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Moderating Effect of Job Level on Work-to-Family Conflict and Job Attitudes

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Abstract

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by

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M.S., Walden University, 2012

B.S., University of Wales, 2011

Dissertation Submitted in Partial Fulfillment

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Abstract

Past research has shown the likelihood of work-to-family conflict in employees' struggle

to manage work, family, and personal life, however, work-to-family conflict remained

unexamined in employees' job attitudes at different job levels. Previous studies

highlighted that employees at higher job level experience greater work-to-family conflict

than employees at lower job level. The purpose of the study was to examine the

moderating effects of job level (supervisory or managerial and nonsupervisory or

nonmanagerial) on the relationships between work-to-family conflict and job attitudes

(job satisfaction, work engagement, organizational commitment, and turnover intention).

In this quantitative study, the theoretical framework included conflict theory and role

enhancement theory. A convenience sampling of 149 working adults, aged 18 years to 65

years) volunteered to participate in an online survey. Particpants completed an online

survey. Collected data were analyzed using regression analysis. Based on the results, job

level of the working adults moderated the relationships between work-to-family conflict

and job attitudes, such that the relationship between work-to-family conflict and job

attitudes of the working adults was stronger at high job level than at low job level.The

findings may contribute to positive social change by providing useful information for

human resource and management personnel of organizations in designing job level-

specific training programs (e.g., work-life balance practices) and structuring appropriate

settings (e.g., alternate work locations) to take control of leading, managing or

coordinating projects, tasks or events in their work situations.

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Chapter 1: Introduction

Introduction

Work-family conflict has been explored in divergent psychological topics, including personality, socio-behavioral, and business psychology, due to its significance in learning and building human relationships (Beutell & Schneer, 2014; Greenhaus, Ziegert, & Allen, 2012; Selvarajan, Singh, & Cloninger, 2016; Singh, 2013). In this study, I reviewed work-family conflict studies in organizational psychology to gain a better understanding of its impact on job attitudes (see Duxbury, 2003; Greenhaus & Beutell, 1985; Roche & Haar, 2010; Saari & Judge, 2004).

Carlson and Kacmar (2000) expanded the importance of studying employee's work-family roles as conflicts that are interchangeable and interfere with both work outcomes and family dimensions. In their study, Carlson and Kacmar found that experience of conflict in one domain (e.g., family domain) may increase stressful situations and decrease workers' job satisfaction in the receiving domain (e.g., work domain). In addition, Gianarelli and Barsimantov (2000) explained that higher-level employees at supervisory or managerial level face more job demands and work longer hours and struggled with family responsibilities that interfere with their job attitude perceptions. Employees are likely to be dissatisfied with their jobs when they are confronted with work-family conflicts and, as a result, they may experience job dissatisfaction, job burnout, absence from job, intent to quit, and negative behavior intentions (Adams, King, & King, 1996).

According to role enhancement theory, engagement in different roles may provide both psychological and tangible resources for individuals and that enhances their experiences in other roles (Barnett & Hyde, 2001; Thoits, 1983). Even though employees at supervisory or managerial level experience higher levels of work-family conflict than employees at nonsupervisory or nonmanagerial level (Duxbury, 2003), Roche and Haar (2010) found that senior managers had a greater ability to control work priorities (e.g., work flexible hours when necessary) and they were able to leverage their position by buffering the negative influence of work-family conflict and manage work-family conflict more than junior managers. Few, if any, studies have examined whether job level moderates the relationships between work-to-family conflict and job attitudes.

In this study, I examined the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Understanding role enhancement experiences and role conflicts may lead to positive social change for human resource and management personnel of organizations by providing useful information to design job level-specific training programmes (such as work-life balance practices) and structuring appropriate settings (such as alternate work locations for their employees at different job levels to take control by leading, managing or coordinating tasks, projects or events in their work situations).

The remainder of Chapter 1 is organized into the following sections: background, problem statement, research questions and hypotheses, theoretical framework for the

study, nature of the study, definition of terms, assumptions, limitation, delimitations,

significance, and summary. In the next section, I discuss the background of the current

study.

Background

The impact work has had on family domain has been studied over time

(Greenhaus & Beutell, 1985; Lu, Lu, Gursoy, & Neale, 2016; Namasivayam & Zhao,

2012; Parasuraman & Simmers, 2001). Greenhaus and Beutell (1985) defined work-

family conflict as a "form of inter-role conflict in which the role pressures from the work

and family domains are mutually incompatible" (p. 77). Work-family conflict occurs

when work-related demands interfere with family-related demands (work-to-family

conflict) or when family-related demands interfere with work-related demands (family-

to-work conflict) (Frone & Rice, 1997; Frone, Russell, & Cooper, 1992). Netemeyer and

McMurrian (1996) defined work-to-family conflict as "a form of interrole conflict in

which the general demands of, time devoted to, and strain created by the job interfere

with performing family-related responsibilities." (p. 401). Drawing on conflict theory

(Greenhaus & Beutell, 1985) and role enhancement theory (Barnett & Hyde, 2001), an

individual's life roles hinder or facilitate other roles. For instance, employees face work-

family conflict that may hinder or facilitate job attitudes (i.e. job satisfaction,

organizational commitment, work engagement, and turnover intention).

Past studies have shown a strong association between work-to-family conflict and

work outcomes (job satisfaction, work engagement, organizational commitment, turnover

intentions, negative behavior, and emotional spillover) from one domain (e.g.,work

domain) to another domain (e.g., family domain) (Benjamin, 2015; Grandey, Cordeiro, & Crouter, 2005; Ilies, Nahrgang, & Morgeson, 2007; Lee & Choo, 2011; Lu et al., 2016; Namasivayam & Zhao, 2012; Mihelič, 2014; Sariati & Skitmore, 2003). Previous studies highlighted that employees at high job level (supervisory or managerial) experience greater work-to-family conflict as compared to employees at lower job level (nonsupervisory or nonmanagerial) (Bhar & Padmaja, 2014; Johns, 2006; Sariati & Skitmore, 2003).

Extensive research were carried to show the relationship betweeen work-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) (Glaveli, Karassavidou, & Zafiropoulos, 2013). The interaction between work-family conflict and job attitudes played a significant role in understanding how employees react and cope with the interaction between work and family domains that have consequences for the employee and the organization (Carlson & Kacmar, 2000). Mihelič (2014) found that work-family enrichment was significantly and positively related to job satisfaction. Namasivayam and Zhao (2012) found employees who focused on job promotion were less satisfied with their jobs in work-to-family and in family-to-work. According to Lee and Choo (2011), entrepreneurial Singaporean women required greater job involvement with spouse support, flexible work schedule, and full-day school for their children in order to alleviate work-family conflict and increase their well-being. Benjamin (2015) found that there was no significant effect of gender on work-family conflict, job satisfaction and quality of work life. In Liu et al's (2015) study, the moderating effect of perceived managerial family support on the within-person

relationship between family-to-work conflict and emotional exhaustion ($\gamma = -.17$, $p <$ .05) was statistically significant. In addition, Glaveli, Karassavidou, and Zafiropoulos (2013) examined family supportive environments, work-family conflict, and job satisfaction through a questionnaire survey from 612 employees and found that work-family conflict was negatively related to job satisfaction.

