Relationships between Job Variables: The Moderating Effects of Support and the Mediating Effects of Job Satisfaction, Affective Commitment and Continuance Commitment in the Support Worker Industry

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Abstract

The factors associated with employees' work related attitudes and cognitions were examined. A sample of employees from Community Living Trust (CLT), an organisation within the disability support worker industry, completed a questionnaire that included several measures: supervisor and colleague support, role conflict, role ambiguity and role overload, time-based, strain-based and behaviour-based work-to-family/family-to-work conflict, organisational commitment, job satisfaction and turnover intentions.

The purpose of this study was to explore the extent to which supervisor and colleague support contributed to a reduction in role conflict, role ambiguity and role overload. In addition, the relationship between support and work-to-family/family-to-work conflict were also explored. Finally, the organisational outcomes, in particular organisational commitment, job satisfaction and turnover intentions, were examined. It was found that supervisor and colleague support did, in some cases, moderated the relationship between role stressors, conflict and job satisfaction / organisational commitment. It was also found that job satisfaction and affective commitment mediated the relationship between the role stressors, WF strain-based conflict and turnover intentions.

The major implications from this research are that human resource initiatives should be developed that aims to identify the support needs employees may have, in order to increase levels of job satisfaction and organisational commitment and decrease levels of turnover intentions. The final chapter of this research explored the practical implications to the organisation, employees and the need for future research.

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TABLE OF CONTENTS

LIST OF TABLES

Table

LIST OF FIGURES

Figure

LIST OF APPENDICES

CHAPTER ONE

INTRODUCTION

Employees are the backbone of many support worker organisations. Employees working within the community provide support for individuals with intellectual and other disabilities within their homes. Other support workers may work in nursing homes, hospitals or other mental institutions. However, for the purpose of the present study the focus is on support workers working within the homes of their clients. Baldwin, Roberts, Fitzpatrick, While, and Cowan (2003) suggested that support workers had four main functions: to carry out administrative duties; to provide physical/social support to clients (e.g. personal hygiene); to maintain the care environment (e.g. cleaning and laundry washing); and to assist the registered practitioner, e.g. registered nurse, to effectively perform their duties. It is often said that support workers in the mental health industry face a job that is both challenging and demanding (Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006a). Home-based care involves working nights and spending evenings away from the family, and working with clients who have various challenging behaviours and illnesses because of their disabilities. Over the past two decades, demands placed on mental health support workers have grown dramatically, due to a greater demand for these services (Lambert et al., 2006a). Unfortunately, although the demand has increased, funding has either stagnated or, at times, decreased. The wellbeing of mental health support workers is important, due to the changes in working practices, roles and responsibilities brought about by the move to community care. Originally,

this care was based in institutions such as hospitals, where employees had immediate access to a supervisor, team leader or colleague. When employees are in the homes of their clients, they often work alone or with one other colleague. This limits the resources available to them in times of emergencies, resources that might have been available had they been at an institute. Lambert, Hogan, Camp, and Ventura (2006b) suggested that there are several key concerns of such a challenging and demanding job for an organisation, including job stress, work-family conflict, job satisfaction and organisational commitment. Job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job" (Howard, Boles, & Donofrio, 2004, p. 383). Organisational commitment can be defined as an employee's feelings of obligations towards their organisation (Yousef, 2002). Allen and Meyer (1990) distinguish between two forms of organisational commitment: affective commitment, an emotional attachment to an organisation, and continuance commitment, remaining with an organisation because there is no better alternative. These forms of commitment will be discussed in more detail on page 23.

Rhodes (1994) found that support workers in nursing homes experienced a lack of consistent training and preparation for learning and doing their work. Boyes (1995) found that support workers had a lack of clarification of their role as well as limited training and inadequate supervision. These job factors are connected to various unwanted outcomes for employees and the organisation, the most important of these being intentions to leave the organisation (Lambert et al., 2006b)

Scope of the study

The purpose of this study was to examine the relationships between stressors in the work and family domains on three possible variables that could influence turnover intentions. These variables are job satisfaction, affective commitment and continuance commitment. The relationship between stressors, supervisor and colleague support were also examined. More importantly, this study investigated the extent to which supervisor and colleague support moderated the relationship between stressors in the work and family domain on the three possible indicators of turnover intentions. Finally, the study examined the degree to which job satisfaction, affective commitment and continuance commitment mediated the relationship between the stressors and turnover intentions. Although the relationship between some of these variables has been studied before, there are very few, if any, studies, which have been done on these variables within the social services (human services), home-based care industry.

The conceptual model guiding this study is presented in Figure 1.1 and is drawn from the model of Parasuraman, Greenhaus, and Granrose (1992). Figure 1.1 shows that work role stressors and work-to-family/family-to-work conflict are associated with both job satisfaction and organisational commitment. These, in turn, are associated with turnover intentions. In addition, two sources of work support, including supervisor and colleague support, may moderate the relationship between the role stressors, conflict, job satisfaction and organisational commitment. Finally, Figure 1.1 shows that job satisfaction and organisational commitment may mediate the relationship between the role stressors, conflict and turnover intentions. The

study variables and the hypothesised relationships among them will be discussed in more detail in the following section.

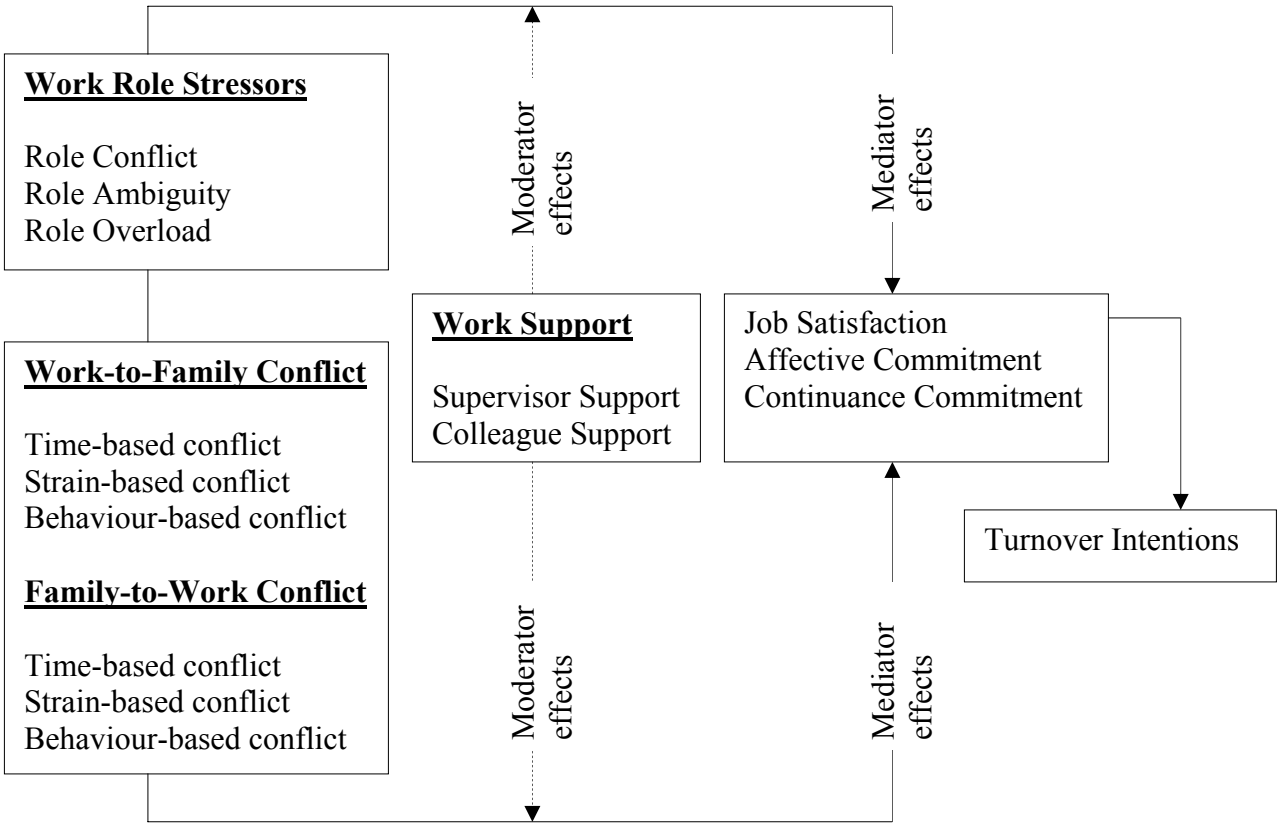

Figure 1.1 Conceptual model of stressors, conflict, satisfaction, commitment and support.

Work-to-Family and Family-to-Work Conflict

Work-family conflict has become a popular research area (Howard, Boles, & Donofrio, 2004; Thompson & Drew, 2006). A major reason for the interest in this conflict is said to be the increased participation of women in the labour force combined with dual-earner or single parent families and the way in which these individuals manage their work and family lives (Aryee, Tan, & Srinivas, 2004). Over the last two decades considerable interest has been shown in the work and family lives of employees. Changing technologies have enhanced worker flexibility but

have also brought about a new expectation of employees being able to work anytime anywhere (O'Driscoll, Brough, & Kalliath, 2004). Therefore, even if an employee is at home with his/her family, work can interfere with family time, as the employee will be accessible through a cellular phone or a computer. This is one way in which work and family lives have become meshed together. Due to the fact that work and family lives have become so entangled, conflict is created between work and family.

Conflict between work and family occurs when "the role pressures from the family and work domains are mutually incompatible in some respect" (Howard et al., 2004, p. 380). Literature on work-family conflict explains this incompatibility in terms of the scarcity perspective. This perspective is based on the assumption that individuals have a certain amount of psychological and physiological energy and time that they can spend on their role obligations and involvement in various roles (Aryee et al., 2004). However, involvement in these various roles can exhaust this energy and ultimately impair one's functioning. Much of the research on work-family conflict suggests that a great deal of energy and time is spent on one domain, for example work, one has to sacrifice the use of this energy in another domain, such as the family (Aryee et al., 2004). A lack of this energy in either of these domains will potentially create conflict. To illustrate the extent of conflict between work and family, a recent study in the US showed that 70 percent of respondents did not have a healthy work-family balance, and that more than half the respondents thought that they would leave the organisation due to conflict between work and family domains (Karatepe & Kilic, 2007). High turnover within the support worker industry is detrimental, because clients with intellectual disabilities tend to grow attached to their support workers and, therefore, if there is a high staff turnover, clients may go

through a grief period, which some of them lack the coping skills to manage. In addition, it would take time for a new support worker to adjust to their new working environment. Therefore, it is necessary within the support worker industry to develop human resource practices that reduce work-to-family conflict, which in turn will lead to a decrease in staff turnover. Innovative practices developed to reduce this conflict may help attract and retain motivated workers to stay within the industry (Eagle, Icenogle, Maes, & Miles, 1998). However, before these practices can be developed it is important to have a clear understanding of this conflict and its outcomes.

Literature suggests that work-family conflict is bi-directional; therefore, not only can work interfere with family but, alternatively, family can interfere with work (Carlson, Kacmar, & Williams, 2000; O'Driscoll et al., 2004). For the purpose of this study work-to-family conflict will be abbreviated to WF and family-to-work conflict to FW. FW conflict occurs when family responsibilities conflict with an individual's work responsibilities (Howard et al., 2004). In addition, FW conflict is more likely to have negative consequences, due to the fact that conflict within the home is more likely to contribute to lower overall life satisfaction, whereas work-to-family conflict is likely to contribute only to lower job satisfaction. Netemeyer, Boles, and McMurrian (1996) found that both WF and FW conflict are related to organisational commitment, job satisfaction and turnover intentions. Much of the literature suggests that individuals experience higher levels of WF than they do FW conflict (Howard et al., 2004; Karatepe & Kilic, 2007). In a study by Frone, Yardley, and Markel, (1997) it was found that individuals reported incidents of WF conflict three times as often as incidents of FW conflict**.** It was also found that work boundaries were less permeable than family boundaries, in that work roles were permitted to interfere with family

roles more than family roles were with work. Numerous studies have shown that there is a relation between WF conflict and job satisfaction, such that as work-conflict increases, job satisfaction decreases (Adams, King, & King, 1996). It has been reported that "work interfering with family was negatively related to job satisfaction and positively related to depression and health complaints" (Adams et al., 1996, p. 412). In addition, research indicates that WF conflict correlates with lower levels of job satisfaction and higher levels of intentions to leave an organisation (Howard et al., 2004).

Carlson et al. (2000) identified three forms of work-to-family conflict: (a) time-based (b) strain-based and (c) behaviour-based conflict. *Time-based conflict* arises when time spent on one role makes it difficult to contribute or take part in another role. For example, a lot of time spent doing work duties such as taking care of clients may make it difficult to contribute to or take part in family activities. Greenhaus and Beutell (1985) concluded that time-based conflict does not necessarily exist based purely on the time spent in one role, i.e., physical time at work, but may also be caused by the preoccupation with one role e.g., thinking about a problem at work, while participating in activities of another role, e.g., a child's birthday party. It is also suggested that the time an individual spends worrying and thinking about one role is just as, if not more, significant than actually spending time in the role (Greenhaus & Beutell, 1985). According to Howard et al. (2004), there is a growing concern within organisations that distractions in the work environment may affect productivity. In summary, time spent on one domain, either physically or mentally, can create conflict in another domain.

Strain-based conflict occurs when tension experienced in one role may interfere with contribution to another role. For example, stress at work can lead to preoccupation with work at home, which in turn can cause conflict. Wallace (1999) noted that a preoccupation with work, outside of the work environment and working hours, reflects the emotional and psychological strain of WF conflict. This conflict can affect an individual's physical and psychological energy available for non-work activities (Wallace, 1999).

Behaviour-based conflict occurs when behaviours acceptable in one role are not compatible with expected behaviours in another role. Lambert et al. (2006a) explain that behaviour-based conflict can occur when the role employees play at work is not compatible with the role they need to play in their social and family lives. For example, at work a support worker might need to be firm in their approach to a challenging client and they might also need to be emotionally detached and objective. On the other hand, family members might expect the same person to be warm and emotional in their interactions with them (Greenhaus & Beutell, 1985). Should a person be unable to adjust their behaviour to suit their different roles, they are likely to experience behaviour-based conflict.

It has already been established that conflict is bi-directional between work and family. Therefore, these (three forms of conflict are also applicable to FW conflict. In summary, there are six forms of conflict: work-to-family time-based (WF time-based conflict), strain-based (WF strain-based conflict) and behaviour-based conflict (WF behaviour-based conflict); and also, family-to-work time-based (FW time-based conflict), strain-based (FW strain-based conflict) and behaviour-based conflict (FW behaviour-based conflict) (Carlson et al., 2000).

Lambert et al. (2006b), in their study of correctional staff, found that both WF strain-based conflict and WF behaviour-based conflict had significant negative effects on job satisfaction. As WF strain-based conflict and WF behaviour-based conflict increased, job satisfaction decreased. WF time-based conflict, in Lambert et al. (2006b), did not have a significant relationship with job satisfaction. In addition, it was found that WF time-based conflict and WF behaviour-based conflict both had a negative impact on organisational commitment: as WF time-based conflict and WF behaviour-based conflict increased, organisational commitment decreased. Surprisingly, WF strain-based conflict did not have a significant relationship with organisational commitment. Lambert et al. (2006b) concluded that correctional staff might blame their job for their strain and not the organisation. Numerous previous studies have examined WF conflict and FW conflict but have failed to clarify what construct of organisational commitment was being measured and, therefore, it is difficult to draw a clear picture of the relationship between WF/FW conflict, affective commitment and continuance commitment (Casper, Martin, Buffardi, & Erdwins, 2002). In addition, there are fewer studies of WF/FW conflict in relation to continuance commitment than in relation to affective commitment. However, Namasivayam and Zhao (2007) found in their study of the hospitality industry, that WF and FW conflict were significantly positively related to continuance commitment. In addition, Casper et al. (2002), found a significant positive relationship between WF conflict and continuance commitment.

Lambert et al. (2006a) examined the various dimensions of WF conflict and FW conflict in relation to job satisfaction and organisational commitment. Although the literature on WF/FW conflict and support is scares, the following is predicted:

H1: WF time-based conflict, WF strain-based conflict and WF behaviour-based conflict will have a negative relationship with (a) job satisfaction and (b) affective commitment, and a positive relationship with (c) continuance commitment.

H2: FW time-based conflict, FW strain-based conflict and FW behaviour-based conflict will have a negative relationship with (a) job satisfaction and (b) affective commitment, and a positive relationship with (c) continuance commitment.

The literature suggests that one of the major antecedents of WF conflict and FW conflict is role stressors (Aryee, 1992). Role stressors include role ambiguity, role conflict and role overload. In general, it has been established that role stressors are major sources of stress and tension within an individual's job (Aryee, 1992). In turn, individuals who perceive their jobs to be stressful, ambiguous, and more than they can handle, may experience high levels of WF conflict and FW conflict.

Role conflict, Role ambiguity and Role overload

Many studies have examined the effects of role stressors including role conflict, role ambiguity and role overload on job performance and employee attitudes (Carlson & Perrewe, 1999; Glazer, 2005; Rizzo, House, & Lirtzman, 1970). It has been proposed that exposure to role stressors is likely to decrease an employee's capability to cope with their work environment, and that this, in turn, will affect

employees' ability to function productively (Fried, Ben-David, Tiegs, Avital, & Yeverechyahu, 1998). In other words, role stressors may reduce an employee's ability to control his/her work environment and this lack of control, in turn, may leave an employee feeling unable to cope with their circumstances (Fried et al., 1998). Constant exposure to these role stressors requires more cognitive resources, e.g., working memory capacity and span of attention. In turn, exerting more cognitive resources to complete a job depletes these resources, which minimises the availability of cognitive resources (Fried et al., 1998).

According to Sigler (1988), when different individuals have different expectations of the roles to be performed, role conflict occurs. Role conflict can therefore be defined as numerous sets of mismatched demands in relation to one's work (Glazer, 2005). When an individual holds various overlapping roles, or the behaviour expected from an employee is inconsistent, this too can cause role conflict (Sigler, 1988). It is suggested that role conflict might lead to job dissatisfaction (Rizzo et al., 1970). In other words, the more an individual experiences conflict in their roles, the less likely they are to be satisfied in their jobs.

Role ambiguity has been described as "the situation where an employee does not have a clear direction regarding the expectation of the role (s)he holds in the organisation" (Yousef, 2002, p. 250). In other words, the employee lacks the necessary information needed to perform his or her job. The literature suggests four frequently cited examples of role ambiguity, including uncertainty about how one's job will be evaluated, the scope for promotion, the scope of responsibilities, and the expectations others have of one's performance (Blumenthal, Lavender, & Hewson, 1998). Rizzo et al. (1970), indicated that a result of role ambiguity is that the

employee will attempt to cope with this situation, by resisting to complete a job which can lead to possible job dissatisfaction, anxiety and low performance. O'Driscoll and Beehr (1994, p. 142) mentioned that numerous studies have shown a "consistent link between role ambiguity and high levels of job dissatisfaction".

Role overload can be defined as extra pressure put on an employee to do more work when it is difficult for him or her to finish a "normal" day's work (Glazer, 2005). Hang-yue, Foley, and Loi (2005) noted that role overload was prominent among the clergy, because of irregular working schedules that often include unpaid overtime and an expectation of high involvement in various work roles. Previous research has suggested that role overload is related to higher levels of anxiety, strain and job dissatisfaction (Hang-yue et al., 2005; Rizzo et al., 1970).

