

An Investigation of the Work-Life Conflict Predictors of IT Employees' Job Satisfaction and Well-Being

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Abstract

Purpose: The main purpose of this work-life conflict study was to examine the positive work-life predictors of job satisfaction in information technology employees, which include family-supportive supervisor behaviors, employees' organizational citizenship behaviors, work-to-family positive spillover, and organizational work-family climate. The second purpose of this study was to examine the negative work-life conflict predictors of job satisfaction, which include employees' work-family conflict, emotional burnout, physiological distress, and perceived stress.

Design/methodology/approach: This cross sectional study used a survey methodological approach and it included data from 2,892 employees of a Fortune 500 company in the information technology division. The data from this study was provided by the Work, Family and Health Network in 2015. The data was analyzed using a multiple regression modeling approach.

Findings: This study found that family-supportive supervisor behaviors, organizational citizenship behaviors, and organizational climate for work-life issues served as positive predictors of IT employees' job satisfaction. However, this study did not find support for the work-to-family spillover hypothesis in relation to job satisfaction. Results also showed that work-to-family conflict negatively predicted IT employees' job satisfaction. Additionally, emotional burnout, psychological distress, and employees' perceived stress were negative predictors of IT employees' job satisfaction.

Practical implications: Findings from this research have implications for business such as offering recommendations for supervisors' communicative expectations, citizenry behavior, organizational policy development, and the cultivation of a work-life culture in order to maintain satisfied employees in the information technology industry. Findings may also inform emotional and mental health policies to prevent emotional burnout, psychological distress, and perceived stress. Additionally, societal implications such as the development of work-life integration initiatives for organizations can promote sustained employment and decent work, and the overall worker health, well-being, and job satisfaction.

Originality/value: This study extends the work-life conflict literature by examining the perceptions of IT employees employed at a Fortune 500 company using both the job demand-resources model and the conservation of resources theory. Prior studies have examined

predictors of job satisfaction; however, this study provides deeper insights of the unique contribution of multiple predictors such as family-supportive behaviors, organizational citizenship, organizational climate, work-to-family conflict, emotional burnout, psychological distress, and perceived stress in relation to IT employees' job satisfaction.

Keywords: Work-life conflict, Work-life climate, Emotional burnout, Psychological distress, Perceived stress, Job satisfaction

Introduction

According to the Pew Research Center (2006) in comparison to 20 years ago, 69% of American workers have increased their job stress and 51% of American workers are less loyal toward employers. As work/life conflict increases, employees' morale drops, retention rate drops, and absenteeism increases (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Greenhouse & Burke, 1990). When employees are dissatisfied in the lack of work-life integration and flexibility in their working environment, this may lead to negative effects such as stress, depression, burnout, intentions to quit, and turnover (Grzywacz, Carlson, & Shulkin, 2008; Hardy, Woods, & Wall, 2003; Hyman, Baldry, Scholarios, & Bundel, 2003). Job satisfaction is still an important outcome in positive organization communication behavior research (Wright, Abendschein, Wombacher, O'Connor, Hoffman, Dempsey, Krull, Dewes, & Shelton, 2014; Carmon, Miller, & Brasher, 2013; Kirby, 2000). When employees perceive that their employer is adapting and communicating support toward their family and individual concerns, employees, in turn, may be more satisfied at work (Bhowon, 2013; D'Arcy, Syrotuik, & Siddique, 1984).

On the other hand, when employees perceive that their employer is not alleviating their work-life balance concerns, employees may not be satisfied in their workplace environment (Shockley & Singla, 2011). Job satisfaction has been widely defined by Locke (1976) as "...a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1300). Job satisfaction is conceptualized as the positive emotions such as joy, happiness, and excitement that an individual employee feels in their working environment. By investigating the predictors of job satisfaction in the employees working in the Fortune 500 companies, positive organizational communication behavior researchers can understand the most critical factors that affect employees' job satisfaction. Thus, the first objective of this research study is to examine the positive predictors of job satisfaction, which include family-supportive supervisor behaviors, employees' organizational citizenship behaviors, work-to-family positive spill over, and organizational work-family climate using the assumptions of the job demand-resources (JD-R) model. The second objective of this research study will be to examine the negative predictors of job satisfaction using the conservation of resources (COR) theory as an underlying framework, which include employees' work-family conflict, emotional burnout, physiological distress, and perceived stress.

Job Demands-Resources Model

A leading theoretical model that has been used to investigate the predictors of employee job satisfaction has been the job demands-resources (JD-R) model (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), which provides assumptions about the underlying relationships between psychosocial characteristics in a working environment and employees' well-being including job satisfaction. Job demands include the demand placed on employees such as physical, social, or organizational aspects that require substantial effort, which lead to physical or psychological costs (Demerouti et al., 2001). Job resources are provided to employees to reach work-related objectives, reduce their job demands to enhance

their psychological effects, and stimulate their personal development (Demerouti et al., 2001). When job resources such as social support, citizenship, and organizational climate reduce employees' work-life conflict, these resources can increase employees' job satisfaction (Van Ruyseveldt, 2006). Job resources act as buffers to work-life conflict issues such as work overload and family demands, which protect against stressors, and this can lead to employee's well-being (Bakker & Demerouti, 2006). Thus, the JD-R model will serve as an underlying framework for the positive work-life predictors of job satisfaction.

