Team-level Outcomes of Work-family conflict: Exploring the impact of Workplace Social Support and Role Overload

ANJNI ANAND

VEENA VOHRA

MANJARI SRIVASTAVA

SUMI JHA

Abstract

This study has been undertaken to understand the impact of Work-family Conflict on team performance. While abundant literature focuses on individual level outcomes, team level outcomes have not been studied in the context of Work-family conflict. This study attempts to address this gap by exploring how team dynamics change and are impacted in the presence of Work-family Conflict. Additionally, the impact of social support at work and work role overload as antecedent variables on Work-family Conflict is also examined. Perceptions of social support vary from culture to culture and impact balancing work and family roles, making social support at work an important variable to consider in this study. Similarly, work role overload was studied due to the high-pressure nature of work in the corporate world today. At the level of team outcomes, affective outcomes were considered for this study, namely Cohesiveness, Affective Commitment and Intention to leave. In order to better understand the relation between work-family conflict and team level outcomes, job satisfaction has been included as a mediator variable. It was found that social support at work and role overload, both contributed significantly to work-family conflict. Findings indicated that work-family conflict significantly impacted Cohesiveness and Affective commitment while job satisfaction partially mediated the relation between work-family conflict and these two team-level outcomes. However, no significant relation or mediation could be observed with respect to Intention to leave. The limitations of this study and scope for further research are also discussed.

Key Terms: Work-family Conflict, Social support, Work role Overload, Job satisfaction, Teams

Introduction

Work-family conflict, a type of inter-role conflict, has been an area of interest for researchers globally, owing to the changing nature of jobs and roles in a high-pressure-high-performance context existing worldwide in corporations. Work-family conflict has been defined as a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect, that is, participation in work (family) role is made more difficult by virtue of participation in family (work) role (Greenhaus and Beutell, 1985). The reason behind an increasing interest in this area is that work-family conflict impacts the two most important domains of an individual's life - work domain and family domain. The demands of the two domains are often incompatible and compete for an individual's time and attention. This may cause an imbalance in either one or both the domains. Changes in the demographic composition of workforce have occurred with an increasing number of women participating in, and competing with men at the workplace. Additionally, a rise in dual-earner couples has led to the severe problem of managing and balancing the demands of two conflicting and significant domains.

Research in the field of work-family conflict has brought forth the fact that this inter-role conflict can have severe repercussions in the form of work-related problems, family-related problems and can impact an individual's general well-being too. In their meta-analysis, Allen et al (2000) have classified work-related outcomes as: job satisfaction, organisational commitment, intention to leave, absenteeism, job performance, career satisfaction, career success. Non-work related outcomes were categorised as: life satisfaction, marital satisfaction, family satisfaction, family performance and leisure satisfaction. Stress-related outcomes were: general psychological strain, somatic symptoms, depression, substance abuse, burnout, work-related stress and family-related stress. Internationally too, organisations as well as governments of many nations are realising the importance of non-work life and the impact of work-family conflict on the personal and professional lives of individuals. Many nations have introduced policies on reduced work hours and many organisations too have limited the access to employees after work hours. In times of increased connectivity through mobiles and internet, an employee is actually never away from his job.

Due to such severe consequences of work-family conflict, researchers have studied the amount of work-family conflict experienced by people working in different professions and the causes and consequences of the conflict. The current study focuses on teams working in the corporate sector in India, to understand the impact of factors present in the work domain on the amount of work-family conflict experienced by them, and the consequences of the conflict especially on employees working in teams.

Work-family conflict and team-level outcomes

The main area of interest in the current study is to understand the impact of work-family conflict on certain team-level variables. The reason for this is that most research in the area of work-family conflict has been conducted either at the individual level: individual job, life or family satisfaction, stress, strain and other health-related problems (Frone, 2000; Frone, Russell and Cooper, 1997; Beutell and Greenhaus, 1982); or at the organisation level: issues of turnover, absenteeism or other counter-productive work behaviours (Kossek and Ozeki, 1999; Allen, 2001; Allen, Herst, Bruck and Sutton, 2000; Thompson, Beauvais and Lyness, 1999). Grzywacz and Carlson, 2007, have questioned the very definition of work-life balance, which most researchers have defined as the absence of work-family conflict. Researchers (Greenhaus and Allen, 2006; Marks and MacDermid, 1996; Kirchmeyer, 2000), have increasingly used the term "satisfaction" in work and family role as a key indicator of work-life balance and the absence of work-life conflict. Grzywacz and Carlson, 2007 have argued that defining "balance" in terms of satisfaction makes it more of a psychological construct than a social construct. The researchers have argued that work-family conflict and the consequent work-life balance issue has to be seen as a social construct as it involves accomplishment of role-related expectations that are negotiated and shared between an individual and his or her role-related partners in work and family domains. In the words of the researchers, "work and family are shorthand labels for a myriad of ongoing and spontaneous daily interactions that individuals have with other people and focussing on the inherently interactional aspects of daily work and family life is essential for accurately characterising work-family balance". The reason that the current paper focusses on working of teams is that teams involve interactions among individuals and they together strive to accomplish their work and family goals. Not much attention has been given to the working of teams and how inter-personal relations or affective behaviours in teams undergo change in the presence of work-family conflict.

