into Indonesian; (b) The translated into Indonesian items were re-translated into English by two bilingual people, who have never read the items; (c) The items were compared with the original items in English, then adjusted if there was an irrelevant meaning. The comparison process involved an expert panel, namely the research supervisor; (d) the readability test of the instrument to six people consisting of students and employees.

Furthermore, we conducted a pilot study on 42 automotive employees in Jakarta to test the reliability of the adapted instruments. Reliability value was obtained by considering the reliability coefficient value and internal consistency, which is comparing the correlation value of each item with the total item of the instrument (Revicki, 2014). For

validity, we used face validity. The research supervisor and human resource managers discussed the instrument and complete a self-report survey with paper and pencil method for data collection of face validity. In minimizing common method bias, we then randomized the item responses as recommended by De Jong, Pieters, and Fox (2010). We informed all participants about the participant's criteria, the study's purpose, and the guidance in completing the survey. The data were collected within one week.

The instruments in this study include the work-family culture scale, the workplace well-being index, and the work-family conflict scale. In measuring the work-family culture, we used the adapted instruments from Thompson et al. (1999). The total items of the instrument are 20 items with a reliability coefficient of .75. An example of an item is: "employees in this company can balance work and family life". In measuring employee well-being, we used an instrument constructed by Page (2005) and adapted to Indonesian by Sawitri (2013) with an adequate reliability coefficient of .83. The total items on this instrument are 14 items, with item example: "I feel satisfied with the responsibility the company has assigned to me". The third variable in this study is work-family conflict, which was measured by a scale from (Carlson, Kacmar, and William (2000) that has already been adapted to Indonesian. The instrument consists of 18 items with a reliability coefficient of .91. Item example is "the jobs in this company unable me to gather with my family". The three instruments used a 6-Point Likert scale (1 = strongly disagree, to 6 = strongly agree).

We also controlled several demographic variables such as age, gender, marital status, and the number of children. Based on Honda, Abe, Date, and Honda (2015), four types of roles combinations in the family are: (a) An individual as an employee; (b) An individual with a combination role, as an employee and parents; (c) An individual with a combination

role, as an employee and children caring for parents; (d) Sandwiched or a combination role, as an employee, parents, and children caring for parents. These role combinations enable employees to answer family questions, even though not married.

Table 1.
Respondent Demographic Characteristics

Demographic Characteristics	<i>f</i>	%
Gender		
Male	132	80%
Female	33	20%
Age		
< 25	39	23.6%
26 – 35	85	51.5%
36 – 55	41	24.8%
Educational Background		
Senior High School	94	57%
Associate degree	13	7.9%
Bachelor	55	33.3%
Master	3	1.8%
Position		
Staff	155	94%
Supervisor	5	3%
Manager	5	3%
Marital Status		
Married	68	41.2%
Single/ unmarried	97	58.8%
Number of Children		
1	41	24.8%
2	28	17%
> 3	16	8.5%
Job Tenure		
< 2 years	47	28.5%
3-10 years	84	50.9%
> 11 years	34	20.6%

Note. *N* = 165.

We collected 183 respondents (response rate: 87.1%). However, 18 respondents were not included due to incongruency to the criteria. Table 1 shows the demographic characteristic of the respondents. The majority of respondents were male, 132 people (80%), 94 respondents (57%) have a high school educational background, 55% were staff, and 58.8% were unmarried.

The present study used the IBM SPSS Statistic version 25 for data analysis. Furthermore, we used the PROCESS macro

from Hayes (2013) in the SPSS statistical application to examine the mediating role of work-family conflict in the relationship between work-family culture and employee well-being. We implemented the mediation analysis model 4 with 5000 bootstraps.

RESULTS AND DISCUSSION

Before the hypothesis, we examined the relationship between demographic variables and the dependent variable. Age was not significantly related to employee well-being

($r = -.101, p = .198$). The job tenure was not significantly related to employee well-being ($r = -.163, p = .082$). The number of children has a significant negative correlation with

employee well-being ($r = -.194, p = .012$). In other words, the more children the employees have, the less likely well-being they will experience.