Positive Work-Life Predictors of Job Satisfaction

Family-Supportive Supervisor Behaviors

Family-supportive supervisor behaviors (FSSB) have been defined as "behaviors exhibited by supervisors that are supported of employees' family roles" (Hammer et al., 2009; 2013, p. 286). A family-supportive supervisor behavior includes behavioral and communicative support on employees' prior family commitments and flexibility in scheduling work hours (Hammer, Kossek, Zimmerman, & Daniels, 2007). According to the job demands-resources model, when employees receive organizational resource support, which can include family-supportive supervisor behaviors, employees are more likely to manage their work-life roles, and as a result, may experience positive experiences in their working environment (Bakker, ten Brummelhuis, Prins, & van der Heijden, 2011). Organizations with supervisors who provide family support make organizations valuable and beneficial to employees, and the support reduces negative psychological effects such as burnout, and increases positive job outcomes such as satisfaction (Bakker & Demerouti, 2007; Bakker et al., 2011).

Studies have found that supervisor support has been positively associated to employees' perceived job satisfaction and reduced turnover rates (Hammer et al., 2009; Odle-Dusseau et al., 2012). Despite having high work-life conflict at work, Hammer and colleagues (2011) training assessment study found that family-supportive supervisor behaviors led to the improvement of employees' perceptions of job satisfaction. In a work-family intervention that focused on supervisors' improvement in their use of family-supportive behaviors enhanced employees' job satisfaction (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011). Employees' improved attitudes toward their work environment after obtaining supervisor support to reduce their own work-life tensions led to more loyalty and improved satisfaction in the workplace (King et al., 2012; Kossek et al., 2011). Other studies have found that organizations that demonstrate family-supportive supervisor behaviors tend to lead to employees who report higher levels of self-efficacy and affective commitment, which often lead to their improved performance and satisfaction at work (Mills, Matthews, Henning, & Woo, 2014). Other scholars have found that family-supportive supervisor behaviors are associated with a higher retention rate (Eisenberg, Stinghamber, Vandenberghe, Sucharski, & Rhoades, 2002) and higher overall commitment (Carlson, Ferguson, Kacmar, Grzywacz, & Whitten, 2011). Thus, given this prior research and the assumptions of the job demands-demand resource model, the following hypothesis is posed.

H1: Family-supportive supervisor behaviors perceived by employees will be positively associated to their job satisfaction.

Organizational Citizenship Behaviors

Organizational citizen behaviors (OCB) is conceptually defined by Organ (1988) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (p. 4). It has also been defined "as helping specific others in the organization" in an altruistic manner (Bateman & Organ, 1983, p. 1; Koster, 2014). According to Organ, Podsakoff, and MacKenzie

(2006), examples of organizational citizen behaviors include helping a colleague in need, displaying sportsmanship and compliance, engaging in an individual initiative, possessing civic virtue, and seeking further self-development. Organizational citizen behaviors are not necessarily required as part of employees' regular duties, but they do contribute to the development of a positive organizational climate (Byungho, Sung-gun, & Joongwha, 2015). The job demands-resource model also explains that individual-level behaviors such as organizational citizen behaviors are the result of obtaining organizational resources that stimulate personal growth and engagement (Bakker & Demerouti, 2018). Organizational citizenship behaviors benefits employees, coworkers, and also supervisors when these citizenship behaviors enable work-life balance in a working environment, which can lead to positive benefits such as job satisfaction (Bakker & Demerouti, 2006). Studies have shown that organizational citizen behaviors have been positively related to employees' job satisfaction (Marshall, Moncrief, Lassk, & Shepherd, 2012) and intrinsic motivation (Lavanya & Kalliath, 2015). Most research has suggested that there is a link between OCB and employees' job satisfaction (Banks et al., 2014; Koster, 2014; Koster & Sanders, 2007), but not necessarily in the context of work-life balance. Thus, this study will assess the following hypothesis.

H2: Employees' reports of their own adoption of organizational citizenship behaviors will be positively associated to their job satisfaction.

Work-to-Family Positive Spillover Hypothesis

Previous research has examined the work-to-family spillover hypothesis given the transparency of the boundaries between employees' working lives and family lives (Zedek, 1992). Several scholars suggest that the permeability of these two domains make employees' attitudes and moods spillover toward their work experiences affect their attitudes and moods in their personal family environment (Kelly & Voydanoff, 1985; Piotrkowski, 1979). A positive spillover is defined as "a positive relationship between the experiences in the work and home domains" (Zhaoli, Maw-der, & Uy, 2008, p. 444). The positive work-to-family spillover relationship triggers a positive effect that crosses over from individuals' work life to their personal life (Williams & Alliger, 1994). The work-to-family spillover hypothesis has been widely supported by several research studies (Aryee, Srinivas, & Tan, 2005; Grandey, Cordeiro, & Crouter, 2005; Mauno & Kinnunen, 1999; Zhaoli, Maw-der, & Uy, 2008). Research has suggested that when a spillover occurs from work to life, it can have either positive, or negative effects in an individual's personal life (Sonnetag & Grant, 2012; Williams & Alliger, 1994). While much research has examined the effect of the negative work-to-family spillover effect in an employees' perceptions of job satisfaction (Grandey, Cordeiro, & Crouter, 2005) and life satisfaction (Wolfram & Graton, 2014), more studies still need to further examine whether the work-to-family positive spillover effect has positive outcomes to employees' perceptions of job satisfaction. In accordance with the job demands-resource model, the work-family positive spillover phenomenon itself can be considered a positive job-related resource, which can enable employees to manage their work and life roles more effectively, and this can relate to their job satisfaction (Ambrose & Kulik, 1999; Bakker & Demerouti, 2018). Employees that experience work-family positive spillover phenomenon, as a positive job-related resource, may experience personal and professional fulfillment, which can increase their motivation and job satisfaction (Grant, Fried, & Jullerat, 2010). Thus, the following hypothesis will be explored.