In summary, role conflict, role ambiguity and role overload represent chronic stressors in the work environment. These work role stressors have been found, in numerous studies, to be associated with psychological distress such as anxiety, tension and job dissatisfaction (Parasuraman, Greenhaus, & Granrose, 1992). Acker (2004) found that role conflict and role ambiguity had a significant negative relationship with job satisfaction. Bacharach, Bamberger, and Conley (1991, p. 40) found that "role conflict and ambiguity each independently exert a direct "causal" influence on job satisfaction." One could argue that those employees who experience high levels of work role stress have lower levels of job satisfaction and are less likely to be committed to the organisation than those who experience lower levels of work role stress (Yousef, 2002). For example, Yousef (2002) found that role ambiguity directly and negatively influenced affective commitment, while role conflict had no relationship with affective commitment. In their study of the relationship between

role stressors and organisational conflict across four nations, Glazer and Beehr (2005) found that when correlations were taken for all four countries, role ambiguity, conflict and overload were significantly negatively related to affective commitment and significantly positively related to continuance commitment. Allen and Meyer (1990) noted that continuance commitment is based on the degree and/or number of investments employees make, and on the perceived shortage of alternative choices. For example, the time and energy an employees invests in one organisation may not easily be transferred into another organisation. Therefore, the employee may believe that the time and energy will pay off only if they continue employment with one organisation. Consequently, the probability that the employee will remain with the organization will be positively related to the magnitude and number of investments (Allen & Meyer, 1990). Thus, the more role conflict, role ambiguity and role overload an employee with continuance commitment perceives, the more likely they are to continue employment with the organisation in anticipation for the pay off of having to work with these stressors, e.g., an employee stays with an organisation because it is the best paying organisation, thus the pay off is the better wage. Consequently, the employee will cope with the stressors because the pay off is that (s)he will continue receiving their wage, which is better than at any other organisation. Therefore, role conflict, role ambiguity and role overload have a positive relationship with continuance commitment. As the levels of stressors increase, so do the levels of continuance commitment, because employees might think they will get a reward for coping with these stressors. Based on this evidence, the following was proposed:

H3: Role conflict, role ambiguity and role overload will have a negative relationship with (a) job satisfaction and (b) affective commitment, and a positive relationship with (c) continuance commitment.

It has been established that regular exposure to work role stressors can reduce an individual's capabilities to exert control over their working environment, and that this, in turn, can limit an employee's ability to function effectively (Fried et al., 1998). It has been suggested that a lack of support, clarity and feedback from the employee's immediate supervisor and/or colleagues can increase the levels of conflict experienced. In a study by Acker (2004), it was found that role conflict had a statistically significant negative correlation with support from a supervisor. An area of interest is the relationship between social support and psychological well-being, particularly the extent to which social support alleviates or increases WF conflict (Filippo, 2003). Stress models have identified support as a major contributor to assist in alleviating the detrimental effects of stress and strain experienced in these different domains. Thus, it is necessary to examine the types of work support which may be effective in alleviating the detrimental consequences of stressors experienced in the work and family domain.

Supervisor and Colleague Support

Organisational support theory states that employees develop a perception of how much their organisation values their input and cares for their welfare (Stinglhamber & Vandenberghe, 2003). To the employee, a perception of being valued and cared for is a significant guarantee that help will be available, when

needed, for the effective performance of one's job and to cope with stressful situations (Stinglhamber & Vandenberghe, 2003). Also, support in the work environment is an important resource that enables employees to cope with or reduce the negative effects of various stressors within the work environment: "Support is an interpersonal transaction that involves emotional concern, instrumental aid, information, or appraisal" (Carlson & Perrewe, 1999, p. 514). The degree of support an individual receives in the workplace, from either colleagues or supervisors, may affect the entire process of coping with stress. For example, if an employee experiences conflict in a job but has a high level of support from peers or supervisors, the resulting anxiety or stress from the conflict may not occur (Carlson & Perrewe, 1999).

Halbesleben (2006) noted that support can widen an employee's resources and restore or strengthen resources that have been lacking. Additionally, it has been suggested that employees who perceive a high level of support within the work environment are more likely to feel a responsibility to "pay back" the organization in terms of affective commitment (Wayne & Green, 1993). That is, the employee will have an emotional attachment to the organisation based on the perceived support. Various studies have shown that perceived organisational support can strengthen affective commitment to the organisation (O'Driscoll & Randall, 1999; Stinglhamber & Vandenberghe, 2003; Wayne & Green, 1993).

More recently, research has distinguished between various types of organisational support, in particular supervisor and colleague support (Osca, Urien, Genoveva, Martínez-Pérez, & Martínez-Pérez, 2005), which will also be the main focus of this research. Frone et al. (1997), found that both colleague and supervisor

support had a positive influence on job satisfaction. In support of this finding, a study of police officers showed that supervisor support was related to job satisfaction (Osca et al., 2005). In addition, a study of mental health service providers found that both supervisor and co-worker support had statistically significant correlations with job satisfaction (Acker, 2004). Frye and Breaugh (2004) found that supervisor support had a significant relationship with family-to-work conflict, which, in turn, was positively related to job satisfaction. It seems that reporting to a supervisor who is willing to, for example, change working times to suit family responsibilities reduces family-to-work conflict, and this, in turn, increases job satisfaction (Frye & Breaugh, 2004). Perhaps it can be assumed that if an employee has a colleague who, for example, can help out with work if the employee needs to rush to their family, that colleague support will also be related to family-work conflict and in turn to higher levels of job satisfaction.

Supervisors play an essential part in developing the work environment and providing information and feedback to employees (Griffin, Patterson, & West, 2001). Supervisors have the potential to increase or decrease the level of ambiguity and unpredictability an employee may feel regarding their job, management or the overall organisation (O'Driscoll & Beehr, 1994). It has been noted that support in the work environment, either from a supervisor or colleagues, provides individuals with a suitable atmosphere to be able to carry out high quality work and to find satisfaction from their jobs and, in turn, to be committed to their profession and the organisation (Acker, 2004).

Moreover, the literature suggests that social support is related to organisational commitment (Osca et al., 2005). For example Frone, Yardley, and

Markel (1997) found that supervisor support was positively related to work commitment. Joiner and Bakalis (2006) found that employees who had positive relationships with their co-workers and supervisors had a stronger commitment to their organisations. Eisenberger, Armeli, and Rexwinkel (2001) concluded that organisational support had a direct and positive influence on affective commitment. It was also found that affective commitment was associated with a supportive and caring supervisor (Rhoades, Eisenberger, & Armeli, 2001). In addition, Iverson and Buttigieg (1999) found that colleague support had a positive effect on affective commitment. Thomas, Bliese, and Jex (2005) found that supervisory support had a positive relationship with both affective and continuance commitment. Finally, Joiner and Bakalis (2006) found that both colleague and supervisor support were associated with higher levels of affective commitment. In light of this evidence, the following is proposed:

H4a: Supervisor support will have a positive relationship with (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

H4b: Colleague support will have a positive relationship with (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

Wadsworth and Owens (2007) proposed that supervisor and colleague support may decrease negative feelings in relation to a job. Also, increased colleague support is associated with a decrease in depression. They also mentioned that

colleague support can reduce workplace stress and help an employee deal with difficult tasks or organisational change. Both supervisor and colleague support were negatively related to WF conflict. Thus, the more supervisor or colleague support one receives, the lower levels of WF conflict one is likely to have. Neither supervisor nor colleague support was significantly related to FW conflict (Wadsworth & Owens, 2007). It was found by van Daalen, Willemsen, and Sanders (2006) that supervisor and colleague support reduced WF conflict either directly, or by minimising the effects of role stressors such as role conflict and role ambiguity. In contrast, they found that neither supervisor nor colleague support was significantly related to WF strain-based conflict or FW strain-based conflict. In addition, they found that colleague support was not significantly related to FW time-based conflict. Karatepe and Kilic (2007) found that supervisor support eased employees' conflict at the work-family interface and, in turn, this increased employees' job satisfaction. They also found that supervisor support had a statistically negative relationship with FW conflict. Therefore, their study shows that adequate levels of supervisor support are likely to lessen high levels of WF conflict and FW conflict. As mentioned, a possible reason for this is that a supervisor and/or colleague may be able to help an employee when family responsibilities need to be addressed. Unfortunately, no studies could be found concerning the relationship between support and behaviour-based conflict. It has been noted that there is a negative relationship between support and WF/FW conflict overall. Therefore, it is anticipated that there will be a negative relationship between support and behaviour-based conflict. In light of this, the following is proposed.

H5a: Supervisor support will have a negative relationship with

i) WF time-based conflict
ii) WF strain-based conflict
iii) WF behaviour-based conflict
iv) FW time-based conflict
v) FW strain-based conflict
vi) FW behaviour-based conflict

H5b: Colleague support will have a negative relationship with

i) WF time-based conflict
ii) WF strain-based conflict
iii) WF behaviour-based conflict
iv) FW time-based conflict
v) FW strain-based conflict
vi) FW behaviour-based conflict

In relation to the role stressors, O'Driscoll and Beehr (1994) suggested that supervisor behaviours may contribute to an employee's role stress which, in turn, can lead to uncertainties and employee outcomes such as job dissatisfaction. Acker (2004) found that role conflict had a statistically significant negative correlation with supervisor support. Moreover, O'Driscoll and Beehr (1994) found a negative relationship between perceived supervisor behaviours, role ambiguity and conflict. Thompson, Kirk, and Brown (2005), in their study of policewomen, found that supervisor support had statistically negative relationships with role overload and role ambiguity. Colleague support, on the other hand, had a statistically negative relationship only with role ambiguity. Perhaps colleagues can help clarify an ambiguous situation, but can not necessarily take over some of their colleague's work as they themselves are too busy. Moreover, Snow, Swan, Raghavan, Connell, and Klein (2003) found that work-related support, including supervisor and co-worker support, had a significantly negative relationship with employee role conflict, role ambiguity and role overload. Based on these studies, the following is proposed:

H5c: Supervisor support will have a negative relationship with
- i) Role conflict
- ii) Role ambiguity
- iii) Role overload

H5d: Colleague support will have a negative relationship with
- i) Role conflict
- ii) Role ambiguity
- iii) Role overload

Much of the information in relation to social support has been gathered from the stress literature and indicates that social support is a contributor to well-being (Cohen & Wills, 1985). However, there are significant dispute as to how much influence support has on strain and well-being (Cooper, Dewe, & O'Driscoll, 2001). For the purpose of this study the moderating or buffering effect of support was explored. In the case of a moderating or buffering effect, support buffers or protects an employee from the potential dangers of stress or strain e.g., depression or anxiety (Cohen & Wills, 1985). Therefore, the more support an employee receives, the less stress or strain they will experience compared to employees who do not receive support (Cooper et al., 2001). Frese (1999) noted that high levels of support protect individuals from the negative consequence of work stressors. He also noted that social support moderated the relationship between work stressors and ill health. In addition, Viswesvaran, Sanchez, and Fisher (1999) found a moderating effect of social support on the stressor-strain relationship. In relation to the present study, the moderator hypothesis examined the extent to which social support (from supervisor and colleagues) moderates the relationship between stressors (role stressors, WF/FW conflict, including the various dimensions) and outcomes (job satisfaction, affective and continuance commitment). In other words, the more support an employee

receives from their supervisors or colleagues, the less stress or strain they will have due to role stressors or conflict and, in turn, they will have higher levels of job satisfaction and organisational commitment. Based on this, the following hypotheses are presented:

H6a: Supervisor support will moderate the relationships between
- i) Role Conflict
- ii) Role Ambiguity
- iii) Role Overload and (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

H6b: Colleague support will moderate the relationship between
- i) Role Conflict
- ii) Role Ambiguity
- iii) Role Overload and (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

H7a: Supervisor support will moderate the relationships between
- i) WF time-based conflict
- ii) WF strain-based conflict
- iii) WF behaviour-based conflict
- iv) FW time-based conflict
- v) FW strain-based conflict
- vi) FW behaviour-based conflict and (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

H7b: Colleague support will moderate the relationship between
- i) WF time-based conflict
- ii) WF strain-based conflict
- iii) WF behaviour-based conflict
- iv) FW time-based conflict
- v) FW strain-based conflict
- vi) FW behaviour-based conflict and (a) job satisfaction and (b) affective commitment and (c) continuance commitment.

Turnover Intentions

Employee turnover occurs when an individual leaves the organisation either voluntarily or unwillingly (Brough & Frame, 2004). Although an organisation needs to be flexible in the global market and at times turnover is necessary, voluntary turnover is very difficult to predict and can have an effect on the overall performance of an organisation (Brough & Frame, 2004). Brough and Frame (2004) identified job satisfaction and organisational commitment as variables that are seen to influence turnover intentions. A two year study of the Royal Netherlands Navy, by van Breukelen, van der Vlist, and Steensma (2004), showed that of all the variables they used to predict turnover intentions (e.g., age, tenure, attitude towards work and the organisation), job satisfaction and organisational commitment showed a significant negative correlation with turnover intentions. In addition, according to Guimaraes and Igbaria (1992), there is a well-established relationship between job satisfaction and organisational commitment as antecedents to turnover intentions. Discussion of job satisfaction and organisational commitment as antecedents to turnover intentions follows.

Job Satisfaction

Numerous studies have explored job satisfaction in organisational research. Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job" (Howard, Boles, & Donofrio, 2004, p. 383). It is suggested by Carmeli and Freund (2004) that job satisfaction is associated with organisational commitment. Specifically, those employees who have high levels of job satisfaction are more likely to have a strong commitment to the organisation, in

contrast to those who have low levels of job satisfaction (Howard et al., 2004). In addition, job satisfaction is also considered to be a variable that strongly influences work outcomes such as intentions to quit (Carmeli & Freund, 2004). Acker (2004) also noted that job satisfaction had a significant negative association with turnover intentions. In other words, employees with higher levels of job satisfaction are less likely to look for other jobs or quit their jobs, indicating a negative relationship between job satisfaction and turnover intentions. The support worker industry, together with other organisations, has identified turnover as a major concern (Thompson & Drew, 2006; van Breukelen, van der Vlist, & Steensma, 2004), particularly as there is a shortage of support workers placed within the community in the mental health industry. Therefore, job satisfaction has been identified as one of the major attitudinal issues managers face (Howard et al., 2004). In light of this evidence, the following is proposed:

H8: Job satisfaction will have a negative relationship with turnover intentions.

Organisational Commitment

Organisational commitment is described as an employee's feelings of obligation towards their organisation (Yousef, 2002). Allen and Meyer (1990) distinguish between two forms of organisational commitment: affective and continuance commitment. Affective organisational commitment can be defined as an affective or emotional attachment that an employee has towards the organisation (Allen & Meyer, 1990). It has been suggested that employees with high levels of

affective organisational commitment will remain with an organisation because they want to (Yousef, 2002). Continuance organisational commitment, on the other hand, refers to the cost an employee will pay for leaving the organisation compared with the cost of staying within the organisation (Allen & Meyer, 1990). Thus, when an employee has continuance commitment the cost of staying with the organisation outweighs the cost of leaving e.g., "My salary is too good to leave the organisation".

Numerous studies have highlighted the effect of organisational commitment on employee intentions to leave a job (Allen & Meyer, 1990; van Breukelen, van der Vlist, & Steensma, 2004). Allen and Meyer (1990) stated that an employee who has high levels of organisational commitment will be less likely to leave an organisation than an employee with lower levels of organisational commitment. Organisational commitment is related to various variables that may correlate with the performance of an organisation, such as job satisfaction and intentions to leave an organisation (Jaramillo, Nixon, & Sams, 2005). Lambert et al. (2006b, p. 374) noted that "organisational commitment has been linked to positive correctional staff behaviours, such as higher levels of job performance, and inversely linked with negative correctional staff worker behaviours, such as absenteeism and turnover".

As already defined, Allen and Meyer (1990) have distinguished between two levels of organisational commitment: affective and continuance organisational commitment. A study by Somers (1995) found that affective commitment was a predictor of turnover intentions. In addition, affective commitment was found to have a positive relationship with an employee's intentions to remain with an organisation. In summary, if an employee has high levels of affective commitment, they will be less likely to leave the organisation. Somers (1995) did not find a

positive relationship between continuance commitment and intentions to remain with an organisation. Moreover, Iverson and Buttigieg (1999, p. 314) found that affective commitment "would have a negative effect on turnover intentions". These researchers also found that affective commitment was associated with positive organisational outcomes, but they found no evidence of a positive relationship between continuance commitment and turnover intentions. It can therefore be assumed that employees with high levels of continuance commitment are more likely to leave the organisation than those employees with high levels of affective commitment. Similar to other studies, Glazer and Beehr (2005), in their study of four different countries, found a significant negative relationship between affective commitment, continuance commitment and intentions to leave an organisation.

In light of this evidence, the following is proposed:

H9a: Affective commitment will have a negative relationship with turnover intentions.

H9b: Continuance commitment will have a negative relationship with turnover intentions.

Mediated Relationships

Figure 1.2. presents a mediation model by Baron and Kenny (1986). This model indicates that a variable can intervene between a stimulus (stressor/conflict) and a response (intending to leave the organisation), which is "the most generic formulation of a mediation hypothesis" (Baron & Kenny, 1986, p. 1176). Overall, a variable is a mediator to the extent that it accounts for the relationship between a

predictor and a criterion variable (Baron & Kenny, 1986). This study explored to what extent job satisfaction and organisational commitment account for the relationship between role stressors and turnover intentions and, in turn, WF/FW conflict and turnover intentions.

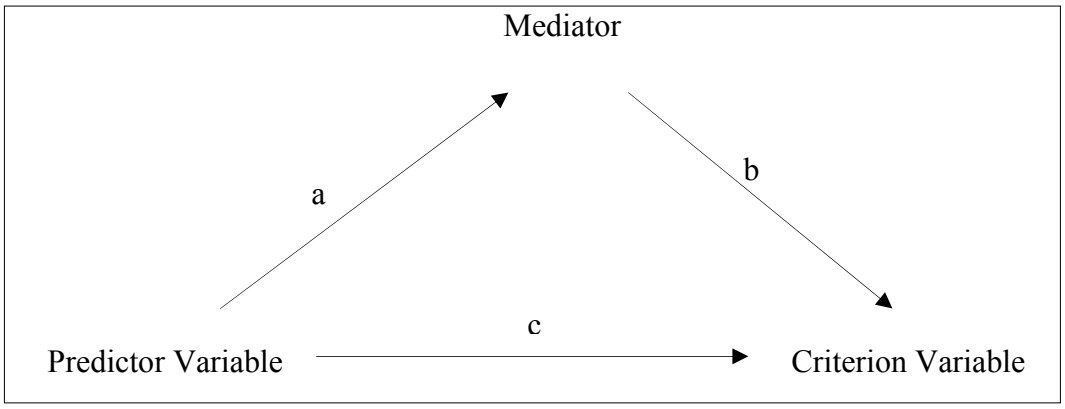

Figure 1.2 Path diagram of mediation effects.

Mediating effects of Job satisfaction

Work role stressors: According to Acker (2004), both role conflict and role ambiguity have positive correlations with intentions to leave the organisation. Hang-yue, Foley, & Loi (2005), found that role ambiguity, role conflict and role overload had significant positive effects on turnover intentions, with role ambiguity and role conflict showing a stronger effect on turnover intentions than role overload. As shown in Figure 1.3**,** role conflict, role ambiguity and role overload are expected to have a relationship with job satisfaction (path a). In addition, job satisfaction is expected to have a relationship with turnover intentions (path b). Thus, one reason that role conflict, role ambiguity and role overload are related to turnover intentions (path c) is that these stressors produce dissatisfaction which in turn leads to turnover intentions. Consequently, it is expected that:

H10a: Job satisfaction will mediate the relationship between

i) Role Conflict
ii) Role Ambiguity
iii) Role Overload

and turnover intentions

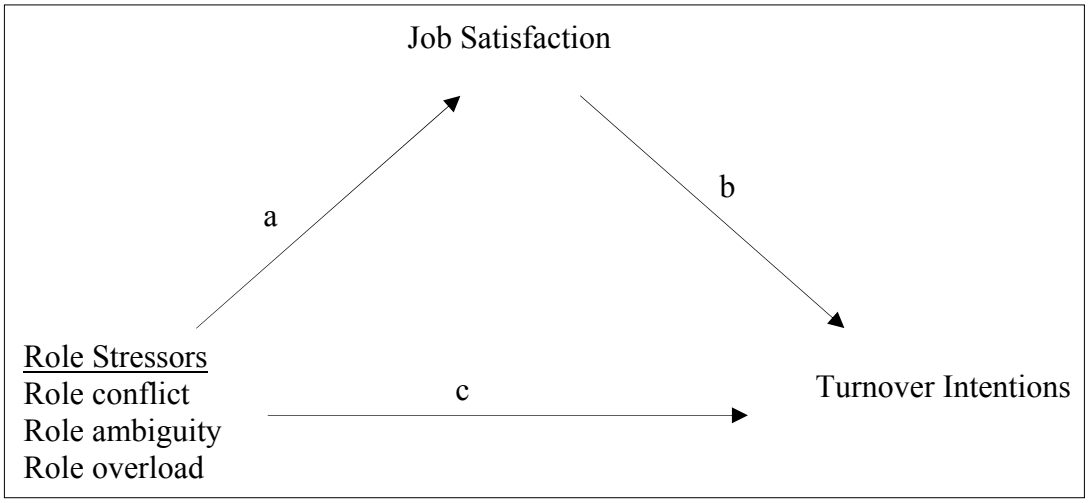

Figure 1.3 Job satisfaction as mediating variable.