An attempt to better understand the work-family conflict among employees at different job level, researchers investigated the influence of employee positions on work-related variables (Johns, 2006; Kossek & Ozeki, 1998; Leigh & Futrell,1985; Sawyer, 1988; Yu, 2011). DiRenzo, Greenhaus, and Weer (2011) examined the differences in work-family conflict across job levels (supervisory or managerial and nonsupervisory or nonmanagerial) employees of organizations in the private sector, and found that higher-level workers experience greater conflict in work interference with family ($\beta = .13$, $p <$ .01) and family interference with work ($\beta = .08$, $p < .01$) as compared to lower-level workers due to extensive job demands and work hours. The DiRenzo et al. study was relevant to my study because it provided evidence that there are differences in work-family conflict across job levels as higher-level workers experience greater conflict in work-family conflict as compared to lower-level workers. Lu, Gursoy, and Neale (2016) found that supervisors experienced significantly higher work engagement and lower turnover intentions than line-level employees; however job satisfaction did not differ across positions. Robie, Ryan, Schmieder, Parra, and Smith (1998) found in a meta-analysis of data drawn from 35 independent samples ($N = 18,534$) that as job level and seniority increased, so did job satisfaction.

In summary, extensive research were carried to show the relationship betweeen work-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) and to better understand the interaction between work-family conflict and job levels (supervisory or managerial and nonsupervisory or nonmanagerial). The focus on work interference with family was due to previous findings that employees at higher job levels have greater job demands, higher work engagement, and these job factors appear to impact family life. In this study, I examined the moderating effects of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention).

Problem Statement

Both work-to-family conflict and family-to-work conflict have been found to correlate negatively with employee job attitudes, such as job satisfaction (Glaveli, Karassavidou, & Zafiropoulos, 2013; Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Mihelič, 2014), organizational commitment behavior (Hammer et al., 2011; Parasuraman & Simmers, 2001), turnover intention (Hammer et al., 2011; Mauno et al., 2015) and work engagement (Barbier, Hansez, Chmiel, & Demerouti, 2013; Hammer et al., 2011; Lu, Lu, Gursoy, & Neale, 2016), and positively with depression (Thomas & Ganster, 1995) and psychological burnout and alienation (Boz & Munduate, 2016; Burke, 1988; Jawahar et al., 2012).

Job level is one of the key factor that influences work-family conflict (DiRenzo, Greenhaus, & Weer, 2011; Huang & Vliert, 2004; Near, Rice, & Hunt, 1978; Saleh &

Lalljee, 1969; Sariati & Skitmore, 2003; Wiersma, 1990). Employees at higher job level

experience greater work-family conflict as compared to employees at lower job level

(DiRenzo, Greenhaus, & Weer, 2011; Li, Fan, & Zhao, 2015; Sokolová, Mohelská, &

Zubr, 2016). For example, Roche and Haar (2010) found that senior managers had a

greater ability to control work priorities, such as being able to work flexible hours when

necessary. As such, senior managers leveraged their position to buffer the negative

influence of work-family conflict and were able to manage the margin between work and

family more than junior managers. On the other hand, DiRenzo, Greenhaus, and Weer

(2011) found that higher-level employees of organizations in the private sector

experienced greater conflict in both directions of work-family conflict (work interference

with family and family interference with work) because they had more substantial job

demands and work longer hours than lower-level employees.

  Job level has also been found to operate as a moderating variable. For example,

Lu, Lu, Gursoy, and Neale (2016) found that job position statistically significantly

moderated the relationships between dedication and turnover intentions. Haybatollahi and

Gyekye (2012) found that job level statistically significantly moderated the relationships

between workload and coping behavior, in which staff nurses with an external locus of

control exerted more coping behaviours during high workload compared to nurse

managers with an internal locus control during high workload. Riketta (2002) found that

job level statistically significantly moderated the relationships between attitudinal

organizational commitment and job performance, in which stronger attachment in white-

collar workers resulted in high job performance as opposed to blue-collar workers.

Almeida, Davis, Lee, Lawson, Walter, and Moen (2016) found that job level statistically significantly moderated the relationships between psychological and physiological reactivity and work-family conflict, in which employees in the information technology division reported more negative affect on higher work-to-family conflict days than lower work-to-family conflict days when they perceived lower supervisor support. Logically, job level should also moderate the relationships between work-to-family conflict and job attitudes.

In view of job-related differences for higher level versus lower level employees, it is important to examine the how job level interacts with work-to-family conflict in relation to employee job attitudes. Despite previous studies which focused on the effects of individual-level variables as moderators, including gender, dual-earners, cross-cultural, employment type (Kinnunen, Mauno, & Siltaloppi, 2010; Ruppanner, 2013; Schooreel & Verbruggen, 2016), there has been little attention paid to the potential role of job level as a moderator on the relationship between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Few, if any, studies have examined whether job level moderates the relationships between work-to-family conflict and job attitudes. In the next section, I discuss the purpose of the study.

Purpose of the Study

The purpose of this study was to examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement,

organizational commitment, and turnover intention). The independent variable for the current study was work-to-family conflict. The dependent variables were job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The moderator variable was job level (supervisory or managerial and nonsupervisory or nonmanagerial). In the next section, I discuss the research questions and hypotheses of the current study.

Research Questions and Hypotheses

Job level plays a key role in moderating the relationships between work-to-family conflict and job attitudes in this study. With extensive background of research on work-family conflict among employees, I focused on conflict role between supervisory or managerial employees and nonsupervisory or nonmanagerial employees. The research questions and hypotheses were:

RQ1: Does job level moderate the relationship between work-to-family conflict and job satisfaction?

$H_0 1$: Job level will not moderate the relationship between work-to-family conflict and job satisfaction.

$H_1 1$: Job level will moderate the relationship between work-to-family conflict and job satisfaction, such that the relationship between work-to-family conflict and job satisfaction will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ2: Does job level moderate the relationship between work-to-family conflict and work engagement?

$H_0 2$: Job level will not moderate the relationship between work-to-family conflict and work engagement.

$H_1 2$: Job level will moderate the relationship between work-to-family conflict and work engagement, such that the relationship between work-to-family conflict and work engagement will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ3: Does job level moderate the relationship between work-to-family conflict and organizational commitment?

$H_0 3$: Job level will not moderate the relationship between work-to-family conflict and organizational commitment.

$H_1 3$: Job level will moderate the relationship between work-to-family conflict and organizational commitment, such that the relationship between work-to-family conflict and organizational commitment will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ4: Does job level moderate the relationship between work-to-family conflict and turnover intention?

$H_0 4$: Job level will not moderate the relationship between work-to-family conflict and turnover intention.

$H_1$4: Job level will moderate the relationship between work-to-family conflict and turnover intention, such that the relationship between work-to-family conflict and turnover intention will be more strongly positive at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

In the next section, I discuss theoretical framework for the study.

Theoretical Framework for the Study

Greenhaus and Beutell (1985)'s conflict theory and Barnett and Hyde (2001)'s role enhancement theory are appropriate to evaluate the moderating effects of job level on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Develoing the foundation for this study regarding employees required an understanding of the variables (e.g., job level [i.e, supervisory or managerial and nonsupervisory or nonmanagerial], job attitudes [i.e, job satisfaction, work engagement, organizational commitment, and turnover intention], and work-to-family conflict).

Conflict theory explains work-family conflict and predicts that multiple life roles result in interrole conflict as individuals experience difficulty performing each role successfully because of incompatible role pressures from work and family (Greenhaus & Beutell, 1985; Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Greenhaus and Beutell (1985) argued that time spent on activities within one role could deplete time devoted to another role as individuals may either be physically absent from a role or they may be preoccupied with another role. In this study, I examined the role demands and conflict

between work and family roles experienced by individuals at different job level based on the role theory were examined in this study.