H3: Employees' reports of their perceived work-to-family positive spillover will be positively associated to their job satisfaction.

Organizational Work-Life Climate

Work-life climate has also been extensively examined because employees' attitudes of their working environment may affect their private home life (Churchill, Ford, & Walker, 1976). Organizational work-life climate is defined by Dickson, Resick, and Hanges (2006) as the "beliefs about the organization's environment that are shared among members and to which members attach psychological meaning to help them make sense of their environment" (p. 351; James & James, 1989; James & Jones 1974). Work-life climate also refers to a 'work-life culture' that supports the benefits employees so that they can better integrate their work duties and their personal lives (McDonald, Pini, & Bradley, 2007). Employers may foster a work-life climate by adopting work-life practices and policies that support employees' work-life issues (Jones & James, 1979). The job demands-resources model explains that fostering a workplace climate, an organizational level construct, can nurture optimal workplace conditions to maximize work engagement and employee's well-being (Albrecht, Bakker, Gruman, Macy, & Saks, 2015; Bakker, 2015). An organization's work-life practices that cultivate a workplace climate that enables employees' to manage their work and life roles enhance the perceived resources obtained from a particular job, which can enhance employees' satisfaction (Bakker & Demerouti, 2018). For instance, healthy workplace climates are perceived as caring by the employees, and employees report being better at managing multiple job demands, which increase their work engagement and satisfaction (Dollard & Bakker, 2010). Studies have also shown that a work-life climate may have positive consequences such as enhanced job satisfaction, productivity, and commitment (Churchill, Ford, & Walker, 1976; Denisson, 1996; Katz & Kahn, 1978). Additional studies have also examined the positive association between an organizational climate that nurtures work-life integration and job satisfaction (LaFollette & Sims, 1975; Muchinsky, 1977). When an organization enforces a work-life climate, individuals report feeling more satisfied performing their everyday duties (Jones & James, 1979; Muchinsky, 1977). Thus, the following hypothesis will examine whether organizational work-life climate is a predictor of job satisfaction.

H4: Employees' reports of their organizational work-family climate will be positively associated to their job satisfaction.

Conservation of Resources Theory

Hobfoll's (2001) conservation of resources (COR) theory explains the relationships between stress and organizational outcomes and job satisfaction. Negative antecedents such as work-life conflict, burnout, distress, and stress occur when organizational demands threaten individual resources (Barnett, Brennan, Gareis, Ertel, Berkman, & Almeida, 2012). External demands may deplete individual resources, which can threaten employees' wellbeing, and as a result may reduce their perceptions of the quality of work experiences (Hobfoll, Freedy, Lane, & Geller, 1990). When employees experience stress and distress, employees often become less productive and engaged in the work environment, which reduces their job satisfaction (Penney, Hunter, & Perry, 2011). For this reason, COR theory will serve as a grounding theory to the hypotheses linking negative predictors to job satisfaction in the following sections.

Negative Work-Life Predictors of Job Satisfaction

Work-family Conflict

Work-family conflict is defined by Greenhaus and Beutell (1985) as a "form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respects" (p. 77). This occurs when an employees' demands at work affects their personal family life experiences (Greenhaus & Beutell, 1985). Past research has suggested that work-family conflict can have negative attitude and behavioral consequences for individuals (Bellavia & Frone, 2005; Yihao, Mo, Chu-Hsiang, Junqi, & Ruodan, 2015). For

example, work-family conflict has been linked to family stress and scarce resources (Hobfoll, 1989). According to conservation of resources (COR) theory having high work demands depletes resources when experiencing work-life conflict and this may lead to negative organizational outcomes such as low job satisfaction (Grandey & Cropanzano, 1999). COR theory also explains that the stress from not managing work and life roles, such as those who experience high work-life conflict would also experience more stress, and this may lead to reduced work outcomes (Frone, Russel, & Cooper, 1992). Several studies have also shown negative psychological outcomes tied to work-life conflict such as aggression, anxiety, emotional exhaustion, and burnout symptoms (Amstad et al., 2011; Baumeister & Vohs, 2003; Yihao et al., 2015). Many researchers have found a negative association between work-family conflict and job satisfaction (Amstad et al., 2011; Michel, Mitchelsen, Kotrba, LeBreton & Baltes, 2009; Shockley & Singla, 2011). Given that work-life conflict results in negative affect, or experiences that lead to stress and burnout, then this may result in individual's being less satisfied in their working environments (Amstad et al., 2011; Baumeister & Vohs, 2003). Additionally, other studies have found a strong negative association between work-family conflict and life satisfaction and work satisfaction (Bhowon, 2013; Frone, Russell, & Cooper, 1992). More specifically, the association of work-life conflict has been associated with couples' satisfaction in their home lives and their personal lives (Bhowon, 2013). Using COR theory as a grounding theory and the correlational findings of the previous literature, the following hypothesis is posed.

H5: Employees' reports of work-life conflict will be negatively associated to their job satisfaction.