In today's time, work is increasingly conducted in teams in organisations. It helps in pooling of knowledge and makes it easier to carry out complex tasks, which would otherwise have been difficult to accomplish by an individual. When we talk of teams, there arises a certain amount of inter-dependence among the team members (it may be low for pooled workflow and higher for intensive workflow). This inter-dependence may not just be related to formal task-work to be performed by the team members, but also spills over to the personal relations that team members enjoy. Jobs in the corporate sector are high-pressure and teams have targets that they need to achieve in a stipulated time period. This requires co-operation and co-ordination among all team members. At the same time, research linking work-family conflict to co-worker and supervisor support, has always emphasised the importance of these informal sources of support in helping individuals better manage their conflicting role demands (Allen, 2001; Nielsen, 2000; Carlson and Perrewe, 1999; Eisenberger et al, 1986; Lapierre et al, 2008). This creates a unique situation for those working in teams - on one hand, they are under pressure to perform and contribute towards attainment of team goals and on the other hand, they may be required to extend co-operative attitude towards their co-workers who face work-family conflict.

Social exchange theory (Blau, 1964) justifies this mutual dependence of individuals on each other, as people feel more obliged to return a favour or help extended by their co-workers, supervisors and organisation, if they get support from these sources when they need it. They may show more co-operation, work more whole-heartedly and show a more positive attitude towards their work and people around them (Muse et al, 2008). The study focuses on understanding how much work-family conflict individuals working in teams experience and how this affects their attitudes towards their team and team members.

In order to understand the impact of work-family conflict on team relations, three outcome variables were studied - cohesiveness, affective commitment and intention to leave. The reason for selecting these variables was that all the three variables indicate how closely held a team is and whether those associated with the team are willing to remain a part of the team in future or not. Cohesiveness can be considered as composed of inter-personal attraction, group pride and task commitment. Cohesiveness is about the degree of "we-ness" in the group; a more cohesive group is a more closely held group, where the group (team) members share common ideas regarding task-work and task strategies to be adopted. Some researchers have defined cohesiveness as the force that acts on the members to stay together (Festinger, 1950). Affective commitment is the emotional attachment towards one's team or organisation, such that a strongly committed individual identifies with, is involved in and enjoys membership in it (Allen and Meyer, 1990). Affective commitment provides the rationale for an individual preferring to remain associated with his/her team or organisation purely by choice and not because of any monetary reason or obligation. When individuals work in highly cohesive teams and exhibit high affective commitment towards their team and team members, it will reduce their intention to leave the team. They would like to continue their association with their team for future projects too.

The important questions that arise here are: Does work-family conflict experienced by some or all team members affect their affective commitment towards their team? Does it lead to greater intention to leave and reduced team cohesion? The impact of work-family conflict on these team-level variables may (or may not) be direct. Work-family conflict is likely to affect an employee at an individual level first, in the form of reduced job satisfaction; this reduced job satisfaction can then affect one's relation with other team members. Job satisfaction is an important outcome variable of work-family conflict and many researchers have found an inverse relation between the two (Bruck, Allen, Spector, 2002; Buonocore and Russo, 2012; Adams, King and King, 1996; Perrewe et al, 1999). Work-family conflict is composed of work-interface with family (WIF) (where work-related responsibilities interfere with family-related responsibilities) and family-interface with work (where family responsibilities interfere with discharge of work-related responsibilities). Even when researchers have considered this bi-directionality of work-family conflict separately, they have found an inverse relation between both directions of work-family conflict and job satisfaction. Satisfaction with one's job is a key variable, as a lower amount of job satisfaction manifests in the form of other counter-productive work behaviours like absenteeism, intention to leave, lower organisational commitment, etc. So, it can be reasonably assumed that work-family conflict affects job satisfaction of an individual adversely, which then affects the employee's relation with co-workers and team members.

The study also looks into certain work-related variables that can have a direct impact on work-family conflict. Of the many such variables (classification by Frone, 1997), two variables considered in the study are social support at work and role overload. Social support at work can be in the form of informal social support (by co-workers and superiors) and formal social support (in the form of family-friendly policies offered by the organisation). These have been termed as Perceived Organisational Support (Eisenberger et al, 1986). Perceptions of a supportive work environment, whether in the form of cultural or structural support is shown to have a significant impact on an individual's ability to manage work and non-work roles more efficiently (Seiger and Weise, 2009; Allen, 2001). The meta-analysis by Michel et al (2010) has also shown that there is an inverse relation between

social support and work-family conflict, and the reason for the same is Role Theory and Resource Drain theory. An organisation can help its employees better manage their work and non-work life by offering policies like flexi-time, work from home, compressed work week, child and adult care leaves. Along with offering such structural support, it is very important that there is a family-friendly culture in the organisation, where the employees do not hesitate from availing of the work-life balance policies and there is no fear of backlash from co-workers and supervisors. Lack of support from one's immediate colleagues and managers has been cited as the biggest deterrent in the uptake of work-life balance policies.