Table 2.
Correlation Between Variables

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Age	80.82	7.90	-	-	-	-	-	-
2. Job Tenure	7.45	7.34	.840**	-	-	-	-	-
3. Children	1	1.06	.639**	.532**	-	-	-	-
4. <i>Work-family culture</i>	4.00	.50	.177*	.168*	.193*	-	-	-
5. <i>Employee well-being</i>	4.15	.94	-.101	-.136	-.194*	.212**	-	-
6. <i>Work-family conflict</i>	3.73	.75	.007	-.038	.002	.389**	.499**	-

Note. * $p < .05$ (two tailed). ** $p < .01$ (two tailed).

Table 3.

Path Coefficients, Indirect Effects, and 95% Bias-Corrected Confidence Interval in Predicting the Score of Employee Well-Being ($N = 165$)

Path	Effect	BootLLCI	BootULCI	<i>SE</i>	<i>t</i>	<i>p</i>
Total effect (<i>c</i>)	.3958	.1142	.6674	.1426	2.7758	.0062
Direct effect (<i>c'</i>)	.0406	-.2311	.3132	.1376	.2951	.7683
a	.5803	.3675	.7932	.1078	5.3834	.0000
b	.6120	.4301	.7939	.0921	6.6435	.0000
Total indirect effect	.3552	.2129	.5207	.0797	2.7758	.0062

Note. BootLLCI = Bootstrapping Lower Limit Confidence Interval. BootULCI = Bootstrapping Upper Limit Confidence Interval. *SE* = Standard Error.

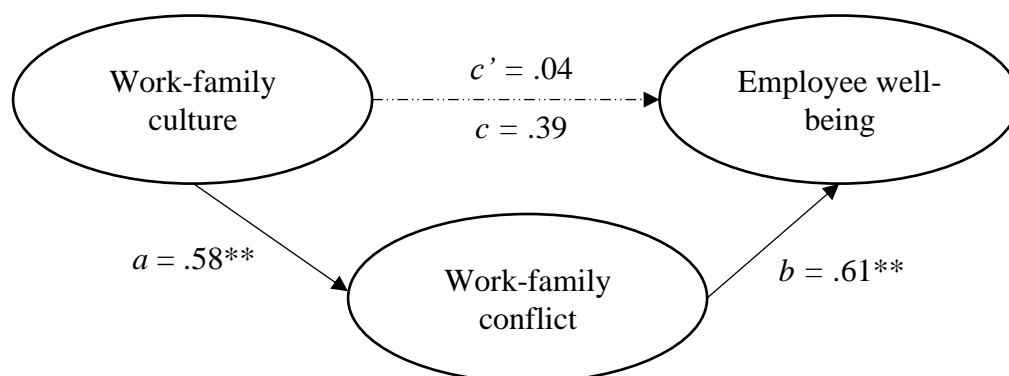


Figure 2. The Relationship Between Work-Family Culture and Employee Well-Being through Work-Family Conflict.

In testing the research hypothesis, we used a mediation analysis from Hayes (2013). Hayes and Little (2018) stated that this method provides measurements of various indirect effects and the bootstrap confidence interval for inference of the effect size. Besides, Hayes and Little (2018) explained that the PROCESS Hayes macro prevent type II errors

in mediation that often occur in the Baron and Kenny method (Preacher & Hayes, 2004). The mediation analysis of Hayes (2013) explained that there are conditions to be considered in assuming the role of a mediator. First, the independent variable or work-family culture can be a predictor of the mediator variable, which in this study is work-family

conflict. Based on data analysis, it was found that work-family culture contributed 17% ($R^2 = .17$) to the variance in work-family conflicts with a value of $b = .58$, $t(163) = 5.38$, $p < .001$. These results prove that work-family culture and work-family conflict have a significant correlation. Second, the results showed that the work-family conflict variable and employee well-being variable have a significant correlation with the value of $b = .61$, $t(162) = 6.64$, $p < .001$. Because these paths produced significant values, according to Baron and Kenny (1986) there is a mediation role. Besides, the result showed that the direct effect of the mediation regression analysis demonstrates an indirect effect as indicated by the low coefficient value of $b = .04$, $t(162) = .29$, $p = .76$. Based on these results, the direct effects between work-family culture and employee well-being were not significant. Figure 2 shows the regression results and indicates that there was an indirect effect between work-family culture on employee well-being through work-family conflicts, with $b = .39$, $t(163) = 2.77$, $p < .01$. These results supported the research hypothesis that there was a fully mediating role of work-family conflict in the relationship between work-family culture and employee well-being. Table 2 presents the means, standard deviation, and correlations of all variables in this study.