Emotional Burnout

Poor work-life management can trigger stress in one's work environment and may lead to emotional burnout (Jawahar, Kisamore, Stone, & Rahn, 2012). Emotional burnout is defined as "a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind" (Maslach & Jackson, 1981, p. 99). Emotional burnout theory suggests that it can include emotional exhaustion, depersonalization, and loss of achievement at work (Boles, Dean, Ricks, Short, & Wang, 2000; Maslach & Jackson, 1981; Shih, Jiang, Klein, & Wang, 2013). Emotional exhaustion can lead individuals to feel drained out of energy or emotional resources to engage in their everyday duties at work. Whereas, depersonalization can lead people to feel perceive their clients, or colleagues more negatively (Ryan, 1971). Further, emotional burnout also includes the poor self-evaluation of one's work duties, when workers feel negatively about their performance at work (Maslach & Jackson, 1981). Additionally, the conservation resources (COR) theory explains that when employees become depleted of resources from high work expectations, employees experience high levels of burnout and this may lead to dissatisfaction (Buchwald & Hobfoll, 2004; Wright & Cropanzano, 1998). Emotional burnout can involve feelings of lack of energy and it often has negative outcomes leading to poor communication in employees' relationships (Worley, Vasser, Wheeler, & Barnes, 2008). If emotional burnout is not prevented or reduced, then it can lead to negative consequences such as work exhaustion, intentions to quit, and job turnover (Rajeswari & Anantharaman, 2004). This finding is consistent to COR's tenet that those who do not manage their burnout symptoms are more likely to suffer from negative work experiences (Buchwald & Hobfoll, 2004).

Previous literature has linked emotional burnout to a lack of satisfaction with one's work environment and with one's personal life (Jahawar, Kisamore, Stone, & Rahn, 2012; Maslach & Jackson, 1981). Emotional burnout has been negatively correlated to job satisfaction, and it has been found that emotional burnout leads to low job satisfaction on Information and

Technology workers (Moore, 2000). Emotional job burnout overtime can lead to depression and emotional distress (Bakker, Schaufeli, Demerouti, Janssen, Van der Hulst, & Brouwer, 2000; Glass & McKnight, 1996; Greenglass & Burke, 1990). Thus, given COR theory's tenet on the effect of burnout on the satisfaction of one's work duties (Buchwald & Hobfoll, 2004) and the previous connections between the emotional burnout and satisfaction literature, the following hypothesis is posed.

H6: Employees' reports of emotional burnout will be negatively associated to their job satisfaction.

Psychological Distress

When competing work-life demands increase, it can lead to psychological distress, which can affect individuals' job performance and satisfaction with their work environment (Watson, Clark, & Tellegen, 1988). Psychological distress is a negative affective state, and it can lead to lack of joy and an enhanced feelings of anxiety (Warr, 1990). Psychological distress can lead to absence from work, which can then lead to poor job outcomes (Hardy, Woods, & Wall, 2003). According to conservation of resources (COR) theory, which includes stress theories that propose that employees can experience psychological stress when experiences a loss in resources in their working environment, and this stress may lead to feelings of dissatisfaction with their work duties (Hobfoll, 1989). Employees with personal characteristics such as low self-esteem are more vulnerable to experiencing work related distress and they may perceive that they cannot complete work tasks effectively, which reduces the perceived quality of their work experiences (Grandley & Cropanzano, 1999). Ultimately, when individuals are in a state of psychological distress, it may lead to feelings of dissatisfaction toward their job (Hardy, Woods, & Wall, 2003; Robert & Hockey, 2007) and poor job performance (Baum, Singer, & Baum, 1981). Much literature has emphasized on the outcome links between psychological distress and job satisfaction (D'Arcy, Syrotuik, & Siddique, 1984; Lim & Tai, 2014; Taylor, 2006). However, previous research has mainly explored both psychological distress and job satisfaction as outcomes, rather than as an inverse relationship in the context of work-life issues (D'Arcy, Syrotuik, & Siddique, 1984; Taylor, 2006). Thus, the following hypothesis is examined in this study using COR theory as an underlying framework.

H7: Employees' reports of psychological distress will be negatively associated to their job satisfaction.

Perceived Stress

Employees' who are ineffective at integrating their work and personal lives may be apt to perceive stress in their work and family lives. Perceived stress due to lack of work-to-family integration may occur due to lack of time management and flexibility or the inability to cope with work's demands on the home environment (Hyman, Baldry, Scholarios, & Bunzel, 2003; Roehling, Moen, & Batt, 2003). According to conservation and resources (COR) theory, stress occurs from a loss or threat of losing resources such as conditions including work-life roles, personal resources like internal states of being, and energies such as time due to overwork (Hobfoll, 1989). Employees are likely to strive to maintain resources; however, when resources are lost due to work-life conflict, it results in increased stress, which inhibits their attitudes toward work and performance (Hobfoll & Shirom, 2000). In particular, perceived stress has been demonstrated to affect individuals' negatively, in terms of their perceptions of lack of resources and in terms of their job productivity (Clark, 2002; Voydanoff, 2005). More specifically, Grzywacz, Carson, and Shukin's (2008) found that individuals who report poor schedule flexibility, which affected their personal family lives reported perceiving stress in their working environment. In addition, other research has found that work-life conflict issues

leads to individual stress and burnout (Hill, Jacob, Shannon, Brennan, Blanchard, & Martinengo, 2008).

Previous research suggests that perceived stress due to work-life conflict affects individuals' job satisfaction (Greenberg, Thomas, Murphy, & Dandeker, 2007; Thompson & Prottas, 2006; Wright, Abendschein, Wombacher, O'Connor, Hoffman, Dempsey, & Shelton, 2014), and the results suggest that there is an inverse correlation between these two constructs. On the other hand, there is a need for future research to investigate perceived stress due to lack of work-life balance as a predictor of their job satisfaction. As COR theory suggests, the stress due to work-life conflict can have negative job-related consequences (Hobfoll, 1989). Thus, this study seeks to explore the following hypothesis.