Another factor present on the work-front that can have a significant impact on work-family conflict is the amount of work-role overload that an employee experiences. Role overload can simultaneously be classified as time-based and strain-based form of work-family conflict; time-based conflict because overload of any one particular role will leave an individual with less time for other roles. As an individual ends up spending too much time in one role and is unable to pay the required attention to other roles, it leads to strain-based conflict too, a type of emotional distress arising from the strain associated with the inability to give adequate attention to life's salient roles. It leads to psychological pre-occupation with uncompleted tasks, even when the individual is trying to finish other tasks (Frone et al, 1997).

Model for the study
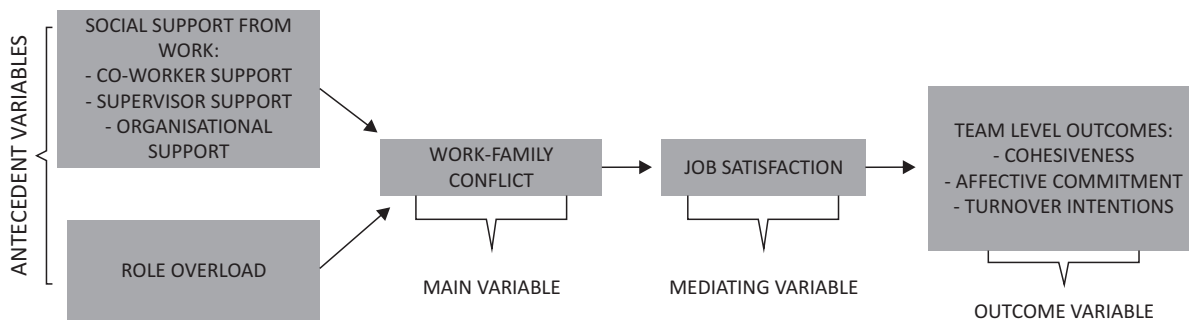
(Turnover Intentions are taken as Intention to leave the team).

Job Satisfaction as Mediator

Locke (1969) has defined job satisfaction as the extent to which the expectations that an individual holds for a job match what one actually receives from the job. Job satisfaction can also be characterised as an attitude concerning the extent to which people like or dislike their jobs (Spector, 1997). There are two approaches to measuring job satisfaction: Global approach and Composite approach. The Global approach assesses job satisfaction based on an individual's overall affective reaction to his or her job. The Composite approach, on the other hand, examines the pattern of attitudes a person holds regarding various facets of the job such as co-workers, fringe benefits, job conditions, nature of the work itself, policies and procedures, pay and supervision (Spector, 1997). In a study by Bruck, Allen and Spector (2002), the researchers found a negative relation between Work-family conflict (WFC) and Global job satisfaction (r=-0.30). The results of the study indicated that the relationship between WFC and Work-interface with family (WIF) with composite job satisfaction was significantly greater in magnitude than with global job satisfaction. The meta-analysis by Kossek and Ozeki (1998) showed that the relationship between work-family conflict and job satisfaction was strong and negative across all samples.

According to Grandey, Cordeiro and Crouter (2005), in demonstrating WFC's relationship with work outcomes, job satisfaction has been the most studied correlate. Job satisfaction represents the well-being of employees and is predictive of job tenure, counter-productive behaviours and withdrawal (Spector, 1997). In their qualitative research on the relationship between work-family conflict and job satisfaction, Grandey et al (2005) based their model on the theoretical model by March and Simon (1958), according to which job satisfaction was influenced by the compatibility of the work requirements with other roles. Since work and family roles are the two most important roles in the life of an individual, a conflict between the two is likely to create a lot of tension and stress. The study, which was a longitudinal study, was conducted on a sample of dual-earner couples. The study proposed that when the employee forms an attitude about the job, he uses information about the extent that the job interferes with other valued roles. To the extent that the job is viewed as a threat to roles that are part of one's self-identity, the job is evaluated negatively. Despite being in the same marital and parental situations with employment status, women who perceived that work was interfering with family were more likely to report that family was interfering with work, whereas for men, these perceptions were less intertwined.

According to Kahn (1964), the expected relationship between job satisfaction and WFC is an inverse one; as WFC increases, job satisfaction decreases. In the meta-analytic study, Kossek and Ozeki (1998) found that bi-directional WFC scales correlated more strongly (r=-0.31) with job satisfaction than did unidirectional scales (r=-0.27 for WIF; r=-0.18 for Family-interface with work). Kossek and Ozeki (1998) contended that general bi-directional may best capture the overall intensity that high conflict relates to job satisfaction.

For the purpose of the current study, job satisfaction is taken as a mediator variable in the relationship between work-family conflict and team-level outcomes. It is hypothesised that work-family conflict influences an individual's satisfaction with his job and this can manifest in the form of reduced cohesiveness and commitment towards one's team. Rather than checking for the direct impact of work-family conflict on team level outcomes, it was considered more rational to check the impact of work-family conflict on an individual's satisfaction with his/her job, as a first step.

