

Gender as Moderator of the Relationship between Supervisory Support and Work to Family Enrichment

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Abstract

This research investigates the moderating role of employees' gender on relationship between family related support from supervisor and employees' work to family enrichment. A survey questionnaire was used to collect the primary data from the banking sector employees (N= 401). It was found that family related support from supervisor is positively associated with employees' work to family enrichment. Further, gender was found as moderator. The positive relationship between supervisory support and work to family enrichment was stronger for women in contrast to men. Based on work family enrichment theory (WFE), this research contributed by testing the main effect of family related support from supervisor on work to family enrichment and the moderating effect of employees' gender.

Keywords: Family Related Support from Supervisor, Work to Family Enrichment, Gender, Work Family Enrichment, Moderation

1. Introduction

The employees working in banking sector of Pakistan have very hectic schedule. Employees have long work hours. Further, in reality there is no time limit (Bashir & Ismail Ramay, 2010). In a very competitive environment, the work load on the employees in banks has been increasing (Kumar & Arain, 2014). In such as critical situation it is very difficult for employees to balance their work and family role. Work family enrichment (WFE) theory (Greenhaus & Powell, 2006) posits that employees' performance can be improved if workplace provides the resources. According to WFE theory, the concept of WFE is bi-directional. The one direction- work to family enrichment (WTFE) refers to the extent to which workplace resources improves performance of individual in family role and another direction-family to work enrichment refers to the extent to which resources provide by home or family members improve performance of individual in work role. However, the focus of this research is the extent to which workplace resources improves employees' family performance, and thus the relevant direction for this study is WTFE. As this research has been conducted in collectivist cultural context (Hofstede, 2016; Khilji, 2013), therefore, supportive culture such as supervisory support, within the workplace can be very helpful to improve the performance of employees (Bashir & Ismail Ramay, 2010). Therefore this research has included supervisory support as the resource for improving employees' WTFE level. Further, the social support can be provided either for work related domain or for the family related domain. As the social support from supervisory for either the general or work related domain has already been tested (Frese, 1999; Seiger & Wiese, 2009; Wadsworth & Owens, 2007), therefore, this research has focused on the extent to which family related domain social support from supervisor enhances WTFE in the employees. Therefore, incorporating WFE theory (Greenhaus & Powell, 2006), this research intend to test the effect of family related social support from supervisor on employees' WTFE.

Further, the cultural context of the current study indicates that the people with feminine characteristics give more preference to quality of life, cooperation and caring of each other (Hofstede, 2016). Furthermore, Hakim & Aziz (1998) argues that the first priority of women, in this part of world is their children, husband, family and they give second priority to work life (Hakim & Aziz, 1998). Therefore we may argue that the women may acquire workplace resources such as supervisory support more as compared to men (Baral & Bhargava, 2011; McNall, Nicklin, & Masuda, 2010) to manage their family responsibilities. Thus, this study further contributes by testing gender as moderator in the positive relationship between supervisory support and WTFE.

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Overall, we seek to contribute in work family interface studies by testing the main effect of supervisory support on WTFE and the role of employees' gender as moderator.

1.1 Problem Statement

The employees working in banking sector of Pakistan have very hectic schedule. Employees have long work hours and to add this there is no time limit (Bashir & Ismail Ramay, 2010). In such as critical situation it is very difficult for employees to balance their work and family role. As this research has been conducted in collectivist cultural context (Hofstede, 2016; Khilji, 2013), therefore, supportive culture such as supervisory support, within the workplace can be very helpful to improve the performance of employees (Bashir & Ismail Ramay, 2010). This research proposes family related domain social support from supervisor as the workplace resource for improving the WTFE in the banking sector employees.

Further, it's hard to find any study which investigates the varying role of gender in the relationship between supervisory support and WTFE. Hofstede (2016) argues that feminine characteristics oriented people give more value the quality of life. More specifically, women as compared to men give more value to their family life as compared to work life (Hakim & Aziz, 1998). Therefore it will be interesting to investigate that the supervisory support engender WTFE in the women more as compared to men.

1.2 Research Questions

- What will be the effect of family related support from supervisor to engender positive experiences of WTFE?
- Does family related support from supervisor engender WTFE in the women more as compared to men?

1.3 Objectives

- To examine the effect of family related support from supervisor on WTFE.
- To investigate gender as the moderator in the relationship between family related support from supervisor and WTFE.

