



UNIVERSITI PUTRA MALAYSIA

INTERRELATIONSHIPS OF WORK-FAMILY CONFLICT, SPOUSAL AND ORGANIZATIONAL SOCIAL SUPPORT WITH PSYCHOLOGICAL WELL-BEING AMONG EMPLOYEES OF PUBLIC SECTOR IN MALAYSIA

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By

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Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Master of Science

January 2021

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in
fulfilment of the requirement for the degree of Master of Science

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January 2021

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Conflicts that occur due to the overlap between work and family matters are important topics in today's organizational context. Work-family conflict can be defined as a form of role conflict where the demands of work and family cannot be aligned in several ways. Several previous studies have mentioned that work-family conflict negatively affects individuals. For example, emotional fatigue can lead to stress and disturb the psychological well-being of a person. From that perspective, social support can help to reduce the stressful experience caused by work-family conflict and improve psychological well-being. There are two elements of social support originating from (1) work domain support (organization, supervisor and co-workers) and (2) non-work domain supports (spouse, family members and friends). However, the limited numbers of studies focusing on the relationship between three variable factors, namely work-family conflict, spousal and organizational social support, and public sector employees' psychological well-being especially in Malaysia has led to the establishment of this study. Two moderators of spousal and organizational social support were chosen as the focused subjects of this study due to their substantial effect. For this quantitative study, there were 400 respondents purposively selected using multi-stage sampling techniques. Self-administered questionnaire was used to collect data using four valid and reliable instruments, namely Work-to-Family Scale by Netmeyer, Boles, and McMurrian (1996), Family Support Inventory developed by King, Mattimore, King, and Adams (1995), Perceived Organizational Support scale, (University of Delaware, 1984), and Ryff Psychological Well-being scale by Ryff & Keyes, (1995). The study concluded that work-family conflict demonstrated a negative relationship, whereas spousal and organizational support showed positive associations with psychological well-being. Of all the three variables, organizational support was found to be the most significant factor to predict

psychological well-being among the employees of the public sector. It was also found that spousal and organizational support significantly moderate the relationship between work-family conflict and psychological well-being. This study's findings have practical implications for managers and leaders, implying that they must not only inspire and foster a healthy, friendly environment that will motivate employees to apply their energy and reach their full potential, thereby increasing psychological well-being, but also alleviate work-family conflict.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk Ijazah Master Sains

**HUBUNGKAIT ANTARA KONFLIK KERJA-KELUARGA, SOKONGAN
SOSIAL PASANGAN DAN ORGANISASI DENGAN KESEJAHTERAAN
PSIKOLOGI DALAM KALANGAN PEKERJA SEKTOR AWAM DI
MALAYSIA**

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Konflik yang berlaku disebabkan pertindihan antara kerja dan keluarga merupakan topik penting dalam konteks organisasi hari ini. Konflik antara kerja dan keluarga boleh didefinisikan sebagai satu bentuk konflik peranan di mana permintaan kerja dan keluarga tidak boleh diselarakan dalam berbagai cara. Beberapa kajian lepas mendapati konflik kerja-keluarga memberi kesan negatif kepada individu seperti keletihan emosi yang akhirnya menjurus kepada tekanan dan mengganggu kesejahteraan psikologi. Berdasarkan perspektif tersebut, sokongan sosial boleh membantu mengurangkan tekanan yang dialami disebabkan oleh konflik kerja-keluarga dan boleh meningkatkan kesejahteraan psikologi. Terdapat dua unsur sokongan sosial berasal dari (1) sokongan domain kerja; seperti organisasi, (2) penyelia dan rakan sejawatan manakala, domain bukan kerja: boleh datang dari pasangan, anggota keluarga dan rakan-rakan. Walau bagaimanapun, kajian hubungan antara tiga faktor pembolehubah, seperti konflik kerja-keluarga, pasangan dan sokongan sosial dari organisasi terhadap tahap kesihatan psikologi pekerja-pekerja terutamanya di Malaysia yang terbatas memberi idea dan inspirasi untuk kajian ini dijalankan. Kajian difokuskan kepada dua faktor utama iaitu pasangan dan sokongan sosial organisasi di atas kesan serta impak yang kuat dari faktor-faktor yang lain kepada kesejahteraan psikologi. Oleh itu, kajian ini dijalankan bertujuan untuk menentukan hubungan antara konflik kerja-keluarga dan kesejahteraan psikologi antara pekerja sektor awam di Putrajaya dengan sokongan pasangan dan sokongan organisasi sebagai moderator. Untuk kajian kuantitatif ini, terdapat 400 orang responden dipilih menggunakan teknik pensampelan pelbagai tahap bertujuan. Soal selidik digunakan untuk mengutip data menggunakan empat instrumen sahih dan boleh dipercayai iaitu Work-Family Scale oleh Netmeyer, Boles, dan McMurrian (1996), Family Support Inventory dibangunkan oleh King, Mattimore, King, dan Adams (1995), skala Perceived