Methodology

Participants and procedures

The study focuses on employees working in teams in the corporate sector in India. For this reason, organisations where work is largely carried out in teams, were contacted. A large consultancy firm, with offices across different states in India, agreed to participate in the study. A questionnaire was prepared with questions pertaining to each of the variables of the study and to gather information about the demographic profile of the respondents. The questionnaire was electronically sent to the respondents (comprising of the team leaders as well as team members). Out of a total of 750 respondents who were contacted, 320 responded and 250 completed questionnaires were finally included in the study (constituting 47 teams). The criteria used for including a team in the final data was that if a minimum of 2 completed responses were received from a team, it was included in the study.

Measures

In order to collect responses on the different variables of the study, it was considered appropriate to use scales for which validity and reliability were already established. Except in case of 2 variables (work-role overload and intention to leave), established and suitable scales were available for each of the variables under study. The reliability (in terms of Cronbach's alpha) for both the self-developed scales was established.

1. **Social support at work**: This antecedent variable was broken down into three components - co-worker support, supervisor support and organisational support. Co-worker support was measured using the Ladd and Henry (2000) scale with $\alpha= 0.94$. Employees reported their level of agreement using a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item from this survey is "My co-workers are supportive of my goals and values."

Supervisor support was measured using Rhoades, Eisenberger, and Armeli's (2001) four-item survey ($\alpha = 92$). A sample item from this survey is "My supervisor cares about my opinions."
Perceived organisational support was measured using 14-point Family Supportive Organisational Perception (FSOP) scale by Allen (2001). The scale had $\alpha=0.91$. Most items were reverse coded with an example being "It is best to keep family matters separate from work".

2. **Work Role-Overload** was measured using a scale developed for the purpose of the study ($\alpha= 0.831$). The scale had three questions in all, an example being "I have too many tasks to do everything well".

3. **Work-family Conflict** was measured using the Netemeyer (1996) 10-point scale. The scale has 5 questions measuring work-to-family conflict and another 5 measuring family-to-work conflict. The internal reliability of the work-to-family scale was 0.94 and for family-to-work scale was 0.88.

4. **Job Satisfaction** was measured using Brayfeild and Rothe, 1951 scale ($\alpha=0.87$). Although an old scale, it is quite popular among researchers, with a sample question like "Most days I am enthusiastic about my job".

5. **Team-level outcomes**: Three team-level outcomes were studied - cohesion, measured through a self-developed scale for the purpose of the study ($\alpha= 0.837$); affective commitment, measured through Organisation Commitment Scale by Allen and Meyer (1990). The scale has 24 questions in all - 8 each for affective, normative and continuance commitment. Of these, the 8 questions for affective commitment with reliability coefficient of 0.87 was considered for the purpose of the study. Intention to leave (the team) was measured through a self-developed questionnaire ($\alpha= 0.658$).

Analysis

An analysis of the data received from the employees working in a large consultancy organisation gives the following details of the demographic profile of the respondents: 168 (67.2%) of the respondents were male; the rest were female. The average age of the respondents was 30 years; a little more than half of the respondents (52%) were married; only 34% of the total respondents had children. Majority of the employees were staying with their family; only about 20% were staying away from the family. Of the respondents staying with family, 67% had a nuclear family. The average work experience of the respondents was 7.5 years and experience in the current job was 3.5 years. The respondents reported that they worked for 9.5 hours, on an average, each day. 50% of the respondents reported that their spouse was also gainfully employed and worked on an average for 8 hours a day. As far as travelling to and from work was concerned, the respondents spent about two-and-half hours daily in commuting. If we take time spent on travelling and number of hours spent at work, then the daily average comes to 12 hours per day. The respondents were asked if they were aware of any work-life balance policy offered by their organisation. 45% of the respondents said that they were not aware of any such policy offered by the organisation; 38% were aware of the work-life balance programs and 17% denied having any such policy in the organisation. This shows the lack of clarity among employees regarding the policies offered by the organisation for their use and uptake.

In order to understand the model of the study, we use the response given by the participants to carry out correlation and regression analysis among the variables.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Co-worker support	250	12	45	32.30	5.532
Supervisor support	250	4	20	13.88	3.470
Organisational support	250	14	65	45.73	7.706
Work-role overload	250	3	15	9.56	2.436
Work-family conflict	250	10	48	27.94	6.501
Job Satisfaction	250	5	25	16.84	3.545
Cohesiveness	250	4	20	14.76	2.280
Affective Commitment	250	8	34	26.17	3.866
Intention to Leave	250	5	21	14.60	2.649

Factor Analysis

Factor analysis was conducted on three variables - work-role overload, cohesiveness and Intention to leave. The scales used to measure these three variables were self-developed for the purpose of the study. Factor analysis helped in understanding if there was a single or more factors that made up the variable under study. For intention to leave, the rotation converged in 3 iterations, generating 2 factors. The Kaiser-Meyer-Olkin (KMO) test for sampling adequacy gave a value of 0.682, which shows that sampling is adequate. Of the two-factors that were generated, factor 1 was explained by 4 components, with each component having a loading of 0.590. 0.759, 0.785 and 0.818. Factor 2 was explained by one component having factor loading of 0.849. Total variance explained by factor 1 was 45.44% and 21.329% variance was explained by factor 2.