H8: Employees' reports of perceived stress will be negatively associated to their job satisfaction.

Methodology

Participants and Procedures

This study included the data set provided by the Work, Family and Health Network in 2015. Participants included 2,892 employees and they were recruited from employees of a Fortune 500 company in the information technological division. After Institutional Review Board approval, employee participants completed a series of online self-report questionnaires via a computer-assisted personal interview (CAPI) process. Participants who were not employees (e.g., independent contractors) of a Fortune 500 company were ineligible to participate in this study.

Measures

A series of scales were used to measure the key variables investigated in this study. The following includes sample items and the alpha reliabilities of each variable assessment.

Family-Supportive Supervisor Behaviors (FSSB). Family-supportive supervisor behaviors were measured using four scale items of Hammer, Kossek, Yragui, Bodner, and Hansen's (2009) multi-dimensional scale. Sample scale items included, "your supervisor makes you feel comfortable talking to him/her about my conflicts between work and non-work" and "your supervisor demonstrates effective behaviors in how to juggle work and non-work issues." Employee participants responded from a scale of 1 (*strongly agree*) to 5 (*strongly disagree*). The alpha reliability for this scale was .89.

Organizational Citizen Behaviors. Organizational helping behaviors was assessed using Lambert's (2000) four-item measure for Organizational Citizenship Behaviors (OCB). Sample items include, "to what extent do you help other employees with their work when they have been absent?" and "to what extent do you help your coworkers with questions they have about their work?" Participants indicated their responses from 1 (*never*) to 5 (*all of the time*). The alpha reliability for this scale was .72.

Work-to-Family Positive Spillover (WFPS). Work-to-family positive spillover was assessed using Hanson, Hammer, and Colton's (2006) four-item scale. Sample items included, "when things are going well at work, your outlook regarding your family or personal life is improved" and "being happy at work helps you to be happy at home." Participants indicated their level of agreement from 1 (*strongly agree*) to 5 (*strongly disagree*). Higher scores indicated greater work-to-family positive spillover. The alpha reliability for this scale was .89.

Organizational Work-Family Climate. Organizational work-family climate was assessed by Kossek, Colquitt, and Noe's (2011) three-item measure of work/family climate. Sample items included "In your workplace, employees are expected to take time away from their family or personal lives to get their work done" and "In your workplace, employees are expected to put

their families or personal lives second to their jobs.” Participants responded from 1 (*strongly agree*) to 5 (*strongly disagree*). Higher scores indicate less pressure to make family sacrifices in the workplace. The alpha reliability for this scale was .81.

Work-Family Conflict. Work-family conflict was assessed using Netemeyer, Boles, and McMurrian’s (1996) scale. Sample items included “the demands of your work interfere with your family or personal time” and “the amount of time your job takes up makes it difficult to fulfill your family or personal responsibilities.” Participants indicated their level of agreement from 1 (*strongly agree*) to 5 (*strongly disagree*). Higher scores indicated greater work-family conflict. The alpha reliability for this scale was .88.

Burnout. Burnout was measured by using Maslach and Jackson’s (1986) Maslach burnout inventory manual, which consisted of three items for burnout. Sample items included, “you feel emotionally drained from your work. How often do you feel this way” and “You feel burned out by your work. How often do you feel this way?” Participants responded from 1 (*never*) to 7 (*everyday*). The alpha reliability for this scale was .81.

Psychological Distress. Psychological distress was measured using Kessler et al.’s (2003) clinical scale on psychological distress. Sample items included, “during the past 30 days, how much time did you feel so sad nothing could cheer you up?” and “during the past 30 days, how much of the time did you feel nervous?” Participants indicated their agreement from 1 (*none of the time*) to 5 (*all of the time*). Higher scores indicated higher psychological distress. The alpha reliability for this scale was .80.

Perceived Stress. Perceived stress was assessed using Cohen, Kamarck, and Mermelstein’s (1983) the Perceived Stress Scale (PSS). Sample items include, “during the past 30 days, how often have you felt that you were unable to control the important things in your life?” and “during the past 30 days, how often have you felt confident about your ability to handle your personal problems?” Participants indicated their level of agreement from 1 (*very often*) to 5 (*never*). A higher score indicated a higher level of perceived stress. The alpha reliability for this scale was .78.

Job Satisfaction. The outcome variable, job satisfaction, was measured using three items of Cammann, Fischman, Jenkins, and Klesh’s (1983) Michigan organizational assessment questionnaire. Sample items include, “in general, you like working at your job” and “in general, you are satisfied with your job.” Participants responded from a scale of 1 (*strongly agree*) to 5 (*strongly disagree*). Higher scores reflected greater job satisfaction. The alpha reliability for this scale was .87.

Analysis and Results

The correlations between the main variables investigated by this study are included in Table 1. The overall multiple regression model predicting job satisfaction was shown to be significant, $R = .47$, $R^2 = .22$, $F(4, 2853) = 199.60$, $p < .001$, (See Table 2). With family-supportive supervisor behaviors in the equation, there was an overall $R^2 = .15$, $\Delta R^2 = .15$, $F_{inc}(1, 2856) = 508.30$, $p < .001$, with organizational citizen behaviors there was an overall $R^2 = .17$, $\Delta R^2 = .17$, $F_{inc}(1, 2855) = 287.99$, $p < .001$, and with positive-work-to-family spillover there was an overall of $R^2 = .22$, $\Delta R^2 = .22$, $F_{inc}(1, 2854) = 288.52$, $p < .001$, and with workplace climate for work-life issues there was an overall of $R^2 = .24$, $\Delta R^2 = .23$, $F_{inc}(1, 2834) = 218.65$, $p < .001$. Thus, the overall model was significant across all the predictors.