Organizational Support, (University of Delaware, 1984), (1995) dan skala Ryff Psychological Well-being oleh Ryff & Keyes. Kajian menunjukkan konflik kerja-keluarga mempunyai hubungan negatif dengan kesejahteraan psikologi. Manakala sokongan pasangan dan sokongan organisasi menunjukkan bahawa terdapat hubungan yang positif dengan kesejahteraan psikologi. Dari tiga pembolehubah ini, kajian ini telah mendapati bahawa sokongan organisasi paling penting dapat meramalkan kesejahteraan psikologi dalam kalangan pekerja sektor awam. Kajian ini juga mendapati sokongan pasangan dan organisasi menjadi moderator yang signifikan dalam hubungan antara konflik kerja-keluarga dan kesejahteraan psikologi. Penemuan kajian ini mempunyai implikasi praktikal bagi pengurus dan pemimpin, yang menunjukkan bahawa mereka bukan sahaja harus memberi inspirasi dan memupuk persekitaran yang sihat dan mesra yang akan memotivasi pekerja untuk menggunakan tenaga mereka mencapai potensi penuh sehingga meningkatkan kesejahteraan psikologi, tetapi juga dapat mengurangkan konflik kerja-keluarga.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iii
ACKNOWLEDGEMENTS	v
APPROVAL	vi
DECLARATION	viii
LIST OF TABLES	xii
LIST OF FIGURES	xiii
CHAPTER	
1 INTRODUCTION	1
2 LITERATURE REVIEW	20
2.1 Personal Background and Psychological Well-being	23
2.2 Work-Family Conflict and Psychological Well-being	25
2.3 Spousal Support and Psychological Well-being	27
2.4 Organizational Support and Psychological Well-Being	28
2.5 Social Support as a Moderator in the Relationships between Work-Family Conflict and Psychological Well-being	30
2.6 Chapter Summary	32
3 METHODOLOGY	33
3.1 Research Design	33
3.2 Research Location	33
3.3 Population and Sampling Size	34
3.4 Sampling Technique	36
3.5 Instrumentations	37
3.5.1 Work-Family Conflict	37
3.5.2 Spousal Support	37
3.5.3 Organizational Support	38
3.5.4 Psychological Well-being	39
3.6 Data analysis	40
3.7 Pilot Study	40
3.8 Reliability of The Study	41
3.9 Exploratory Data Analysis (EDA)	41
3.10 Chapter Summary	42

4	RESULTS AND DISCUSSION	43
4.1	Descriptive	43
4.2	Bivariate Analysis	51
4.2.1	Correlation	51
4.2.2	T-test	54
4.3	Multiple Regressions	58
4.3.1	Moderation effect of Spousal Support and Organizational Support in the Relationship between Work-family Conflict and Psychological Well-being	60
4.4	Chapter Summary	62
5	SUMMARY, CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH	63
	REFERENCES	70
	APPENDICES	85
	BIODATA OF STUDENT	97
	LIST OF PUBLICATIONS	98

LIST OF TABLES

Table		Page
3.1	Pilot study test of psychological well-being, work-family conflict, spousal support and organizational support.	40
3.2	Reliability of Psychological Well-being, Work-family Conflict, Spousal Support and Organizational Support	41
3.3	Skewness and Kurtosis of Continuous Study Variable	42
4.1	Descriptive of Respondents' Characteristics	43
4.2	Finding and normalized summary of hypothesis	48
A1	Correlations between Age, Work-family Conflict, Spousal Support, Organizational Support and Psychological Well-being	84
A2	Gender Group Differences with Respect to Work-family Conflict and Psychological Well-being	84
A3	Predictors (Work-family Conflict, Spousal Support, Organizational Support) to Psychological Well-being	85
A4	Hierarchical Regression Analysis of Work-family Conflict, Spousal Support and Organizational Support on Psychological Well-being with Spousal Support as Moderator	86
A5	Hierarchical Regression Analysis of Work-family Conflict, Spousal Support and Organizational Support on Psychological Well-being with Organizational Support as Moderator	87

LIST OF FIGURES

Figure		Page
1.1	Developmental Periods in the Era of Early and Middle Adulthood	13
1.2	Theoretical Framework of the Moderating Effect of Social Support in the Relationship between Work-family Conflict and Psychological Well-being	16
3.1	Sampling Technique of Selected the Sample based on the Ministry Listed in Putrajaya	36
A1	Histogram of Work-family Conflict	85
A2	Normal Q-Q Plot of Work-family Conflict	85
A3	Histogram of Spousal (Emotional) Support	86
A4	Normal Q-Q Plot of Spousal (Emotional) Support	87
A5	Histogram of Spousal (Instrumental) Support	88
A6	Normal Q-Q Plot of Spousal (Instrumental) Support	89
A7	Histogram of Organizational Support	90
A8	Normal Q-Q Plot of Organizational Support	90
A9	Histogram of Psychological Well-being	91
A10	Normal Q-Q Plot of Psychological Well-being	92

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Global developments have brought about numbers of challenges to individuals especially for those with a career and family at the same time. This change in demographic trends affects the workforce composition, increases the number of families with dual earners, and leads to ambiguity in the role. Hence, the issue of work and family has been one of the highlights in many researches over the past few decades, especially with the increasing number of employed parents experiencing work-family conflicts (Aminah Ahmad, 2008).