2. Theoretical Frame Work & Hypotheses

The role of supervisor in the workplace is of essence. On the one hand if supervisor's behavior is positive than it can lead to many positive workplace outcomes such as low turnover, improved performance of employees. On the other hand if the supervisor is abusive, than he or she may become the agent of employees turnover, low level of performance, work family conflict. Considering the positive side of supervisor, the concept of supervisory support is usually considered as the informal social support provided by supervisor to their subordinates (Behson, 2005) . Further According to Boyar, et al. (2014) such support provided can either be work related or family related. A supervisor can improve the performance of an employee in family role by allowing him to adjust his/her work schedule, to come a bit late in office or leave early, advising him in family related issue. Further the cultural context of a country can be very helpful to understand either the people living within that country may support each other or they prefer to live individually. According the Hofstede (2016), people living in individual cultural context give priority to help themselves and in collectivist cultural context people are likely to help each other. As the collecivist cultural context prevails in this part of world (Hofstede, 2016; Khilji, 2013), therefore, we may expect the supervisor to be supportive of employees to provide them support. As the social support from supervisory for either the general or work related domain has already been tested (Frese, 1999; Seiger & Wiese, 2009; Wadsworth & Owens, 2007), but this research intend to testify the extent to which family related domain social support from supervisor can enhance WTFE in the employees. We have incorporated family domain social support instead of general or work related social support because theoretically it can be the more effective predictor of WTFE. As WFE theory proposes that in order to incur enrichment, the resources provided by one role should improve performance in other role. Further, the meta analytic study of Kossek, et al. (2011) found that family related support has more significant negative effect on work family conflict as compared to general support, therefore we may presume that family related support can be more helpful in engendering WTFE as compared to general or work related support. Further, in our context, majority of the studies have investigated the negative side of work family interface (Ahmed & Muhammad Muddasar, 2012; Ashfaq, Mahmood, & Ahmad, 2013; Malik & Khalid, 2008) but this study has looked into the positive side i.e., WTFE. Therefore, based on WFE theory (Greenhaus & Powell, 2006), we propose that the family

related social support from supervisor will engender the WTFE in the employees. Thus, we hypothesize that;

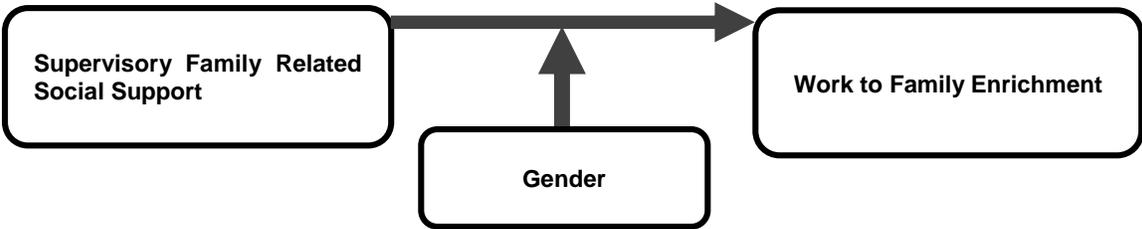
H1: Family related social support from supervisor is positively associated with employees' work to family enrichment.

Lot of research has been conducted on gender differences in organizational behaviour studies. In context of work family interface, much of the research has studied the gender differences in the work family conflict experiences of men and women. However, the studies on gender differences related to positive side of work family interface are rare. This research intends to examine the extent to which women or men experience WTFE more due to the supervisory support. McNall, et al. (2010) argues that women may acquire workplace resources more as compared to men because they give more time to their family responsibilities. People with feminine characteristics give more preference to quality of life, cooperation and caring of each other (Hofstede, 2016). Furthermore, Hakim & Aziz (1998) argues that the first priority of women, in this part of world is their children, husband, family and they give second priority to work life (Hakim & Aziz, 1998). Chen, et al. (2016) tested gender as the moderator between flexible work arrangement and WTFE. Cinamon (2006) argues that female give more preference to their family life as compared to work life, therefore it is likely that they will experience more work to family conflict. Their study result also showed existence of more work to family conflict among young women more in comparison to young men. Baral & Bhargava (2011) tested gender as moderator in the relationship between WTFE and its antecedents. Therefore, based on these studies we argue that women are likely to gain more resources from workplace to manage their family role. As gender has been tested as moderator but gender as moderator in the relationship between family related social support from supervisor and WTFE is hardly tested. Therefore, it will be interesting to test the extent to which either men or women acquire more resources for experiencing more WTFE. Thus, we hypothesize that;

H2: The gender will moderate the relationship between family related social support from supervisor and work to family enrichment such that the positive relationship will be stronger for women as compared to men.

3. Research Model

Figure 1: Research Model



4. Data Collection, Analysis Techniques and Procedure

A survey questionnaire was used to collect the primary data from the banking sector employees. Data were collected from the banks of 05 districts of Sindh province of Pakistan. This study used convenient sampling method. According to De Voss (1998), if the total population is unknown than it is reasonable to collect data through convenient sampling. As the data were collected from commercial banks and the information for the total population was not available. Therefore refereeing the table of Saunders, et al. (2011), we included a sample of more than 384, which is considered as representative of the 10000000 population at 5 % level of confidence. As the total labour force of Pakistan is around 5.75 crores and the total labour force of Sindh province is around 1.36 crores. Further only 1.8 %d of total employed force, works in other industry which also includes banking sector ("Labour Force Survery 2014-15," 2015), Therefore, the sample size of 401 selected in our study can be considered as the representative of whole population. Further, author personally visited all the branches of banks and discussed with each employee to make sure that respondents do not have any issue in filling questionnaire. We distributed around 550 questionnaires but after rejecting the wrongly filled questionnaires, 401 were finally included in the study.