Work-to-Family/Family-to-Work Conflict: In addition to the bi-directionality of WF conflict and FW conflict, it has been established that each direction has three dimensions: time-based, strain-based and behaviour-based conflict (Carlson, Kacmar, & Williams, 2000). Many studies have established that WF conflict and FW conflict have a relationship with turnover intentions (Lambert, Hogan, Camp, & Ventura, 2006; Parasuraman, Greenhaus, & Granrose, 1992). As shown in Figure 1.4, WF conflict and FW conflict (including their constructs) are expected to have a relationship with job satisfaction (path a). In addition, job satisfaction is expected to have a relationship with turnover intentions (path b). Thus, one reason that WF/FW conflict (including their constructs) are related to turnover intensions (path c) is that

this conflict produces dissatisfaction which in turn leads to turnover intentions. Consequently, it is expected that:

H10b: Job satisfaction will mediate the relationship between
- i) WF time-based conflict
- ii) WF strain-based conflict
- iii) WF behaviour-based conflict
- iv) FW time-based conflict
- v) FW strain-based conflict
- vi) FW behaviour-based conflict

and turnover intentions

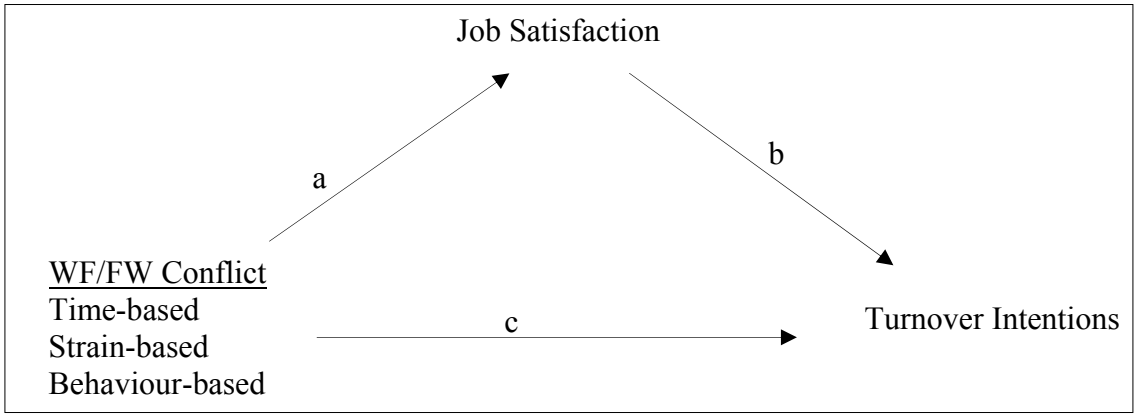

Figure 1.4 Job satisfaction as mediating variable.

Mediating effects of Affective Commitment

As discussed, and shown in Figures 1.3 and 1.4, role stressors, WF/FW time-based conflict, WF/FW strain-based conflict and WF/FW behaviour-based conflict are expected to have a relationship with job satisfaction. It is expected that affective commitment will have a relationship with turnover intentions. One of the reasons that the role stressors and conflict are related to turnover intentions is because these variables tend to lead to job dissatisfaction, which in turn leads to turnover intentions. Therefore, the following is proposed:

H11a: Affective commitment will mediate the relationships between

i) Role Conflict
ii) Role Ambiguity
iii) Role Overload

and turnover intentions

H11b: Affective commitment will mediate the relationships between

i) WF time-based conflict
ii) WF strain-based conflict
iii) WF behaviour-based conflict
iv) FW time-based conflict
v) FW strain-based conflict
vi) FW behaviour-based conflict

and turnover intentions

Mediating effects of Continuance Commitment

It has already been noted that there is a possible relationship between role stressors, WF/FW time-based, WF/FW strain-based and WF/FW behaviour-based conflict, and continuance commitment.

As shown in Figures 1.3 and 1.4 the role stressors and WF/FW conflict are expected to have a relationship with continuance commitment (path a). Continuance commitment is expected to have a relationship with turnover intentions (path b). Thus, one reason that role stressors and conflict are related to turnover intensions (path c) is that these stressors produce job dissatisfaction, which in turn leads to turnover intentions. Consequently, it is expected that:

H12a: Continuance commitment will mediate the relationships between

i) Role Conflict
ii) Role Ambiguity
iii) Role Overload

and turnover intentions

H12b: Continuance commitment will mediate the relationships between

i) WF time-based conflict
ii) WF strain-based conflict
iii) WF behaviour-based conflict
iv) FW time-based conflict
v) FW strain-based conflict
vi) FW behaviour-based conflict

and turnover intentions

Summary

A theoretical model designed to explore the association of work role stressors and work-to-family/family-to-work conflict with job satisfaction and organisational commitment will be tested in this study. Also, the moderating effects of supervisor and colleague support and the mediating effects of job satisfaction and organisational commitment will be tested in this study (see Figure 1.1). This study will investigate various dimensions of work-to-family and family-to-work conflict, which is expected to have a significant relationship with job satisfaction and organisational commitment. The research will examine whether supervisor and colleague support can influence the relationship of work role stressors and conflict with job satisfaction and organisational commitment. That is, can increases in supervisor and colleague support decrease levels of work role stress and work-to-family/family-to-work conflict and increase levels of job satisfaction and organisational commitment. This study will also examine the extent to which job satisfaction and organisational commitment mediates the relationship of work role stressors and conflict with turnover intentions.

CHAPTER TWO

METHOD

Organisational Context

Community Living Trust (CLT) provides support for individuals with intellectual disabilities and their families to enable them to raise their quality of life in the community. The primary source of funding is the Ministry of Health. CLT's main function is to provide intellectually disabled individuals with the skills and support needed for them to control and shape their own lives and destinies. Across New Zealand, CLT employs 368 staff members and has approximately 1200 intellectually disabled clients. For the purpose of this study, the researcher focused only on the Waikato areas in and around Hamilton City. Originally, CLT was founded to manage individuals with intellectual disabilities to transition from the Tokanui hospital back into their respective communities. On behalf of the Area Health Board, CLT helped intellectually disabled individuals and their families decide what would be best for the client. However, funding and planning responsibilities were transferred to the Regional Health Authority. CLT today is a service provider, and the main occupational groups are psychologists, occupational therapists, support workers and team leaders, as well as, administration staff and managers.

Participants

All employees associated with CLT were invited to take part in this study. Overall, 169 questionnaires were completed. However, 11 questionnaires returned were unusable, due to whole sections, e.g., the job satisfaction section, not being completed. Consequently, the final number of returned questionnaires equalled 158, representing a response rate of 43%. Table 1 shows the number and percentage of respondents for each occupational group. Table 2 presents the percentage of major ethnic groups represented by the sample. The average age of respondents was 42 years of age, ranging from 21 to 72. The average tenure in the organisation was 4.8 years, and on average employees worked 39 paid hours per week as well as four hours overtime per week, which was unpaid. Females comprised 63% (99) of the sample and 37% (57) were male. The ethnicity of the participants was 63.9% Pakeha/ New Zealand European, 25.9% Maori, 3.7% Pacific Islander and 1.8% Asian. Two questionnaires did not indicate any demographic information. 47% of the respondents had some form of tertiary education, ranging from certificates in teaching, Masters degrees to one respondent with a PhD. 41% (64) of employees had dependent children. 62% (96) of employees were in a relationship, either married or living with a partner, and 38% (60) were single.

Table 2.1 Number and Percentage of Respondents for each Occupational Group.

Occupational Group	No. of Responses	Percentage
Management and administration	28	17.7
Psychologists	2	1.2
Therapists	5	31.6
Support workers (including team leaders)	124	78.4

Instrument

The data were collected by way of an anonymous questionnaire. There were two versions of the questionnaire, an online version that was sent to all staff who had access to online facilities, and a hardcopy version which was distributed to employees at each team meeting. There were no differences between these questionnaires. Employees were given ten minutes at the beginning of the team meeting to complete the questionnaire. The questionnaire contained quantitative measures of supervisor and colleague support, role conflict, ambiguity and overload, work-family and family-work life, organisational commitment (affective and continuance), job satisfaction and intentions to leave. Demographic information participants were asked to provide included: gender, age, ethnicity, tenure, occupational title, formal qualifications, hours of paid work, hours of actual work, marital status and number of dependent children.

A sample of the cover letter and questionnaire are presented in Appendix A and B. The questionnaire was first piloted on a small number of individuals who were psychology graduate students. The questionnaire was also given to the human resource manager and the operational manager at CLT for consideration and

approval. No corrections were made. The Research and Ethics Committee of the Psychology Department at the University of Waikato provided ethical approval for this study.

Measures

For missing scores the researcher imputed scores by taking the mean of scores for that individual within the applicable section, e.g., taking the average mean of all the items within the supervisor support section. These imputed scores were used for further analysis.

Supervisor and colleague support were measured using four items from O'Driscoll (2000). Respondents were asked to indicate how often they received support from their supervisors and colleagues by way of, for example, "Sympathetic understanding and concern." Responses to both supervisor and colleague support were obtained with a six-point scale ranging from 1 = never to 6 = all the time. Higher scores showed higher supervisor and colleague support. The Cronbach's alpha for both supervisor and colleague support, in the present sample, were 0.94.

Role Stressors: Due to the extensive variables that needed to be tested a decision was made to include only 20 questions in the questionnaire for role stressors.

Role conflict was examined using scales by Rizzo, House, and Lirtzman (1970), as well as House, Levanoni and Schuler (1983). Role conflict originally comprised a 16-item scale, of which seven items were chosen for this study, based on factor loadings higher than .5, in order to ensure accurate measures of this variable and relevance to this study. For example, "I receive incompatible requests from two or more people". Participants were asked to indicate how often they experienced

conflict in their job on a six-point scale from 1 = never to 6 = all the time. The Cronbach's alpha for role conflict in this study was 0.78.

Role ambiguity was examined using a scale by Rizzo et al. (1970). Role ambiguity comprised a 16-item scale, of which seven items were chosen for this study, based on factor loadings higher than .5 and relevance to the study. For example, "I don't know what is expected of me". Participants were asked to indicate how often they experienced ambiguity in their jobs on a six-point scale from 1 = never to 6 = all the time. Six of the seven role ambiguity items were reverse scored as the original six items reflected low levels of role conflict. The Cronbach's alpha for role ambiguity in this sample was 0.79.

Role overload was examined using a scale from Zohar (1997). The Role Hassle Index had 20 items with items rearranged by factors. The six items that loaded highest on the factor for role overload on the factor structure of the Role Hassle Index were included in the questionnaire. For example, "I have too much work and too many things to take care of". Participants were asked to indicate how often they experienced overload on a six-point scale from 1 = never to 6 = all the time. The Cronbach's alpha for role overload in this study was 0.86.

Time-based work-to-family and family-to-work conflict were measured using the scale from Carlson, Kacmar, and Williams (2000). Participants were asked to indicate how often they experienced conflict between their work and family life. Work/family conflict had three items, e.g., "My work keeps me from my family activities more than I would like." Family/work conflict also had three items, e.g., "The time I spend on family responsibilities often interferes with my work responsibilities." Participants were asked to indicate how often they experienced

conflict on a six-point scale from 1 = never to 6 = all the time. The Cronbach's alpha for time-based conflict in this sample was 0.92 for work-to-family time-based conflict and 0.78 for family-to-work time-based conflict.

Strain-based work-to-family and family-to-work conflict were measured using the scales from Carlson et al. (2000). Participants were asked to indicate how often they experienced conflict between their work and family life. Work/family conflict had three items, e.g., "Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy." Family/work conflict also had three items, e.g., "Tension and anxiety from my family life often weaken my ability to do my job." Participants were asked to indicated how often they experienced conflict on a six-point scale from 1 = never to 6 = all the time. The Cronbach's alpha for strain-based conflict, in this sample, was 0.85 for both WF and FW strain-based conflict.

Behaviour-based work-to-family and family-to-work conflict was measured using the scales from Carlson et al. (2000). Participants were asked to indicate how often they experienced conflict between their work and family life. Work/family conflict had three items, e.g., "The problem-solving behaviours I use in my job are not effective in resolving problems at home." Family/work conflict also had three items, e.g., "The behaviours that work for me at home do not seem to be effective at work." Participants were asked to indicate how often they experienced conflict on a six-point scale from 1 = never to 6 = all the time. The Cronbach's alpha for behaviour-based conflict in this sample was 0.73 for work-to-family behaviour-based conflict, and 0.77 for family-to-work behaviour-based conflict.

Organisational commitment was assessed using a scale developed by Allen and Meyer (1990). The scale was divided into two sections by them, affective and

continuance organisational commitment. Affective organisational commitment was assessed using eight items, for example, "I would be happy to spend the rest of my career with this organisation". Continuance commitment also had eight items, for example, "it would be too costly to leave my organisation now". Four of the eight affective commitment items were reverse scored as the original four items reflected low levels of affective commitment. One item from the continuance commitment items was reversed scored as the original item reflected low levels of continuance commitment. The affective commitment and continuance commitment items were measured on a six-point scale ranging from 1 = strongly disagree to 6 = strongly agree. The Cronbach's alpha for organisational commitment, in this study, was 0.76 for affective commitment, and 0.89 for continuance commitment.

Job satisfaction: A 16-item scale from Warr, Cook, and Wall (1979), was used to measure job satisfaction. The original questionnaire asked participants to indicate whether they were satisfied or dissatisfied with various facets of their jobs. This was adjusted to a six-point scale ranging from 1 = very dissatisfied to 6 = very satisfied to fit the style of the questionnaire. This job satisfaction construct evaluated various facets of job satisfaction, such as relations between management and workers in the organisation, rate of pay and general job satisfaction. General job satisfaction was extracted from the job satisfaction items as this measured overall job satisfaction and not a particular facet of job satisfaction as the other items. The Cronbach's alpha, in this study, was 0.90 for job satisfaction and 0.83 for general job satisfaction.

Intentions to leave were assessed using four items from Cammann, Fichman, Jenkins and Klesh (1979). Participants used a six-point scale ranging from 1 = strongly disagree to 6 = strongly agree. The participants were asked to indicate the

likelihood that they would leave the organisation in the near future, for example, "It is very possible that I will look for a new job soon". The Cronbach's alpha for turnover intentions for this study was 0.78.

Procedure

The Community Living Trust was approached with a proposal for research, which was accepted. From various meetings it was confirmed that the Operations Manager would email the online version of the questionnaire to employees with access to the Internet, and that the researcher would attend each team meeting over a period of a month to distribute and collect the hard copy questionnaire to employees with no access to the Internet. A total of 39 meetings were attended in the Waikato Region. 38 online questionnaires and 120 paper-and-pencil questionnaires were received.

The employees received the questionnaires with a covering page detailing what the study was about, who was doing the study, the rationale for the study, confidentiality and anonymity, what was required of them and an offer to supply a summary of results from the research. Participants were also informed on the cover sheet that their participation was voluntary and that they could at any time withdraw should they wish to. A prepaid envelope addressed to the researcher at the University of Waikato was attached to a questionnaire for those staff members absent from the meeting the day the researcher attended.

An executive summary of the research findings was given to CLT on completion of the study. In addition, a results website was created for staff members to review the outcomes of the study.

Confirmatory Factor Analysis

Confirmatory factor analysis was carried out using AMOS 4.0 (Byrne, 2001). AMOS "uses maximum-likelihood estimation to test the fit of a hypothesized model to the observed variance-covariance matrix" (Zuroff, Blatt, Sanislow, Bondi, & Pilkonis, 1999, p. 80). Various indices were generated to evaluate the fit of the model. The indices include the chi-square (χ^2), χ^2/degrees of freedom ratio, root mean square error of approximation (RMSEA), comparative fit index (CFI) and goodness-of-fit (GFI). Chi-square/degrees of freedom ratios between 2.0 and 3.0 are considered acceptable (Byrne, 2001). The RMSEA takes into consideration the error of approximation in the population; values less than .05 indicate a good fit (Byrne, 2001). However, recent research has indicated that values ranging between .08 and .10 do represent an acceptable fit (Byrne, 2001). In addition, AMOS reports 90% confidence levels around the RMSEA, which assists in precision of the RMSEA estimates. The comparative fit index (CFI) ranges from zero to 1.00 (Byrne, 2001). Finally, the goodness-of-fit (GFI) is the measure of the amount of variance and covariance in the sample and ranges between zero and 1.00 (Byrne, 2001). The theoretical model presented in Chapter 1, Figure 1.1 was tested in AMOS to ensure a good model fit. Factor structures of latent variables were examined.

Supervisor and colleague support model. Table 2.2 reports the results of a one factor and a two factor model which was tested for supervisor and colleague support. The one factor model was compared with the two model factor to establish the best fit. In the one factor model it was found that the χ^2/df was much higher than the recommended 2.00 to 3.00. In addition, the RMSEA value was too high at 0.349.

The results of the two factor model was acceptable and, therefore, the two latent variables were retained. Results of the factor models are presented in Table 2.2.

Table 2.2 Fit Indices for Supervisor and Colleague Support

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	RMSEA (Lo)	RMSEA (Hi)
1 Factor	403.09	20	20.155	0.554	0.661	0.349	0.320	0.379
2 Factor	56.78	19	2.989	0.914	-0.967	0.113	0.080	0.147

Work role stressors model. Table 2.3 shows the results of a one factor model and a three factor model, which was tested for the work role stressor data. The one factor model was compared with the three factor model to establish the best fit. It was found that the RMSEA was too high. A three factor model for each of the role stressors was then tested and the results suggested that the model for the work role stressors did fit the data reasonably well, with a χ^2 of 268.08 (df = 163, p = 0.00), χ^2/df = 1.645, GFI = .863, CFI = .907 and RMSEA = .064 (Lo = .050, Hi = .078). However, the modification indices suggested that two questions from the role ambiguity scale loaded very poorly and they were, therefore, deleted one at a time. These questions were "I don't know what is expected of me" and "I know how I will be evaluated for a raise or a promotion". In addition, the modification indices suggested that one question from the role conflict data loaded very poorly and thus it was deleted to establish a better model fit. This question was "I have to buck (break) a rule or policy in order to carry out an assignment". Table 2.3 shows the final statistics for the three factor model with these three items omitted.

Table 2.3 Fit Indices for Work Role Stressors

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	RMSEA (Lo)	RMSEA (Hi)
1 Factor	503.352	170	2.961	0.733	0.705	0.112	0.101	0.123
3 Factor	198.860	112	1.780	0.879	0.917	.070	0.054	0.086

Work-to-Family Conflict Model: A one factor and a three factor model was tested for WF time-based, WF strain-based and WF behaviour-based conflict to find the best fit (Table 2.4). It was found that both the χ^2/df and RMSEA was too far above the recommended ratio. The results presented in table 2.4 show that the three factor model for WF time-based, WF strain-based and WF behaviour-based conflict fit the data well.

Table 2.4 Fit indices for WF Time-based, Strain-based and Behaviour-based conflict

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	RMSEA (Lo)	RMSEA (Hi)
1 Factor	264.925	27	9.812	0.708	0.668	0.237	0.211	0.263
3 Factor	38.500	24	1.604	0.947	0.901	0.062	0.019	0.097

Family-to-Work Conflict Model: Table 2.5 presents the results for a one factor and a three factor model which was tested for FW time-based, WF strain-based and WF behaviour-based conflict to find the best fit. It was found that both the χ^2/df and RMSEA were too high compared with the recommended ratio. The results presented in table 2.5 show that the three factor model for FW time-based, WF strain-based and WF behaviour-based conflict fit the data well.