Past reviews indicated that work-family conflict and lack of social support from family members such as spouse and non-family parties such as organization significantly influence the psychological well-being among employees (Michel et al. 2011). Employee wellbeing is greatly embedded in a system of social exchange among supervisors, subordinates, and co-workers (Kim, Lee, & Wong, 2016; Obschonka & Silbereisen, 2015), and for that reason is facilitated and constrained by support from supervisors and co-workers. It implies that employees' satisfaction with supervisors and colleagues allows them to obtain feelings of empathy, respect, and trust (Haider, Fernandez-Ortiz, & de Pablos, 2017) which lead towards greater psychological wellbeing (Kim et al., 2016). This viewpoint suggests that employee satisfaction with supervisors and co-workers is simply as important as other human resource practices to enhance employee wellbeing.

Psychological well-being is an indicator of a healthy lifestyle. Deci and Ryan (2008) described psychological well-being as a combination of positive emotions such as satisfaction and maximum productivity in individual and social life. In addition, people with a high level of psychological well-being are reported to feel happy, capable, well-supported, and satisfied with life (Huppert's 2009). Ryff's (1989) theory of psychological wellbeing also suggested that positive relations with others are important for obtaining psychological wellbeing. Co-workers satisfied with each other are likely to develop positive interactions. As well as in the family life, when the spouses or family members always encourage each other to ease the burden of daily household, it helps the individual feel motivated and satisfied. Consequently, their likelihood to achieve psychological wellbeing increases. In line with Ryff (1989) and Ryff and Singer (2000) and self-determination theory (Ryan & Deci, 2000), intimacy theory (Reis, Sheldon, Gable, Roscoe, & Ryan, 2000) also suggests that meaningful and satisfying relationships with others predict human flourishing and psychological wellbeing (Ryan & Deci, 2001).

The Former General Director of Public Services Department (PSD), Tan Sri Mohamad Zabidi Zainal acknowledged in his speech at the launching ceremony of Psychology Open Day 2014 that employees in the public sector nowadays have to face the increasing pressure of workload for the sake of delivering the best quality of service for the public. Increase in workload may lead to the increase of work stress. Accordingly, Hayes and Weathington (2007) reported that stress at the workplace negatively impacts the employee satisfaction and performance at work therefore leading to the health issue and absenteeism among workers.

Malaysian employees, especially those who are married, surely shoulder more roles in life whereby they have to balance between their work and family. Work-family conflict can occur due to the inability to balance those two elements which may also affect their overall well-being. Workload, role conflict and interpersonal relationship are the stressors that contribute to employees facing stress, therefore affecting their well-being (Razak et al. 2014). Organizations should be aware and take prompt action when noticing the increase of stress level among the employees who have problem in balancing the work and family.

Work-Family Conflict (WFC) is described as "a form of inter-role conflict whereby the constraints of the role of work and family are mutually conflicting in some respects" (Greenhaus & Beutell, 1985 p.77). The increase of age entails the increase of roles and responsibilities of a person, especially in terms of family and work. As work and family structures change, one of the key problem's individual's face today is how to balance work with other life and family responsibilities. For previous generations, care for family and gainful employment were divided and carried out by different individuals within a family.

This distinction is no longer evident, and many people are faced with the difficult double demands of family and household chores while working full-time. Individuals confront work-family conflict as a result of having to balance household activities and family care responsibilities with employment demands.

It's critical to figure out what's causing these disagreements, because failing to do so can lead to difficulties for individuals, such as forcing them to leave the workforce or affecting their health. As variable resources, social support at work and at home buffered the daily work-family conflict process in their respective domains. First, a supportive supervisor reduced the impact of workload on emotional weariness inside individuals. Second, a supportive spouse shielded the stressed employee from the effects of emotional exhaustion on work-family conflict, and spousal support also mitigated the indirect effect from emotional exhaustion of work-family conflict on well-being, (Helen, Remus, Petrun & Yukun, 2018). This study was therefore conducted to explore the interrelationship of work-family conflict, spousal, and organizational social support with psychological well-being among employees in Malaysia.

1.2 Problem Statement

Work-family balance is hard to sustain in modern industrial societies due to increasing demands at work and in family settings. Individuals are asked to manage multiple roles simultaneously, allocating their resources between work and family (Fotiadis et al., 2019). Work-family conflict is a psychological phenomenon of imbalance between work and home life (Csikszentmihalyi, 2003). The most common stressors conducive to occurrence of work-family conflict are job burnout, dissatisfaction, work stress, long working hours, and role conflict (Kossek and Ozeki, 1998; Spector et al., 2004; Bakker et al., 2005; Ford et al., 2007). Work overload and stressful events caused by the work environment (Cartwright & Pappas, 2008; Ganster & Perrewé, 2011) may physically and emotionally exhaust an employee in a way that it gives rise to work-family conflict (Frone et al., 1997b; Baeriswyl et al., 2016).

The two-way model of work-family conflict shows that stress factors in the workplace such as lack of autonomy or excessive workload have a negative impact on the “work” side, whereas stress factors related to family such as misbehaving children or overly dependent parents harm the “family” side of the balance (Liu et al., 2019). In other respects, excellent compatibility between family and work gives a sense of high achievement in the workplace since it motivates individuals (Baeriswyl et al., 2016).

In literature, the potential impact of work-family conflict on organizational and personal well-being has been discussed (Kossek and Ozeki, 1998; Ford et al., 2007). Work-family conflict hurts employees’ productivity and harms job performance by decreasing the job satisfaction of employees (Johnson et al., 2005). It also affects employee turnover, psychological distress, and life satisfaction (Greenhaus and Beutell, 1985).