The response rate for this research was 72 %. Out of total sample, 12 % were female and 88 % were male. As the number of female employees in each bank was around 10 to 20 percent, therefore the response rate of female is around 12 % only.

4.1 Measures

A five point Likert type of survey scale was used. For measuring the Family related support from the supervisor, Boyar, et al. (2014) 06 item scale was used and Carlson, et al. (2006), 09 items scale was used to measure WTFE.

4.2 Data Analysis

This study analyzed the data through SPSS-20 and analysis of moment (AMOS). Initially, all the preliminary data screening tests were performed. Such as data screening tests were conducted for outliers, missing & aberrant values, normality (i.e., skewness & kurtosis) (Pallant, 2010). The proposed hypotheses were tested through linear regression analysis. The moderation analysis were conducted using the mod probe macro developed by Hayes (2009). In order to check the effect of moderator i.e., gender, at different levels of moderator, the slopes were plotted following the procedure of Aiken, et al. (1991).

Further, we conducted confirmatory factor analysis (CFA) through AMOS. The common fit indices such as TLI, CFI, RMSEA (Hair, Black, Babin, & Anderson, 2010) were considered in the CFA. The initial CFA results of fit indices were poor (CMIN/df = 6.835, CFI = .870; TLI = .840, RMSEA = .121) but fit indices improved significantly to acceptable level when we connected the covariance of items with high modification indices (CMIN/DF = 2.985, CFI = .964, TLI = .948, RMSEA = .070).

The reliability and validity (i.e., convergent and discriminant) were checked based on the method of Hair et al. (2010). Our all the measures fulfilled these criteria. Table 1 shows these results.

Table No. 1: Reliability and Validity

Variable	CR	AVE	MSV	ASV
Supervisory Support	.88	.56	.50	.50
Work to Family Enrichment	.93	.59	.50	.50

CR= Composite Reliability, AVE= Average Variance Extracted, MSV= Maximum Shared Squared Variance, ASV= Average Shared Squared Variance.

The descriptive statistics results showed the existence of supervisory support and WTFE in the employees of banking sector. The correlations between the supervisory support and WTFE were positive and significant. However, the correlations of demographic variables i.e., gender, with WTFE were insignificant. Table 2 shows these results.

Table No.2: Descriptive Statistics and Correlations

	Mean	SD	1	2
1 Gender	NA	---		
2 Family Related Supervisory Support	3.50	.91	.03	
3 Work to Family Enrichment	3.62	.78	.04	.66**

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

5. Results

The regressions results showed that supervisory support has positive and significant effect on WTFE ($\beta = .56$, $p < .01$). Therefore, hypotheses H1 was fully supported. The results are given in table 3. Further, the moderation analysis results showed that the moderating effect of gender in the relationship between supervisory support and WTFE was significant but only at p -value $> .05$ ($\beta = .18$, $p < .10$). The results are given in table 3.

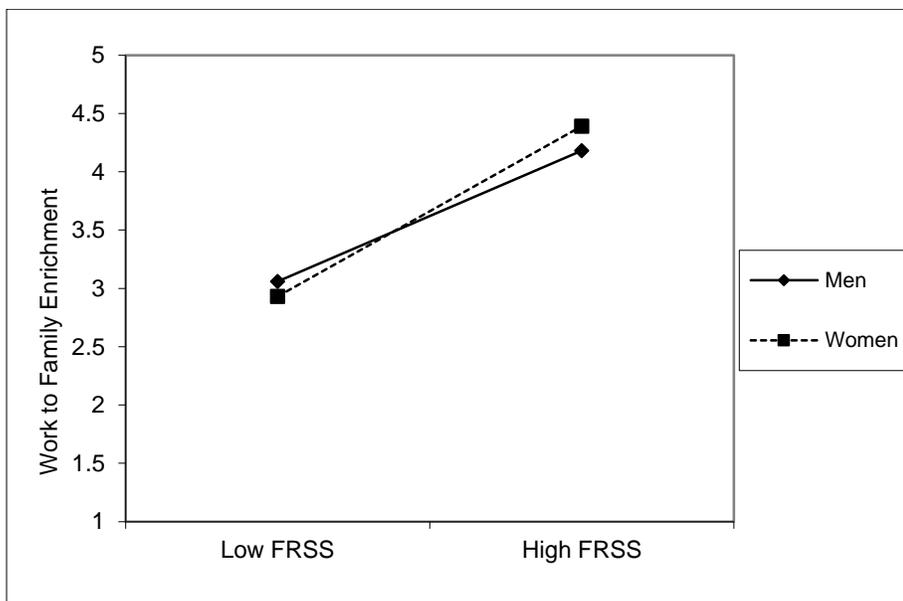
Table No.3: Results of Main and Interactive Effect of Family Related Supervisory Support and Gender on Work to Family Enrichment