Role enhancement theory posits that multiple roles provide multiple sources of social support, skills that transfer from one role to another; and an increased sense of meaning, personal worth and purpose (Barnett & Hyde, 2001, Thoits, 1983). Interestingly, Barnett and Hyde argued that multiple roles yield an overall positive influence on an individual's well-being. Barnett and Hyde (2001) also identified role enhancement can have beneficial effects on physical and psychological well-being, especially when the roles are of high quality. The current study examined the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention).

Nature of the Study

In the current study I examined the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) via online survey. I utilized a cross-sectional quantitative nonexperimental research method for this study because quantitative research focuses on numerical data collection to determine the relationship between variables (Creswell, 2014). Conducting a cross-sectional quantitative study using online survey also provided an understanding of the personal dimensions in life other than work domain of employees at different job levels (Creswell, 2014). To elucidate how a

possible research problem developed, objective ratings of employees at different job levels were examined across work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The quantitative analysis supported the progression of work from the start to the end of the current study. Collected data were analyzed using regression analysis.

The independent variable (predictor variable) for the current study was work-to-family conflict. The dependent variables (criterion variables) were job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The moderator variable was job level (supervisory or managerial and nonsupervisory or nonmanagerial). Work-to-family conflict was measured using the five-item Work-Family Conflict Scale (Netemeyer, Boles, & McMurrian, 1996), job satisfaction was measured using the 3-item Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (Cammann, Fichman, Jenkins, & Klesh, 1983), work engagement was measured using the 17-item Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006), organizational commitment was measured using the 19-item Organizational Commitment Questionnaire (Meyer & Allen, 1997), and turnover intention was measured using the 2-item Turnover Intention Scale (Cohen, 1999). A sample size of 149 participants was recruited. Job level was categorized as follows: supervisory or managerial (High) and nonsupervisory or nonmanagerial (Low). Higher job levels are often higher ranked executives holding job titles such as chief executive officers, directors, vice presidents, supervisors and managers responsible for the organization and low job levels includes nonsupervisory and nonmanagerial roles such as administrative,

logistics, IT and job incumbents. In the next section, I discuss terms relevant to this research.

Definition of Terms

In context of this study, the following terms are defined to ensure clarification.

Absorption: "Being totally and happily immersed in one's work and having difficulties detaching oneself from it so that time passes quickly and one forgets everything else that is around" (Schaufeli, et al., 2006, p. 704).

Affirmative commitment: "Commitment based on emotional ties the employee develops with the organization primarily via positive work experiences" (Meyer & Allen, 2007, p. 623).

Continuance commitment: "Commitment based on the perceived costs. both economic and social, of leaving the organization" (Meyer & Allen, 2007, p. 625).

Dedication: "Deriving a sense of significance from one's work, feeling enthusiastic and proud about one's job, and feeling inspired and challenged by it" (Schaufeli, Bakker, & Salanova, 2001, p. 79).

Family-to-work conflict: Family-to-work conflict is "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities." (Netemeyer & McMurrian, 1996, p. 401).

Inter-role conflict: An individual may experience perceived challenges as a result of involvement in more than one role (Greenhaus & Beutell, 1985).

Job satisfaction: A "positive emotional state reflecting an affective response to the job situation" (Brooke, Russell, & Price, 1988, p. 139).

Normative commitment: "Commitment based on perceived obligation towards the organization, for example rooted in the norms of reciprocity" (Meyer & Allen, 2007, p. 626).

Organizational commitment: A psychological state characterizing employee's relationship with the organization with its implication for the decision to continue membership in the organization (Meyer & Allen, 2007).

Turnover intention: An employee's voluntary intention to leave an organization (Saks, 2006).

Work-family Conflict: "Incompatibility between the role expectations of different roles" (Frone & Rice, 1987, p. 45) where one role makes it challenging to fulfill the obligations of another role (Greenhaus & Beutell, 1985, p. 76).

Work-to-family conflict: Work-to-family conflict is "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities." (Netemeyer & McMurrian, 1996, p. 401).

Work commitment: "Cognitive belief state reflecting the degree of psychological identification with one's job" (Brooke et al, 1998, p. 139).

Work engagement: "A high level of energy and strong identification with one's work" (Schaufeli, Bakker, & Salanova, 2001, p. 78). Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.

Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2001).

Vigor: "High levels of energy and resilience, the willingness to invest effort, not being easily fatigued, and persistence in the face of difficulties. (Schaufeli, Bakker, & Salanova, 2001, p. 80).

In the next section, I discuss the assumptions, limitations, and delimitations of the current study.

Assumptions, Limitations, and Delimitations

In this section, I will discuss the assumptions made in this study. I depicted limitations that highlighted the possible weaknesses in this study. I explored the delimitations that limited the scope of my study.

Assumptions

According to Kirkwood and Price (2013), assumptions are issues and concerns that cannot be substantiated but provide the groundwork for the research. The first assumption was that participants answered the survey questions at SurveyMonkey truthfully based on their experiences and perception of the organization and job attitudes (job satisfaction, job involvement, work engagement, and turnover intentions). As participants volunteered to do the survey, it was crucial to maintain the anonymity and confidentiality of the participants. Participants may terminate or withdraw from participating in the survey without any ramifications. Collection of participants' honest responses would provide a higher degree of accuracy in data analysis and I would be able

to answer the research questions in my study accurately. The data collection was assumed to be unbiased (see Atheya, & Arora, 2014; Schmidt, 2011). The next assumption was to assume that the sample of this study was representative of the working adults who were employed full-time. As such, I assumed that the constructs job attitudes and work-to-family conflict were grounded on the assumptions that reflected behavioral science perspectives. The assumptions included participants' regulation of their own behavior through self-initiation of person-environment interactive patterns essential to behavior change. It was also assumed that variables are measurable, reliable, and quantifiable with a linear relationship, normality in distribution, and consistency with variance (Gravetter & Wallnau, 2007). In the next section, I discuss the limitations of the current study.

Limitations

According to Kirkwood and Price (2013), limitations are possible weaknesses in the study. In this study, the limitations are factors that are beyond the control of the researchers including (a) the time constraints, (b) sample size, (c) process of analysis, (d) reporting, and (e) the instrument used in the study (Dusick, 2014). Another limitation is that this study was only be able to collect within work environment and the results of this study may not reflect all variables with the theoretical constructs in this online survey. Finally, this study remained nonexperimental and a sample size of 149 may reduce the ability to generalize the results with the population. In the next section, I discuss the delimitations of the current study.

Delimitations

According to Alina, Mathis, and Oriol, (2012), delimitations are the characteristics researchers used to define the boundaries and limit the scope of their study. The delimitations are factors controlled by the researcher such as (a) selection of participants, (b) definition of population, and (c) targeted setting (Dusick, 2014). This study was chosen because I am curious about the job level in work-to-family conflict and wanted to improve standards of a professional field by revealing certain findings. The scope of study was a quantitative study to examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). A further delimitation is Likert scale responses in my survey which might make some people more willing to take and complete the survey. Greenhaus and Beutell (1985)'s conflict theory and Barnett and Hyde (2001)'s role enhancement theory are appropriate theoretical framework for this study to evaluate the moderating effects of job level on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). I excluded part-time employees. In the next section, I discuss the significance of the current study.

Significance

The findings of this study may provide insights into the processes by which the employees at different job levels (supervisory or managerial and nonsupervisory or nonmanagerial) experience work-to-family conflict and job attitudes (job satisfaction,

work engagement, organizational commitment, and turnover intention. Insights from the current study may aid organizations in helping their employees at different job levels by providing appropriate intervention programs (e.g., work-family balance practices) and supporting schemes (e.g., flexible work schedules). The findings may be useful for human resource and management personnel of organizations in designing job level-specific training programmes (such as work-life balance practices) and structuring appropriate settings (such as alternate work locations) for their employees at different job levels to take control of leading, managing or coordinating tasks and events in their work situations. In the next section, I discuss the summary of the current study.