A limitation of prior studies in the psychological well-being context is that they do not sufficiently explore impact of non-organizational factors on performance. Therefore, this study addresses the limitation by introducing family as a key factor that has implications for the psychological well-being of individuals. Up until this point, there has been very little empirical investigation on the interrelationship between work-family conflict, spousal and organizational social support with psychological well-being of employees.

Past research has mostly focused on limiting the effect of work-family conflict on few variables, such as leadership (Major and Cleveland, 2007; Hammer et al., 2009; Major and Morganson, 2011.; Matthews et al., 2013; Hill et al., 2016), psychological safety (Cullen, 2005; Dollard and Bakker, 2010; Dollard and Karasek, 2010; Hall et al., 2010; Murphy, 2011), and the relation between work-family conflict and work-family relationship with work stress (Kazmi et al., 2017; Lu et al., 2017; Smith et al., 2018), exhaustion (Chen and Huang, 2016), burnout

(Montgomery et al., 2003), job control (Proost et al., 2010; Golden et al., 2013), job satisfaction (Aryee et al., 2005; Ford et al., 2007; Kafetsios, 2007) and turnover intention (Lu et al., 2017). Despite research advances, work-family scholars still lack clear understanding of how constructs of the psychological well-being related to the work-family conflict with the factor of social support from both work and family members which affects employee's psychology that translates to positive work behaviour.

This study assesses psychological factors of well-being in a collectivistic society. Up to date majority of studies were conducted in predominately individualistic societies in Western countries, and to our knowledge, this research is significant in that it is first of its kind to have examined well-observed phenomena in the new untapped territory in the context of Malaysia. The empirical study of employees from Islamic culture is a major innovation of the study. The spillover effect of work-family conflict is found to be different in societies with strong tradition of marital commitment (Liu et al., 2016), such are the cultures that should be understood in light of family obligations, where workers are more prone to feel exhausted and less able to cope with stress (Brough and O'Driscoll, 2005; Sun and Pan, 2008).

Work-family conflict widely prevalent among the U.S. staff (Jacobs & Gerson 2004; Nomaguchi 2009; Winslow 2005) with nearly 70% of workers showing some interference in both work and non-work affairs (Schieman, Milkie, and Glavin 2009). Due to the increase in women labour force participation, cases of work-family conflict have also increased, whereby more household responsibilities must be met by working adults and also there are expectations for fathers' involvement in day-to-day child care (Nomaguchi, 2009).

In most developing countries, including Malaysia, women employment has increased over the past four decades. Economic development and growth in Malaysia have created new job opportunities for men and women alike (Zaimah et al. 2015). According to the Department of Statistics in Malaysia, there were 14.5 million employed people in 2017, representing 45.1% of the overall population. At the same time, this represents 96.6% of the total labour force; with 38.4% of them are women. The Labour Force Participation Rate (LFPR) for women increased 0.4 percentage points to 54.7% in 2017 from 54.3% in 2016. On the other hand, LFPR for men decreased by 0.1 percentage points from 80.2% to 80.1% for the same period. In addition to that, as Malaysia also witnessed an increased number of dual-earner families from 7,421.8 people in 2010 to 8,410.1 people in 2013 (Department of Statistic, Malaysia), research on married employees facing work-family conflict is prominent in both the West and in Malaysia.

The 2011 Family Wellbeing Index (FWI) pioneered by LPPKN, was a research project specifically designed to measure the level of well-being among Malaysian families. The study involved 5,616 respondents, identifying seven

domains and 23 indicators including health, economy, safety and family relationship. The result revealed that many women today have chosen to resign from the work because of their concern for the well-being of their children and the difficulty in balancing family life and career. This finding agreed with the study by Kinnunen & Mauno (1998) which showed that at some stage in their marriage, about 40 to 78% of working parents encounter work-family conflict. The research, however, did not pay attention on how negative consequences related to work-family conflict could be avoided.

According to the Conservation of Resources model, it has been suggested that inter-role conflict results in stress whenever resources will be lost in the handling of both work and family roles. These opportunities or actual resource losses result in a variety of negative outcomes that may include physiological stress, unhappiness, depression, or anxiety (Hobfoll & Shirom, 1993).

Carlson and Perrew (1999) suggested that family and work support should be both an independent variable and a moderator in the role of stressors and work-family-conflict, and suggested that social support must be better described as a variable that directly affects perceived stress factors. The Conservation of Resources model is also used in the work-family conflict research carried out by Grandey and Cropanzano (1999). The model shows that people are driven to acquire necessary services when facing stress, such as social support. This shows that social support seems to have a direct impact on work-family conflict.

Therefore, social support seems to be the crucial factor for the individuals to face up to this role conflict. Social support can come from different parties, such as the spouse, friends, family members, colleague, and supervisor. Nevertheless, this study is designed to only focus on social support in terms of spousal and organizational support, as these elements are closely relevant in the context of married working employees who are the subjects of this study. The aim of this study is therefore to examine the interrelationship between work-family conflict, spousal and organizational social support with the psychological well-being of employees of public sector in Malaysia.