Table 1

Reporting Means, Standard Deviations, and Correlation Matrix

Measure	1	2	3	4	5	6	7	8	9
1. FSSB	1								
2. Citizenship Behaviors	.12**	1							
3. WFPS	.03	.01	1						
4. Work-Family Climate	.28**	.03	-.05**	1					
5. Work-Family Conflict	-.34**	-.08**	.10**	-.59**	1				
6. Emotional Burnout	-.32**	-.09**	.12**	-.43**	.62**	1			
7. Psychological Distress	-.24**	-.05*	.10**	-.27**	.38**	.46**	1		
8. Perceived Stress	-.26**	-.14**	.09**	-.29**	.42**	.45**	.70**	1	
9. Job Satisfaction	.39**	.18**	-.01	.33**	-.35**	-.44**	-.34**	-.38**	1
<i>M</i>	3.84	3.73	4.09	2.9	2.94	4.08	2.99	4.18	4.01
<i>SD</i>	0.81	0.57	0.58	0.87	0.91	1.54	1.63	1.34	0.77

Note. FSSB = Family-Supportive Supervisor Behaviors; WFPS = Work-to-Family Positive Spillover Hypothesis. * $p < .05$, ** $p < .01$

Table 2

Results of Multiple Regression Analyses Between the Positive Predictors and Job Satisfaction

	Job Satisfaction			
	t^a	B^b	β^c	ΔR^2
1. FSSB	17.66	.29	.31*	.15
2. Citizen Behaviors	7.90	.18	.13*	.17
3. WFPS	-.41	-.01	-.01	.22
4. Work-Family Climate	13.56	.21	.23*	.23

Note. * $p < .05$. ** $p < .01$. β = standardized beta coefficients.

This study predicted that positive behaviors would be associated to employees' perceived job satisfaction. Hypothesis 1 was supported in the first step, $\beta = .31$, $t(2862) = 17.67$, $p < .001$. Family-supportive supervisor behaviors accounted for 15% of the variance in employees' perceptions of job satisfaction. Hypothesis two hypothesized the association between organizational citizenship behaviors and job satisfaction, and this hypothesis was supported in the second step, $\beta = .13$, $t(2862) = 7.90$, $p < .001$. Organizational citizen behaviors accounted for 17% of the variance in employees' perceptions of job satisfaction. However, positive work-to-family spillover was not a significant predictor of job satisfaction in the third step, $\beta = -.01$, $t(2862) = -.411$, $p = .681$, thus hypothesis three was not supported. The fourth hypothesis predicted that employees' perceived organizational climate for work-family issues was positively associated to their reports of job satisfaction, and this hypothesis was supported in the last step, $\beta = .23$, $t(2862) = 13.56$, $p < .001$. Organizational climate for work-family issues accounted for 23% of the variance in the model predicting employees' perceptions of job

satisfaction. Thus, positive work-to-family spillover was the only predictor that was not a significant predictor of job satisfaction.

Table 3 displays the regression coefficients of all the negative predictor variables on job satisfaction, which show that the multiple regression model was overall significant, $R = .49$, $R^2 = .24$, $F(4, 2884) = 225.36$, $p < .001$. With work-to-family conflict in the equation, there was an overall $R^2 = .12$, $\Delta R^2 = .12$, $F_{inc}(1, 2887) = 401.65$, $p < .001$, with emotional burnout in the equation, there was an overall $R^2 = .20$, $\Delta R^2 = .20$, $F_{inc}(2, 2886) = 365.90$, $p < .001$, with psychological distress there was an overall $R^2 = .22$, $\Delta R^2 = .22$, $F_{inc}(3, 2885) = 277.36$, $p < .001$, with perceived stress there was an overall $R^2 = .24$, $\Delta R^2 = .24$, $F_{inc}(4, 2884) = 225.36$, $p < .001$. Thus, the model was supported in this study.

Table 3

Results of Multiple Regression Analyses Between The Negative Predictors and Job Satisfaction

	<u>Job Satisfaction</u>			
	t^a	B^b	β^c	ΔR^2
1. Work-family Conflict	-3.65	-.07	-.08	.12
2. Emotional Burnout	-12.97	-.14	-.29	.20
3. Psychological Distress	-2.62	-.01	-.06	.22
4. Perceived Stress	-7.35	-.05	-.17	.23

Note. $*p < .05$. $**p < .01$. β = standardized beta coefficients.

Hypothesis five, which predicted the negative association between work-to-family conflict and job satisfaction was supported, $\beta = -0.77$, $t(105.07) = -3.65$, $p < .001$, and this accounted for 12% of the variance in employees' perceptions of job satisfaction. Hypothesis six expected that emotional burnout would be negatively associated to job satisfaction, and this hypothesis was supported, $\beta = -2.85$, $t(105.07) = -12.97$, $p < .001$, and this accounted for 20% of the variance in employees' perceptions of job satisfaction. Hypothesis seven predicted a negative association between psychological distress and job satisfaction, and this hypothesis was supported, $\beta = -0.6$, $t(105.07) = -2.62$, $p < .01$, and this accounted for 22% of the variance in employees' perceptions of job satisfaction. Lastly, the eighth hypothesis predicted the negative association between perceived stress and job satisfaction, and this hypothesis was supported, $\beta = -.17$, $t(105.07) = -7.35$, $p < .001$, and this accounted for 24% of the variance in employees' perceptions of job satisfaction.