Summary

Few studies have examined whether job level moderates the relationships between work-to-family conflict and job attitudes. In the current study, the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) with job level (supervisory or managerial and nonsupervisory or nonmanagerial) as a moderator were examined. The theoretical framework in this quantitative study included conflict theory (Greenhaus & Beutell, 1985) and role enrichment theory (Sieber 1974; Barnett & Hyde, 2001). The findings may contribute to positive social change by providing useful information for human resource and management personnel of organizations in designing job level-specific training programmes and structuring appropriate alternate work locations for their employees at different job levels to take control of events in their work situations.

Chapter 1 consisted of the introduction, background, scope of the study, literature gap, problem statement, the purpose of the study, research question and hypotheses, theoretical framework for the study, nature of the study, definitions of terms, assumptions, limitations, delimitations, significance, and summary. In the next chapter, I will discuss research related to key variables of the study.

Chapter 2: Literature Review

Introduction

Job attitudes are explored within organizational psychology to gain better understanding on its impact on work-to-family conflict (Almeida, Davis, Lee, Lawson, Walter, Moen, 2016; Saari, & Judge, 2004). Previous studies have shown that higher-level employees of organizations experienced greater conflict in work interference with family and family interference with work because they had more substantial job demands and work longer hours than lower-level employees (DiRenzo, Greenhaus, & Weer, 2011). There has been little attention paid to the potential role of job level as a moderator on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Few, if any, studies have examined whether job level moderates the relationships between work-to-family conflict and job attitudes.

According to Greenhaus and Beutell (1985)'s conflict theory, individuals experience difficulty performing each role successfully because of incompatible role pressures from work and family. Role enhancement theory posits that individuals experience beneficial effects in their physical and psychological well-being owing to skills that transfer from one role to another, social support, and an increased sense of meaning, personal worth, and purpose (Barnett & Hyde, 2001). Both theories examine the difficulties of engaging in multiple roles and the quality of work, therefore these theories provided the underlying foundation for the current study. In this study, I examined the moderating effects of job level (supervisory or managerial and

nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The remainder of Chapter 2 was organized into the following sections: literature search strategy, theoretical framework, literature review related to key variables, and summary. In the next session, I discuss the literature search strategy for the current study.

Literature Search Strategy

A literature search from 1990 to 2016 was performed for peer-reviewed articles through Thoreau Multi-Database, Expanded Academic ASAP, Emerald Management, ProQuest Central, SAGE Premier, Web of Science and Business and Management. EBSCO databases were also used and included PsycINFO, PsycARTICLES, PsycTESTS and PsycEXTRA. Google scholar search engine was also used.

As part of the main research search, peer-reviewed articles on work-family conflict were sought out from the Walden's online Library and the Singapore National Library, Social Sciences section. The key words used as part of literature search strategy included work-family conflict, family-work conflict, work-to-family conflict, role conflict job involvement and job satisfaction. A combination of keywords with Boolean operators was used in various databases. For instance, all text field was used in PsycINFO database to search work-family conflict AND job satisfaction; work-family conflict AND job involvement with 12 outcomes. Other keyword combinations included; work-family conflict OR family-work conflict AND job satisfaction, work-family conflict OR family-work conflict AND job involvement.

Other databases that were used included ScienceDirect, ProQuest Central, ABI-INFORMCOMPLETE, Business Source and Sage from the Walden's online library. Firstly, from Walden's online library, PsycARTICLES and PsycBooks were used to read about the subject area; work-family conflict in-depth. I obtained journals mainly from PsycInfo, ERIC and Emerald databases.

Additionally, other journal articles were also used as part of this research that have integrated job attitudes on job satisfaction and job involvement besides psychological theoretical based journals, peer-reviewed articles, books and dissertations. For instance, the Singapore National Library was used to source journal articles focused on cross-cultural research with Asian population contexts.

The development of work-to-family conflict and its impact on job involvement and/or job satisfaction, work-life balance, work-life effectiveness, and work life harmony initiatives were searched from the *Singapore Straits Times* Newspaper, Ministry of Manpower Singapore government portal, Singapore National Employers Federation, and Tripartite Alliance for Fair Employment Practices to use as part of the resources for this study.

Theoretical Foundation

In this section, I discussed the theoretical foundation of role enhancement theory and control theory. I will use the theoretical foundation of this dissertation to extend an understanding of the conflict effects in the work-family conflict of working adults. These theories will be pertinent to explain both conflict theories.

Role Enhancement Theory

According to Sieber's (1974) role enhancement theory, multiple roles provide multiple sources of social support, which in turn, increases a person's sense of meaning, personal worth, and purpose. Sieber (1974) reasoned that individuals are involved in multiple roles for status enhancement, role benefits, buffering other roles, and personality enhancement. Sieber (1974) described four mechanisms of role enhancement: (a) role privilege, (b) status security, (c) status enhancement, and (d) personality enrichment. Role privilege refers to an individual's rights or benefits derived from one role that improve life in another role (Sieber, 1974). Status security includes support, comfort, or gratification experienced in a role that promote coping with the challenges of another role (Sieber, 1974). Status enhancement includes resources provided by a role that enhance experiences in another role (Sieber, 1974). Personality enrichment encompasses the development of skills, knowledge, and perspectives in one role that can be applied effectively to another role (Sieber, 1974). These four mechanisms also reflect a positive spillover from one role to another, and have been discussed in various work-family conflict research (e.g., Aryee, Fields & Luk, 1999; Parasuraman & Greenhaus, 2002).

Conflict Theory

Another theory associated with work-family conflict research is conflict theory (Greenhaus & Beutell, 1985). According to Greenhaus and Beutell (1985)'s conflict theory, multiple life roles result in inter-role conflict when individuals experience difficulty performing each role successfully because of incompatible role pressures from work and family. Competing demands arising from a person's involvement in various

roles can create work-family conflict because of the hindrances to the individual's ability to fulfill multiple role requirements (e.g., the roles of worker, parent, and spouse). Role interference occurs when two (or more) sets of pressures occur at the same time such that compliance with the demands of one set makes compliance with the other more difficult (Kahn et al., 1964). The theory has three major factors: *time-based conflict*, *strain-based conflict*, and *behavior-based conflict* (Greenhaus & Beutell, 1985, p. 77). These factors were the basis for examination of the difference in importance of the roles by the employees and of probable consequences in not meeting one over the other role by the employee (Greenhaus & Beutell, 1985, p. 83). Time-based conflict may occur when time devoted to one role makes it difficult to participate in another role (Sieber, 1974). Strain-based conflict occurs when strain experienced in one role intrudes into and interferes with participation in another role (Sieber, 1974). Strain-based conflict may occur for example, when an employee is not able to concentrate at work because he or she is anxious about his or her sick child. Behavior-based conflict occurs when specific behaviors required in one role are incompatible with behavioral expectation in another role (Greenhaus & Beutell, 1985). Behavior-based conflict may occur when a high-level executive is expected to be aggressive and unyielding at work but kind, considerate, and loving with his or her spouse. Greenhaus and Beutell (1985) argued that factors such as time spent on activities within one role could deplete time devoted to another role as individuals may either be physically absent from a role or they may be preoccupied with another role. Thus, an individual may assume a cascade variety of roles (e.g., father or mother, community member, manager), it depends entirely on the individual's roles related to

work and family. Conflict theory proposes that any role characteristic that affects a person's time involvement, strain, or behavior within a role can produce conflict between that role and another role (Kahn et al., 1964).

