



THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK TO FAMILY CONFLICT: A TURKISH CASE

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ABSTRACT

Organizations' support for their employees plays crucial role in the success and effectiveness the employees. This support may be a distinctive factor in decreasing conflict levels of employees to optimal levels. The main purpose of this study is to reveal the role of perceived organizational support on work-family conflict. For this purpose, the survey based study was conducted on 90 officers working in Bayburt University. The result shows that perceived organizational support has a negative effect on work-family conflict.

1. INTRODUCTION

The concepts of both “work” and “family” are important in the lives of people. While these sometimes are the source of happiness, sometimes they may cause conflicts in peoples both work and family lives. The conflict between work and family has been a heated topic for researchers and practitioners over the last three decades (see, for example, Taylor, DelCampo and Blancero 2009; Westring and Ryan 2011). As Erdogmus (2004) stated that work is related to material needs and family is related to emotional needs, one of these needs interfere another one and it becomes the source of problem in employees' lives.

Some people maintain that, in theory, employees' personal lives must not affect their work life. However this is not the real case in practice because people experience various events in their lives and this in turn affects other parts of their lives positively and negatively. Therefore it is thought that the effect of perceived organizational support, a work life variable, on work to family conflict, a variable that mostly affect personal life, is an issue that should be investigated.

2. LITERATURE REVIEW

Organizational support theory supposes that to meet socio-emotional needs and to determine the organization's readiness to reward increased work effort, employees develop beliefs concerning to the extent which the organization values their contributions and cares about their well-being (Orpen, 1994). Eisenberger, Huntington, Hutchinson, and Sowa, (1986) called this belief as “Perceived Organizational Support” (POS). Organizational support theory suggests that employees pay attention to treatment offered by the

organization in order to discern the extent to which the organization is supportive and values their contributions (Eisenberger et al., 1986). To this end, employees infer that the treatment offered to them by agents of the organization is indicative of organization's overall favorable or unfavorable orientation towards them (Eisenberger et al., 1986). Perceived organizational support develops by meeting employees' socioemotional needs and showing readiness to reward employees' extra efforts and to give help that would be needed by employees to do their jobs better (Eisenberger et al., 1986).

A large body of evidence indicates that employees with high levels of POS judge their jobs more favorably (e.g., increased job satisfaction, more positive mood and reduced stress) and are more invested in their organization (e.g., increased effective organizational commitment, increased performance and reduced turnover; see review by Rhoades & Eisenberger, 2002). Rousseau (1989, 1990) maintains that employees often feel obligated to repay the organization beyond the parameters of formal responsibility when it is perceived that the firm is acting with the employees' best interests in mind.

Family and work may affect each other. WFC refers to the intervention of work to the family life (Aycan & Eskin, 2005; Voydanoff, 2005). WFC exists when work pressure restricts one's ability to complete family activities. Work-family conflict is "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985: 77). Work-family conflict arises when the demands in one domain (i.e., work) make it difficult to meet the expectations and demands of the other domain (i.e., family) (Greenhaus & Beutell, 1985). The experience of work-family conflict can result in critical organizational outcomes (Eby et al., 2005) such as lowered job satisfaction (Bruck, Allen, & Spector, 2002) and increased turnover intentions (Greenhaus, Parasuraman, & Collins, 2001; Kelloway, Gottlieb, & Barham, 1999). Some studies found that these conflicts could decrease job performance (e.g., Aryee, 1992; Goff, Mount & Jamison, 1990; Hammer et al., 2003). According to some researchers (see Zedeck & Mosier, 1990), family responsibilities and obligations are the main cause of being late to work, absence and decrease in productivity. Furthermore some studies found that stress could decrease performance. People experience these conflicts because of the burden of both family roles and work roles (Korkmaz, 2008).

