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The Moderating Role Of Support For Work-Life Conflict Of: Which One Is Best For Woman Employees

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ABSTRACT

Work-life conflict are especially burdensome for employees who not only do full-time jobs but also have to take care of the household. This, in turn, puts great pressure on their time and energy. In addition, employees also face conflicts between social and personal needs in addition to balancing home and work. The population of this study is woman employees in companies from various industries. The number of samples taken in this study was at least 85 samples. The questionnaire was distributed using an online questionnaire. This study uses the regression method with the application of SPSS 23 to test the research hypotheses. This study examines the stronger moderating effect between external factors (organizational support and social support) or internal factors (resilience). This study found that the highest work stress on employees can be minimized by social support. This study examines whether the positive effect of work-life conflict on burnout can be minimized by moderating organizational support, social support, and resilience using JDR theory.
Keywords: Work-life conflict; Burn-out; Organizational support; Resilience

INTRODUCTION

Stress and fatigue at work are main indicators of well-being in the workplace (Maslach et al., 2001), so organizations need to understand and provide assistance to employees who have work stress so that work fatigue does not occur (Gupta & Srivastava, 2020). Job burnout usually occurs due to continuous work and workaholic behavior, as well as lack of social and organizational support (Kay-Eccles, 2012), as well as life after returning from work that is not good (Mahavianpoor and Mirjafari, 2018). Maintaining a balance between work and non-work life has become a concern for both employees and employers (Madipelli et al., 2013), due to the drastic increase in the number of employees reporting work-life conflicts

The conflict is characterized by challenging situations caused by work area commitments, which affect non-work domains such as education, health, family (Keeney et al., 2013). Employees have different life priorities among the remaining time in work (Meenakshi *et al*., 2013). Thus, the *work-life conflict is* not achieved by the employee because

he cannot meet the demands of his work and personal life (Como *et al*., 2021). Research by Darmawan *et al* (2016) states that the higher the *work-life conflict* value, the lower the *burnout* value. Lack of *work-life conflict* practices at work is one of the factors that trigger stress. Because the more time at work, the stress will increase. King (2010) states that *burnout* is a state of psychological stress so that individuals experience emotional exhaustion and low motivation to work.

However, empirical research has surprisingly yielded inconsistent findings on the relationship between work–life conflict and burnout, whereby both significant (e.g., Obrenovic et al., 2020) and insignificant (e.g., Ribeiro et al., 2023) results have been indicated. Such contradictory findings suggest the potential existence of undetected moderators (Allen et al., 2000). To reconcile these discrepancies, researchers (e.g., Allen et al., 2000; Kinnunen & Mauno, 2008) have called for future studies to focus on potential moderators and mediators in the nexus between work–life conflict and performance, for such a focus enables a more nuanced understanding of

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how and when work–life conflict induces performance deterioration (Huo & Jang 2020).

This study examines the relationship between employees' perceptions of work-life conflict and burnout with moderating sosial and organizational support, and resilience. Job demand-control theory (JDC) was used to analyze whether or not positive job characteristics (family support and organizational support) lead in the absence of negative psychological states such as stress, burnout, and fatigue (Nelson and Simmons, 2003; Chambel et al., 2017). Madipelli et al. (2013), in their study of working women in India, found that the dual role played by women makes them feel stressed and exhausted if there is no cooperation from husband and family, because they are not able to handle their work along with household responsibilities. Traditionally, women have tended to focus on family roles and men on work roles; Therefore, women's work-family relationships become more complex than men's and can lead to adverse health outcomes such as fatigue (Blanch and Aluja, 2012).

The major aim of the study is to measure the effect of work–life conflict on burnout by moderating the role of organizational support, social support, and resilience through regression and PROCESS macro analysis. Further, the objectives of this research study include (1) to study the impact of work–life conflict on burnout, (2) the moderating role of organizational support, social support, and resilience between work–life balance and job burnout. The results of the study obtained through regression models will help in guiding the top management and key stakeholders to improve the probability of their working woman, work–life conflict and minimize job burnouts through moderating roles.

Job demand–control Theory

This study uses the Job Demand-Control (JDC) model (Karasek, 1979) and Job Demand Control (JDC) (Karasek & Theorell, 1990), by determining the moderating of organizational, social and resilience support for the relationship between work-life conflict and burnout. The development of the basic JDC model by Searle *et al.* (2001) includes social support which refers to collaborative resources that help individuals cope with the negative effects of work such as stress, burnout and ultimately, burnout. The JDCS model states that work situations with low, low control and support are very dangerous for employees, because they put in extra effort to cope with the need for work. Such a process, if taken too long, leads to discouragement and ultimately, job burnout (Castanheira and Chambel, 2010a). On the other hand, employees who have high job control and high support are given the opportunity to apply different mechanisms to solve work problems, preventing them from feeling tired and exhausted (Castanheira and Chambel, 2010a).