In summary, I utilized role enhancement theory (Barnett & Hyde, 2001) and conflict role theory (Greenhaus & Beutell, 1985) in the current study. The two theories are associated with the behavior of the employees. In this study, I used the two theories to explain the conflict roles and role enhancement of working adults in occupational roles and domestic roles that could be transferred from work domain to family domain. In the next section, I discuss the literature review related to key variables of the current study.

Literature Review Related to Key Variables

In this section, the key variables related to literature review were work-family conflict, job level, and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The articles and literature reviews on related works of work-family conflict will be explored to determine findings related to this study particularly on work-to-family conflict. Next, four job attitudes to work-family conflict will provide a synthesis of past research.

Work-Family Conflict

Work-family conflict is a form of inter-role conflict in which the general demands of time devoted to and strain created by the job interference with performing family-related responsibilities (Kahn, 1981, Netemeyer, Boles, & McMurrian, 1996). Current empirical studies (Carlson & Kacmar, 2000; Greenhaus & Allen, 2011) are also based on the premise that work-to-family and family-to-work are distinct but related forms of

inter-role conflict. These studies have established adverse intersections between work and family roles (Carlson & Kacmar, 2000; Greenhaus & Allen, 2011).

However, Greenhaus and Allen (2011) examined the relationship between the two directions of work-to-family and family-to-work conflict and found that employees benefited from work-family carryover. For instance, occupying multiple roles held privileges such as higher security or status, which help buffer another role. On the other hand, these researchers (2011) found that when these multiple roles become incompatible, individuals are faced with conflict, making compensation of another role difficult. Further studies have shown that individuals who occupy fewer roles have shown to have higher levels of psychological and physical well-being (Grzywacz & Smith, 2016; Li, Bagger, & Cropanzano, 2016). As such work-family conflict is an employee's competence in meeting their work-family roles based on their personal values (Greenhaus & Allen, 2011).

Carlson and Kacmar (2000) also found that a variety of antecedents such as role ambiguity, role conflict, time demands, and involvement in both the work and family domains lead to experience conflict. The antecedents of both work-to-family and family-to-work result from both the situation and involvement of an individual (Carlson & Kacmar, 2000). The situational variables were positively related to work-to-family and family-to-work such that as an individual's situational stressors (e.g., role conflict, role ambiguity, and time demands) within a domain increase, conflict results as one domain begins to interfere with the other (Carlson & Kacmar, 2000).

There are two types of work-family conflict; work-to family conflict and family-

to-work conflict which are both vital aspects of life (Byron, 2005; Frone et al., 1992; Frone et al., 1997; Kahn et al., 1964; Mesmer-Magnus & Viswesvaran, 2005). Family-to-work conflict is a form of inter-role conflict in which the general demands of time devoted to and strain created by the family interfere with performing work-related responsibilities (Kahn, 1981; Netemeyer et al., 1996). Work-to-family conflict is a caused by work related stressors and characteristics, and is a form of interrole conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities (Netemeyer et al., 1996).

Work-to-family and family-to-work are distinct such that work-to-family conflict occurs when work activities interfere with family responsibilities and family-to-work conflict occurs when family activities interfere with work responsibilities (Byron, 2005; Frone et al., 1997; Kahn et al., 1964; Mesmer- Magnus & Viswesvaran, 2005). Each role within the work or family environment imposes demands requiring time, energy, and commitment (Netemeyer et al., 1996). For example, organizational demands and expectations that employees work long hours are likely to interfere with family responsibilities. Hence, demands and expectations of one role make performance of the other role more difficult (Kahn et al., 1964). Recent meta-analytic research has shown differential patterns with outcome variables, along with incremental variance over one another, providing support for the distinction between work-to-family conflict and family-to-work conflict (Mesmer-Magnus & Viswesvaran, 2005). In general, empirical evidence has supported the time-based, strain-based, and behavior-based categorization of work-family conflict resulting to work-related consequences or outcomes (Koslowsky,

2000; Mansour & Tremblay, 2016; Teoh, Chong, Chong, & Ismail, 2016). In this study, work-to-family is the most pertinent variable examined in my study to test the potential moderating effects of management positions in organizations.

<div align="center">**Review of the Empirical Literature**</div>

In this section, the consequences of work-family conflict are explored. This section provided a review of job strain, job behaviors, and behavioral intentions. The review of empirical literature will be discussing consequences of work-family conflict to aspects covering job attitudes.

Consequences of Work-Family Conflict

Mesmer-Magnus and Viswesvaran, (2005) posited that work-to-family and family-to-work conflict are reciprocally related but are distinct constructs. A substantial body of work-family conflict and particularly work-to-family conflict research found that pressures between work and family roles led to work related behaviours including turnover intentions, absenteeism and tardiness (Bruck, Allen, & Spector, 2002; Frone et al., 1997; Netemeyer et al., 1996) and physical well-being (Boz & Munduate, 2016) of workers differently. Employees experiencing work-to-family conflict experience work-related demands that make it difficult or impossible to attend to family-related demands (Voydanoff, 2004). Consequences of work-to-family conflict include job strain (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005), negative job behaviors (Bragger et al., 2005), negative behavioral intentions (Amsted et al., 2011; Mesmer-Magnus & Viswesvaran, (2005) and job attitudes (Bedeian, Burke, & Moffett, 1988; Burden &

Googins, 1987; Greenhaus & Parasuraman, 1987; Koslowsky, 2000; Pleck, 1989) were focused in this section.

Job Strain

Substantial research has indicated that job strains from long work hours (Burke, 1998; Li et al, 2016), inflexible schedules (Frone, 2000; Teoh, Chong, Chong, & Ismail, 2016) and high work load (Byron, 2005; Grzywacz & Marks, 2000; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011) as well as work-related stressors, such as work time demands (Duong, Tuckey, Hayward, & Boyd, 2015; Greenhaus 1988; Michel, et al., 2011), role ambiguity (Byron, 2005; Choi, Ko, Lee, & Lee, 2015; Michel, et al., 2011) role conflict (Michel, et al., 2011; Montazer, & Young, 2016; Turgeman-Lupo & Biron, 2016), global job stressors and work role overload (Marchand et al.,2016; Michel, et al., 2011; Molino, Cortese, Bakker, & Ghislieri, 2015) are associated with high levels of work-family conflict. The relation between the composite of work-family conflict to various job strain is related to outcomes and its consequences. Among these consequences, job strain was found to induce or reinforce work-family conflict resulting to lower productivity (Avanzi et al., 2012; Li et al, 2016; Michel, et al., 2011), lower job commitment (Duong et al., 2015; Montazer et al., 2016) and lower job security perception (Marchand et al., 2016; Teoh et al., 2016) among managers and supervisors.

Job Behaviors

Early research findings on work-family conflict negatively correlated to job behaviors such as organizational citizenship behavior (Bragger et al., 2005; Clark, Zickar, & Jex, 2014; Hammer, Kossek, Zimmerman, & Daniels, 2007; Muse & Pichler, 2011;

Vadivukkarasi & Ganesan, 2015; Wei, Guo, Liao, & Yang, 2016) and job performance

(Li et al., 2016; Mansour & Tremblay, 2016; Molino, Cortese, Bakker, & Ghislieri, 2015;

Odle-Dusseau, Hammer, Crain, & Bodner, 2015; Singh & Nayak, 2015). Negative job

behaviors (Li et al., 2016; Mansour et al., 2016; Matuska, 2010; Molino et al, 2015;

Odle-Dusseau et al, 2015; Singh et al., 2015) influenced organizational outcomes such as

absenteeism, affective organizational commitment and turnover intentions (Bragger et al.,

2005; Clark et al, 2014; Hammer et al., 2007; Muse et al., 2011; Vadivukkarasi et al.,

2015; Wei et al., 2016) of employees.