Work-family conflict can manifest itself in three forms: time, strain, and behavior (Carlson, Kacmar, & Williams, 2000). While research has yet to investigate the effects of work-family conflict on workplace deviance, evidence indicates that a lack of appropriate resources relates more strongly to organizational directed deviance than to interpersonally directed deviance (Fox et al., 2001; Spector et al., 2006). Conflict theory posits that individuals have a fixed amount of resources, such as time and energy, to spend on roles in the work and family domains and expending those resources in one role depletes resources for other roles (Chen, Powell, & Greenhaus, 2009). Conflict occurs when the pressures associated with one role make it physically impossible to meet expectations in another role (Bartolome & Evans, 1979).

Extensive research documents the negative consequences of work-family conflict. Furthermore, research has demonstrated that the directions of conflict (work-to-family and family-to-work) are distinct and can have unique antecedents and consequences (Frone, 2003; Grzywacz & Marks, 2000). Generally, work-to-family conflict results in lower

job satisfaction and life satisfaction (Kossek & Ozeki, 1998), and heightened psychological distress (Burke & Greenglass, 1999). Family-to-work conflict results in lower self-efficacy at work (Netemeyer, Boles, & McMurrin, 1996) and diminished employee efficacy, vigor, dedication, and absorption (Brummelhuis, Bakker, & Euwema, 2010).

A review of the WFC literature shows that some studies focus on the antecedents of WFC (see, for example, DiRenzo, Greenhaus and Weer 2011; Michel, Clark and Jaramillo 2011) while others centre on its outcomes (see, for example, Brunetto et al. 2010; Sidani and Al Hakim, 2012). Alternatively, some researchers have tested WFC as a mediator in the relationship between workplace support and psychological contract fairness (Taylor, DelCampo and Blancero 2009), the relationship between work-family culture and self-reported distress (Mauno, Kinnunen and Pyykko, 2005), and the relationship between procedural and interpersonal justice and work stress (Judge and Colquitt 2004). Others have explored situations that influence the strength of the relationship between work and family stressors/support, and WFC (Glavin and Schieman 2012; Russell, Bulger and Barnes-Farrell 2010).

Research has shown that perceived organizational support has a negative effect on WFC (Foley, Hang-Yue & Lui, 2005; Warren & Johnson, 1995). Managerial support is one of the main elements of organizational support (Aycan & Eskin, 2005). It is very important in order to balance work and family responsibilities and avoid possible conflicts (Foley et al., 2005; Goff et al., 1990; Hammer et al., 2003; Lobel, 1991; Warren & Johnson, 1995; Zedeck & Mosier, 1990) and thus it is expected to decrease stress level.

If it is analyzed from Turkey perspective, Uçar and Ötken's study (2010) shows that when employees perceive value, care and support from their organization, they develop a sense of belonging and emotional attachment to the organization. Therefore it is expected to decrease work-family conflicts originating from work. In the study of Akkoç et.al. (2012), it was seen that the development culture and perceived organizational support have affected the job satisfaction and job performance with a positive and significant way. Turunç and Çelik's study (2010) which was conducted in Turkey shows that POS has significant effect on WFC.

In the light of studies stated previously, our study aims to research whether there is a relationship between POS and WFC; if there is, to find the degree of the relationship. In this context, we hypothesized as;

Hypothesis 1: There is a negative effect of perceived organizational support on work to family conflict.

3. METHODOLOGY AND DATA

The sample consisted of officers working at Bayburt University in Turkey. Approximately 150 officers work in this university. The sample was determined from this population by using simple random sampling method. A total of 100 questionnaires were distributed to the officers for data collection. A total of 96 valid responses from respondents were required to ensure a 95% confidence level.

Of the respondents 36,5% (n= 35) were female, 63,5% (n= 61) were male. The largest age range of the respondents was under 30 age with 74% (n= 71), the second was between 30-40 age with %20,8% (n= 20) and the smallest was above 40 age with 5,2% (n= 5). Of the participants 34,4% (n= 33) were married, 65,6% (n= 63) were single. In terms of organizational tenure most of the respondents have less than 3 years with 50% (n= 48), following this, 43,8% (n= 42) of the respondents have between 3-5 years and 6,3% (n= 6) of the respondents have more than 5 years. Finally for the educational level of the respondents, most of them have a undergraduate degree with 86,5% (n= 83) and rest of the respondents have a vocational school degree with 13,5% (n= 13).