Table 2.5 Fit indices for FW Time-based, Strain-based and Behaviour-based conflict

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	RMSEA (Lo)	RMSEA (Hi)
1 Factor	155.250	27	5.750	0.806	0.780	0.174	0.148	0.201
3 Factor	37.924	24	1.580	0.949	0.976	0.061	0.016	0.096

Organisational Commitment model. A one factor and a two factor model was tested for the organisational commitment data to find the best fit. However, it was found that both the χ^2/df and the RMSEA were much higher than the recommended ratios. A two factor model for affective and continuance commitment was then tested and the results suggested that the model for this data also did not fit the theoretical model well, with a χ^2 of 172.272 (df = 101, p = 0.00), χ^2/df = 1.706, GFI = .879, CFI = .925 and RMSEA = .067 (Lo = .049, Hi = .084). The modification indices suggested that four questions from the affective commitment data loaded very poorly. Therefore, it was anticipated that a better model fit would be reached if these items were deleted, one at a time. These questions were "I would be very happy to spend the rest of my career with this organization", "I enjoy discussing my organization with people outside it", "I really feel as if this organization's problems are my own" and " I think that I could easily become as attached to another organization as I am to this one". In addition, the modification indices suggested that one question from the continuance commitment data loaded very poorly and, thus, it was deleted to establish a better model fit. This question was "I am not afraid of what might happen if I quit my job without having another one lined up". The final fit statistics of the two factor model for organisational commitment, with the above five items deleted, are presented in Table 2.6. It was found that the χ^2/df, GFI and CFI were a slightly

better fit in the revised two factor model, with the deleted items, and therefore, this model was retained.

Table 2.6 Fit Indices for Organisational Commitment

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	RMSEA (Lo)	RMSEA (Hi)
1 Factor	530.813	104	5.104	0.661	0.551	0.162	0.148	0.175
2 Factor	83.814	41	2.044	0.912	0.951	0.082	0.056	0.106

Job satisfaction model. The results of the data for the job satisfaction theoretical data did not fit the theoretical model very well, with a χ^2 of 148.993 (df = 83, p = 0.00), χ^2/df = 1.795, GFI = .892, CFI = .937 and RMSEA = .071 (Lo = .052, Hi = .089). The modification indices suggested that two questions from the job satisfaction data loaded very poorly. Therefore, it was anticipated that a better model fit would be reached if these items were deleted, one at a time. These questions were "I am satisfied with the physical condition" and "I am satisfied with my fellow workers". The final fit statistics for the remaining 13 items of the job satisfaction model were a χ^2 of 66.247 (df = 47, p = 0.037), χ^2/df = 1.410, GFI = .941, CFI = .977 and RMSEA = .051 (Lo = .015, Hi = .078). It was found that the GFI, CFI and RMSEA were a slightly better fit in the revised model, with the deleted items, and therefore, this model was retained.

Turnover intentions model. The confirmatory factor analysis fit statistics for the turnover intention model were a χ^2 of 0 (df = 0, p = 0.00), GFI = .912, CFI = 1.00 and RMSEA = .604 (Lo = .530, Hi = .682). Byrne (2001, p.35) suggests that if a model cannot be identified, as in the case of this model - χ^2 = 0 (df = 0, p = 0.00), "it indicates that the parameters are subject to arbitrariness thereby implying that

different parameters values define the same model". When this is the case, reaching consistent estimates for all parameters is not possible and, therefore, the model cannot be evaluated. An principle component exploratory factor analysis was, therefore, performed to establish a better model fit. The factor loading criterion level was set at .4. Firstly, a four item model was tested, and one item did not meet the set criterion with a factor loading of .302. The model was rerun and the final model consisted of three items. The factor loadings are presented in Table 2.7. Component 1 (Leave 1) had a factor loading of .984; component 2 (Leave 2) had a factor loading of .755 and component 4 (Leave 4) had a factor loading of 5.22.

Table 2.7 Factor Matrix

	Factor
Leave 1	.984
Leave 2	.755
Leave 4	.522

In addition to the confirmatory and exploratory factor analysis, analyses for moderated and mediated regression were also completed. These will now be discussed.

Moderated Regression

A moderator is a "variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable" (Baron & Kenny, 1986, p. 1174). Various studies have shown that it is not always possible to find a moderating effect between variables (Darrow & Kahl, 1982). However, the fact that an effect cannot be found does not essentially mean it does not exist. It is important to note that if the hypothesized moderator effect cannot

be found, it might well be not because it doesn't exist, but rather because the effect is too weak to be detected (Darrow & Kahl, 1982). A potential way to overcome this problem is to relax the preset alpha level above the traditional levels, for example from $\alpha = .05$ to $\alpha = .10$(Aguinis, 2004), to be able to detect a significantly weak effect. For the purpose of this study, the significance level was relaxed to .10.

Hierarchical regressions were run to assess moderating effects. Hierarchical regression was used to evaluate the relative contribution of each predictor variable to the criterion variable. Baron and Kenny (1986) used a path diagram to explain the moderator procedure (Figure 2.1). Figure 2.1 has three paths that feed into the criterion variable, which in this study was job satisfaction, affective commitment and continuance commitment and was examined separately: Path a incorporates the predictor variables (role stressors and WF/FW conflict, including their constructs); Path b incorporates the moderators (supervisor and colleague support) and Path c were the interaction effects of path a and path b, thus, Predictor X Moderator (Baron & Kenny, 1986). If Path c was significant, the moderator hypothesis was supported.

The most widely used strategy for testing moderator effects involves examining the increase in R^2 for the interaction term (predictor X moderator). As mentioned, a problem with moderating regressions is the lack of statistical power. Therefore, the significance criterion for this study is .10.

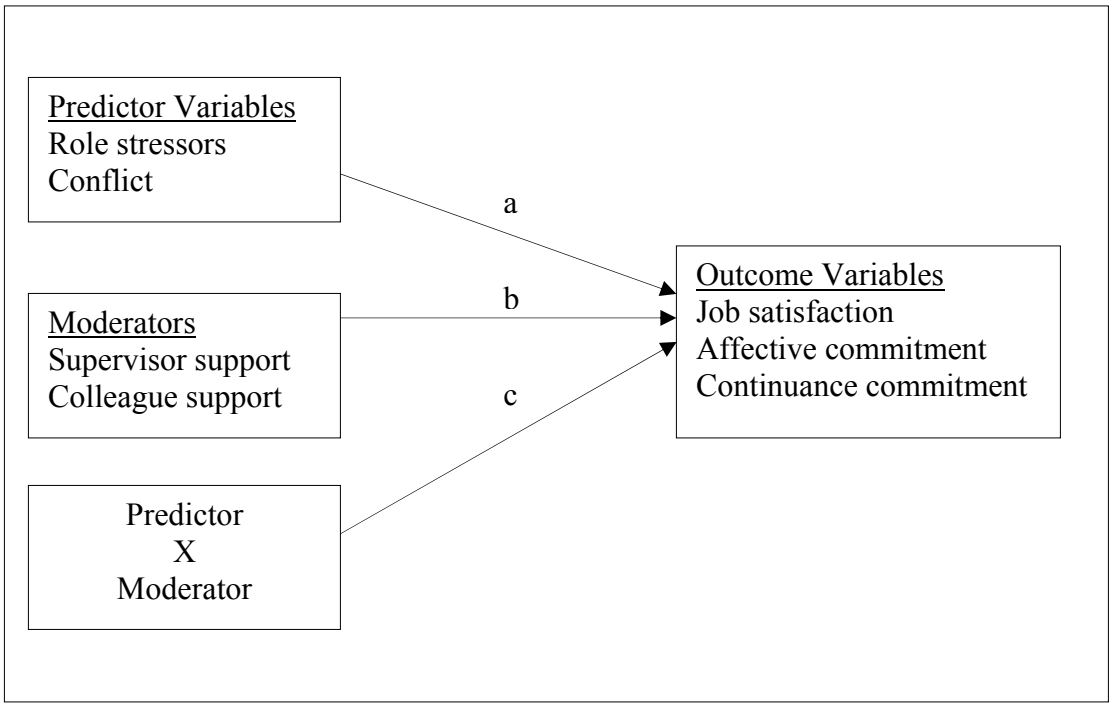

Figure 2.1 Moderator model.

Mediated Regression

The mediation model and the formulation of the mediator hypothesis have been discussed in Chapter 1, page 26. In addition, the conditions for mediation has been discussed in Chapter 3, page 71**.**

CHAPTER THREE

RESULTS

The aim of this study was to examine the relationships between stressors in the work and family domains on three variables (job satisfaction, affective commitment and continuance commitment) that could influence turnover intentions. The relationship between stressors, supervisor and colleague support was also examined. More importantly, the study investigated the extent to which supervisor and colleague support moderated the relationship between stressors in the work and family domain and the three variables that could influence turnover intentions. Finally, the study examined the degree to which job satisfaction, affective commitment and continuance commitment mediated the relationship between stressors and turnover intentions.

This chapter presents the outcomes of the statistical analyses, which are divided into five main sections: a) descriptive statistics, b) correlations c) regressions, d) moderated regressions and e) mediated regressions.

Descriptive Statistics

Table 3.1 presents the means, standard deviations, skew and Cronbach's alphas for all variables. Overall, the mean showed low-to-moderate levels of role ambiguity (2.43), role conflict (2.68) and role overload (2.60). The means for supervisor and colleague support were 4.02 and 4.21 respectively, which indicate that, on average, participants perceived moderate-to-high levels of supervisor and colleague support. The means for WF time-based conflict (2.62), WF strain-based

conflict (2.59) and WF behaviour-based conflict (2.24) indicated that respondents reported a low-to-moderate impact of work on the family. The relatively low means for FW time-based conflict (1.84) and FW strain-based conflict (1.76) indicated that overall, participants' family demands on their time was low and, in turn, participants experienced low levels of strain-based conflict from their family. FW behaviour-based conflict had a mean of 2.29, FW time-based conflict had a mean of 1.84 and FW strain-based conflict had a mean of 1.76, which indicated that overall, participants experienced low-to-moderate levels of conflict in relation to the behaviours acceptable at home versus at work. In general, respondents had moderate levels of both affective (3.86) and continuance commitment (3.21), indicating that they were slightly more emotionally attached to the organisation rather than staying with the organisation because the cost of leaving was too great. The mean for overall job satisfaction was 4.13, indicating that, in general, participants were satisfied with their jobs as a whole. Overall, participants had moderate levels of turnover intentions (3.54).

An indication of the distribution's symmetry was specified by the skewness value. Most variables showed low-to-moderate skew: role overload (skew = .64), WF time-based conflict (skew = .61), WF strain-based conflict (skew = .69), FWT (skew = .76), FW strain-based conflict (skew = 1.02) and general job satisfaction (skew = .96). According to Nunnally (1978), the recommended minimal internal consistency threshold is .70 for all variables. Thus, for this study all scale scores were relatively reliable.

Correlations

The correlations for the theoretical model displayed in Chapter 1 are presented in Table 3.2. Role overload and role conflict were highly inter-correlated (.61); although these two variables are separate. In addition, both WF/FW time-based conflict and WF/FW behaviour-based conflict were highly correlated, r = .53 and r = .68 respectively. As expected, job satisfaction and general job satisfaction were very highly correlated, r = .71. The correlations for the theoretical model will now be discussed in more detail.

Work-to-Family and Family-to-Work Conflict

Hypothesis 1 predicted that WF time, strain and behaviour-based conflict would have a negative relationship with job satisfaction and organisational commitment. As predicted, WF time-based conflict (r = -.28), WF strain-based conflict (r = -.37) and WF behaviour-based (r = -.17) were all significantly negatively correlated with job satisfaction. WF time-based conflict (r = -.22) and WF strain-based conflict (r = -.17) were significantly negatively correlated with affective commitment and significantly positively correlated with continuance commitment. WF behaviour-based conflict was not statistically correlated with affective and continuance commitment. Consequently, H1 is supported for all forms of conflict except WF behaviour-based conflict.

Table 3.1 Descriptive Statistics.

Variable	M	SD	Skew	Cronbach's alpha
Supervisor Support[(a)]	4.02	1.22	-0.07	0.94
Colleague Support[(a)]	4.21	1.11	0.02	0.94
Role ambiguity[(a)]	2.43	0.91	0.15	0.79
Role conflict[(a)]	2.68	0.85	0.52	0.78
Role overload[(a)]	2.60	1.02	0.64*	0.86
Work/Family Time[(a)]	2.62	1.22	0.61*	0.92
Work/Family Strain[(a)]	2.59	0.97	0.69*	0.85
Work/Family Behaviour[(a)]	2.24	0.91	0.33	0.73
Family/Work Time[(a)]	1.84	0.75	0.76*	0.78
Family/Work Strain[(a)]	1.76	0.73	1.02*	0.85
Family/Work Behaviour[(a)]	2.29	0.91	0.25	0.77
Affective Commitment[(b)]	3.86	1.01	-0.26	0.76
Continuance Commitment[(b)]	3.21	1.17	-0.00	0.89
Job Satisfaction[(c)]	4.13	0.88	-0.47	0.90
General job satisfaction[(c)]	4.72	.99	-.96*	0.83
Turnover intentions [(b)]	3.54	1.26	0.02	0.78

All variables were measured on a 6 point response scale: -

(a) 1 = never, 6 = all the time.
(b) 1 = strongly disagree, 6 = strongly agree.
(c) 1 = very dissatisfied, 6 = very satisfied.

Hypothesis 2 predicted that FW time, strain and behaviour-based conflict would have a negative relationship with job satisfaction and organisational commitment. FW time-based conflict was significantly negatively correlated with job satisfaction (r = -.16) and affective commitment (r = -.16) but not statistically correlated with continuance commitment. FW strain-based conflict was significantly positively correlated to continuance commitment (r = .19) but not statistically correlated to job satisfaction (r = -.12) or affective commitment (r = -.11). FW strain-based conflict was significantly negatively correlated to general job satisfaction (r = -.20). FW behaviour-based conflict was not statistically correlated with job satisfaction, affective commitment or continuance commitment. In conclusion, H2 was only partially supported.

Role Conflict, Role Ambiguity and Role Overload

Hypothesis 3 predicted that work role stressors would have a negative relationship with job satisfaction and organisational commitment. As predicted, role conflict (-.40), role ambiguity (-.35) and role overload (-.46) were moderately negatively correlated with job satisfaction and significantly negatively correlated with affective commitment – role conflict (-.29), role ambiguity (-.24) and role overload (-.27). None of the role stressors was correlated with continuance commitment. Therefore, H3 is partially supported.

Although no prediction were made, it was found that role overload was statistically positively correlated with WF time-based conflict (r = .48) and WF strain-based conflict (r = .45). Role ambiguity (r = .38) and role conflict (r = .32)

were significantly positively correlated with WF strain-based conflict. Role conflict and role ambiguity was positively related to WF time-based conflict and FW time-based conflict. In addition, role overload was positively related to FW time-based conflict (r = .32). Role conflict (r = .21), role ambiguity (r = .33) and role overload (r = .29) were statistically positively correlated with FW strain-based conflict. Role conflict and overload were significantly positively correlated with both WF behaviour-based conflict (r = .30; r = .35) and FW behaviour-based conflict (r = .20; r = .17), respectively. However, role ambiguity was not correlated with either WF behaviour-based conflict (r = .13) or FW behaviour-based conflict (r = .08).

Supervisor and Colleague Support

Hypothesis 4 predicted that supervisor and colleague support would have significant positive relationships with job satisfaction and organisational commitment. It was found that supervisor support was significantly positively correlated with job satisfaction (r = .51) and affective commitment (r = .34). However, supervisor support was not correlated with continuance commitment. Colleague support (r = .23) was statistically positively correlated with job satisfaction but not with affective and continuance commitment. Consequently, H4 was only partially supported.

It was further hypothesised (H5a and H5b) that supervisor and colleague support would have a negative relationship with work-to-family and family-to-work conflict. Contrary to what was expected, supervisor (r = -.21) and colleague (r = -.18) support had a statistically negative correlation with only WF strain-based conflict. No other significant relationships were found. Thus, supervisor and colleague

support had no correlation with WF time-based conflict, FW time-based conflict, FW strain-based conflict and WF behaviour-based conflict or FW behaviour-based conflict. Thus, H5a and H5b were only partially supported.

Hypothesis 5c and 5d predicted that supervisor and colleague support would have a negative relationship with role stressors. As expected, supervisor and colleague support, respectively, had significant negative correlations with role conflict ($r = -.22$; $r = -.13$), role ambiguity ($r = -.29$; $r = -.30$) and role overload ($r = -.31$; $r = -.30$). Therefore, H5c and H5d were fully supported, but not H5a and H5b.

Job Satisfaction, Affective Commitment and Continuance Commitment

As predicted, job satisfaction ($r = -.46$), affective commitment ($r = -.44$), and continuance commitment ($r = -.16$) had significant negative correlations with turnover intentions. Therefore, H8 and H9 were supported.

Table 3.2 Correlations between Variables.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Supervisor																
2	Colleague	.54**															
3	Conflict	-.22**	-.13														
4	Ambiguity	-.29**	-.30**	.35**													
5	Overload	-.31**	-.30**	.61**	.45**												
6	WFT	-.10	-.08	.39**	.24**	.48**											
7	WFS	-.21**	-.18**	.32**	.38**	.45**	.44**										
8	WFB	-.03	-.01	.30**	.13	.35**	.35**	.29**									
9	FWT	.01	.01	.30**	.25**	.32**	.53**	.36**	.31**								
10	FWS	-.06	-.13	.21**	.33**	.29**	.43**	.39**	.38**	.60**							
11	FWB	-.06	.01	.20*	.08	.17*	.31**	.23**	.68**	.34**	.47**						
12	Affective	.34**	.14	-.29**	-.24**	-.27**	-.22**	-.17*	-.14	-.16*	-.11	-.08					
13	Continuance	.01	-.04	.08	.13	-.01	.16*	.15*	.07	.11	.19*	.08	-.01				
14	Satisfaction	.51**	.23**	-.40**	-.35**	-.46**	-.28**	-.37**	-.17*	-.16*	-.12	-.07	.49**	-.02			
15	Turnover intensions	-.27**	-.11	.21**	.16*	.20**	.13	.18*	.12	.13	.08	-.01	-.44**	-.16*	-.46**		
16	General Satisfaction	.34**	.27**	-.38**	-.33**	-.50**	-.32**	-.36**	-.21**	-.21**	-.20**	-.07	.42**	-.13	.71**	-.50**	1

Note: Supervisor = Supervisor support; Colleague = Colleague support; Conflict = Role conflict; Ambiguity = Role ambiguity; Overload = Role overload; WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict; FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict; Affective = Affective commitment; Continuance = Continuance commitment; Satisfaction = Job satisfaction.
n = 158
*p <.05. **p<.01.

Regressions

The regressions for job satisfaction, affective commitment and continuance commitment are presented in Tables 3.3, 3.4 and 3.5 and will be discussed in the following section.

Job Satisfaction

Supervisor and colleague support, role conflict, role ambiguity and role overload, as well as WF/FW time-based conflict, WF/FW strain-based conflict and WF/FW behaviour-based conflict were entered, simultaneously, as the predictor variables. Table 3.3 illustrates that only supervisor support made a significant contribution to job satisfaction (β = .44).

Table 3.3 Regression of all predictor variables with job satisfaction.

Predictor	Beta (β)	t
Supervisor Support	.44**	5.66
Colleague Support	-.11	-1.46
Role Conflict	-.13	-1.57
Role Ambiguity	-.09	-1.20
Role Overload	-.14	-1.45
WFT	-.07	-.77
WFS	-.15	-1.95
WFB	-.07	-.71
FWT	-.03	-.37
FWS	.08	.96
FWB	.08	.39

Note: WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict; FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.

** p<.01. Adjusted R Square = .38; F = 9.78; df = 11, p < .01

Surprisingly the *r* for colleague support, role conflict, role ambiguity and role overload as well as WF/FW time-based conflict, WF strain-based conflict and WF behaviour-based conflict were significant, but the betas in Table 3.3 were not. Overall, the predictors explained 38% of the variance in job satisfaction.