Discussion

Positive Work-Life Balance Organizational Predictors of Job Satisfaction

Work-life balance continues to be an important challenge in the workplace and the purpose of this study was to determine the predictors of job satisfaction given both organizational and individual work-life issues. This study found that family-supportive supervisor behaviors perceived by employees was a predictor of job satisfaction, which is consistent to the assumption of the job demands-resources model (Bakker & Demerouti, 2018). This finding also extends the previous findings that suggest that family-supportive supervisor behaviors affect employees' performance and satisfaction at work (Mills et al., 2014; Hammer et al., 2011). By having a supervisor that communicates support towards employees' work-life issues, employees report feeling more satisfied performing their duties in their work environment (Kossek et al., 2011). Family-supportive supervisor behaviors have also been shown to improve employees' performance when they report being satisfied at work given that they are better able to spend time with their families (King et al., 2012).

Another important finding was that employees' reports of their own organizational citizenship behaviors in the workplace was also a predictor of their job satisfaction. As the job demands-resources theory suggests, individual-level factors such as organizational citizenship behaviors may reduce perceived job demands, and enhance job resources, which may lead to job satisfaction (Bakker & Demerouti, 2011; 2018). This research finding also aligns with previous correlations between organizational citizenship behaviors and job satisfaction (Marshall et al., 2012; Banks et al., 2014; Koster, 2014). Employees who engage in organizational citizenship behaviors such as serving a colleague in need, or engaging in altruistic behaviors within an organization tend to report being more satisfied with their job (Koster, 2014; Koster & Sanders, 2007). Part of the reason is because when organizational citizenship behaviors are performed in an organization, it supports a healthy work-life balance culture within an organization (Van Dyne, Kossek, & Lobel, 2007).

Interestingly, this study found no support to the work-to-family positive spillover hypothesis in relation to job satisfaction. The work-to-family positive spillover hypothesis research assumes that positive work life experiences directly impact the positive experiences in an employees' personal life (Zhaoli et al., 2005; Grandey et al., 2005; Mauno & Kinnunen, 1999). Additionally, if experiencing the work-to-family positive spillover is perceived as a job-related resource, it was expected that it would be linked to job satisfaction (Bakker & Demerouti, 2018). However, this study did not find support for the work-to-family positive spillover hypothesis in relation to predicting job satisfaction (Grandey, Cordeiro, & Crouter, 2005). There are two important reasons to explain this important finding. First, even though an employee experiences work-to family spillover effect there might be other organizational factors such as time flexibility mediating their job satisfaction (Sladek, 1999). Second, maybe there is a negative family-to-work effect that might interfere with employees' job satisfaction (Williams & Alliger, 1994). Despite the lack of support for the work-to-life spillover effect and employees' job satisfaction in this study, future research needs to examine possible moderator variables.

Employees' reports of their organizational work-family climate has an impact on employees' job satisfaction as indicated in previous studies. Findings from Kats and Kahn (1978) and Dennisson (1996) have indicated a strong positive relationship between organizational work-family climate and job satisfaction. An organizational work-family climate constructs an environment that nurtures policies that promote employees' wellbeing outside of the organizational context, and this, may result in job satisfaction (Jones & James, 1979; Muchinsky, 1977). Additionally, the finding is consistent with the organization-level assumption of the job demands-resources theory in that an organizational work-life climate can serve as a job-related resource, which can reduce the perceived job demands, and this can increase job satisfaction (Bakker & Demerouti, 2015; 2018). Overall, these organizational work-life balance factors (e.g., FSSB, OCB, work-life climate) predict job satisfaction, with the exception of the work-to-family positive spill over effect.

Negative Individual Work-Life Predictors of Job Satisfaction

Another objective of this study was to examine the negative individual factors that impact employees' perceived job satisfaction by using conservation of resources (COR) theory as an underlying framework. In this study, work-life conflict was shown to be a negative predictor of job satisfaction, which supports COR's notion that when work-life conflict is high, employees are likely to experience decreased levels of job satisfaction (Hofboll, 1989). Additionally, this finding is supported by previous findings who have found that work-life conflict negatively affects employees' satisfaction in the workplace environment (Baumeister & Vohs, 2003; Bellavia & Frone, 2005; Yihao et al., 2015). Organizations who do not help to

alleviate the work-life conflict among their employees tend to have dissatisfied employees, who in turn, become less productive and loyal over time (Baumeister & Vohs, 2003; Frone, Rusell, & Cooper, 1992).

Employees' emotional burnout was also found to be a negative predictor of job satisfaction. Consistent with COR theory, emotional burnout was expected to be a strenuous emotional burden that can negatively impact employees' perceptions about their working environment (Buchwald & Hobfoll, 2004). Previous emotional burnout research is also consistent with this finding and it has demonstrated that it leads to negative job outcomes, including poor job satisfaction (Jahawar et al., 2012; Maslach & Jackson, 1981). Emotional burnout often leads to negative effects in individuals such as work exhaustion and intentions to quit (Rajeswari & Anantharaman, 2004), which can negatively impact individuals' job satisfaction (Glass & McKnight, 1996). Emotional burnout often results due to poor work-life management and studies suggest that without the skills to cope with work-life issues, employees' become less satisfied with their jobs (Jawawar et al., 2012).