In this study, perceived organizational support scale of Eisenberger et. al. (1986) and work-family conflict scale of Netemeyer et al. (1996) were used to analyze the relationship between perceived organizational support and work-family conflict among officers.

Perceived organizational support scale includes 8 items at single part. These items intended to identify the perceptions of individuals related to organizational support. Work-family conflict scale includes 5 items that question whether the work related responsibilities of an individual prevent him fulfilling his responsibilities adequately at home. Besides, these two questionnaires consist of five-point Likert scale and they include options changing between "1= Strongly Disagree", "3= Partially Agree" and "5= Strongly Agree".

3.1. VALIDITY AND RELIABILITY

For the scales used in the research, reliability and validity analysis thorough explanatory and confirmatory factor analyzes were conducted by using SPSS 20 and AMOS 20 statistical programs. For the explanatory factor analyze, items having factor loadings fewer than 45% were removed from analysis according to suggestions posited by Altay & Umay (2013:249). The findings are below:

For perceived organizational support scale, according to performed explanatory factor analysis results, KMO=.841 and Bartlett Sphericity= .000. All items were gathered under single factor and item 6 was removed from analysis because its factor loading was fewer than 45%. Then a second explanatory factor analysis was performed and all items were gathered under single factor again. In this second analysis, KMO and Bartlett Sphericity tests values were .860 and .000 respectively. This single-factor model explained 55.206 of total variance and its factor loadings changed between .888 and .509. Following the explanatory factor analysis, the confirmatory factor analyze was performed to resolve single-factor model of the perceived organizational support scale. According to the results, GFI= .948; CFI= .983; RMSEA= .062 and SRMR= .0412. With these results, it was determined that the perceived organizational support scale fitted to single-factor model. Following the factor analysis, Cronbach's Alpha analysis was performed to determine the reliability of the perceived organizational support scale. Cronbach's Alpha value was found .853. According to this result, it was determined that the perceived organizational support scale was reliable.

For the work to family conflict scale, according to performed explanatory factor analysis results, KMO=.797 and Bartlett Sphericity= .000. All items were gathered under single

factor. This single-factor model explained 70.844 of total variance and its factor loadings changed between .904 and .729. Following the explanatory factor analysis, the confirmatory factor analyze was performed to resolve single-factor model of the work to family conflict scale. According to the results, GFI= .873; CFI= .898; RMSEA= .260 and SRMR= .0672. To improve these index scores, the modification was done. After the modification, the new values were GFI= .959; CFI= .980; RMSEA= .130 and SRMR= .03. According to Steiger (2000), the RMSEA is an index that sounds somewhat like SRMR but it is computed differently and it behaves differently. According to various writers (Fan & Sivo, 2005; Hu & Bentler, 1998; Kenny & McCoach, 2003), the RMSEA sometimes does not behave well. In simulation studies, RMSEA over-rejects true models for “small” N (N=250), the fit tends to worsen as the number of variables in the model increase, etc (locobucci, 2010:96). Thus SRMR is preferred in this study. With these results, it was determined that the work-family conflict scale was fitting to single-factor model. Following the factor analysis, Cronbach’s Alpha analysis was performed to determine the reliability of the work to family conflict scale. According to the analysis, Cronbach’s Alpha was found .895. By looking to this result, it was determined that the work-family conflict scale was reliable.