Affective Commitment

Table 3.4 indicates that, as with job satisfaction, only supervisor support had a significant result (β = .33). As with the previous regression the *r* for colleague support, role conflict, role ambiguity and role overload, as well as WF/FW time-based conflict, WF strain-based conflict and WF behaviour-based conflict, were significant, but the betas in Table 3.4 were not. Overall, the predictors explained 14% of the variance in affective commitment.

Table 3.4 Regression of all predictor variables with affective commitment.

Predictor	**Beta (β)**	**t**
Supervisor Support	.33**	3.59
Colleague Support	-.07	-.79
Role Conflict	-.15	-1.51
Role Ambiguity	-.10	-1.08
Role Overload	.02	.15
WFT	-.10	-1.02
WFS	.04	.40
WFB	-.11	-.10
FWT	-.07	-.73
FWS	.03	.29
FWB	.08	.73

Note: WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict; FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.

** p<.01. Adjusted R Square = .14; F = 3.33; df = 11, p < .01

Continuance Commitment

The regression for continuance commitment is presented in Table 3.5. The results showed that only role overload contributed significantly to continuance commitment. Overall, the predictors explained just 2% of the variance in continuance commitment. Table 3.5 indicates that only role overload had a significant result (β = -.27).

Table 3.5 Regression of all predictor variables with continuance commitment.

Predictor	Beta (β)	t
Supervisor Support	.06	.65
Colleague Support	-.06	-.58
Role Conflict	.12	1.19
Role Ambiguity	.10	1.08
Role Overload	-.27*	-2.28
WFT	.15	1.45
WFS	.10	.04
WFB	.02	.21
FWT	-.08	-.70
FWS	.16	1.46
FWB	-.04	.73

Note: WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict; FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.

* $p<.05$. Adjusted R Square = .02; F = 1.36; df = 11, $p < .05$

Moderated Regressions

Two specific variables were expected to have moderating effects on the relationship between the predictor variables (role conflict, role ambiguity, role overload, WF/FW time-based conflict, WF/FW strain-based conflict and WF/FW behaviour-based conflict) and the criterion variables (job satisfaction, affective

commitment and continuance commitment). These moderating variables are supervisor and colleague support**.** The process for moderator regressions has already been discussed in chapter 2 page 44. The hypotheses in relation to moderator regressions will now be discussed.

Job Satisfaction

Hypotheses 6a and 6b (a) predicted that supervisor and colleague support will moderate the relationship between role conflict, role ambiguity, role overload and job satisfaction. Table 3.6 shows that at step one of the hierarchical regression both role overload (β = -.22) and supervisor support (β = .45) were significant. Results at step two indicate that supervisor support moderated only the relationship between role conflict and job satisfaction. Colleague support, on the other hand, moderated the relationship between role ambiguity and job satisfaction. Supervisor support did not moderate the relationship of role ambiguity, overload with job satisfaction. Moreover, colleague support did not moderate the relationship between role conflict, overload and job satisfaction.

Table 3.6 Moderating Effects: Supervisor and Colleague Support on the Relationship between Role Conflict, Role Ambiguity, Role Overload and Job Satisfaction.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Job Satisfaction	Step 1	Role Conflict	-.15	-1.79	
		Role Ambiguity	-.11	-1.50	
		Role Overload	-.22*	-2.53	
		Supervisor Support	.45*	5.78	
		Colleague Support	-.12	-1.60	.40
	Step 2	RC x SS	.87*	2.46	
		RA x SS	-.30	-.86	
		RO x SS	-.38	-1.03	
		RC x CS	-.46	-1.04	
		RA x CS	.64**	1.68	
		RO x CS	.32	.76	.04

Note: Moderators in bold.
RC = Role conflict; RA = role ambiguity; RO = Role overload
*p < .05, **p < 0.1

The mean scores for the supervisor and colleague support were calculated, and all participants below the mean were placed into the low support category and all participants above the mean were placed into the high support category.

Figure 3.1 shows the nature of the effect of supervisor support as the moderator between role conflict and job satisfaction. At low levels of role conflict, there was no difference in the level of job satisfaction between high support and low support respondents. However, at high levels of role conflict, respondents who reported greater supervisor support had higher levels of job satisfaction, compared to respondents who reported lower levels of support. This finding supports H6a (i) (a).

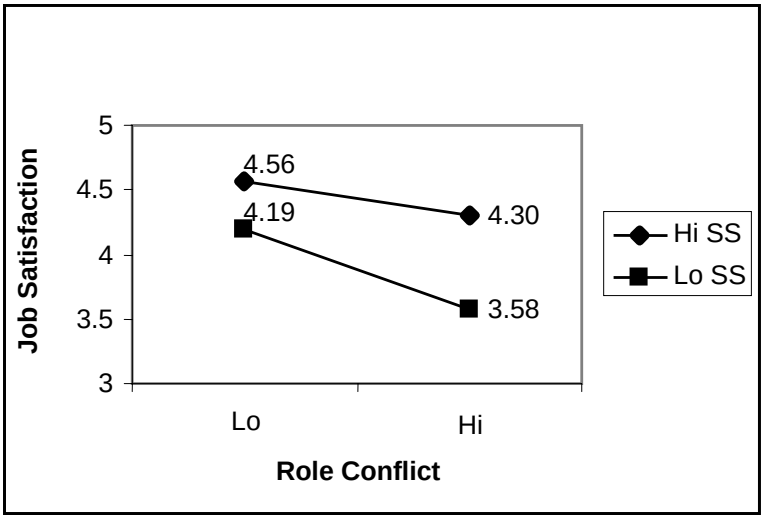

Figure 3.1 Moderating effect of supervisor support: role conflict.

Figure 3.2 shows the nature of the effect of colleague support as the moderator between role ambiguity and job satisfaction. It can be seen that at low levels of role ambiguity, there were no differences in job satisfaction between high support and low support respondents. However, employees who had both high role ambiguity and high colleague support were likely to have higher levels

of job satisfaction than those who had high role ambiguity and low colleague support. This supports H6b (ii) (a).

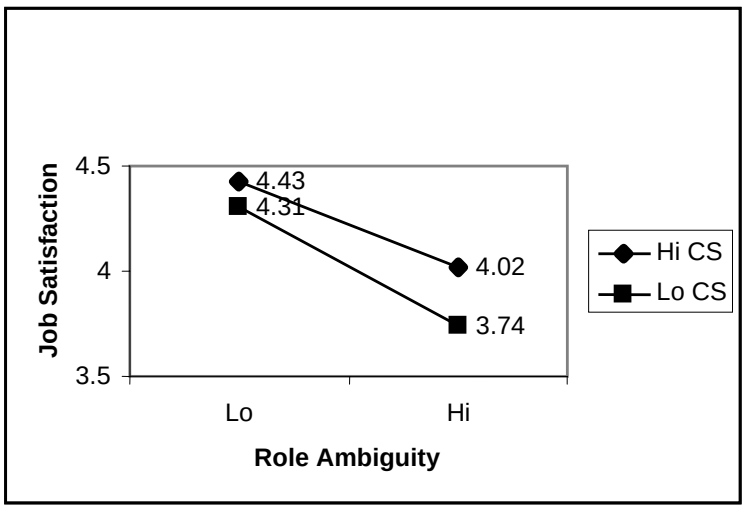

Figure 3.2 Moderating effect of colleague support: role ambiguity.

Hypotheses 7a and 7b (i), (ii) and (iii) (a) predicted that supervisor and colleague support would moderate the relationship between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict and job satisfaction. Table 3.7 shows that at step one of the hierarchical regression, both WF strain-based conflict ($\beta = -.21$) and supervisor support ($\beta = .50$) were significant predictors of job satisfaction. Results at step two indicated no interaction effects. Therefore, neither supervisor nor colleague support moderated the relationships between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict, and job satisfaction. Consequently, H7a and H7b (i) (ii) and (iii) (a), were not supported.

Table 3.7 Moderating Effects: Supervisor and Colleague Support on the Relationship between WF Time-based, Strain-based, Behaviour-based Conflict and Job Satisfaction.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Job Satisfaction	Step 1	WFT	-.13	-1.76	
		WFS	-.21*	-2.78	
		WFB	-.05	-.66	
		Supervisor Support	.50*	6.35	
		Colleague Support	-.08	-1.05	.34
	Step 2	WFT x SS	-.10	-.30	
		WFS x SS	-.05	-.15	
		WFB x SS	.11	.61	
		WFT x CS	-.06	-.14	
		WFS x CS	.64	1.58	
		WFB x CS	.03	.08	.33

Note: Moderators in bold.
WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict.
*p < .05

Hypotheses 7a and 7b (iv) (v) and (vi) (a) predicted that supervisor and colleague support would moderate the relationship between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict, and job satisfaction. Table 3.8 shows that at step one of the hierarchical regression both FW time-based conflict (β = -.18) and supervisor support (β = .55) were significant predictors of job satisfaction. Results at step two indicated that supervisor support moderated the relationship between FW behaviour-based conflict and job satisfaction. Supervisor support did not moderate the relationship between FW time-based conflict, FW strain-based conflict and job satisfaction. Colleague support, on the other hand, moderated the relationship between FW time-based conflict and job satisfaction. Therefore, H7b (iv), (v) and (vi) (a) is partially supported. Moreover, colleague support did not moderate the relationship between FW strain-based conflict, FW behaviour-based conflict and job satisfaction. The one interaction effect obtained was in the opposite direction to what was predicted.

Table 3.8 Moderating Effects: Supervisor and Colleague Support on the Relationship between FW Time-based, Strain-based, Behaviour-based Conflict and Job Satisfaction.

Criterion		Predictor	Beta (β)	t	R^2change
Job Satisfaction	Step 1	FWT	-.18*	-2.11	
		FWS	.01	.10	
		FWB	.02	.23	
		Supervisor Support	.55*	6.74	
		Colleague Support	-.06	-.71	.27
	Step 2	FWT x SS	-.27	-.70	
		FWS x SS	-.72	-1.50	
		FWB x SS	.61**	1.66	
		FWT x CS	.92**	1.83	
		FWS x CS	.54	1.02	
		FWB x CS	-.59	-1.40	.30

Note: Moderators in bold.
FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.
*p < .05, **p < 0.1

Figure 3.3 shows the nature of the effect of supervisor support as the moderator between FW behaviour-based conflict and job satisfaction. At low levels of FW behaviour-based conflict, there was no significant difference in the level of job satisfaction between high support and low support respondents. However, at high levels of FW behaviour-based conflict, respondents who reported greater supervisor support had higher levels of job satisfaction, than respondents who reported lower levels of support.

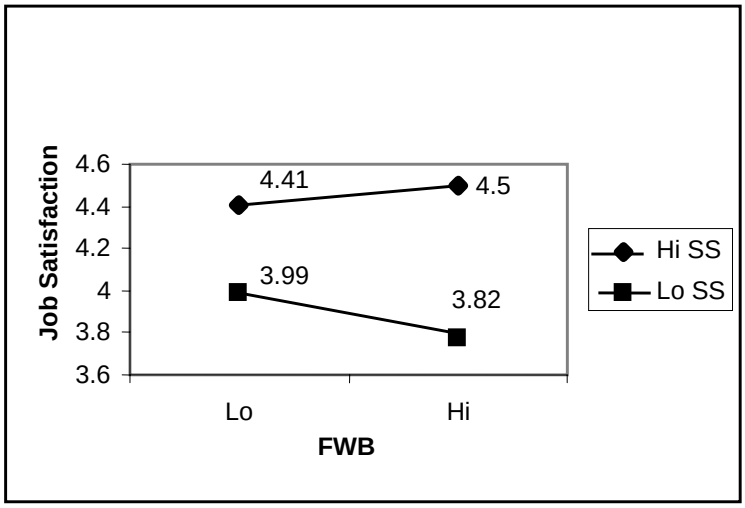

Figure 3.3 Moderating effect of supervisor support: FW behaviour-based conflict

Figure 3.4 shows the nature of the effect of colleague support as the moderator between FW time-based conflict and job satisfaction. At low levels of FW time-based conflict, there was no significant difference in the level of job satisfaction between high support and low support respondents. However, at high levels of FW time-based conflict, respondents who reported greater supervisor support had higher levels of job satisfaction, compared to respondents who reported lower levels of support.

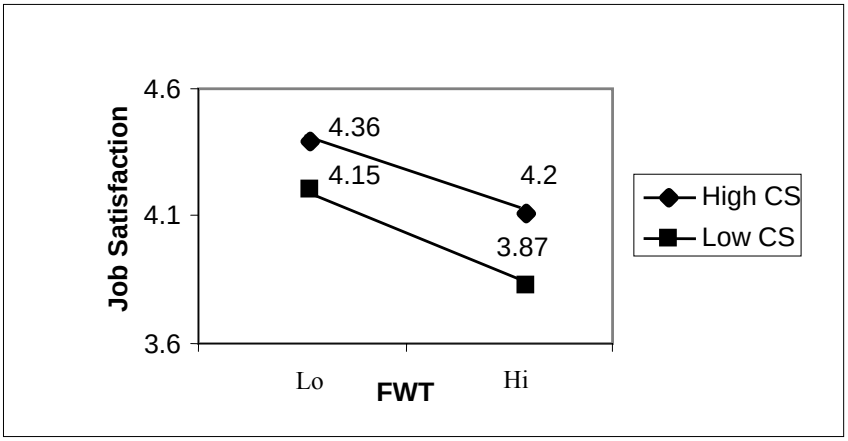

Figure 3.4 Moderating effect of colleague support:
FW time-based conflict

Affective Commitment

Hypotheses 6a and 6b (i) (ii) and (iii) (b) predicted that supervisor and colleague support would moderate the relationship between role conflict, role ambiguity, role overload, and affective commitment. Table 3.9 shows that at step one of the hierarchical regression, supervisor support ($\beta = .31$) was significant. Results at step two indicate that there were no interaction effects. Therefore, neither supervisor nor colleague support moderated the relationship between role conflict, role ambiguity, role overload, and affective commitment. Thus, H6a and H6b (i) (ii) and (iii) (b) were not supported.

Table 3.9 Moderating Effects: Supervisor and Colleague Support on the Relationship between Role Conflict, Role Ambiguity, Role Overload and Affective Commitment.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Affective Commitment	Step 1	Role Conflict	-.17	-1.84	
		Role Ambiguity	-.10	-1.12	
		Role Overload	-.05	-.48	
		Supervisor Support	.31*	3.45	
		Colleague Support	.09	-.94	.18
	Step 2	RC x SS	.23	.55	
		RA x SS	.23	.55	
		RO x SS	.45	1.04	
		RC x CS	.33	.63	
		RA x CS	.11	.25	
		RO x CS	-.69	-1.40	.03

Note: Moderators in bold.
RC = Role conflict; RA = Role ambiguity; RO = Role overload.
*p < .05, **p < 0.1

Hypotheses 7a and 7b (i) (ii) and (iii) (b) predicted that supervisor and colleague support would moderate the relationship between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict and job satisfaction. Table 3.10 shows that at step one of the hierarchical regression, supervisor support (β = .36) was significant. Results indicated at step two that colleague support moderated the relationship between WF time-based conflict and affective commitment. Supervisor support did not moderate the relationship between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict and affective commitment. Moreover, colleague support did not moderate the relationship between WF strain-based conflict, WF behaviour-based conflict, and affective commitment. Consequently, H7a (i) (ii) and (iii) (b) were not supported. H7b (i) (ii) and (iii) (b) was only partially supported.

Table 3.10 Moderating Effects: Supervisor and Colleague Support on the Relationship between WF Time-based, Strain-based, Behaviour-based Conflict and Affective Commitment.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Affective Commitment	Step 1	WFT	-.16	-1.85	
		WFS	-.01	-.13	
		WFB	-.08	-.10	
		Supervisor Support	.36*	4.01	
		Colleague Support	-.06	-.67	.16
	Step 2	WFT x SS	-.37	-.10	
		WFS x SS	.44	1.13	
		WFB x SS	.39	.10	
		WFT x CS	.10*	2.13	
		WFS x CS	-1.02	-1.02	
		WFB x CS	-.66	-1.50	.04

Note: Moderators in bold.
WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict.
*p < .05

Figure 3.5 shows the nature of the effect of colleague support as the moderator between WF time-based conflict and affective commitment. At low levels of WF time-based conflict, there was no significant difference in the level of affective commitment between high support and low support respondents. However, at high levels of WF time-based conflict, respondents who reported lower colleague support had higher levels of affective commitment, than respondents who reported higher levels of colleague support. In this case, colleague support had a reverse buffering effect. The more colleague support employees received, the lower their levels of affective commitment. Thus, colleague support exacerbated the levels of affective commitment of employees. These findings will be discussed in more detail in the next chapter.

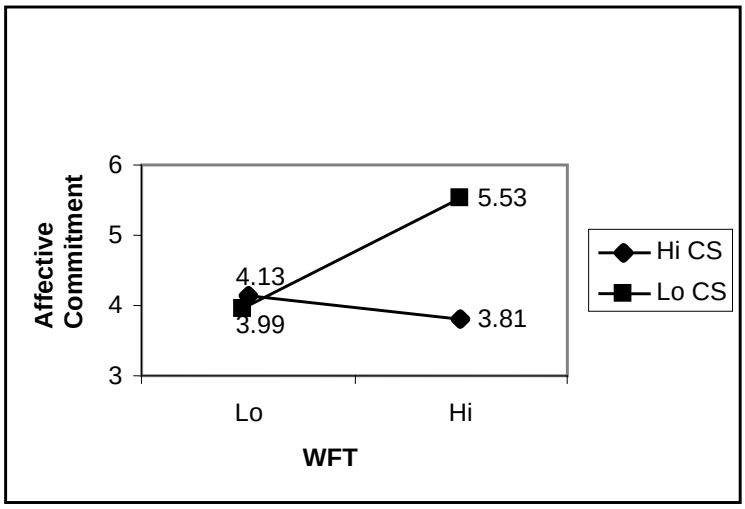

Figure 3.5 Moderating effect of colleague support: WF time-based conflict

Hypotheses 7a and 7b (iv) (v) and (vi) (b) predicted that supervisor and colleague support would moderate the relationship between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict and affective commitment. Table 3.11 shows that at step one of the hierarchical regression, supervisor support ($\beta = .39$) was significant. Results at step two indicate that colleague support did moderate the relationship between FW behaviour-based conflict and affective commitment. Supervisor support did not moderate the relationship between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict and affective commitment. Moreover, colleague support did not moderate the relationship between FW time-based conflict, FW strain-based conflict and affective commitment. Consequently H7a (iv) (v) and (vi) (b) were not supported. H7b (iv) (v) and (vi) (b) were partially supported.

Table 3.11 Moderating Effects: Supervisor and Colleague Support on the Relationship between FW Time-based, Strain-based, Behaviour-based Conflict and Affective Commitment.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Affective Commitment	Step 1	FWT	-.17	-1.76	
		FWS	.00	.02	
		FWB	-.00	-.01	
		Supervisor Support	.39*	4.24	
		Colleague Support	-.05	-.60	.15
	Step 2	FWT x SS	-.07	-.15	
		FWS x SS	-.20	-.35	
		FWB x SS	.18	.43	
		FWT x CS	.64	1.15	
		FWS x CS	-.02	-.03	
		FWB x CS	-.82**	-1.72	.03

Note: Moderators in bold.
FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.
*p < .05, **p < 0.1

Figure 3.6 shows the nature of the effect of colleague support as the moderator between FW behaviour-based conflict and affective commitment. At low levels of FW behaviour-based conflict, there was a difference in the level of affective commitment between high support and low support respondents. It seems that high support respondents had higher levels of affective commitment than the low support respondents. However, at high levels of FW behaviour-based conflict there was no difference in the level of affective commitment between high support and low support respondents. In this case ,colleague support had an interaction effect, although it was not in the direction expected. Possible explanations for this effect will be discussed in the next chapter.