The KMO-test value for Work-role overload was 0.712 and factor-analysis generated only one factor. Factor loadings of the three components of factor 1 were 0.876, 0.886 and 0.833. The factor could explain 74.844% of the total variance.

The same was true for Cohesiveness - only one factor was generated and the KMO-test value was 0.775. The factor loadings for the 4 components of the factor were: 0.721, 0.526, 0.735 and 0.731. The total variance explained by the factor was 67.814%.

Coefficient of correlation between antecedent variables (social support at work and work-role overload) and Work-family Conflict

Social support at work was taken as consisting of perceived co-worker support, perceived supervisor support and perceived organisational support. Each of these sources of support were separately measured and correlation was calculated between each of these sources of social support and work-family conflict. Work-role overload was calculated through a self-developed 3-question scale and correlation coefficient was calculated between this variable and work-family conflict. The results are depicted in the table below:

	Tcws	Tss	Tos	Twrol	Twfc
Tcws	1	.654**	.251**	-.146*	**-.208****
Tss		1	.316**	-.162*	**-.216****
Tos			1	-.250**	**-.334****
Twrol				1	**.435****
Twfc					1

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

[Tcws = Total co-worker support; Tss = Total supervisor support; Tos = Total organisational support; Twrol = Total work-role overload; Twfc = Total Work-family conflict]

All measures of correlation between the antecedent variables and work-family conflict were observed to be significant at 1% level of significance. This indicates that work-family conflict has a strong correlation with the antecedent variables considered in the study. There was a negative correlation between all sources of social support at work and work-family conflict, indicating that a rise in social support received at work lowers work-family conflict faced by an individual. The correlation coefficient between work-role overload and work-family conflict was positive - any increase in work-role overload increased the amount of work-family conflict experienced by an individual. Also, what is seen from the correlation matrix is that there is a negative correlation between perceived social support at work and work role overload. As role related responsibilities increase, the perceived support from co-workers, supervisors and the organisation in general, declines. The ability of an employee to offer social support to those around him/her, is constrained by the amount of role overload experienced by the focal employee.

Coefficient of correlation between Work-family conflict and Job satisfaction

The coefficient of correlation between work-family conflict and job satisfaction was found to be negative **(r= -0.269****)** and significant at 1% level of significance. A negative correlation indicates an inverse relation between the variables under consideration.

Job satisfaction is taken as a mediator variable between work-family conflict and the team-level outcomes. Before doing mediation analysis, we will calculate the coefficient of correlation between work-family conflict and each team-level outcome (taken individually and independently) as well as between job satisfaction and each team-level outcome.

When we calculate the correlation coefficient between the variables, a significant negative correlation is observed between work-family conflict and team cohesiveness, and between work-family conflict and team affective commitment; a significant positive correlation was observed between job satisfaction and team cohesiveness, and job satisfaction and team affective commitment. Neither work-family conflict nor job satisfaction was significantly correlated to intention to leave the team. Work-family conflict and job satisfaction, therefore, may not significantly explain why people want to stay with a particular team or not. Their reason to be with their current team can be influenced by other factors. An employee's decision to stay with the current team, despite facing work-family conflict, can be influenced by the fact that there may not be other good options/alternatives available to the employee. The reasons can be economic too, and changing the team may not be

considered as a solution to the problem. The overall organisational environment can be high pressure and under such circumstances, changing one's team may not serve any purpose. If we look at the average co-worker support data, the mean value is 32.30. Co-worker support was measured on a 5-point scale, with a total of 9 questions on how supportive an individual perceives his co-workers to be. An average of 32.30 indicates a relatively high level of perceived co-worker support. This may have influenced their decision to remain with the current team.

Regression Analysis

Regression analysis is conducted to understand the strength of the relationship between two or more variables. It helps in understanding how strongly the independent variable is able to predict the dependent variable. The stronger the regression coefficient, the better is the independent variable as a predictor of the outcome variable. In the current analysis, three types of regression are conducted: between the antecedent variables and work-family conflict; between work-family conflict and outcome variables and to check for mediation.

Regression between perceived co-worker support and WFC; perceived supervisor support and WFC; perceived organisational support and WFC; work-role overload and WFC generate the following results:

a) Co-worker support and WFC

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.824	2.421		14.796	.000
	Tcws	-.244	.074	**-.208**	-3.302	.001

a. Dependent Variable: Twfc

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.208	**.043**	.039	6.373

Co-worker support is able to explain about 4% of the variation in Work-family conflict (as shown by the value of R squared).

b) Perceived supervisor support and WFC

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.564	1.682		19.949	.000
	Tss	-.405	.118	**-.216**	-3.443	.001

a. Dependent Variable: Twfc

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.216	**.047**	.043	6.361

The value of R squared shows that about 4.7% of the variation in Work-family conflict is caused by the independent variable Supervisor support.

c) Perceived organisational support-WFC

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	40.816	2.371		17.214	.000
	Tos	-.281	.051	**-.334**	-5.506	.000

Dependent variable: Twfc

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.334	**.111**	.108	6.142

The independent variable (Organisational support) explains 11% of the variation in the Dependent variable (Work-family conflict), as shown by the value of R squared.

d) Work-role overload and Work-family conflict

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16.831	1.524		11.047	.000
	Twrol	1.162	.154	**.435**	7.525	.000

Dependent variable: Twfc

Model	R	R Square	Adjusted R Square	Standard Error of Estimate
1	.435	**.190**	.186	5.865

Work-role overload is able to explain 19% of the variation in Work-family Conflict.