Behavioral Intentions

Extant literature provided a framework for understanding the consequences of

work-family conflict in general (Amsted et al., 2011; Eby et al., 2005), behavioral

intentions of work-family conflict specifically on workplace behaviors that are harmful to

co-workers. The prevalence of findings in work-family conflict studies correlated

negatively to intention to quit (Chen, Brown, Bowers, & Chang, 2015; Ferguson,

Carlson, Boswell, Whitten, Butts, & Kacmar, 2016; Hammer et al., 2011; Koslowsky,

2000; Mansour & Tremblay, 2016; Mauno et al., 2015). These scholars found that

behavioral intentions vary as a function of the working context from moderating

demographic variables of marital status, gender, education level, and even job level.

Mauno et al., (2015) found that Finnish healthworks working in shift-work schedules

faced high work-family conflict resulting to lack of co-worker support. While Chen,

Brown, Bowers, and Chang, (2015) found that more married Taiwan nurses had higher

turnover intentions. Similar studies also found that married job incumbents were more

likely to be related to job turnover intention (Ferguson, Carlson, Boswell, Whitten, Butts, & Kacmar, 2016; Koslowsky, 2000). Mansour and Tremblay (2016) explained increasing work-family conflict and burnout resulted to behavioral intentions of quitting.

Job Attitudes

Research findings found that work-family conflict correlated negatively to job attitudes including job satisfaction (Chen, Brown, Bowers, & Chang, 2015; Glaveli, Karassavidou, & Zafiropoulos, 2013; Hammer, et al., 2011; Mihelič, 2014; Odle-Dusseau, et al., 2015; Zhao & Mattila, 2016), organizational commitment behavior (Colletta, Stone, & Bennett, 2016; Hammer et al., 2011; Parasuraman & Simmers, 2001) and job engagement (Barbier, Hansez, Chmiel, & Demerouti, 2013; Hammer et al., 2011; Lu, Lu, Gursoy, & Neale, 2016; Mauno et al., 2015). In the next session, job satisfaction, work engagement, organizational commitment, and turnover intention were examined.

Job Satisfaction

According to Locke (1976) job satisfaction is defined as "a positive emotional state reflecting an affective response to the job situation". Job satisfaction relates to positive or pleasurable state of emotions as a result of a person's job or job experience appraisal (Pinder, 2008). Pinder (2008) posited three different types of job satisfaction. Firstly, the employee must feel involved in his/her job that will result to positive increment in the level of desired outcomes he or she receives (Pinder, 2008. p. 272). Secondly, the shorter the period of over which this positive involvement occurs, the greater is the feeling of satisfaction. Finally, increased positive involvement adds to the sensation of job satisfaction. Work-family conflict negatively correlates with job

satisfaction (Glaveli et al., 2013; Hammer et al., 2011; Hammer & Tosi, 1974; Lu, Lu, Du, & Brough, 2016; Mihelic, 2014). Hammer and Tosi (1974) found that inconsistent expectations of employee's behaviors at home interfered with work. In their study, the researchers (1974) assessed the relationship between work-family conflict and job satisfaction, and their results showed that higher job satisfaction resulted to lower propensity to leave the organization, job threat, and anxiety (Hammer & Tosi, 1974). Their findings were consistent with present studies (Glaveli et al., 2013; Hammer, et al., 2011; Mihelic, 2014). Glaveli et al., (2013) found work-family conflict was negatively correlated to job satisfaction when studying family-supportive work environments and their relationships to work-family conflict and job satisfaction. Significant relationships between work-family conflict and satisfaction at work have been found across different occupations (Mihelic, 2014). Higher work-family conflict led to lower job satisfaction reducing the quality of working life which differed from occupation and even job levels (Lu et al., 2016).

Organizational Commitment

Organizational commitment is defined as a "cognitive belief state reflecting the degree of psychological identification with one's job" (Brooke et al, 1998 p. 98). Meyer and Allen (1984) referred organizational commitment to three dimensions namely; affective commitment, continuance commitment, and normative commitment. Affective commitment is the psychological attachment to an organization, whereas continuance commitment is the costs associated with leaving the organization. Finally, normative commitment is the perceived obligation to remain with the organization (Kossek &

Ozeki, 1998). A number of studies have found that work-family conflict negatively correlated with affective commitment resulting to other employee outcomes such as, reduced organizational commitment, job satisfaction, and increased somatic health complaints, and turnover intentions (Casper, Harris, Taylor-Bianco, & Wayne, 2011; Hammer et al., 2011; Hatam, Jalali, Askarian, & Kharazmi, 2016; Parasuraman & Simmers, 2001). Hatam et al., (2016) found that work-family conflict led to a lower organizational affective, normative, and continuance commitment. The lack of organizational commitment resulted in withdrawal behaviors (eg. absenteeism and turnover intentions) and reduced job satisfaction (Hammer et al., 2011; Hatam et al., 2016).

Work Engagement

Khan (1990, 1992) referred to work engagement as one's psychological presence or one's focus on role activities that may be important for effective role performance. Work engagement is defined as "a positive-affective state involving a significant investment of personal energy and psychological attachment towards the performance of job-related tasks" (Biggs, Brough, & Barbour, 2014, p. 25). Two main aspects of work engagement are: (a) work attention (cognitive availability and the amount of time one spends thinking about a role) and (b) absorption (intensity of one's focus on a role) (Halbesleben, Harvey, & Bolino, 2009). Other characteristics of work engagement include vigor and dedication (Christian, Garza, & Slaughter, 2011). Lu et al., (2016) found a negative correlation between work-family conflict and work engagement. A number of work-family conflict studies have found work engagement to be negatively

correlated with employee turnover intentions (Christian, et al., 2011; Dåderman &

Basinska, 2016; Halbesleben, et al., 2009; Lu et al., 2016;).

Turnover intention

According to Khatri (1999), turnover has been referred to resignation,

termination, layoff, and retirement from the organiztion (p. 26). Withdrawn behaviors

such as employee turnover and poor employee attitudes have been shown to be key

consequences of work-family conflict (Saari & Judge, 2004). By quitting a job, a person

conserves individual resources (time, energy) that would otherwise be lost from the stress

caused in the work role (Grandey & Cropanzano, 1999). Current researchers have found

employee turnover intentions to be negatively correlated with work-family conflict

(Hammer et al., 2011; Long, Azami, Kowang, & Fei, 2016; Mauno et al., 2015; Wang,

Lee, & Wu, 2017). The intensification of work-family conflict increases the probability

of turnover intentions among different professions, from academics (Grandey &

Cropanzano, 1999), public accountants (Greenhaus et al., 1997), to small-company

owners (Mauno et al., 2015).