1.3 Significant of Study

This research will provide essential information on the importance of spousal and organizational support for employees and organization in order to maintain the family well-being across the life span especially for the dual-earner families (working husband and wife). Besides, this study has a potential to empower human resource management in all government departments in optimizing a psychological service by providing an intervention or family-support program on how to handle the conflict between work and family domain arise in their management. Such program can help workers by providing advice, training and emotion management skills in enhancing employees' good mental health and

well-being. This is a good alternative for improving the psychological well-being of employees and dual-earner families.

1.4 Research Questions

This study attempts to provide answer for the following research questions:

1. Does age have a significant relationship with psychological well-being among employees of public sector in Malaysia?
2. Does work-family conflict have a significant relationship with psychological well-being among employees of public sector in Malaysia?
3. Does spousal and organizational support have a significant relationship with psychological well-being among employees of public sector in Malaysia?
4. Are there any differences between the work-family conflict, spousal support, organizational support, and psychological well-being between male and female?
5. What is the unique predictor of psychological well-being?
6. Does spousal and organizational support moderate the relationship between work-family conflict and psychological well-being?

1.5 Research Objectives

This section presents the general and specific objectives of the study.

General Objective

Generally, this study aims at examining the interrelationship of work-family conflict, spousal and organizational social support with psychological well-being among employees of public sector in Malaysia.

Specific objectives

Based on the general objective, the specific objectives are:

1. To describe the personal backgrounds of respondents.
2. To determine the interrelationship between age, work-family conflict, spousal support, organizational support, and psychological well-being among employees of public sector in Malaysia.
3. To examine the gender differences in the work-family conflict, spousal support, organizational support, and psychological well-being among employees of public sector in Malaysia.
4. To determine the unique predictor of psychological well-being among employees of public sector in Malaysia.
5. To examine the moderating roles of spousal and organizational support in the relationship between work-family conflict with psychological well-being among employees of public sector in Malaysia.

1.6 Research Hypothesis

Objective 2: To determine the interrelationship between age differences, work-family conflict, spousal support, organizational support and psychological well-being among employees of public sector in Malaysia

Ha₁: There is significant relationship between age and psychological well-being among employees of public sector in Malaysia.

Ha₂: There is significant relationship between work-family conflict and psychological well-being among employees of public sector in Malaysia.

Ha₃: There is significant relationship between emotional spousal support and psychological well-being among employees of public sector in Malaysia.

Ha₄: There is significant relationship between instrumental spousal support and psychological well-being among employees of public sector in Malaysia.

Ha₅: There is significant relationship between organizational support and psychological well-being among employees of public sector in Malaysia.

Objective 3: To examine the gender differences in the work-family conflict, spousal support, organizational support, and psychological well-being among employees of public sector in Malaysia.

Ha₆: There is significant difference of work-family conflict between male and female.

Ha₇: There is significant difference of emotional spousal support between male and female

Ha₈: There is significant difference of instrumental spousal support between male and female

Ha₉: There is significant difference of organizational support between male and female

Ha₁₀: There is significant difference of psychological well-being between male and female

Objective 4: To determine the unique predictor of psychological well-being among employees of public sector in Malaysia.

Ha₁₁: The regression coefficient is equal to zero as it regressed to psychological well-being.

Objective 5: To examine the moderating roles of spousal and organizational support in the relationship between work-family conflict with psychological well-being among employees of public sector in Malaysia.

Ha₁₂: The relationship between work-family conflict and psychological well-being among employees of public sector in Malaysia is significantly moderated by spousal support

Ha₁₃: The relationship between work-family conflict and psychological well-being among employees of public sector in Malaysia is significantly moderated by organizational support

1.7 Theoretical Framework

Daniel Levinson of Life Developmental Theory

According to the Levinson's Life Developmental Model (1986), life offers various courses such as inner wishes, love, family, career, social connexion or biological shift relevance of life. Every life course has its own fundamental order, according to Levinson (1986). Each individual undergoes distinctive life events but they go through the same fundamental sequences. Levinson described the life cycle as an arrangement of age eras. Every age is partly overlapping and has its unique biopsychosocial character.

A cross-era transition ends the previous era and initiates the next, and this transition normally takes about five years to complete. Each creation of an era has a well-defined modal age, with an average range of about plus or minus two years. The eras partly overlap in the developmental life stage model and involve the creation of biological, psychological and social aspects that shape the life cycle microstructure (Levinson et al., 1978).

The first period, pre-adulthood, according to Levinson (1986), ranges from the age of zero to approximately 22 years old. From highly dependent childhood, individuals develop into childhood, then they hit puberty and later becoming a more autonomous and responsible adult life. The first transition is the transition from early adulthood (17 to 22 years of age) into the second era of life, from the age of 17 to 45 years of age.

Early adulthood, which is in the second era, is the full period of the greatest energy and prosperity (Levinson, 1986). It is also the period where individuals will experience the greatest conflicts and tension in life. This stage of life witnesses the process of establishing and pursuing of youthful hopes, developing a place in society, and raising a family. At the end of the age, in the adult world, people will have more authority.