The beta coefficient between the two variables is significant and positive. It can be concluded that work-role overload can be considered a strong predictor of work-family conflict. Work role overload has been classified as both time-based as well as strain-based conflict (Frone et al, 1997). It creates pressures of time, as an individual has limited time available and too much responsibility on the work front, which may leave little time at the person's disposal for family related responsibilities. Inability to allocate sufficient time to each of the important role responsibilities creates strain-based conflict too for an individual - strain arising from not being able to accomplish one's responsibilities efficiently.

Mediation Analysis

A given variable may be said to function as a mediator to the extent that it accounts for the relation between the predictor and the criterion (Baron and Kenny, 1986). In the current study, job satisfaction is considered as a mediator variable in the relation between work-family conflict (criterion) and team-level outcomes (predictor) variables.

Barron and Kenny (1986) have given the technique to calculate mediation. In order to determine whether a variable mediates the relationship between two variables, it is important that the following conditions are satisfied:

- There exists a significant relationship between the independent variable and dependent variable.
- There exists a significant relationship between the independent variable and mediator variable.
- ?There exists a significant relationship between the mediator variable and dependent variable.
- Considering the independent and mediator variables together, regression analysis of the same is performed with the dependent variable.
- If the introduction of the mediator variable reduces the beta coefficient of the independent variable to zero, then we can say that the relationship between the independent and dependent variables has been completely mediated. If the beta coefficient is reduced, but is different from zero, then we say that partial mediation has occurred.

We conduct regression analysis between the predictor, criterion and mediator variables to see if partial or full mediation has occurred. The outcome variable considered in the study is team-level outcomes. We consider each of the team-level outcomes individually since a simple summation of the responses generated for the three team-level outcomes does not give any meaningful result for the purpose of the study. Mediation analysis is, therefore, conducted to understand the role of job satisfaction as a mediator between: i) WFC and cohesiveness ii) WFC and affective commitment iii) WFC and intention to leave.

1. Work-family conflict (predictor variable); Cohesiveness (outcome variable); Job satisfaction (mediator variable)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.868	.631		26.715	.000
	Twfc	-.075	.022	**-.215**	-3.430	.001

a. Dependent Variable: Tcoh

(Beta coefficient between WFC and Cohesiveness is -0.215)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.939	.969		21.619	.000
	Twfc	-.147	.034	**-.269**	-4.340	.000

a. Dependent Variable: Tjs

(Beta coefficient between WFC and Job satisfaction is -0.269)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.170	.644		15.781	.000
	Tjs	.272	.037	**.424**	7.274	.000

a. Dependent Variable: Tcoh

(Beta coefficient between Job satisfaction and cohesiveness is 0.424)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.560	.998		11.583	.000
	Tjs	.253	.039	.394	6.551	.000
	Twfc	-.038	.021	**-.109**	-1.818	.070

a. Dependent Variable: Tcoh

The beta coefficient of regression between work-family conflict and cohesiveness (as a team-level outcome) is -0.215. When both WFC and job satisfaction are taken together as predictors of the outcome variable Cohesiveness, the beta coefficient between WFC and cohesiveness drops to -0.109. There is a decline in the strength of the relationship between WFC and cohesiveness, caused due to the presence of job satisfaction. Job satisfaction is positively related to cohesiveness and as per the definition given by Baron and Keynes (1986), partial mediation is said to have occurred and job satisfaction can be reasonably considered a mediator in the relationship between WFC and Cohesiveness. There can be many more and significant predictors of job satisfaction and if an employee is satisfied with his/her job despite work-family conflict, it reduces the impact of work-family conflict on team cohesiveness.

2. Work-family conflict (predictor variable); Affective commitment (outcome variable); Job satisfaction (mediator variable)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.402	1.087		26.135	.000
	Twfc	-.080	.038	**-.134**	-2.106	.036

a. Dependent Variable: Tac

(Beta coefficient between WFC and Affective commitment is -0.134)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.624	1.100		16.929	.000
	Tjs	.448	.064	**.411**	7.011	.000

a. Dependent Variable: Tac

(Beta coefficient between Job satisfaction and Affective commitment is 0.411)

Beta coefficient between WFC and job satisfaction is known to be -0.269.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.176	1.715		11.183	.000
	Tjs	.441	.066	.404	6.628	.000
	Twfc	-.015	.036	**-.026**	-.420	.675

a. Dependent Variable: Tac

The beta coefficient of regression between work-family conflict and cohesiveness (as a team-level outcome) is -0.134. When both WFC and job satisfaction are taken as predictor variables, the beta coefficient between WFC and affective commitment falls to -0.026, which shows that significant mediation has occurred and job satisfaction is a strong mediator in the WFC-affective commitment relationship. Job satisfaction reduces the negative impact of work-family conflict on affective commitment of the employees towards their team.