Antecedents of Work-Family Conflict

Work related antecedents are significantly related to work-to-family conflict

(Allen, Herst, Bruck & Sutton, 2000). Antecedents of work-family conflict included both

work and family pressures and personal characteristics, and have been identified in the

work-family conflict literature (Byron, 2005), such as work role stressors (Allen et al.,

2000; Kreiner, 2006; Thomas & Ganster, 1995), work role involvement (Beehr & Glazer,

2005; Frone, 2003; Hirschfeld & Feild, 2000), work social support (Greenhaus &

Parasuraman, 1999), work characteristics (Cooper, Cooper, & Eaker, 1988; Lambert, Hogan, & Barton, 2004; Stoeva, Chiu, & Greenhaus, 2002), and personality (James & Mazerolle, 2002; Judge & Ilies, 2002; Rantanen, Pulkkinen, & Kinnunen, 2005). Work and family characteristics are conceptualized as antecedents of work-family conflict and may cause an impact on role performance and role pressures (Byron, 2005). Within the work domain, these consisted of such variables as the duration of a role (job and organizational tenure), the characteristics of a role (type of job, job autonomy, task variety, and salary), and the organizational impact on the role (alternative work schedules and the extent to which the organization was family responsive). Within the family domain, these consisted of the general structure and characteristics of the spouse (working spouse) and family roles (family income and family climate). First, it was time-based work characteristics. Here organizational and job tenure were thought to lead to greater flexibility. For many jobs, lower tenure employees may be required to work night shifts or weekends while more tenured employees are not (Lambert, Hogan, & Barton, 2004). As such, organizational and job tenure are believed to lead to lower levels of work-family conflict. Second, the differences in workplace policy that stem from differences in the nature of the job. Here we believe type of job, current salary, and task variety will all lead to higher levels of work-family conflict. Higher status jobs require increased responsibility and thus elicit more stress and greater difficulty balancing work and family; however, it could also be that higher status jobs tend to allow for more flexibility and greater control and thus allow one more opportunity to attend to family responsibilities (e.g., Archbold, 1983). Several researchers have suggested that

differences in job level between men and women may account for work-family conflict to work values, attitudes and job attribute preferences (DiRenzo et al.,2011; Leigh & Futrell, 1985; Saleh & Lalljee, 1969; Sariati & Skitmore, 2003).

Job Level

A substantial amount of the work-family research has been conducted on middle- to upper-level employees. Nearly 70% of the work-family studies that reported sample characteristics focused on managers and professionals, whereas only 6% of the studies incorporated employees in such lower-level specialties as production, operations, and laborers (Casper et al., 2007). Employees at higher job level experienced greater work-family conflict as compared to employees at lower job level (DiRenzo et al.,2011; Duxbury, 2003; Li, Fan, & Zhao, 2015; Sokolová, Mohelská, & Zubr, 2016). Managerial level were found to experience higher levels of work-family conflict than non-managerial level (Duxbury, 2003). For example, Roche and Haar (2010) found that senior managers had a greater ability to control work priorities, such as being able to work flexible hours when necessary. As such, senior managers leveraged their position to buffer the negative influence of work-family conflict and were able to manage the margin between work and family more than junior managers. In fact, Vasse, Nijhuis, and Kok (1998) found that work stress was significantly related to alcohol use among more white-collar workers and blue-collar workers. DiRenzo et al. (2011) found that higher-level employees of organizations in the private sector experienced greater conflict in work-to-family (work interference with family) because they had more substantial job demands and work longer hours than lower-level employees. Higher work overload resulted to stress,

increased cognitive difficulties (Barling & MacEwen, 1991); impaired marital

functioning (Krannitz, Grandey, Liu, & Almeida, 2015); and work to family conflict

(Kremer, 2016; Mansour & Tremblay, 2016). However, while the varying degree of

professionalization among occupations may subject workers to different work conditions

and environments, which subsequently influenced their quality of work life, there was

evidence suggesting a convergence of experiences among workers in different

professions (Chan et al, 2000).

Job level and Job Attitude

Job level pressures from the work environment created norms and expectations

that over time affect job attitudes. Early researchers, Kossek and Ozeki (1998) identified

in their meta-analysis review that some organizational policies were only available to

employees according to their job levels, for example, leave of absence or health care

benefits, and often, work-family policies were unavailable to employees, particularly at

the lower level. As such, employees experienced conflict within their work and family

roles, resulting in lowering satisfaction in both their job and life domains. Leigh and

Futrell (1985) found that high-level managers had more positive perceptions of the

management control system and organizational climate, higher satisfaction with pay and

promotions, and job satisfaction as compared to their low-level counterparts. Majority of

current studies found that higher-level workers were less satisfied (Bhar & Padmaja,

2014; Lee & Choo, 2011; Lu et al., 2016). According to Lee and Choo (2011),

entrepreneurial Singaporean women were found to require greater spouse support,

flexible work schedule, and full-day school for their children in order to alleviate work-

family conflict and increase their job satisfaction. Present researchers, Lu et al. (2016) investigated the influence of employee positions (supervisory or managerial and nonsupervisory or nonmanagerial) on work related variables (work engagement, job satisfaction, and turnover intentions) and found that supervisors experienced significantly higher work engagement and lower turnover intentions than line-level employees. However, job satisfaction did not differ across positions (Lu et al., 2016). Parasuraman and Simmers (2001) found that as family and lifestyle motives decreased, the probability of experiencing work-family conflict increased among self-employed women. In their study, employment type and gender were independent variables. The researchers found that self-employed employees experienced more work-life conflict and less family satisfaction compared to the organizational employees, even though self-employed employees enjoyed more self-sufficiency, and flexible working hours that led to more job involvement and job satisfaction. Irving, Coleman, and Cooper (1997) found that higher-level workers had lower level of the three forms of commitment than their lower-level workers. Meyer and Allen (1984) pointed out that job level might be correlated with commitment by postulating that it served as proxy for seniority that is associated with opportunity to better one's position in the work. Adeyemo (2000) reported a positive correlation between job level and work engagement. Presently, research studying the relationship of work-family conflict to job attitudes such as job satisfaction, work performance, organizational commitment, and even job involvement on Singapore's workforce are limited (Ayree, 1992; Chan, Lai, & Boe, 2000; Sariati & Skitmore, 2003).

Job Level and Work-Family Conflict

Work-family conflict is experienced at middle management levels more frequently than the lower levels of original hierarchy. Job level is one of the key indicators of work-family conflict (DiRenzo, Greenhaus, & Weer, 2011; Huang & Vliert, 2004; Near, Rice, & Hunt, 1978; Saleh & Lalljee, 1969; Sariati & Skitmore, 2003; Wiersma, 1990). Several studies found a positive relationship between job level and work-family conflict (Johns, 2006; Moreno et al. 2009; Nahta, 1980). Johns (2006) emphasized three dimensions namely; task, the social environment, and physical environment of discrete occupational context to the relevance of using job level in work-family conflict research. In that, "knowing someone's occupation permits reasonable inferences about his or her task, social, and physical environment at work, which in turn, can be used to predict behavior and attitudes" (Johns, 2006, p. 393). Moreno et al. (2009) examined employee psychological detachment and their amount of verbal expression of their emotions. Their (2009) findings demonstrated that psychological distress from family to work conflict was lessened when employees were able to discuss their feelings to others. Nahta (1980) found supervisors manifested relatively higher role conflict than managers, whereas both managers and supervisors have manifested significantly higher role conflict score than the workers. In another study, more private sector employees when compared to government workers were found to work longer number of hours per week, the amount and frequency of overtime required, an inflexible work schedule, unsupportive supervisor, and an organizational culture for balancing work and family

and, hence experience more conflict between their work and family role (Bond, Galinsky, & Swanberg, 1998).