In addition, in this stage, individuals will attain happiness in forms of marriage, family, career development, and realization of major life goals. In terms of pressures, individuals in during this stage of life face the struggle balancing the parenthood and occupation burdens due strong financial commitments and comparatively low earning power. Moreover, stress during this phase of life can emerge from the crucial decisions on marriage, family, job, and lifestyle. This era's rewards and stress are often equal, or the expense exceeds the rewards. According to Levinson, the "culminating period" is the period of the early adult era of enjoying fruitful achievement between the ages of 33 to 40 years old.

The midlife change, which is the termination process of young adulthood and the beginning of middle adulthood, is from the age of 40 to 45 years old (Levinson, 1986). Individuals are in the full spectrum of early adulthood in the early 40s and begin to learn about the risks and promises of middle adulthood. The settling down period starts around 30 years old, according to Levinson et al. (1978), and lasts until around 40 to 45 years old. The settling down period is identified as the time for an adult to realize their early-stage dreams as listed by Levinson and his colleagues. Levinson further stated that individuals would reach the end of one age and be ready to step into the next only in the "culminating process" and the transition period. The process and degree of change in the midlife transition can differ enormously for each individual (Levinson, 1986). There is a process of individuation during this transition period, where people can become more sympathetic, more reflective, less intimidated by inner tensions and external demands, and truly love themselves.

In addition, Levinson et al. (1978) reported that individuation occurs in any transition in life and is particularly significant in the transition to midlife. There are four main elements in individuation (young/ old; destruction/ creation; male / female; and attachment / separateness), which refer to the reintegration of the fundamental polarity of an adult's characteristics. The adult needs to incorporate the polarities that they experience in life during the midlife transition. This is the time for an adult to imply the sense of success or failure and the role in the occupation from a working point of view.

The third period, starting from around 40 to 65 years of age, is middle adulthood (Levinson, 1986). In this age, the biological potential is lower than in early adulthood. Individuals are still able to have an energetic, rewarding and socially beneficial existence in this period. Many citizens are now becoming "senior members" of their own social environment at the ages of 40 and 50. In this age, the duty of individuals will not only be for themselves, but also for others.

The late adult transition is the next transition, which is between the ages of 60 and 65 (Levinson et al., 1978). During this period, the decrease in physical skills will lead to a decrease in family financial and psychological support (Levinson et al., 1978). The significant tasks during this transition phase are seeking a new function and peace in community as well as self-development. Individuals reach late adulthood after late adult transformation, which is the last period beginning from 60 years of age and up. An individual's final developmental duty is to recognize death and find comfort in the development of life.

Another important factor in Levinson's life stage development model is life structure, which emphasizes the outline of the life of a person at a particular time. Levinson's (1986) theory of life structure also suggested that the peak years of the life cycle are in the early adulthood phase, between 20s and 30s. This is the time to fulfil youthful aspirations, to establish a niche in society, to raise a family, and, as the era ends, to reach a higher position in the adult world.

This period of life presents the opportunity to accomplish satisfaction in terms of love, sexuality, family life, career advancement, creativity and the achievement of key life goals. However, there may also be serious and stressful crises during this stage.

	Late Adult Transition: Age 60-65	
	Culminating Life Structure for Middle Adulthood: 55-60	Era of Late Adulthood: 60-?
	Age 50 Transition: 50-55	
	Entry Life Structure for Middle Adulthood: 45-50	
	Mid-life Transition: Age 40-45	
	Culminating Life Structure for Early Adulthood: 33-40	Era of Middle Adulthood: 40-65
	Age 30 Transition: 28-33	
	Entry Life Structure for Early Adulthood: 22-28	

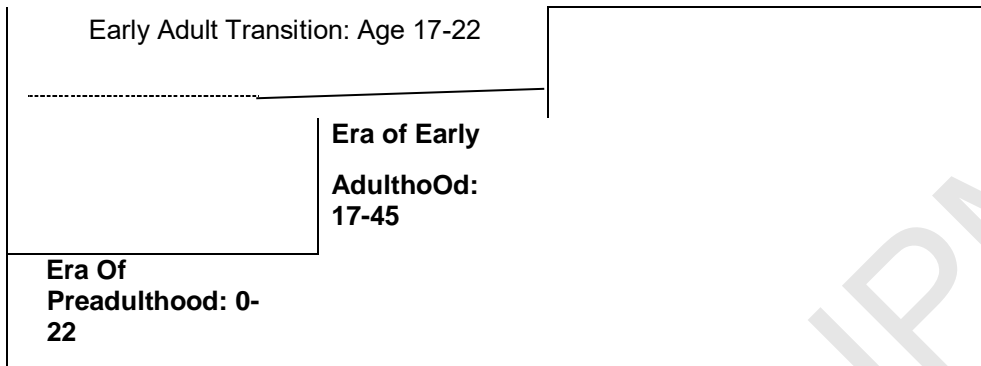


Figure 1.1: Developmental Stage in the Era of Early and Middle Adulthood
 (Adapted from Levinson, 1986, p. 8)

Role Theory

The Role Theory has provided a useful framework in understanding how men and women try to balance multiple roles. Role conflict is defined as two or more sets of simultaneous role pressures so that compliance with one would make it more difficult to comply with the opposites (Kahn et. al., 1964). The theory states that the amount of time and energy that someone has is consistent. Increasing demand for roles, lack of energy and multiple roles lead to role conflict, role overload, and also negatively impact the employees' well-being and performance (Frone, Russell & Barnes 1996).