3. Work-family conflict (predictor variable); intention to leave (outcome variable); Job satisfaction (mediator variable)
Before carrying out mediation analysis between the predictor and outcome variables, it is important that the pre-conditions to mediation laid down by Baron and Kenny (1986) need to be satisfied. There has to be a significant relationship between predictor-outcome; predictor-mediator and mediator-outcome variables. As we have seen in the correlation analysis, there exists no significant relationship between predictor-outcome and mediator-outcome variables. So, mediation analysis cannot be conducted as it will not generate meaningful results.

The results of the mediation analysis confirm that job satisfaction can be considered a mediator in the relationship between work-family conflict and cohesiveness, and work-family conflict and affective commitment. However, due to a weak relationship of both work-family conflict and job satisfaction with intention to leave, mediation analysis could not be conducted.

Discussion

The aim of the paper was to understand the relationship between work-family conflict with certain antecedent and outcome variables, with reference to those working in the corporate sector in India. The objective was two-fold. One was to specifically study the relationship among variables for those working in a certain type of profession. Each profession comes with its own set of demands and the strength of the relationship between predictor and outcome variables may change with the change in the type of sample on which the study is conducted. Another reason was to understand how the variables behave in a particular cultural setting. Most research in the area of work-family conflict has been conducted in western (individualistic) economies. The paper was an attempt at understanding how well the results of those studies apply in Indian culture. The culture of the country influences the perceptions of the people with regard to their jobs, their expectations from their organisation as well as from those working with them, and the employee-friendly policies and practices of the organisations operating here. India does not strictly fall in the category of individualistic or collectivist culture, so an attempt was made to test the relationship in a specific cultural setting.

The results of the data collected from the employees at the consultancy firm confirm the strong influence of the antecedent variables (social support from work and work-role overload) on work-family conflict. Even in sources of social support from work, the most significant relationship was observed between organisational support and work-family conflict. This brings forth the importance of organisational (top management) support in enabling a better work-life balance for the employees. Unless the employees perceive their overall organisational culture to be family-friendly, they may not be keen on availing any family-friendly policy offered by the organisation. Even supervisors (managers) and/or co-workers may not be able to offer much support to their subordinates or colleagues, in the absence of a supportive organisation culture. In the organisation surveyed for the purpose of the study, as many as about half of the employees who responded did not even know of any family-friendly policy offered by the organisation. This clearly shows that it is extremely important for organisations to ensure that the employees are aware of the policies offered by the organisation and should not hesitate in the uptake of these policies whenever required. Perceptions of a supportive work-culture is very important as, when the employees perceive their organisation to be supportive of their non-work life responsibilities, they may feel more dedicated towards their organisation. The other antecedent variable, work-role overload, also shared a strong positive relationship with work-family conflict. Role overload can be in the form of too much work or too many tasks to do. In any case, it requires an employee to dedicate too much time to work, creating a conflict between work and family roles. When employees work in teams (as in the current study), role overload can be more problematic, as teams may create interdependency amongst members. When people have too many tasks to complete coupled with interdependency, it makes it even more difficult for them to balance the demands of their work and family roles or avail of any family-friendly policy. Taking leave from work, opting for flexi-work hours or working from home may become more difficult in the context of team-work and may be detrimental to the output that the team is required to generate.

The study results show the inverse impact of work-family conflict on job satisfaction. The inverse relationship between the two variables is well established in the research literature on work-family conflict. The results obtained from the study show that work-family conflict is a strong predictor of job satisfaction, even in the Indian cultural setting. In a cross-cultural study conducted by Spector et al (2007), the impact of work-family conflict on work and non-work satisfaction was seen to be lower in the Chinese culture than in the western culture. In collectivist countries like China, a job is considered more as contributing to the family than competing with it. So, greater responsibility at the workplace is seen as a matter of pride by employees as well as their families, and employees are assured of greater co-operation from their families. The purpose of relating work-family conflict to job satisfaction for the current study was two-fold. One was to understand the strength of the relationship between the two, as Indian culture cannot typically be categorised as a collectivist or individualistic culture. Factors like salary, growth prospects, work environment, autonomy etc. can also have a strong impact on the satisfaction with one's job. The study aimed at understanding the independent and individual impact of work-family conflict on job satisfaction. The second reason to include job satisfaction variable was to better understand the relationship between work-family conflict and team-level outcomes. Both work-family conflict and job satisfaction are individual-level variables and by understanding the impact of work-family conflict on individual-level job satisfaction, it was felt that team-level outcomes can be studied and understood more clearly. It was for this reason that job satisfaction was taken as a mediator in the relationship between work-family conflict and team-level outcomes. When job satisfaction was used as a mediator variable in the relationship between work-family conflict and team-level outcomes, it was found that job satisfaction reduced the negative impact of work-family conflict on each team level outcome.