The proposed JDC model includes organizational and social support as support systems available to relieve excessive stress/strain from employees. In our research, we propose to add support from individual employees namely resilience. Therefore, this study offers a better insight to understand employee welfare, especially in the collective culture of Indonesia, a multi-ethnic society consisting of different socio-cultural groups. Moreover, this study seeks to reveal possible similarities that support the generalizability of the Western findings apart from the cultural differences that distinguish Indonesia from other Western cultures in defining worker welfare. Therefore, this study assesses the effectiveness of dominant worker welfare prediction models such as the JDC model.

Figure 1. The conceptual model in this research.
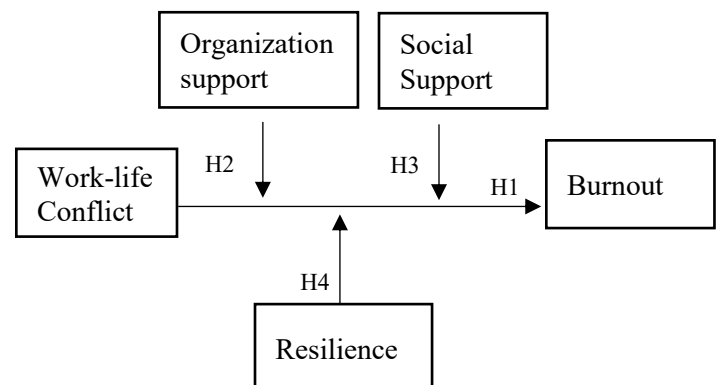
Work- life conflict and Burnout

Burnout is considered an important aspect of well-being in the workplace and a direct result of work-life conflict (Brummelhuis and Bakker, 2012). High-tension work contexts (high demands-low control-low support) create stressful situations (Bakker et al., 2003; Holman, 2003) for employees who are forced to put in extra effort to fight the increased demands of the job, and this eventually leads to burnout. (Castanheira and Chambel, 2010). Work-life conflict can be viewed as job demands, which lead to depletion of employees' mental and physical resources, resulting in burnout (Schaufeli and Bakker, 2004). These demands are especially burdensome for employees who not only do full-time jobs but also have to take care of the household. This, in turn, puts great pressure on their time and energy (Kenney and Bhattacharjee, 2000). In addition, employees also face conflicts between social and personal needs in addition to balancing home and work (Gyllensten and Palmer, 2005).

Hypothesis 1: Work-life conflict has a positive effect on burnout.

Moderating role of perceived organizational support

Organizational support is defined in the current study as employees' beliefs about the degree to which the organization acknowledges their contributions and has concern for their wellbeing (Suifan et al., 2018). Perceived organizational support will influence individuals in perceiving that the organization values its values and contributions and cares about its benefits (Eisenberger & Stinglhamber, 1986). Socio-emotional needs will increase the psychological security of employees, and reduce the negative impact of stress on work. Therefore, during COVID-19, when employees face psychological pressure from workplace, organizational support can meet their needs.

JDC models states that employees who do not have the resources or support to deal with work conflict produce a work stress response. However, when employees receive work support from the organization, increased psychological security will reduce the impact of psychosocial stress on job stress (Yang, *et al*., 2021). Based on this, we put forward the following hypothesis:

Hypothesis 2: Organizational support moderates the effect of work-life conflict on employee burnout.

Moderating role of perceived social support

Social support is a general or specific source of support that individuals receive from other people or social networks (Turner *et al*., 1990), especially from the support of family, friends, colleagues and neighbors, which can help individuals deal with problems and crises in their work and life. This is the focus of social psychology research at this stage. Research shows that social support has a positive impact on individuals' mental health and job performance (Cullen, 1994; Havermans, *et al*., 2017). However, lack of social support is negatively correlated with inertia, anxiety, depression and anti-social behavior (Jones-Johnson & Johnson, 1992; Gaffey, *et al*, 2018). Some researchers believe that social support is confirmed by personal subjective perceptions and evaluations. Perceived social support can be divided into the availability and appropriateness of social support (Malecki & Demaray, 2002).

Perceived social support can withstand the negative impact of stressors on an individual's physical and mental health (Weinberg, 2018), acting on the intermediary relationship between the source of stress and the individual's subjective evaluation. If people perceive a high level of social support, they will perceive the appropriate stress as less severe and develop better subjective cognition and self-response abilities to reduce the assessment of the level of danger associated with stressful events (Wang, 2004). Therefore, perceived social support can reduce stress pressure, and individuals perceive the acquisition of external resources to make up for the loss of personal resources and then reduce the impact on the work stress response of returning workers.