In line with previous studies, this study found that organizations with work-family culture are associated with employee well-being (Andreassi & Thompson, 2008; Coronel et al., 2010; Mauno, 2010). The results of this study support the perceived organizational support theory explaining that proactive organizational attitude in considering employee needs - including family issues, can improve the level of well-being (Rhoades & Eisenberger, 2002). This study showed that the relationship between work-family culture and employee well-being was fully mediated by work-family conflict. Conversely, research conducted by Mauno et al. (2005) in Finland found the relationship between work-family conflict and well-being in terms of

psychological distress, was partially mediated by work-family conflict. One of the factors that could influence the discrepancies in research findings is that the cultural characteristics are different between eastern and western countries. Based on Hofstede (2015) about cultural dimensions, Finland is categorized as an individualistic country. The literature suggests that in individualistic cultures, personal autonomy culture exists. The provision of individual freedom such as support to live independently, cohabitation, the birth of children without marital ties, and divorce influence the employee well-being so that the source of employees' well-being does not necessarily stem from conflict within the family (Britton, 2013; Brown & Wright, 2016). In contrast to collectivist countries like Indonesia, Britton (2013) explained that individuals tend to stay with their closest person, especially parents or family, to maintain the relationships, and therefore individuals will be ready to provide financial, emotional, or other forms of support. Consequently, it is predictable that the family plays an essential role in employee well-being.

The spillover theory can explain the results of this study (Staines, 1980). We argue that the core values of work-family culture implemented by employees can stimulate positive spillover effects such as teamwork and open communication. The positive effects can disseminate to tasks or activities they usually performed at home (Sok, Blomme, & Tromp, 2014). The positive effects can also reduce the possibility of work-family conflicts. Therefore, an organization needs to adopt a work-family culture, and a non-responsive work-family culture is an obstacle for the organization. Mauno et al. (2005) stated that non-responsive work-family culture could intensify work-family conflict, which will then negatively have a spillover effect on decreasing employee well-being.

Our study leaves some room for improvements. First, this study used a cross-sectional method; consequently, this study

cannot conclude the causal effect and precisely detect the spillover effect. For future studies, we suggest conducting a longitudinal study to address these limitations. Second, this study has a limitation in generalization, because the sample is restricted only in automotive industry workers in Lampung Province. The automotive industry is an industry with male-dominated workers. This study has 80% male respondents, and therefore gender differences can impact the perceptions of employee well-being. Research conducted by Wilks and Neto (2013) found that women have lower workplace well-being than men. Hence, we expect further empirical research considering the generalization issues by expanding the scope of the sample. Third, this study did not perform analysis at the organizational level, but at the individual level. Mauno (2010) explained that in examining the relationship between culture or climate and well-being, measuring the level of quality of cultural perceptions (phenomena between groups) is more important than the number of consensuses. Employees from one organization may have the same perception of certain cultural elements or will have different perspectives on other matters. This result implies that employees coming from the same organization, only share a part of their perceptions regarding work-family (Mauno, 2010). This limitation requires a more in-depth research method such as a qualitative research method.

This research implies that organizations with non-work-family culture should consider the implementation of work-family culture, which has a positive impact on employees, one of which is their well-being at work. We extend the previous research by using the POS theory to explain that a supportive work environment can lead to employees' positive emotions because they perceived the organization cares about the balance between their work and family life, thus, will lead to their well-being. This research has implications for practical matters. Indonesia is facing a high work-life balance problem in recent years, including the increase of dual-

earner couples (Sushil, Connel, & Burgess, 2016). HR consultants and organizational managers can create a procedure or system, in which the work-life-balance role in family and workplace can function. Besides, the practice of working arrangements varies in recent times, such as work from home or remote working, and the availability of daycare in the office. As a first step, organizations can collect information and data from Human Capital about the well-being issues and discuss the strategies to balance family life and employee work through surveys, interviews, and discussions. The data collection results are the basis for the arrangement of work regulation and policy that is considered appropriate to the employee's condition.

CONCLUSION

This study found a relationship between work-family culture and employee well-being through work-family conflict among 165 employees in the automotive industry. The results of this study indicate that work-family conflict has a full role as a mediator. The work-family conflict variable as a mediator in the relationship between work-family culture and employee well-being leads to a conclusion, that non-responsive work-family culture potentially becomes an obstacle for the organization. Non-responsive work-family culture intensifies work-family conflicts, which in turn, will have a spillover effect on decreasing employee well-being.

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