As regards team-level outcomes, only affective outcomes were studied for the current paper. The results show that work-family conflict does have a significant impact on cohesiveness and affective commitment towards the team. The reason could be the one hypothesised in the study - with a high-pressure work environment and team targets to attain, difficulty in managing the demands of work and family roles can create situations where people are not able to show complete dedication and commitment towards their team role and team members. Individuals, in their endeavour to manage their work-family responsibilities and contribute effectively towards their team goals, may not be in a position to show much co-operation and understanding towards each other. Intention to leave was the only variable at the team level which was not significantly explained by work-family conflict or job satisfaction. More antecedent variables need to be looked into to understand intention to leave better.

Limitations of the study

One of the foremost problems faced in dealing with a sample comprising of teams, where data is collected via survey technique, is that the researcher may not be able to collect responses from all members of the team. In most cases, only a few members of the team respond to the survey (the overall response rate was just about 30%). Teams are of different sizes and response generated from a team may not be in proportion to the number of team members. For the purpose of the current study, the criterion used for including responses in the study was that if a minimum of two members of a team respond, the same shall be included in the study. One possible way of handling this problem is to personally conduct interviews with the members of a team, to assess their response. This too involves a lot of time and may not be feasible in most cases.

Another limitation of the study was that it was not possible to calculate one figure representing team-level outcomes. To understand the impact of work-family conflict on team performance, only affective outcomes were considered and not quantitative output (in terms of output produced, etc.). It was probably for this reason that a simple summation of the responses received for the three team-level outcomes did not generate any meaningful result. If quantitative outcome, in terms of output generated is considered, then a summation of individual contributions can be considered as a team-level outcome. It was for this reason that each of the team-level outcomes was considered independently for the purpose of data analysis.

Scope for future research

In the Indian context, lesser research has been conducted in the area of work-family conflict. With the change in the job scenario - a greater movement towards corporate sector jobs and a change in the demographic composition of the workforce - it becomes important that more research is undertaken in this area, not just with respect to corporate sector jobs, but across different professions. Additionally, research conducted in different cities in India can also lead to different results as the social structure is vastly different in different parts of the country. A comparative analysis of the quality of work-life, work-family conflict, social support and job satisfaction across tier-1, tier-2 and tier-3 cities can generate interesting results about how work and family role responsibilities are looked at and managed. Research across different generations of workforce can also reveal interesting results in the Indian context.

In addition to generating responses via survey technique, future research can include personal interviews with team leaders and some team members to throw light on certain aspects of work-family conflict, which may not be fully captured by survey technique. This will also help in understanding why a large number of employees are either not aware of family-friendly policies or are hesitant in availing of the same.

Future research can also look into family-level antecedents and consequences of work-family conflict, as our social structure and cultural setting is different from western cultures (where the majority of research has been conducted).

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Anjni Anand is currently pursuing Ph.D. in Management from NMIMS University, Mumbai. Her research area is Human Resource and Organisational Behaviour. She has been working as Assistant Professor in Commerce, in Delhi University, since the year 2000. She has a total teaching experience of 15 years. Other than teaching, she was instrumental in introducing Bachelor of Business Economics course at under-graduate level in her college. She has also been a part of the syllabus revision committees at the University. She has participated in various Faculty Development Programmes conducted by Delhi University. She can be reached at anjni.anand@yahoo.co.in.

Veena Vohra is Professor – Human Resources and Behavioral Sciences at the School of Business Management, NMIMS University. Veena is an MBA with specialization in HR and holds a Ph.D. in the area of Leadership, Emotional Intelligence and Appreciative Inquiry. Veena's recent publications span the areas of organizational environments and response mechanisms in India (Journal of Indian Business Research), critical HR practices during times of change (Journal of Organizational Change Management) and using multiple case study design to study leadership behaviours (Electronic Journal of Business Research Methods). Her case studies have been published by Ivey Publishing and Emerald Emerging Markets Case Studies. She has co-authored the Indian adaptation of the book 'Behavioral Science Interventions for Organizational Improvement' with French and Bell, and another book on Human Resource Management. She can be reached at veena.vohra@nmims.edu.

Manjari is a Professor in Human Resource Management and Behavioural Sciences at School of Business Management, NMIMS University Mumbai. She has Masters in Psychology and holds Ph.D. in the area of Organizational Behaviour. With work experience of 18 years, Manjari is deeply involved with teaching, training, mentoring and research activities. Manjari's work has been published extensively in both national and international journals, and she has participated in various conferences both nationally and internationally. She has also published cases with Ivey Publishers Canada, one of the world's leading business case publishers. She can be reached at manjari.srivastava@nmims.edu

Sumi Jha is an Associate Professor of OB and HR at National Institute of Industrial Engineering, Mumbai. Her fellowship was on Employee Empowerment. She has conducted several training programmes on Leadership Development, Managerial Skills for Technical Personnel, Managerial Leadership and Team Building, for managers and executives. She has many articles to her credit, which are written for international and national journals and conferences. Her paper published in 2013 "Explicating strategic shared leadership process" has received an award of 'Highly Commended Paper of 2013' from Emerald Literati Network. Her research interests are competency mapping, cognitive dissonance, shared leadership, and organisational health. She can be reached at sumijha05@gmail.com.