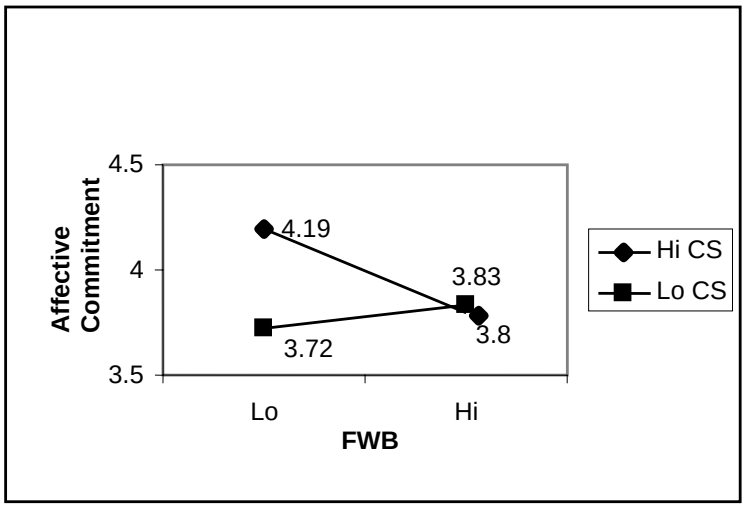

Figure 3.6 Moderating effect of colleague support: FW behaviour-based conflict

Continuance Commitment

Hypotheses 6a and 6b (i) (ii) and (iii) (c) predicted that supervisor and colleague support will moderate the relationship between role conflict, role ambiguity, role overload and continuance commitment. The results in Table 3.12 indicate that there were no interaction effects and no main effects. Therefore, neither supervisor support nor colleague support moderated the relationships between role conflict, ambiguity, overload and continuance commitment. Consequently, H6a and H6b (i) (ii) (ii) (c) were not supported.

Table 3.12 Moderating Effects: Supervisor and Colleague Support on the Relationship between Role Conflict, Role Ambiguity, Role Overload and Continuance Commitment.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Continuance Commitment	Step 1	Role Conflict	.14	1.36	
		Role Ambiguity	.16	1.74	
		Role Overload	-.16	-1.47	
		Supervisor Support	.07	.75	
		Colleague Support	-.06	-.63	.04
	Step 2	RC x SS	.01	.03	
		RA x SS	-.40	-.89	
		RO x SS	.47	.10	
		RC x CS	.24	.42	
		RA x CS	-.35	.72	
		RO x CS	-.50	-.93	.04

Note: Moderators in bold.
RC = Role conflict; RA = Role ambiguity; RO = Role overload.

Hypotheses 7a and 7b (i) (ii) and (iii) (c) predicted that supervisor and colleague support would moderate the relationship between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict and continuance commitment. Table 3.13 shows that supervisor support (β = -.75) did moderate the relationship between WF behaviour-based conflict and continuance commitment. In this case, supervisor support had a reverse buffering effect. The more supervisor support employees received, the lower levels of continuance commitment they had. Therefore, supervisor support exacerbated the levels of continuance commitment. These findings will be discussed in more detail in the next chapter. Supervisor support did not moderate the relationship between WF time-based conflict, WF strain-based conflict and continuance commitment. Moreover, colleague support did not moderate the relationship between WF time-based conflict, WF strain-based conflict, WF behaviour-based conflict and continuance commitment. Therefore, H7a and 7b (i) (ii) (iii) (c) were not supported.

Table 3.13 Moderating Effects: Supervisor and Colleague Support on the Relationship between WF Time-based, Strain-based, Behaviour-based Conflict and Continuance Commitment.

Criterion		**Predictor**	**Beta (β)**	**t**	**R^2change**
Continuance Commitment	Step 1	WFT	.12	1.28	
		WFS	.11	1.20	
		WFB	-.00	-.01	
		Supervisor Support	.08	.79	
		Colleague Support	-.05	-.54	.04
	Step 2	WFT x SS	-.15	-.37	
		WFS x SS	.69	1.64	
		WFB x SS	-.75**	-1.77	
		WFT x CS	.52	1.04	
		WFS x CS	-.81	-1.63	
		WFB x CS	.36	.80	.04

Note: Moderators in bold.
WFT = Work-to-family time-based conflict; WFS = Work-to-family strain-based conflict; WFB = Work-to-family behaviour-based conflict.
*p < .05, **p < .1

Figure 3.7 shows the nature of the effect of supervisor support as the moderator between WF behaviour-based conflict and continuance commitment. At low levels of WF behaviour-based conflict, there was no significant difference in the level of continuance commitment between high support and low support respondents. However, at high levels of WF behaviour-based conflict, respondents who reported lower supervisor support had higher levels of continuance commitment, compared to respondents who reported higher levels of supervisor support whom had lower levels of continuance commitment.

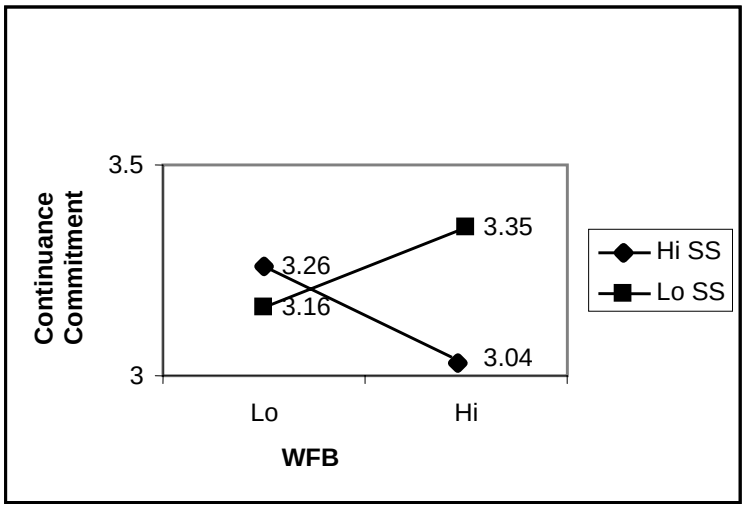

Figure 3.7 Moderating effect of supervisor support: WF behaviour-based conflict

Hypotheses 7a and 7b (iv) (v) and (vi) (c) predicted that supervisor and colleague support would moderate the relationship between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict, and continuance commitment. Table 3.14 shows that there were no interaction effects. Therefore, neither supervisor support nor colleague support moderated the relationships between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict and continuance commitment. Consequently, H7a and H7b (iv) (v) and (vi) (c) were not supported.

Table 3.14 Moderating Effects: Supervisor and Colleague Support on the Relationship between FW Time-based, Strain-based, Behaviour-based Conflict and Continuance Commitment.

Criterion		Predictor	Beta (β)	t	R^2change
Continuance Commitment	Step 1	FWT	-.01	-.11	
		FWS	.21	1.91	
		FWB	-.01	-.11	
		Supervisor Support	.05	.48	
		Colleague Support	-.04	-.39	.04
	Step 2	FWT x SS	-.06	-.14	
		FWS x SS	.10	.17	
		FWB x SS	-.46	-1.05	
		FWT x CS	.28	.47	
		FWS x CS	-.14	-.22	
		FWB x CS	.73	1.43	.02

Note: Moderators in bold.
FWT = Family-to-work time-based conflict; FWS = Family-to-work strain-based conflict; FWB = Family-to-work behaviour-based conflict.
*p < .05, **p < 0.1

Mediation Effects

Figure 3.8 illustrates the Baron and Kenny (1986) mediation model discussed in Chapter 1, page 26. The mediation effects were tested using the Baron and Kenny (1986) mediated regression approach. Mediation requires three separate equations (Baron & Kenny, 1986).

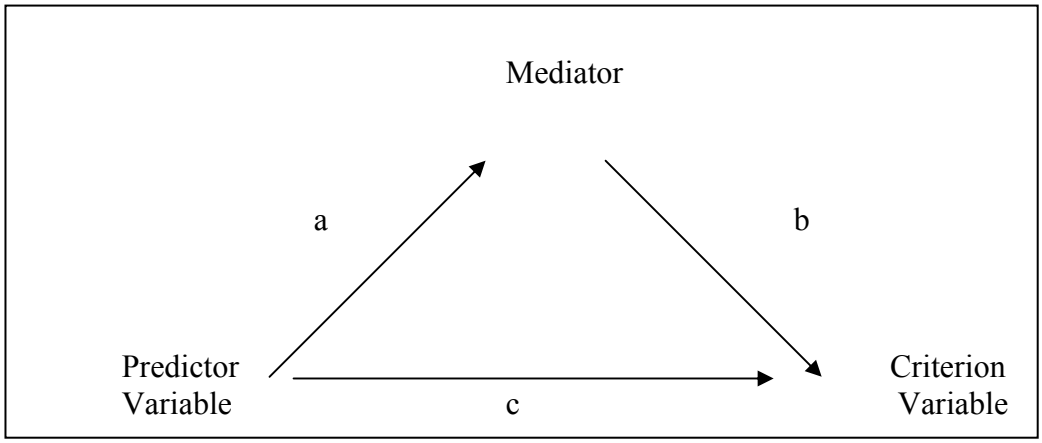

Figure 3.8 Path diagram illustrating mediating regression.

In the first equation, the mediator variable is regressed onto the predictor variable. In the second equation, the criterion variable is regressed onto the predictor variable. Finally, the criterion variable is simultaneously regressed with

the predictor and the mediator variable. Baron and Kenny (1986) propose four conditions that need to be met:

Condition 1: The predictor variable must be related to the mediator variable (path a).

Condition 2: The predictor variable must be related to the criterion variable (path c).

Condition 3: The mediator variable must be related to the criterion variable (path b).

Condition 4: The effect of the predictor variable in equation 3 has to be less than the effect of the predictor variable in equation 2.

If all four conditions are met, then it can be concluded that there is a mediation of the relationship between the predictor and criterion variable. Full mediation has been reached when the beta weight for the predictor is significant in equation two but not significant in equation three, when the mediator is controlled for. Partial mediation is when the beta weight for the predictor in equation three is less than in equation two, but is still significant. A Sobel test was conducted to examine the significance of the mediation effects.

Job Satisfaction

Hypothesis 10a (i) predicted that job satisfaction will mediate the relationship between role conflict and turnover intentions. Table 3.15 presents the findings of the three regression equations.

Table 3.15 Mediated Regressions Testing H10a (i).

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Job Satisfaction	Role Conflict	-.40	-5.52*	.16	30.42	1,156
2	Turnover Intentions	Role Conflict	.21	2.73*	.04	7.50	1,156
3	Turnover Intentions	Role Conflict Job Satisfaction	.03 -.45	.42 -5.76*	.21	21.20	2,155

$p < .01$; * $p < .01$. df = degrees of freedom. Sobel test $Z = 4.203$, $p = .000$*

In equation two, turnover intentions was regressed on role conflict and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role conflict and job satisfaction. The relationship between turnover intentions and role conflict was not significant ($\beta = .03$) and was weaker than in equation two ($\beta = .21$). The relationship between turnover intentions and job satisfaction was significant. Thus, all four conditions have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H10a (i) was supported.

Hypothesis 10a (ii) predicted that job satisfaction would mediate the relationship between role ambiguity and turnover intentions. Table 3.16 presents the findings of the three regression equations.

Table 3.16 Mediated Regressions Testing H10a (ii)

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Job Satisfaction	Role Ambiguity	-.35	-4.71*	.12	22.23	1,156
2	Turnover Intentions	Role Ambiguity	.17	2.11**	.02	4.45	1,156
3	Turnover Intentions	Role Ambiguity Job Satisfaction	.004 -.46	.05 -6.06*	.20	21.09	2,155

p < .01; * p < .01. Sobel test Z = 3.814, p = 0.000*

In equation two, turnover intentions was regressed on role ambiguity and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role ambiguity and job satisfaction. The relationship between turnover intentions and role ambiguity was not significant (β = .004) and was weaker than in equation two (β = .17). The relationship between turnover intentions and job satisfaction was significant. All four conditions have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H10a (ii) was supported.

H10a (iii) predicted that job satisfaction would mediate the relationship between role overload and turnover intentions. Table 3.17 presents the findings of the three regression equations.

Table 3.17 Mediated Regressions Testing H10a (iii)

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Job Satisfaction	Role Overload	-.46	-6.50*	.21	42.26	1,156
2	Turnover Intentions	Role Overload	.21	2.65*	.04	7.02	1,156
3	Turnover Intentions	Role Overload Job Satisfaction	-.01 -.47	-.09 -5.81*	.20	21.09	2,155

p < .01; * p < .01. Sobel test Z = -2.447, p = 0.014**

In equation two, turnover intentions was regressed on role overload and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role overload and job satisfaction. The relationship between turnover intentions and role conflict was not significant (β = -.01) and was weaker than in equation two (β = .21). The relationship between turnover intentions and job satisfaction was significant. The conditions for mediation have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H10a (iii) was supported.

Hypothesis 10b (ii) predicted that job satisfaction would mediate the relationship between WF strain-based conflict and turnover intentions. Table 3.18 presents the findings of the three regression equations.

Table 3.18 Mediated Regressions Testing H10b (ii)

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Job Satisfaction	WFS	-.38	-5.06*	.14	25.57	1,156
2	Turnover Intentions	WFS	.18	2.31**	.03	5.33	1,156
3	Turnover Intentions	WFS Job Satisfaction	.01 -.46	.13 -5.97*	.20	21.10	2,155

p < .01; * p < .01. Sobel test Z = -4.002, p = .000*

In equation two, turnover intentions was regressed on WF strain-based conflict and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on WF strain-based conflict and job satisfaction. The relationship between turnover intentions and WF strain-based conflict was not significant (β = .01) and was weaker than in equation two (β = .18). The relationship between turnover intentions and job satisfaction was significant. The conditions for a mediation effect have been met, showing that a full mediation was reached. A Sobel test was performed indicating a significant mediation effect. Therefore, H10b (ii) was supported.

Hypotheses 10b (i) and (iii) predicted that job satisfaction would mediate the relationship between WF time-based conflict and WF behaviour-based conflict, respectively, and turnover intentions. As shown in Table 3.2, WF time-based and WF behaviour-based conflict was not correlated with turnover intentions. Therefore, one of Baron and Kenny's (1986) conditions for a mediated regression was not met. Consequently, job satisfaction did not mediate the relationships between WF time-based conflict, WF behaviour-based conflict and turnover intentions.

Hypotheses 10b (iv) (v) and (vi) predicted that job satisfaction would mediate the relationships between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict, respectively, and turnover intentions. As shown in Table 3.2, neither FW time-based conflict, FW strain-based conflict nor FW behaviour-based conflict had a significant relationship with turnover intentions. Therefore, Baron and Kenny's (1986) conditions were not met. Job satisfaction did not mediate the relationships between FW time-based conflict, FW strain-based conflict, FW behaviour-based conflict and turnover intentions.

Affective Commitment

Hypothesis 11a (i) predicted that affective commitment would mediate the relationship between role conflict and turnover intentions. Table 3.19 presents the findings of the three regression equations.

Table 3.19 Mediated Regressions testing H11a (i).

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Affective Commitment	Role Conflict	-.29	-3.88*	.08	15.08	1,156
2	Turnover Intentions	Role Conflict	.21	2.73*	.04	7.50	1,156
3	Turnover Intentions	Role Conflict Affective Commitment	.09 -.42	1.19 -5.64*	.19	20.39	2,155

p < .01. * p < .01. Sobel test Z = 3.300, p = .000*

In equation two, turnover intentions was regressed on role conflict and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role conflict and affective commitment. The relationship between turnover intentions and role conflict was not significant (β = .09) and was weaker than in equation two (β = .21). The

relationship between turnover intentions and affective commitment was significant. All conditions have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H11a (i) was supported.

Hypothesis 11a (ii) predicted that affective commitment would mediate the relationship between role ambiguity and turnover intentions. Table 3.20 presents the findings of the three regression equations.

Table 3.20 Mediated Regressions Testing H11a (ii).

Equation	**Criterion**	**Predictor**	**Beta (β)**	**t**	**Adjusted R Square**	**F**	**df**
1	Affective Commitment	Role Ambiguity	-.25	-3.16*	.05	9.96	1,156
2	Turnover Intentions	Role Ambiguity	.17	2.11**	.02	4.45	1,156
3	Turnover Intentions	Role Ambiguity Affective Commitment	.06 -.43	.82 -5.87*	.19	19.2	2,155

p < .01; * p < .01. Sobel Test Z = 2.812, p = 0.005*

In equation two, turnover intentions was regressed on role ambiguity and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role conflict and affective commitment. The relationship between turnover intentions and role ambiguity was not significant (β = .06) and was weaker than in equation two (β = .17). The relationship between turnover intentions and affective commitment was significant. All conditions for a mediated regression have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H11a (ii) was supported.

Hypothesis 11a (iii) predicted that affective commitment would mediate the relationship between role overload and turnover intentions. Table 3.21 presents the findings of the three regression equations.

Table 3.21 Mediated Regressions Testing H11a (iii).

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Affective Commitment	Role Overload	-.27	-3.53*	.07	12.48	1,156
2	Turnover Intentions	Role Overload	.21	2.65*	.04	7.02	1,156
3	Turnover Intentions	Role Overload Affective Commitment	.09 -.42	1.24 -5.70*	.19	20.47	2,155

p < .01; * p < .01. Sobel Test Z = 3. 069, p = 0.002*

In equation two, turnover intentions was regressed on role overload and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on role overload and affective commitment. The relationship between turnover intentions and role overload was not significant (β = .09) and was weaker than in equation two (β = .21). The relationship between turnover intentions and affective commitment was significant. Thus, all four of Baron and Kenny's (1986) conditions have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H11a (iii) was supported.

Hypothesis 11b (ii) predicted that affective commitment would mediate the relationship between WF strain-based conflict and turnover intentions. Table 3.22 presents the findings of the three regression equations.

Table 3.22 Mediated Regressions Testing H11b (ii).

Equation	Criterion	Predictor	Beta (β)	t	Adjusted R Square	F	df
1	Affective Commitment	WFS	-.17	-2.19**	.02	4.80	1,156
2	Turnover Intentions	WFS	.18	2.31**	.03	5.33	1,156
3	Turnover Intentions	WFS Affective Commitment	.11 -.43	1.49 -5.94*	.20	20.89	2,155

p < .05; ** p < .05. Sobel test Z = 2.070, p = .038**

In equation two, turnover intentions were regressed on WF strain-based conflict and their relationship was found to be significant. In equation three, turnover intentions was regressed simultaneously on WF strain-based conflict and affective commitment. The relationship between turnover intentions and WF strain-based conflict was not significant (β = .11) and was weaker than in equation two (β = .18). The relationship between turnover intentions and affective commitment was significant. Thus, all four conditions have been met, showing that a full mediation was reached. A Sobel test was performed, indicating a significant mediation effect. Therefore, H11b (ii) was supported.

Hypotheses 11a (i), (iii) and hypotheses 11b (iv), (v) and (vi) predicted that affective commitment would mediate the relationships between WF/FW time-based conflict, WF/FW behaviour-based conflict, FW strain-based conflict, and turnover intentions. However, WF/FW time-based conflict, WF/FW behaviour-based conflict, and FW strain-based conflict were not significantly related to turnover intentions (see Table 3.2). Consequently, conditions for a mediated regression were not met. Therefore, as in the case of job satisfaction, affective commitment did not mediate the relationship between WF/FW time-based

conflict, WF/FW behaviour-based conflict, FW strain-based conflict and turnover intentions.

Continuance Commitment

Hypotheses 12a (i) (ii) and (iii) stated that continuance commitment would mediate the relationship between role conflict, role ambiguity, role overload and turnover intentions. However, as mentioned by Baron and Kenny (1986), there are certain conditions that need to be met before a mediated regression can be done. In particular, condition one stipulates that the predictor variable (role conflict, role ambiguity and role overload) must be related to the mediator variable (continuance commitment). In this case role conflict (r = .088), role ambiguity (r = .13) role overload (r = .006) were not significantly related to continuance commitment. Consequently, continuance commitment did not mediate the relationship between role conflict, ambiguity, overload and turnover intentions.