Hypothesis 3: Social support moderates the effect

of work-life conflict on employee burnout.

The moderating role of resilience

Resilience is a personal trait or quality of an individual to thrive in adverse conditions (Connor & Davidson, 2003), positive outcomes or behavior in difficult times (Masten, 2001), a dynamic process that combines positive adaptation in adverse situations (Hu, *et al*., 2015), as well as the individual's ability to bounce back after experiencing stress and adversity (Citrin & Weiss, 2016). There is an underlying assumption that stress has a negative impact on well-being, and individuals use resources, referred to as coping strategies, to counter these negative effects (Meadows, *et al*., 2015).

There are many factors that cause the presence or absence of resilience in individuals (Herrmann, *et al*.,2011). These include personal factors such as personality traits, *self-efficacy, self-esteem, locus of control*, sense of optimism. Previous studies have provided evidence that *resilience* acts as an effective personal resource, which helps individuals adapt to all kinds of stressors and thus helps in maintaining good psychological health despite adverse circumstances (Windle, 2011). An India-based study by Kashyap, *et al*. (2014) found that resilience has a significant role in moderating the relationship between *work-life balance* and employee *burnout*. Previous studies have observed that resilience acts as an effective tool for stress resistance for individuals, as they are able to effectively maintain balance under short-term stress and show better signs of recovery in the case of prolonged stressful situations. Another recent study by García-Izquierdo, *et al.* (2018) reveal the moderating role of resilience to employee *work-life conflict* and *burnout* and support them to be a great personal resource in improving employee mental health and performance.

Hypothesis 4: Resilience moderates the effect of work-life conflict on employee burnout.

RESEARCH METHOD

Data collection for this research study has been conducted through the "Questionnaire" technique. The questionnaire has been developed based on previously established questions available in the literature. We have used five variables naming Burnout (JB), Organizational Support (OS), Social Support (SS), Resilience (R) and Work–Life Conflict (WLC) and are measured by using a five-point Likert scale that ranges from 1 (strongly agreed) to 5 (strongly disagreed). Questions for variables namely Burnout, Organizational Support Social Support, Resilience and Work-life Balance have been adopted from studies of Zheng and Wu (2018). The questions related to Work–life conflict have been taken from the research work done by Hill et al. (2001). There were eight questions related to job burnout, three questions for work–life conflict, six questions for organizational support, social support and resilience.

The population of this study is woman employees in companies from various industries. Woman employees are especially burdensome who not only do full-time jobs but also have to take care of the household. To fulfil the purpose of generalizing the findings, questionnaires were distributed in companies and agencies from various sectors, namely, government, private, education, health, and others. This study uses certain criteria, namely as follows: respondents are woman employees; respondents have a minimum of 2 (two) years of service in the organization. The number of samples taken in this study was at least 85 samples. The questionnaire was distributed using an online questionnaire through an application tool provided by Google Drive. This study uses the regression method with the application of SPSS 23 to test the research hypotheses.

CONCLUSION

Our findings support the view that family support and organizational support moderate the relationship between work-life conflict and burnout. Joudrey and Wallace (2009) believe that the sense of belonging gained from support and friendship through social interaction is the best antidote to stress and burnout after enduring high levels of job demands. So,

organizations should help relieve fatigue and stress for employees through appropriate organizational processes and supportive structural interventions.

Our analysis is expected to confirm that it moderates its association with organizational and family support. Many previous studies have revealed a negative relationship between endurance and fatigue (; Treglown et al., 2016). Researchers reasoned that resilience acts as a powerful personal resource that enables positive adjustments in people and the environment, and facilitates adequate adaptation to all stressors including work stressors (Windle, 2011). Resilience is one of the attributes that acts as a buffer in negative life outcomes and is therefore very helpful in overcoming stressful events that cause burnout (Kashyap et al., 2014).

The findings of this study have some practical implications as well. Organizations need to take substantial steps to reduce workload and deadline pressure on employees, maintain decision autonomy at all levels of the hierarchy, and encourage friendly employee relationships with supervisors and their colleagues based on mutual trust and support. So, it is very important for organizations to also plan specific interventions that facilitate the reconciliation of work roles and responsibilities of employees with their other roles and responsibilities such as parents, children, friends, students, recreational activities. This aspect is particularly significant for workforce. Likewise, organizations should not only seek to provide employees with facilities to balance work and personal life domains; and also look at the extent of control an employee is allowed to exercise over time and place of work.

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