	B	SE	p	R ²
Gender	.04	.11	.63	
Family Related Supervisory Support	.56	.03	.00	
Family Related Supervisory Support X Gender	.18	.10	.09	.43**

Note: N=401

Further, we plotted the slope to check the effect of moderator i.e., gender. The slope showed that the relationship between supervisory support and WTFE was stronger for women as compared to men as we hypothesized. Therefore, H2 Was also supported. The Slope is given in figure 2.

Figure 2: Slope for Checking the Interactive Effect of Family Related Supervisory Support and Gender on Work to Family Enrichment



Note: FRSS= Family Related Supervisory Support

6. Discussion

The descriptive statistics mean results showed the existence of supervisory support in the employees. These results show the existence of collectivist cultural context in the part of world. Further, mean results also showed that the employees have been experiencing WTFE. Furthermore, based on WFE theory (Greenhaus & Powell, 2006), we proposed that family related supervisory support is positively associated with WTFE. Consistent with our proposition, the correlations showed the positive and significant relationship between supervisory support and work to enrichment. Further, the regression analysis results also showed the positive and significant effect. Therefore based on these findings we may argue that family related supervisory support has been playing significant role to let employees experience WTFE. The bank managers have been found to provide the across domain family related support to their subordinates to improve their family role performance. These results are also consistent with the collectivist cultural context of our country. In collectivist cultural context people are likely to be supportive of each other (Hofstede, 2016; Khilji, 2013) and this has also been showed by the result of this study. Furthermore, these results are similar to studies testing supervisory support as the antecedent of WTFE (Siu et al., 2014; Tang, Siu, & Cheung, 2014). But these studies tested work related supervisory support but our study contributes by testing family related support provided by supervisor as antecedent of WTFE.

Consistent with our proposition, we found that the relationship was stronger for women as compared to men which mean that women are experiencing more WTFE as compare to men due to family related supervisory support. Women are utilizing supervisory support more for improving their family performance as they need more support due to more family responsibilities. These results are also consistent with work family enrichment studies testing gender as the moderator (Baral & Bhargava, 2011; McNall, et al., 2010). Further, these results are also consistent with our cultural context and similar to study of McNall, et al.(2010). They argues that women are likely to acquire more resources to improve their family role performance.

7. Conclusion

Overall, this study proposed and found the significant role of supervisory support in engendering WTFE experiences of employees. Further, gender was also found as the significant moderator of the relationship between family related supervisory support and WTFE. Furthermore, the implications. Limitations and future directions are elaborated;

7.1 Theoretical and Practical Implications

Mostly work family interface studies have been considering work and family roles as the incompatible with each other but thanks to positivists, who initiated the thought that work and family can be allies to each other (Greenhaus & Powell, 2006; Sieber, 1974). This positivist thought can have more implications in collectivist cultural context of this study as the people are likely to be supportive of each other. Therefore, the finding of this study extends the application of WFE theory (Greenhaus & Powell, 2006) in the context of this study. This study empirically validates the WTFE direction of WFE theory. This study has found the role of bank mangers in providing support to the employees to manage their family role responsibilities. Based on the finding of this study, we propose that the supervisory support can be very effective for employees to improve their family role performance. It can be conceived that if employees are free of their family role responsibilities than they can focus more on their work role responsibilities and can ultimately show improved performance in their work role as well. Further, this study also empirically validates that women are more likely to gain supervisory support to experience more WTFE because they have dual responsibilities. On the one hand they have to work and on the other hand they have to perform their routine family responsibilities such as cooking, getting their children ready for school etc. In such circumstance women are more likely to gain family related support from their mangers to improve their family role performance. Therefore, based on the findings of this study we also propose to provide family related support more to women as they may need it more.

7.2 Limitations & Future Direction

This research used the cross sectional data which may give birth to common method variance. The other sources of support such as coworkers, organization may be used as antecedents. This study tested only one direction of WFE i.e., WTFE, the other direction i.e., family to work enrichment can be tested simultaneously for more fruitful implications. Our study can further be extended by testing WTFE as mediator between supervisory support and employees' performance to investigate that do employees reciprocate the supervisory support to their organization by showing improve in-role performance. For more generalizability, the relationships proposed and tested in current study can be repeated with different samples and in different context.

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