An important finding of this study was that employees' psychological distress due to work-life conflict was found to be a predictor of job satisfaction. This finding is consistent with COR theory's premise that the stressor of psychological distress due to work-life demands can harm individuals work experiences (Grandley & Cropanzano, 1999). The negative impact of work-life conflict can negatively affect an individuals' psychological distress (Watson, Clark, & Tellegen, 1988). Psychological distress, in turn, can interfere with an individuals' performance of tasks and relationships with other coworkers (Nowak, Gibbons, & Hason, 1985), which can result in less job satisfaction (Hardy, Woods, & Wall, 2003). Also, when employees report being psychologically distressed and dissatisfied from their job, it increases an organization's employee absenteeism (Hardy, Woods, & Wall, 2003).

Similarly, employees' perceived stress due to work-life conflict was a negative predictor of job satisfaction. As COR theory suggests, an increase of perceived stress when experiencing resource loss can lead to diminished job satisfaction (Hobfoll & Shirom, 2000). Previous studies have also supported the inverse correlation between perceived stress and job satisfaction in a variety of work environments including information technology (Wallgren & Hanse, 2012) and health care (Hayes, Douglas, & Bonner, 2015). Perceived stress can occur due to poor schedule flexibility and it may lead to employees' reports of dissatisfaction at work (Thompson & Prottas, 2006; Wright et al., 2014). Further, perceived stress trigger negative emotional states (e.g., anxiety, fear) in individual employees which may also explain dissatisfaction at work (Goh, Lee, Chan, & Chan, 2015).

Strengths and Limitations

The strengths and limitations of this study will be discussed. The first strength of this study was the large sample size. The second strength of this study was its target sample of information technology employees, which tend to constantly deal with the pressures from their working environment. The third strength of this study was the high alpha reliabilities of the measures used in this study. The fourth strength of this study was the study's extension of the work-life conflict predictors of employees' job satisfaction. Given these strengths, there are also some of limitations. The first limitation was the use of survey methods. Even though the survey approach is one of the most common methodological approaches, it comes with some flaws. For instance, survey methods relies on individuals' honesty of their reports of their feelings and attitudes and sometimes individuals' might respond with a social desirability bias (Krumpal, 2013). The second limitation of this study was its sole use of information technology employees, which may lead to a selection bias (Johnson, Beaton, Murphy, & Pike, 2000).

Future Studies

Given the findings of this study, there are several future directions that should be considered. First, because several studies including this present study have demonstrated that work-life conflict issues can make such a tremendous impact on employees' job satisfaction, future studies may extend this scholarship by applying various work-life conflict theories. For example, Clark's (2000) work/family border theory to determine to what extent work-life conflict is mediated by the influence of employees' perceived border-crosser communicative participation affects their own job satisfaction. Further, Edwards and Rothbard's (2000) compensation theory can help explain to what extent an information technology employee with low satisfaction may place their efforts in their private life rather than in their working life. Second, future studies may introduce a mixed methodological approach in the study of work-life conflict and employee satisfaction to include "subjective information collected from interviews" from the employees to complement the generalizability of the quantitative approach (Perry & Coote, 1994, p. 103).

Implications to Business

There are several implications to the findings of this work-life issue study. First, this study suggests that organizational supervisors should continue to communicate support employees' family life to sustain the satisfaction of their employees. Second, employees who perform organizational citizenship behaviors may be more likely to be satisfied and these set of behaviors may be rewarded to sustain good citizenship behavior in the workplace. Third, this study suggests that organizations should nurture a "work-life climate" by maintaining quality work-life balance policies (e.g., vacation policies; pregnancy leaves). Fourth, this study suggests that individual factors play a key role in an employees' satisfaction level, thus, it is recommended that issues such as work-life conflict, emotional burnout, psychological distress, and perceived stress be dealt with at an organizational level to ensure their employees are satisfied in a given workplace setting. These implications may help employees and supervisors, especially in the information technology industry to understand the importance of sustaining a 'work-life culture' within an organization because it can help promote more satisfied employees in the workplace.

Implications to Society

The findings of this study also have implications to society. In particular, the findings may contribute to the sustainable development goal 8 of the Division for Sustainable Development Goals, which is to promote sustained employment and decent work (Sustainable Development Goals, 2019). Societies may promote work-life integration initiatives to encourage organizations to address work-to-family conflict, organizational citizenship, and organizational climate issues in order to provide decent and satisfying work to their employees. By providing decent work to employees, employees may appreciate organizations' efforts to improve the work-life climate, and experience job satisfaction, which may indirectly lead to positive societal outcomes such as employment well-being and sustainability in the workplace. To promote the workplace health in society, organizations may adhere to mental health policies that encourage IT organizations to promote their employees' emotional and mental health by monitoring their emotional burnout, psychological distress, and perceived stress, which may ensure the sustainability of job satisfaction. Preventing and addressing emotional and mental health issues among employees by offering counseling services and routine checkups may maintain a healthy social environment by maintaining employees' overall health and job satisfaction levels.

In conclusion, the purpose of this study was to investigate the positive and negative work-life predictors of job satisfaction. The positive work-life predictors were successful predictors of job satisfaction, with the exception of the work-to-life spillover hypothesis. The negative life predictors also negatively predicted job satisfaction. Overall, work-life issues continue to plague organizational employees and if they are not dealt with effectively at the organizational level, it may lead to negative consequences such as job dissatisfaction.

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