Conservation of Resources Model

According to the Conservation of Resources model, it has been recommended that inter-role conflict results in stress as the resources are lost in the process of balancing both work and family roles. These potential or existing resource losses lead to a variety of negative outcomes that may include dissatisfaction, depressed mood, anxiety, or physiological stress (Hobfoll & Shirom, 1993; Wright & Cropanzano, 1998).

Carlson and Perrewe (1999), whose study reviewed family and work support as an independent variable and functioned as moderators in the role of stressors and work-family conflicts, concluded that social support could best be formulated as a variable that significantly affects perceived stressors. In addition to that, conservation of resources model was also applied to work-family conflict analysis by Grandey and Cropanzano (1999).

The model encourages individuals to obtain and maintain resources such as through the use of social support networks while coping with stress. This shows

that social support seems to have a direct impact on the work-family conflict. Social support appears, therefore, to be essential resources for individuals to respond positively to this role conflict. Social support can come from different parties, such as spouses, friends, family members, colleagues and supervisors. Nevertheless, this study focuses on the spousal and organizational support as these elements are significantly relevant in the context of married working employees who are the subjects of this study.

1.8 Conceptual Framework

The conceptual framework in this study as shown in Figure 1.1 illustrates the relationship between independent variable, moderating variable and dependent variable. Conceptually, moderation is known as a variable that influences the magnitude of the cause and effect of the independent variable on the dependent variable (Hayes, 2013).

In this study, work-family conflict is the independent variable and it is related to psychological well-being which acts as the dependent variable. In general, the moderator variable in this study is social support, which will be measured on the basis of two components: spousal support and organizational support. These two social support components serve as moderating variables that affect the relationship between work-family conflict and psychological well-being. Both factors were used in this study as moderators rather than mediators as both significantly affect the strength and direction of the relationship, which in this case the relationship between spousal as well as organizational supports and psychological well-being of workers. In fact, many previous and recent studies used both variables as moderators rather than as mediators (Shukri et al., 2021; Mumu et al., 2021; Zahoor et al., 2021).

Personal resources are the components that determine how employees' overall lives are going. The health and vitality, resilience, general happiness (well-being), family satisfaction and self confidence that individuals bring to work, and the work-life balance that they experience are the first components that this study will examine. Social support refers to the support perceived by the recipient as a help or their perception of how they are loved, valued and respected by others (Lee & Hong, 2005). In family life, social support comprised an emotional support and instrumental support (Adams et al., 1996). King et al. (1995) defined emotional support as behaviors that provide encouragement, understanding and attention, while instrumental support is behaviors such as helping with troubleshooting and any assistance to facilitate a person achieve their tasks.

In term of working environment, supervisors and co-workers support are an essential element for achieving a balance between work and family (Hamid & Amin, 2014; Voydanoff, 2002). Studies have found that supervisors' support was

an important source of social support in addressing issues related to work family conflict (Achour et al., 2013; Anderson et al., 2002; Burke & Greenglass, 1999). Very limited studies have investigated co-workers support as a moderator, even though it has been emphasized as an important moderator in the relationship between work family conflict and family satisfaction (Rathi & Barath, 2013).

The study by O'Driscoll et al. (2004) involving 23 organizations in New Zealand confirmed that co-workers' support plays an important role in reducing the negative impact of work family conflict on family satisfaction. The Conservation of Resources (COR) theory (Hobfoll, 1989) assumes that individuals are motivated to preserve, protect and develop their resources to reduce stress. In the process of managing work and family demands and reducing conflict, social support helps individuals in dealing with work family conflict (Hobfoll, 1989). COR is a theory that is consistent with this studies that examine social support as a moderator of the relationship between work family conflict with psychological well-being.

On the other hand, personal background of subjects also is applied in this study framework and acts as antecedent variable. Numbers of scopes are chosen based on previous research and findings. For example, age differences will be measured based on emotional score and satisfaction in the light of seniority or experienced in workplace, supervision by senior employers, marital status, period of marriage, and number of child or size of a family (Avey et al., 2021; Birditt et al., 2021; Meyer et al., 2021; Scheibe et al., 2021).

Gender also plays an important role as one of the criteria under personal background that influence an individual's well-being. Studies have shown that gender difference is prevalent in the work-family issue thus affecting well-being of a person. For example, female employee was found in several studies to show higher levels of anxiety and depression score in family-to-work conflict and gender role ideology compared to male employee who score higher on work-family conflict and marital satisfaction (Ibrahim & R, 2021; Rosli & Salamuddin, 2021; Yoo, 2021; Zurlo et al.,2020).