Hypotheses 12a (i) and (iii), and hypotheses 12b (iv), (v) and (vi) predicted that continuance commitment would mediate the relationships between WF/FW time-based conflict, WF/FW behaviour-based conflict, FW strain-based conflict, and turnover intentions. However, it has already been established that WF/FW time-based conflict, WF/FW behaviour-based conflict and FW strain-based conflict were not significantly related to turnover intentions (see Table 3.2) as stipulated in the Baron and Kenny (1986) approach. Consequently, Baron and Kenny's (1986) conditions for a mediated regression were not met. Therefore, as in the case of job satisfaction and affective commitment, continuance commitment did not mediate the relationship between WF/FW time-based conflict, WF/FW behaviour-based conflict, FW strain-based conflict, and turnover intentions.

Baron and Kenny (1986) stipulated that the effect of the predictor variable must be weaker in equation three than in equation two (condition four). Table 3.23 shows that in equation two, turnover intentions were regressed on WF strain-based conflict and their relationship was found to be significant. In equation three, turnover intentions were regressed simultaneously on WF strain-based conflict and continuance commitment. The relationship between turnover intentions and WF strain-based conflict was not significant ($\beta = .21$) and was *stronger* than in equation two ($\beta = .18$). The relationship between turnover intentions and affective commitment was significant. Baron and Kenny's (1986) fourth condition for a mediated regression was not met. Thus, continuance commitment did not mediate the relationship between WF strain-based conflict and turnover intentions.

Table 3.23 Mediated Regressions Testing H12b (ii).

Equation	**Criterion**	**Predictor**	**Beta (β)**	**t**	**Adjusted R Square**	**F**	**df**
1	Continuance Commitment	WFS	.16	1.98**	.02	3.96	1,156
2	Turnover Intentions	WFS	.18	2.30**	.03	5.33	1,156
3	Turnover Intentions	WFS Affective Commitment	.21 -.20	2.72 -2.55*	.07	6.02	2,155

p < .05; ** p < .05. * p < .01. Sobel test Z = -1.441, p = .05**

Summary

In conclusion, this section has examined the correlations between work-to-family conflict and role stressors. More importantly, this study has investigated the extent to which supervisor and colleague support moderated the relationship between work-to-family conflict and family-to-work conflict, role stressors, job satisfaction and organisational commitment. It was further found that supervisor support moderated the relationships between role conflict, FW behaviour-based conflict and job satisfaction. It was found that supervisor support had a reverse buffering effect on WF behaviour-based conflict and continuance commitment. Colleague support moderated the relationships between role ambiguity, FW time-based conflict and job satisfaction. It was found that colleague support had a reverse buffering effect on WF time-based conflict, and affective commitment. The implications of this will be discussed in the following section.

Finally, the study has also examined the degree to which job satisfaction and organisational commitment mediated the relationship between work-to-family and family-to-work conflict, role stressors and turnover intentions. Job satisfaction and affective commitment mediated the relationship between role conflict, role ambiguity, role overload, WF strain-based conflict and turnover intentions. Further discussions of these results will be presented in Chapter 4.

CHAPTER FOUR

DISCUSSION

The aim of this research was to explore a model of stress with a sample of community support workers in a New Zealand context. It is important to note that there have been many studies of stress among human service workers, for example nurses working in a hospital or in nursing homes. However, it cannot be assumed that because community support workers share the same job characteristics they necessarily engage in similar activities or have the same experiences (Glisson & Durick, 1988). This research has contributed to the literature by working with the Community Living Trust to expand current knowledge regarding job stressors and the outcomes thereof. The contribution of this research was to test the moderating effects of supervisor and colleague support, as well as, the mediating effects of job satisfaction, affective and continuance commitment. In addition, this research added to the literature by exploring the influence of supervisor and colleague support on the various dimensions of work-to-family and family-to-work conflict. Also, by exploring the mediating effects of job satisfaction and organisational commitment between the various dimensions of work-to-family and family-to-work conflict and turnover intentions. As emphasised previously, in the search of the literature, no studies could be found that explored the moderating effects of supervisor and colleague support in relation to time-based, strain-based and behaviour-based conflict. In addition, no studies could be found that investigated the mediating effects of job

satisfaction and organisational commitment between time-based, strain-based and behaviour-based conflict, and turnover intentions.

In general, the results show partial support for the theoretical model (Figure 1.1, page 4). Supervisor and colleague support moderated the relationship of some of the stressors with job satisfaction, affective and continuance commitment. In addition, job satisfaction and affective commitment did mediate the relationship between various stressors and turnover intentions. The main findings will be discussed, in this chapter, including the relationship between the variables, the moderating effects of supervisor and colleague support, and the mediating effects of job satisfaction, affective and continuance commitment.

Relationships between Variables

Work-to-Family Conflict

Hypothesis 1 predicted that work-to-family (WF) time-based conflict, WF strain-based conflict and WF behaviour-based conflict would be negatively correlated with job satisfaction, affective and continuance commitment. The results of this study suggest that this was partially the case. WF time-based conflict, WF strain-based conflict and WF behaviour-based conflict were negatively correlated with job satisfaction, but only WF time-based conflict and WF strain-based conflict were negatively correlated with affective and continuance commitment. It appears that those who are pressed for time and experience strain and incompatibilities between behaviours acceptable at work versus at home, are more likely to have decreased levels of job satisfaction. In addition, those who experience WF time-based and strain-based conflict are less committed to the organisation.

Lambert, et al. (2006b) found that both WF time-based conflict and behaviour-based conflict had inverse effects on job satisfaction. Surprisingly, in their study WF strain-based conflict did not have an effect on job satisfaction, while WF behaviour-based conflict was not significantly correlated with affective and continuance commitment. Lambert, et al. (2006a), also found that WF behaviour-based conflict was not correlated with organisational commitment. A possible reason for this is because the organisation does not have programs or supervision sessions to help employees deal with the behaviour-based conflict. In addition Lambert, et al. (2006a) found that WF strain-based conflict was not correlated with organisational commitment and thought the reason might be that staff members blamed their job, rather than the organisation, for their strain. It seems, in the case of this study with CLT, that employees also blamed the organisation for their strain-based conflict and not their jobs.

Family-to-Work Conflict

Hypothesis 2 predicted that FW time-based conflict, FW strain-based conflict and FW behaviour-based conflict would have a negative relationship with job satisfaction, affective commitment and continuance commitment. It was found that FW behaviour-based conflict did not have a significant relationship with job satisfaction, affective commitment or continuance commitment. It has been noted that CLT employees reported low-to-moderate levels of FW behaviour-based conflict, it might be that these employees did not experience high levels of FW behaviour-based conflict, therefore, it had no association with job satisfaction and organisational commitment. However, although this study shows that FW behaviour-based conflict had no relationship with either job satisfaction or organisational commitment, this does not necessarily mean that it does not exist

or that it has no impact on the support worker. If FW behaviour-based conflict does occur, it might not necessarily affect an employee's job satisfaction or organisational commitment, but it may still negatively influence various other aspects of the job. (Lambert et al., 2006b).

In this study, FW time-based conflict was significantly negatively correlated with job satisfaction and affective commitment but not with continuance commitment. As was the case with WF time-based conflict, it seems that when employees are pressed for time they tend to have lower levels of job satisfaction and affective commitment. FW strain-based conflict was not significantly correlated with job satisfaction or affective commitment, but was with continuance commitment. Strain from the family domain was not related to job satisfaction and the affective commitment levels of employees. However, strain from the family domain tended to increase levels of continuance commitment. A possible explanation for this is that family-to-work strain-based conflict might not be important in shaping the human service worker's job satisfaction or affective commitment. A support worker who is experiencing strain at home might not necessarily blame their jobs for the strain they are experiencing. Lambert, et al. (2006b) mention that the work place may become a shelter to escape or avoid the strain. This would explain the increase in continuance commitment when FW strain-based conflict is high as the payoff from working for the organisation is a shelter from home-based strain.

Overall, employees seemed to have low levels of family-work conflict. Again, this does not necessarily indicate an absence of this kind of conflict, but perhaps this conflict is manifested in other areas of the job.

Role stressors

Partial support was found for Hypothesis 3, which predicted that role conflict, role ambiguity and role overload would be negatively related to job satisfaction and affective commitment, and positively related to continuance commitment. Role conflict, role ambiguity and role overload were significantly negatively correlated with job satisfaction and affective commitment, but not significantly related to continuance commitment. Thus, as the levels of stress increased, job satisfaction decreased and employees were less emotionally attached to the organisation. Perhaps role stressors are not related to continuance commitment because there is no alternative employment for an employee. The employee is working for the company because there are no better opportunities (for example, better remuneration) in other companies, therefore, the levels of role stressors will make little difference to the circumstances around working for an organisation because there is no other alternative.

It was found that role conflict and role overload had significant positive relationships with all the dimensions of both work-family and family-work conflict. Thus, as the levels of role conflict and role overload increased, so did the levels of WF/FW time-based, WF/FW strain-based and WF/FW behaviour-based conflict. Role ambiguity did have a significant positive relationship with WF/FW time-based conflict and WF/FW strain-based conflict, but not with WF/FW behaviour-based conflict. It has been mentioned earlier that behaviour-based conflict might occur because of role incompatibility rather than because of role ambiguity (Lambert, et al., 2006b). These findings seem to support this argument in that, "specific patterns of in-role behaviour may be *incompatible* with expectations regarding behaviour in another role" (Greenhaus & Beutell, 1985, p. 81).

Supervisor and Colleague Support

Hypothesis 4a suggested that supervisor support would have a negative relationship with job satisfaction and affective commitment, and a positive relationship with continuance commitment. Results showed that supervisor support had a significant negative relationship with job satisfaction and affective commitment, but no significant relationship with continuance commitment. This is similar to the Shore and Wayne (1993) study, which also found support for a relationship between supervisor support and affective commitment, but not supervisor support and continuance commitment. In addition, Rhoades, Eisenberger, and Armeli (2001), also found support for the relationship between supervisor support and affective commitment but not between supervisor support and continuance commitment. Shore and Wayne (1993) explain that those employees who work for an organisation because they have no other alternative for employment (continuance commitment) may engage in behaviours that would ensure continued employment, but would not necessarily exert any further effort on behalf of the organisation. Consequently, support would do little to encourage these staff members.

Hypothesis 4b suggested that colleague support would have a negative relationship with job satisfaction and affective commitment, and a positive relationship with continuance commitment. Results showed that colleague support had a significant negative relationship with job satisfaction but had no significant relationship with affective commitment or continuance commitment. Rhoades, et al. (2001), noted that a supervisor is seen as an agent who represents the organisation and therefore, support from the supervisor is perceived as the organisation caring about the employee's well-being, which can lead to higher levels of organisational commitment. Colleagues, on the other hand, might not be

seen as organisational agents and, therefore, colleague support might not effect organisational commitment.

In relation to hypotheses 5a and 5b, it was found that only WF strain-based conflict had a significant negative relationship with both supervisor and colleague support. None of the other dimensions of conflict were significantly related to supervisor or colleague support. In their study, van Daalen, Willemsen, and Sanders (2006) found a significant relationship between WF strain-based conflict, supervisor and colleague support. In addition, they also found significant relationships between colleague support and WF/FW time-based conflict as well as FW strain-based conflict. These relationships were not found in this study. It seems that apart from WF strain-based conflict, neither supervisor nor colleague support alleviates conflict between the work and family domains. It has been mentioned earlier that support workers often work evenings and weekends, which means this time is spent away from their families. Such work schedules interfere with the worker's home lives and this creates time-based conflict. These working hours are part of the job however, and therefore, supervisor or colleague support may not help to alleviate this conflict, as the workers have to be at work. As noted earlier, employees at CLT experience low-to-moderate levels of WF behaviour-based conflict. It seems that because levels of behaviour-based conflict are not high, supervisor and colleague support may not be needed in this area. An employee may not view their supervisor or colleagues as being responsible for time-based or behaviour-based conflict between home and work, as the supervisor and/or colleagues may have little influence over what happens at the employee's home. Therefore, this could be a possible reason for the lack of a relationship between FW time-based conflict, FW behaviour-based conflict and support. This

is a potential area for future studies e.g., examining the role of family support in FW time-based and behaviour-based conflict.

In addition, both supervisor and colleague support had significant negative relationships with role conflict, role ambiguity and role overload. O'Driscoll and Beehr (1994) mentioned that supervisors may reduce or increase the levels of uncertainty, ambiguity and unpredictability which employees experience in relation to their jobs, management or the organisation as a whole. In the present study, both supervisor and colleague support reduced the levels of conflict, ambiguity and overload employees experienced. Therefore, the more supervisor or colleague support employees received, the lower their levels of role conflict, role ambiguity or role overload.

Job Satisfaction and Organisational Commitment

As predicted in hypotheses 8 and 9, job satisfaction, affective commitment and continuance commitment were significantly negatively related to turnover intentions. These findings are similar to those of many other studies (Guimaraes & Igbaria, 1992; Joiner & Bakalis, 2006; van Breukelen, van der Vlist, & Steensma, 2004), and suggest that as job satisfaction, affective and continuance commitment increase, turnover intentions tend to decrease.

Moderated Relationships

Empirical evidence for the moderating effect of support has been mixed across studies. Some have found moderating effects, whilst others have not (e.g. Viswesvaran, Sanchez, & Fisher, 1999). Other studies have found support for a reverse moderating effect which "is encountered when high levels of social

support exacerbate rather than alleviate the effects of stressors" (Viswesvaran, et al., 1999, p. 317).

The present study examined how two forms of social support, i.e., supervisor and colleague support, moderated the relationships between the predictor variables (role conflict, role ambiguity, role overload, WF/FW time-based conflict, WF/FW strain-based conflict and WF/FW behaviour-based conflict) and the criterion variables (job satisfaction, affective commitment and continuance commitment). Hypotheses 7a and 7b (b) and (c) predicted that supervisor and colleague support would moderate the relationships between the role stressors (role conflict, role ambiguity and role overload) and affective/continuance commitment. However, no support was found for these hypotheses. Thus, neither supervisor nor colleague support moderated relationships between the role stressors and affective/continuance commitment. It is not surprising that neither supervisor nor colleague support was found to moderate the relationship between the role stressors and continuance commitment. It has already been established that there was no significant correlation between support and continuance commitment. Shore and Wayne (1993) also found a lack of association between supervisor and colleague support and continuance commitment. It has been mentioned that employees may work for an organisation to ensure continued employment, because they have no alternative options for employment e.g., because they cannot find the same salary in another organisation (Shore & Wayne, 1993). Therefore, supervisor and colleague support will have little impact on employees with high levels of continuance commitment.

Hypothesis 6a (a) predicted that supervisor support would moderate the relationship between the role stressors and job satisfaction. It was found that supervisor support moderated the relationship between role conflict and job

satisfaction. Thus, when employees experienced high levels of role conflict and high levels of supervisor support, they tended to have higher levels of job satisfaction than those employees with high levels of role conflict and lower levels of supervisor support. Supervisor support did not moderate the relationships between role ambiguity, role overload and job satisfaction.

Hypothesis 6b (a) predicted that colleague support would moderate the relationship between the role stressors and job satisfaction. It was found that colleague support did moderate the relationship between role ambiguity and job satisfaction but not the relationships between role conflict, role overload and job satisfaction.

Cooper, Dewe, and O'Driscoll (2001), noted that support may originally have a buffering effect on stressors. However, this effect may wear off through the continuation of the stressors. For example, supervisor support may initially have moderated the relationship between role ambiguity, role overload and job satisfaction. However, as role ambiguity and role overload continued in the employee's work environment, the effect of supervisor support became "worn out" in the presence of this constant stress of role ambiguity and role overload. Similarly, colleague support may have helped to alleviate role conflict and role overload. However, these stressors may have continued and therefore, colleague support no longer had the alleviating effect it originally had.

Hypotheses 7a and 7b (a) (b) and (c) predicted that supervisor and colleague support would moderate the relationship between WF/FW time-based conflict, WF/FW strain-based conflict, WF/FW behaviour based conflict, and the criterion variables (job satisfaction, affective commitment and continuance commitment).

Supervisor support did moderate the relationship between FW behaviour-based conflict and job satisfaction, but not between FW behaviour-based conflict, and affective commitment or continuance commitment. Therefore, employees with high levels of FW behaviour-based conflict and high levels of supervisor support are likely to have higher levels of job satisfaction compared to employees with lower levels of supervisor support. In addition, supervisor support did not moderate the relationship between WF/FW time-based conflict and the criterion variables (job satisfaction, affective commitment and continuance commitment). It seems that working undesirable hours, or too many hours, or perhaps working during a time of family obligations (e.g., childcare) can lead to employees having lower levels of job satisfaction and organisational commitment. Supervisor support may help alleviate some of the stress of time-based conflict. However, a supervisor may not have the ability to change working hours. It has already been mentioned that support workers often work evenings away from home. This is in the job description and not within a supervisor's control. Therefore, although a supervisor may be supportive, it is not always within their power to alleviate WF time-based conflict. In addition, a supervisor may have little control over the time-based conflict an employee experiences from home to work. Consequently, although a supervisor may be supportive, the support will not help alleviate time-based conflict from the home.

As mentioned earlier, support is generally viewed as having a positive impact on employees (Cooper, Dewe, & O'Driscoll, 2001). However, support can also have a negative impact on employees i.e., a reverse buffering effect: when higher levels of support worsen, rather than improve the stress experienced by an employee. It was found, in this study, that supervisor support had a reverse buffering effect on the relationship between WF behaviour-based conflict and

continuance commitment, but supervisor support had no moderating effect on the relationship between WF behaviour-based conflict and job satisfaction/affective commitment. Thus, for an individual with high levels of WF behaviour-based conflict, the more supervisor support he or she received, the less continuance commitment they had compared to individuals with lower levels of support.

Results showed that colleague support moderated the relationship between FW time-based conflict and job satisfaction but did not moderate the relationship between FW time-based conflict and organisational commitment. In addition, colleague support had a reverse buffering effect on the relationship between WF time-based conflict and affective commitment but no moderating effect between WF time-based conflict, and job satisfaction or continuance commitment. When an employee had high levels of WF time-based conflict, the more colleague support he or she received, the less affective commitment they had compared to those employees with lower levels of colleague support. In this situation where employees have high levels of WF time-based conflict, employees' communication with co-workers (e.g., talking with each other) may, in fact, reinforce feelings of negativity and, in turn, decrease affective commitment. Colleague support did not moderate the relationship between WF behaviour-based conflict and the criterion variables. The descriptive statistics showed that employees experienced low-to-moderate levels of WF behaviour-based conflict, perhaps colleague support did not have a moderating effect because employees are not experiencing high levels of WF behaviour-based conflict. Colleague support had an interaction effect between FW behaviour-based conflict and affective commitment but did not moderate the relationship between FW behaviour-based conflict and job satisfaction or continuance commitment. However, the FW behaviour-based conflict and affective

commitment effect was not the effect expected. It was expected that increased levels of colleague support would increase affective commitment for employees with high levels of FW behaviour-based conflict. However, in this case, at high levels of FW behaviour-based conflict there was no significant difference between high and low levels of colleague support. Therefore, high colleague support decreased levels of affective commitment for respondents with high levels of FW behaviour-based conflict. It seems that higher levels of colleague support worsened the levels of affective commitment for respondents who reported high levels of FW behaviour-based conflict. Perhaps communication between employees reinforced negative feelings and, consequently, lowered levels of affective commitment.

No support was found for either supervisor or colleague support moderating the relationships between WF/FW strain-based conflict and the criterion variables (job satisfaction, affective and continuance commitment). Therefore, supervisor and colleague support did little to alleviate the strain experienced by employees. Karasek, Triantis, and Chaudhry (1982) mentioned that the effectiveness of a moderator will depend on the levels of strain the person experiences. The previous chapter mentioned that employees within CLT had low-to-moderate levels of WF/FW strain-based conflict, perhaps supervisor and colleague support did not have a moderating effect because the employees are not experiencing high levels of strain-based conflict.

In conclusion, it had been established that supervisor support did moderate the relationships between role conflict, FW behaviour-based conflict and job satisfaction. Supervisor support had a reverse buffering effect on the relationship between WF behaviour-based conflict and continuance commitment. In addition, colleague support also had a reverse buffering effect on the relationship between

WF time-based conflict and affective commitment. Colleague support did moderate the relationship between FW behaviour-based conflict and affective commitment. However, it was expected that high levels of colleague support would increase levels of affective commitment, which was not the case. Colleague support did moderate the relationship between role ambiguity, FW time-based conflict and job satisfaction.