3.2. RESEARCH FINDINGS

Table 1. Descriptive Statistics and Correlations

Variables	Mean	Std. Deviation	1	2
<i>1. Perceived Organizational Support (POS)</i>	2.80	.85	1	-.442**
<i>2. Work-Family Conflict (WFC)</i>	2.77	1.03	-.442**	1

*.p<.05; **. p<.01

Table 1 provides the means, standard deviations and correlations among the research variables. Looking at the table 1, the mean and standard deviation for POS were calculated 2.80 and .85 respectively. According to these results, it can be said that the there was a moderate level of perceived organizational support. And the mean and standard deviation for work-family conflict were calculated 2.77 and 1.03 respectively. With these results, it can be said that there was also a moderate level of work-family conflict.

Table 2. Multiple Regression Analyze

	WFC
Step 1	β
<i>Gender</i>	.011
<i>Age</i>	.048
<i>Marital Status</i>	.023
<i>Organizational Tenure</i>	-.238*
<i>Educational Level</i>	.180
<i>R²</i>	.100
<i>Adjusted R²</i>	.050
<i>F</i>	2.003
<i>p</i>	.086
Step 2	
<i>Gender</i>	-.033
<i>Age</i>	.198
<i>Marital Status</i>	.035
<i>Organizational Tenure</i>	-.337**
<i>Educational Level</i>	.071
<i>POS</i>	-.491**
<i>R²</i>	.310
<i>Adjusted R²</i>	.264
<i>F</i>	6.679
<i>p</i>	.000
*. <i>p</i> <.05; **.p<.01	
<i>The values are standardized beta in table.</i>	

Correlation analysis results showed that perceived organizational support and work-family conflict (POS and WFC) were negatively correlated ($r = -.442$; $p < .01$). Following the correlation analysis, we performed a multiple regression analysis for testing the hypothesis. At this point, gender, age, marital status, organizational tenure and education level were described as control variables and they were added to analysis because it is thought that there are significant relationships between these variables and WFC. The results of regression models were presented in Table 2. In the first step, results showed that the control variables did not predicted WFC. Thus it is determined that model 1 was not significant ($F = 2.003$; $p > .05$). The organizational tenure only predicted WFC ($\beta = -.238$; $p < .05$), but it was deactivated by the other control variables which were added to analysis. In the second step, the results showed that organizational tenure ($\beta = -.337$; $p < .01$) and POS ($\beta = -.491$; $p < .01$) predicted WFC. Thus it is determined that model 2 was significant ($F = 6.679$; $p < .01$). According to this result, proposed hypothesis was accepted.

4. CONCLUSION

The present research was designed to examine the direct effects of perceived organizational support (POS) on work-family conflict (WFC) by using a Turkish sample. Thus we want to reveal the role of perceived organizational support on work-family conflict. The findings and interpretation of these findings will be explained in this part.

In this study, it was showed that there were negative effects of the POS on WFC. This finding is in line with those of previous studies (Somech & Zahavy, 2012; Kossek et al., 2011; Turunc & Celik, 2010; Foley et al, 2005). As it can be seen in these results, POS is an important factor to reduce WFC. According to this result, we can make an assessment as follows:

This study was performed at Bayburt University that is located in Bayburt city. Bayburt is a small city in Anatolia and it has low level of the socio-economic development. People living in developing countries such as Turkey, often desire to work and maintain their life in big cities such as Istanbul and Ankara. They generally desire to neither work nor live in small cities such as Bayburt. Therefore this situation negatively affects their work performances and this negativity can spread into their family life. Eventually unhappy individuals may arise in both business and family life. One of the important ways to prevent this condition is giving importance to organizational support by the organizations. If organizations perform practices by supporting their employees and if employees evidently perceive these supports given to them, this employee-organization concordance will provide blocking the work-related problems. In this study, it is proved that as the level of perceived organizational support increases, the level of work to family conflict will be decreasing.

In addition, this study has some limitations. Due to having limited time and budget, the sample of the research is inevitably small. So the results obtained this study cannot be generalized. For future research, it is suggested that a larger sample will be useful for having generalized the results. Besides, new variables such as culture can be added as a variable for further studies. Finally, comparative analyzes can be performed between different organizations or different countries.

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