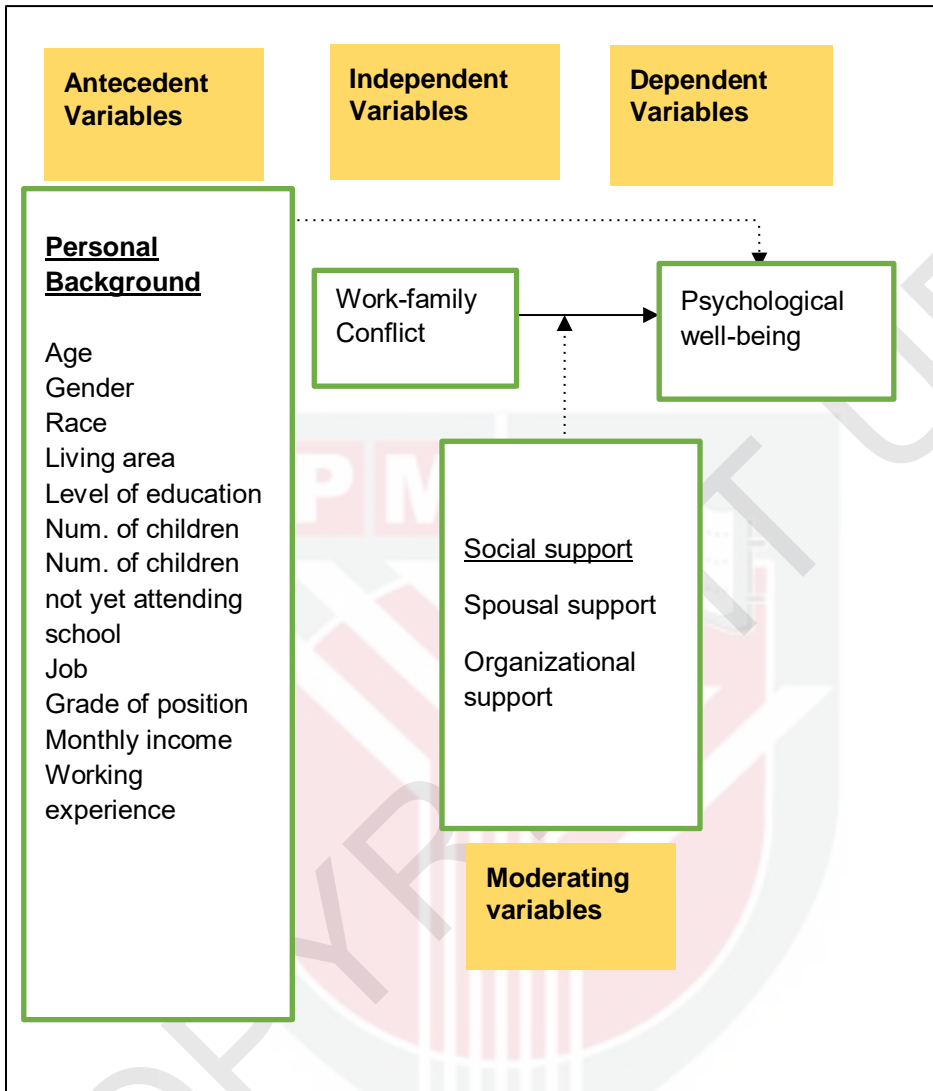


Figure 1.2: Conceptual Framework of the Antecedent Variables and Moderator Variable of Social Support in the Relationship between Work-family Conflict and Psychological Well-being

1.9 Conceptual and Operational Definition

Employee

Conceptual

Any individuals who is employed in an organization to perform any financial compensation work, Exchange of employment (Compulsory Notification of Vacancies) Act, 1959 2B.

Operational

An employee who is engaged in organization of public sector, married, holding a position at least as a support group at grade 11, possess at least one year working experience, and have at least one child.

Psychological Well-being

Conceptual

In general, psychological well-being is perceived as a sequence of positive affective states, such as satisfaction and optimal functioning in person and social life (Deci & Ryan 2008).

“Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively.” Thus, by definition, individuals with high psychological well-being feel happy, motivated, well-supported, and satisfied with life (Huppert's, 2009).

Operational

Score of psychological well-being will be measured using the Ryff Psychological Well-being scale by Ryff and Keyes (1995). Psychological well-being is defined by Carol Ryff (1995) as having six dimensions: autonomy, environmental mastery, personal growth, healthy interpersonal relationships, life purpose, and self-acceptance. Higher scores on each dimension of the scale imply higher happiness.

Work-family Conflict

Conceptual

The work-family conflict as described by Greenhaus and Beutell (1985) is a type of inter-role conflict in which, in some respects, the role pressures from the domains of work and family are mutually incompatible.

Operational

Score of work-family conflict is measured using the Work-to-Family Conflict Scale by Netemeyer, Boles & McMurrin (1996). High score indicates a high level of work-family conflict.

Spousal Support

Conceptual

Spousal support is assistance, guidance, understanding and the form of support given to each other by the partners. Two spousal support factors (emotional and instrumental) have been developed and evaluated empirically (Adams, King, & King, 1996).

Operational

Score of spousal support is divided into two subscales which are emotional support and instrumental support. Emotional support requires an empathic understanding and an attempt to listen, an acknowledgement of affection, guidance and a genuine care for the spouse's well-being. Instrumental support on the other hand refers to meaningful assistance from the partner in managing the household tasks and childcare. Higher scores in emotional support and instrumental support signify the higher score in spousal support (Adams, King, & King, 1996).

Organizational Support

Conceptual

Perceived Organizational Support (POS) refers to the degree of employees' understanding of the organization's willingness to participate and truly care for their well-being (Eisenberger, Huntington, Hutchinson, & Sowa, 1986).

Operational

Score of perceived organizational support is assessed using the Perceived Organizational Support scale (University of Delaware, 1984). The higher score indicates the higher degree of employees' perceived organizational support.

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