Mediated Relationships

Continuance commitment was not significantly related to role conflict, role overload or role ambiguity, which is a precondition for mediation to occur, hence the potential mediating effects of continuance commitment were not examined. It was established that continuance commitment did not mediate the relationship between WF/FW time-based conflict, WF/FW strain-based conflict and WF/FW behaviour-based conflict, and turnover intentions. In summary, continuance commitment did not mediate the relationships between any of the variables and turnover intentions. The mediation effects for job satisfaction and affective commitment will now be discussed.

Mediation Effects of Job Satisfaction and Affective Commitment

In this research job satisfaction and affective commitment were moderately correlated with each other (.49). In turn, their relationship with turnover intentions were similar – job satisfaction (-.46) and affective commitment (-.44). Because of these similarities, their mediation effects will be discussed together.

Work role stressors: Hypotheses 10a and 11a predicted that job satisfaction and affective commitment would mediate the relationships between

role conflict, role ambiguity, role overload and turnover intentions. The Baron and Kenny (1986) approach produced significant results in all three steps of this process, and was followed up with a Sobel test which confirmed the significance of the mediation effects. Thus, the results of this study supported these mediations. This suggests, as already mentioned, that role stressors may reduce an employee's ability to control their work environment (Fried, Ben-David, Tiegs, Avital, & Yeverechyahu, 1998). In turn, this lack of control may leave an employee feeling unable to cope with their circumstances (Fried, et al., 1998). Constant exposure to these role stressors may create feelings of anxiety and depression, which can reduce job satisfaction and can negatively influence the emotional attachment an employee has to the organisation (affective commitment) which, in turn, can lead to staff turnover (Parasuraman, Greenhaus, & Granrose, 1992). Therefore, job satisfaction and affective commitment did mediate the relationships between role conflict, ambiguity, overload and turnover intentions.

Work-to-family conflict: It was hypothesized that job satisfaction and affective commitment would mediate the relationship of WF time-based, strain-based and behaviour-based conflict with turnover intentions. As previously mentioned, WF time-based conflict and WF behaviour-based conflict were not correlated with turnover intentions, which is a precondition of mediation. Therefore, no mediation is possible between WF time-based conflict or WF behaviour-based conflict and turnover intentions. As also mentioned before, employees within the support worker industry are required to work in the evenings and at weekends, which means spending time away from their families. It may be that employees accept these working hours which they have signed up for and, therefore, the hours they work have no effect on their levels of job satisfaction and organisational commitment. It may be that in the support worker

environment, there is little behaviour-based conflict (as noted employees in CLT experienced low-to-moderate levels of WF behaviour-based conflict) and therefore, this conflict does not have a major effect on turnover intentions. Perhaps behaviour-based conflict influences other dimensions of the job, such as citizenship behaviour, which does not necessarily lead to turnover intentions.

In contrast, job satisfaction and affective commitment did mediate the relationship between WF strain-based conflict and turnover intentions, supporting H10b (ii) and H11b (ii). Parasuraman et al. (1992) mentioned that conflict between the work and family domains has been found to decrease job satisfaction. In addition, Lambert, et al. (2006a) found that WF strain-based conflict led to increased levels of stress, which lowered levels of job satisfaction and organisational commitment and, in turn, led to higher levels of turnover.

Family-to-work conflict: A precondition of mediation is that the predictor variable needs to be correlated with the criterion variable. As previously mentioned, in this study FW time-based conflict, FW strain-based conflict and FW behaviour-based conflict were not correlated with turnover intentions. Therefore, no mediation is possible. Lambert et al. (2006) mentioned that employees who suffer from high levels of family-to-work conflict are more likely to blame their home lives for their problems than their working environment. In addition, Lambert et al. (2006a) found that family-to-work conflict had no impact on job satisfaction and organisational commitment, which are antecedents to turnover intentions. Therefore, job satisfaction and organisational commitment may not have had mediation effects on FW conflict and turnover intentions because employees do not blame their jobs for this conflict.

Theoretical and Research Implications

The examination of supervisor and colleague support as moderators contributes to the work-to-family and family-to-work conflict. It has been mentioned that no previous studies have examined the influence of supervisor and colleague support on time-based, strain-based and behaviour-based work-to-family and family-to-work conflict. In addition, there is limited literature on behaviour-based conflict and its relationship with various variables, this has been examined in this study.

The investigation of job satisfaction and organisational commitment as mediators also contributes to the work-to-family and family-to-work conflict literature. There are no previous studies examining these mediating effects on time-based, strain-based and behaviour-based work-to-family and family-to-work conflict. Therefore, this research contributed to the area of work-to-family and family-to-work conflict, building the knowledge base and testing the complex theoretical model with a New Zealand sample.

Future Research

A greater understanding is needed of the behaviour-based conflict dimension, with future research continuing to develop and examine the Carlson et al. (2000) theory of the dimensions of conflict. Further investigation of the model examined in this research would be valuable to facilitate continued building on the knowledge of work-family conflict and the impact of this in the work environment.

No comments have been made in this study of job stress. It would be valuable to examine the role job stress plays in work-family conflict. As the findings of this study indicate that supervisor and colleague support have

significant relationships with various variables, it would be of particular interest to do a pre and post test of the level of job stress experienced by employees and the influence support would have on the level of job stress. This will allow a greater knowledge base of the role that support plays in the work place, as well as extend the literature on job stress in the workplace.

Finally, future research needs to examine the actual turnover rate of employees within the support worker industry. Intentions to leave the organisation may only account for a portion of the actual turnover rate. Mobley, Horner, and Hollingworth (1978), noted that turnover intentions was an immediate antecedent for actual turnover. However, it would be useful to know how many employees with high levels of turnover intentions actually leave the organisation.

Practical Implications

This research has several practical implications for managers and organisations. The findings of this research contribute to the WF/FW conflict literature, by providing evidence from a New Zealand context, in particular to support worker managers. As mentioned in Chapter 1, concerns about the support worker job for an organisation centre around WF/FW conflict, job satisfaction, organisational commitment and turnover intentions. Conflict between the work and family domain will always be a challenge for both employee and organisation. The aim of the current study was to investigate the relationships between various job characteristics. However, the focus of this research concerned the moderating effects of supervisor and colleague support, and the mediating effects of job satisfaction and organisational commitment,

within the Community Living Trust. Therefore, the practical implications of these results are discussed below.

Supervisor and Colleague Support

This research has provided evidence that supervisor and colleague support may moderate some of the relationships between the variables. It has also been shown that both supervisor and colleague support may have a reverse buffering effect in some circumstances. Cohen and Wills (1985) mentioned that it is not the support available that is of essence, rather it is the adequacy of the support available that is important. It is important for organisations to offer a supportive work environment that alleviates, rather than exacerbates role stressors and work-family conflict. One way to ensure that adequate support is available to employees is to provide support programmes or supervision to ensure that employees' needs are being met and that adequate support is being provided. Even though programs that provide support for staff are seen as expensive, a cost analysis should be done in relation to supportive programs and staff turnover. It was clear in this study that supervisor and colleague support should be considered as important interventions that can reduce role conflict, role ambiguity, role overload and conflict.

A human resource initiative should be developed that aims to identify the support needs employees may have. In addition, these human resource initiatives should ensure that the organisation's staffing policies and competencies are responsive to the employees' wellness and well-being, by ensuring that the management systems, policies and organisational culture respect their workers' perspectives. A good initiative would be to allow supervision meetings where staff members would be able to raise their concerns and perspectives. In turn,

supervisors could be trained to identify any potential areas where staff may find difficulties.

Job Satisfaction and Affective Commitment

This research has provided evidence that job satisfaction and affective commitment mediate some of the relationships between the variables and turnover intentions. The job characteristics model (Hackman & Oldham, 1976) suggests that there are certain job dimensions which can lead to positive job outcomes, such as increased job satisfaction and organisational commitment and, in turn, a decrease in turnover intentions. These job dimensions which enrich a job to make it more pleasant include skill variety, task identity, task significance, autonomy and feedback. CLT managers should be aware that these job dimensions could lead to such positive outcomes and perhaps allow staff to utilise their knowledge, skills and ability to independently prioritise their work and select the methods they will use to complete their tasks. Job satisfaction and organisational commitment have been shown to have a significant relationship with turnover intentions. The implementation of structures to enrich employees' jobs will ultimately lead to an increase in job satisfaction and organisational commitment and, in turn, decrease intentions to leave the organisation. This will not only be beneficial for the organisation, but also for the clients.

Limitations of the Research

The present study had a number of limitations. One limitation is that the sample was taken from one organisation and so, the results are specific to the Community Living Trust and the findings cannot be generalised to other organisations. Additionally, participants came from a range of different positions

within the organisation. Thus, the findings should be relevant to similar occupations in similar organisations. In addition, analysis was not extended to investigate if there was a significant difference between participants based on relationship status. It could be that employees who are not married or who do not have a partner may experience work-to-family or family-to-work conflict differently than those who are married or who do have a partner.

Another limitation of this study is that all the data were obtained by self-report. Therefore, participants' responses may have been influenced by common method variance: when "ratings of two construct are generated by a single source, the artifactual covariance is said to be due to single-source bias" (Avolio, Yammarino, & Bass, 1991, p. 572). As mentioned in the results chapter, the variables role overload, WF/FW time-based conflict, WF/FW strain-based conflict, and general job satisfaction all showed high skew. Self-report measures could have elevated the level of skew. However, to measure these variables, self-report measures are necessary.

The factor analysis for the turnover intentions scale could not be validated and an alternative method had to be used. Empirical refinement of this measure is needed.

Finally, this research was undertaken at one period in time and therefore, the results only reflect that period in time. Related to this is the fact that the research can only take account of the respondent's physical or emotional state at the point the measure is being taken. Respondents may not take the exercise seriously and therefore answer the questions haphazardly or, they may not have the time to read the questions properly due to other work responsibilities. These factors may lead to a respondent not recording their feelings and experience

accurately. Reliability of the measure may be reduced because of these unpredictable factors.

Strength of the Research

The present study has a number of strengths, including the complexity of the theoretical model and the undertaking of research within the support worker industry. This research has provided an opportunity to broaden existing knowledge of the moderating effects of work support and the mediating effects of job satisfaction, affective commitment and continuance commitment.

An additional strength of this research was to segregate work-to-family conflict and family-to-work conflict as independent constructs each with their own dimensions – time-based, strain-based and behaviour-based conflict. As emphasised throughout this study, the literature search conducted for this study highlighted the lack of studies on behaviour-based conflict. It was found that behaviour-based conflict had a significant relationship with both role conflict and role overload, but not with role ambiguity or support. This adds to our knowledge of behaviour-based conflict, as the literature available on the relationship between behaviour-based conflict and work role stressors is scarce. Consequently, the refining of the conflict construct has provided the opportunity to look at specific aspects of the work environment and employees' experiences that are pertinent to an employee's job satisfaction, organisational commitment and, in turn, turnover intentions.

In addition, this research has built on the existing knowledge of supervisor and colleague support, and their role in moderating the effects of work-to-family/family-to-work conflict, job satisfaction and organisational commitment. More importantly, it has built on the knowledge of the role support plays within

the work environment and on employees' behaviours and experiences. This knowledge can be transferred to other support worker organisations. Consequently, the understanding of the role each of these variables plays within the work environment is important in developing strategies to minimise turnover intentions.

Conclusion

The purpose of this study was to examine the linkages between work-to-family/family-to-work conflict and role stressors. Correlations between support, job satisfaction and organisational commitment were also examined. The results indicate that significant correlations were found between various variables. In addition, this study investigated the extent to which supervisor and colleague support moderated the relationship between work-to-family/family-to-work conflict, role stressors, job satisfaction and organisational commitment. No moderating effects were found for role overload, strain-based conflict and continuance commitment. Finally, the study examined the degree to which job satisfaction and organisational commitment mediated the relationship between WF conflict, FW conflict, role stressors and turnover intentions. No support was found in the results for continuance commitment as a mediating variable. On the other hand, job satisfaction and affective commitment did mediate the relationship between various variables. Based on this evidence, organisations need to focus on the role supervisors and colleagues play in the work environment in reducing conflict and role stressors and enhancing job satisfaction and affective commitment. These actions could decrease employee retention. CLT could use this information to ensure that HR policies are put in place to ensure adequate supervision for staff members and thereby attempt to decrease levels of work-

family conflict. It is hoped that the present study will inspire further investigation into the support worker industry and the impact of work-to-family/family-to-work conflict and workplace support on employees of this industry.

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APPENDIX A

Employee Questionnaire Cover Letter

Information Sheet

Dear Participant,

I am a student at the University of Waikato. I have a keen interest in Organizational Psychology and am conducting a survey on work-family life and various variables related to this topic.

It would be greatly appreciated if you could take fifteen to twenty minutes of your valuable time to complete this questionnaire and post it (freepost envelope enclosed) once completed.

I assure you that the questionnaire is anonymous and *no identities can be captured* by completing this questionnaire. I therefore ensure **strict confidentiality**.

This study has been reviewed and approved by the Human Research Ethics Committee at the University of Waikato and is being conducted according to the Code of Ethics for psychologists working in Aotearoa/New Zealand.

Once completed, results of this study will be posted on the following website:

http://psychology.waikato.ac.nz/surveys/correct/results.htm

Thank you for taking the time to complete this questionnaire.

Kind regards.

CONSENT FORM

I declare that:

- I have read or had read to me this information and it is written in a language with which I am fluent and comfortable.
- I understand that taking part in this study is **voluntary** and I have not been pressurized to take part.
- I may choose to leave the study at any time and will not be penalized in any way.

☐ I agree Date _____

APPENDIX B

Employee Questionnaire

1. What organisation do you work for? _____

2. Are you

   ☐ Male ☐ Female

3. How old are you? _____

4. Ethnicity (tick as many as appropriate)

   ☐ NZ European/Pakeha

   ☐ Maori

   ☐ Pacific Island

   ☐ Asian

   ☐ Other _____ (please indicate)

5. How long have you been working for this organization?

   _____ Years _____ Months

6. What is your current job title e.g. Support Worker?

   _____

7. What formal qualifications do you have?

   _____

8. How many hours are you paid to work per week? _____

9. How many hours do you actually work per week? _____

10. Choose one of the following options:

    ☐ Living with a spouse/partner

    ☐ Single

11. How many dependent children do you have? _____

SUPPORT FROM SUPERVISOR AND WORK COLLEAGUES

In this section we look at how often your supervisor and work colleagues provide you with support when you are having problems in your life in general. *Using the response scales please indicate how often your supervisors and colleagues provide you with each of the following in the past three months.*

How often do you get the following support from your supervisor?

	Never	Very Occasionally	Sometimes	Often	Very Often	All the time
1. Helpful information or advice?						
2. Sympathetic understanding and concern?						
3. Clear and helpful feedback?						
4. Practical (useful) assistance?						

How often do you get the following support from your colleagues?

1. Helpful information or advice?						
2. Sympathetic understanding and concern?						
3. Clear and helpful feedback?						
4. Practical (useful) assistance?						

ROLE CONFLICT, OVERLOAD AND AMBIGUITY

In this section we look at how often you experience conflict, ambiguity and overload within your job. *Using the response scales please indicate how often you have experienced the following in the past three months.*

	Never	Very Occasionally	Sometimes	Often	Very Often	All the time
1. I don't know what is expected of me.						
2. I feel certain about how much authority I have.						
3. I know what my responsibilities are.						

	Never	Very Occasionally	Sometimes	Often	Very Often	All the time
4. I have clear planned goals & objectives for my job.						
5. I know how I will be evaluated for a raise or a promotion.						
6. I know exactly what is expected of me.						
7. Explanations are clear of what has to be done.						
8. I receive an assignment without adequate resources & materials to execute it.						
9. I have to do things that should be done differently under different conditions.						
10. I receive incompatible requests from two or more people.						
11. I work with two or more groups who operate quite differently.						
12. I have to buck (break) a rule or policy in order to carry out an assignment.						
13. I have to "feel my way" in performing duties.						
14. I am often asked to do thins that are against my better judgement						
15. I feel under pressure & I have difficulties due to insufficient time.						
16. I have too much work & too many things to take care of.						
17. I have to stay too many hours or do inconvenient shift-work schedules.						
18. I have difficulty completing a task due to bureaucratic (bossy) constraints.						
19. I have too few resources (help, equipment, budget) to deal with a task.						
20. I have to waste time over some unimportant activity.						

WORK AND FAMILY LIFE

In this section we look at how often you experience conflict between your work and family life. *Using the response scales please indicate how often you have experienced the following in the past three months.*

	Never	Very Occasionally	Sometimes	Often	Very Often	All the time
1. My work keeps me from my family activities more than I would like.						
2. The time I must devote to my job keeps me from participating equally in household responsibilities & activities.						
3. I have to miss family activities due to the amount of time I must spend on work responsibilities.						
4. The time I spend on family responsibilities often interfere with my work responsibilities.						
5. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.						
6. I have to miss work activities due to the amount of time I must spend on family responsibilities.						
7. When I get home from work I am often too frazzled (drained) to participate in family activities/responsibilities.						
8. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.						
9. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.						
10. Due to stress at home, I am often pre-occupied with family matters at work.						
11. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.						
12. Tension & anxiety from my family life often weaken my ability to do my job.						
13. The problem-solving behaviours I use in my job are not effective in resolving problems at home.						

	Never	Very Occasionally	Sometimes	Often	Very Often	All the time
14. Behaviour that is effective & necessary for me at work would be counterproductive at home.						
15. The behaviours I perform that make me effective at work do not help me to be a better parent and/or spouse.						
16. The behaviours that work for me at home do not seem to be effective at work.						
17. Behaviour that is effective & necessary for me at home would be counterproductive at work.						
18. The problem-solving behaviour that works for me at home does not seem to be as useful at work.						

ORGANIZATIONAL COMMITMENT

In this section we look at how attached you are to the organization you work for. *Using the response scales please indicate to what extent you agree with the statements.*

Please note this is a different response scale to the previous one.

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1. I would be very happy to spend the rest of my career with this organization.						
2. I enjoy discussing my organization with people outside it.						
3. I really feel as if this organization's problems are my own.						
4. I think that I could easily become as attached to another organization as I am to this one.						
5. I do not feel like "part of the family" at my organization.						
6. I do not feel "emotionally attached" to this organization.						

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
7. This organization has a great deal of personal meaning for me.						
8. I do not feel a strong sense of belonging to my organization.						
9. I am not afraid of what might happen if I quit my job without having another one lined up.						
10. It would be very hard for me to leave my organization right now, even if I wanted to.						
11. Too much in my life would be disrupted if I decided I wanted to leave my organization now.						
12. It would be too costly to leave my organization now.						
13. Right now, staying with my organization is a matter of necessity as much as desire.						
14. I feel that I have too few options to consider leaving this organization.						
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.						
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.						

JOB SATISFACTION

In this section we look at how satisfied you are with your job. *Using the response scales please indicate to what extent you are satisfied with the following statements.*

I am satisfied with...

	Very dissatisfied	Dissatisfied	Slightly dissatisfied	Slightly satisfied	Satisfied	Very satisfied
1. The physical condition.						
2. The freedom to choose my own method of working.						
3. My fellow workers.						
4. The recognition I get for good work.						
5. My immediate boss.						
6. The amount of responsibility I am given.						
7. My rate of pay.						
8. My opportunity to use my abilities.						
9. Industrial relations between management & workers in my organization.						
10. My chance for promotion.						
11. The way my organization is managed.						
12. The attention paid to suggestions I make.						
13. My hours of work.						
14. The amount of variety in my job.						
15. My job security.						
16. I feel about my job as a whole?						

INTENTIONS TO LEAVE

In this section we look at how likely you are to leave the organization in the near future. *Using the response scales please indicate to what extent you agree with the statements.*

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
1. I often think of leaving the organization.						
2. It is very possible that I will look for a new job soon.						
3. If I may choose again, I will choose to work for the current organization.						
4. I am confident that I will get a new job with another employer in the next 12 months.						

THANK YOU FOR TAKING PART IN THIS STUDY.