Job Level as a Moderating Variable

Job level has also been found to operate as a moderating variable (Haybatollahi & Gyekye, 2012; Lu et al., 2016; Riketta, 2002). Lu et al., (2016) found that job position statistically significantly moderated the relationships between dedication and turnover intentions. Haybatollahi and Gyekye (2012) found that job level statistically significantly moderated the relationships between workload and coping behavior, in which staff nurses with an external locus of control exerted more coping behaviours during high workload compared to nurse managers with an internal locus control during high workload. Riketta (2002) found that job level statistically significantly moderated the relationships between attitudinal organizational commitment and job performance, in which stronger attachment in white-collar workers resulted in high job performance as opposed to blue-collar workers. Almeida, Davis, Lee, Lawson, Walter, and Moen (2016) found that job level statistically significantly moderated the relationships between psychological/physiological reactivity and work-family conflict, in which employees in the IT division reported more negative affect on higher work-to-family conflict days than lower work-to-family conflict days when they perceived lower supervisor support. Logically, job level should also moderate the relationships between work-family conflict and job attitudes. Liu et al. (2015)'s study on employee displaced aggression in the work and family domains, found that a cross-level moderating effect of perceived managerial family support on the within-person relationship between family-to-work conflict and

emotional exhaustion ($\gamma = -.17$, $p < .05$) was statistically significant. This study provided relevant information with regards to within-person relationship between family-to-work conflict. Yu (2011) found that perceived supervisor support and internal locus of control not only had direct effects on job satisfaction, but also statistically significantly moderated the relationship between work-family conflict and job satisfaction. In this study, data were collected from correctional officers using questionnaire surveys and were analyzed by hierarchical regression. The researcher also found work-family conflict has a negative effect on job satisfaction, which was relevant to the current study.

Summary

Drawing on conflict theory (Greenhaus & Beutell, 1985) and role enhancement theory (Barnett & Hyde, 2001), an individual's life roles hinders or facilitates other roles. Employees facing work-to-family conflict hinder or facilitate job attitudes (i.e., job satisfaction, organizational commitment, work engagement and turnover intention). In the following chapter (Chapter 3) I will describe the methodology employed in this research.

Chapter 3: Research Methods

Introduction

Previous studies have shown that employees at higher job level experience greater work-family conflict as compared to employees at lower job level (Evans et al., 2013). The purpose of this study was to quantitatively examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). In this chapter, the specification of the research methods included research design and rationale, methodology, instrumentation, data analysis plan, threats to validity, and ethical considerations of participant's rights

The remainder of Chapter 3 was organized into the following sections: research design and rationale, methodology, instrumentation, data analysis plan, threats to validity, and ethical considerations of participant's rights. In the next section, I discuss the research design and rationale of the current study.

Research Design and Rationale

In this study, I used a nonexperimental quantitative design. Utilization of a quantitative research method for this study was appropriate. Quantitative research emphasis is on the collection of numerical data to determine the relationship between variables (see Creswell, 2014). I conducted a cross-sectional online to determine the moderating effects of job level (i.e., supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict, the independent

variable and job attitudes (i.e., job satisfaction, work engagement, organizational commitment, and turnover intention), the dependent variables. Utilization of an online survey is advantageous because it is both cost-effective and information from participant can be obtained within a short span of time. Participants completed the online survey at their convenience.

Using regression analysis, collected data was statistically analyzed to determine the moderating effect of job level on the relationships between variables in this study. Research questions and hypotheses were proposed from review of existing literature in the area of work-to-family conflict and job attitudes of the working adults. The research design was consistent with research design needed to advance knowledge in the discipline by contributing to the literature in the area of working adults in work-family conflict. The findings of the current study may contribute to positive social change by providing useful information for human resource and management personnel of organizations in designing job level-specific training programmes and structuring appropriate settings for their employees at different job levels to take control of organizing, managing or coordinating tasks, projects or events in their work situations.

Methodology

In this section, I will describe the methodology, population, sampling and sampling procedure, procedure for recruitments, participation and data collection, instruments and materials, and data analysis plan. Additionally, the methodology serves to provide a clear understanding of how the study will be conducted.

Population

The target population for the current study was working Singaporean adults (aged 18 years to 65years). SurveyMonkey to conduct the online survey. Participant's e-mails were obtained from one of the Singapore's government portal website - Ministry of Manpower (http://www.mom.gov.sg). Study participants were employees at high level (i.e., supervisors or managers) and low level (i.e., nonsupervisors or nonmanagers) positions from different governmental sectors. Participants included both male and female working adults regardless of educational background. Part-timers or non-working adults were excluded from the list immediately.

Sampling and Sampling Procedures

I recruited a sample size of 149 participants using an email list of full-time working adults that was obtained from Singapore's Ministry of Manpower. Using G*Power, a statistical power analysis calculator (see Faul, Erdfelder, Lang, & Buchner, 2007), a minimum sample size of 114 was determined using a priori power analysis at a power of 80% statistical power for statistical tests of the study hypotheses. The sample size calculations was based on regression analysis, in which it was assumed that three independent variables accounted for 10% of the variance in the dependent variable (i.e. $f^2 = .10$), with an alpha level of .05 (Cohen, 1992). Employees were invited to participate in the study online anonymously. Participation in the online survey was on voluntary basis and anonymous. Ethical considerations and anonymity were strictly adhered to. Data were collected via an online survey using SurveyMonkey and was statistically analyzed using regression analysis. In this study, convenience sampling because it was it

was fast, low cost, easy, and, recruitment of participants was of convenient accessibility and proximity to the researcher.

Procedures for Recruitment, Participation, and Data Collection

Prior permission was obtained from the Institutional Review Board (IRB) before data collection. The consent form was attached to the email to participants. The consent form was also included on the first page of the Survey. Implied consent form (see Appendix A) was also uploaded with the anonymous online surveys to implicit participants' endorsement to participate.

The demographic information of the participants consisted of their age; gender; education level; job level; industry; marital or partner status; employment status of spouse or partner; working hours per week for spouse or partner; number and ages of children living with participant all or part of the time; flexibility of work schedule; other dependent care responsibilities; such as care for elderly or disabled family members; and hours per week spent on caregiving. In this study, demographics information was used to describe the sample. The demographic questionnaire items were included in Appendix B.

Using Ministry of Manpower portal, the researcher obtained a list of emails of working adults. Participation was on voluntary basis. After reading the invitation to participate, purpose of the study, research procedures, rights of participants to decline or discontinue the survey invitation or at any point of participation, risk and benefits of participating in the study, statement of implied consent and confidentiality, completion of the online survey was considered as implied consent to participate in this study. Participants who wished to withdraw at any point of time were advised to do so.

Participants were allowed to discontinue their responses and terminate their participation at any point during the online survey without any obligation. Participants were also thanked at the end of the online survey for volunteering as participants of this study. Participant details remained anonymous. Those who wished to ask questions or request for research results could email the researcher directly. The online survey was available and ongoing until receiving the required number of participants. The consent form included an estimated time commitment of 30-40 minutes for the participation. There were no incentives, benefits, or penalties for participating or withdrawing from the online survey.

I collected and analyzed data using IBM SPSS version 21.0. The information from data collection remained anonymous and confidential for security purposes. Softcopies of data were kept securely in the researcher's computer for 5 years then deleted carefully. Participants remained anonymous throughout the process to avoid any legal issues that may affect the study. As such, participants were not required to provide their names or workplace so as to protect their identities. Researcher's contact information and the university's Research Participant Advocate contact information were included in the consent form for targeted participants for any questions that may arise during the research process.

Instrumentation and Operationalization of Constructs

The online survey covered the following domains: demographics, work-to-family conflict, job level, job satisfaction, work engagement, organizational commitment, and

turnover intention. The survey was designed to be completed in 30- 40 minutes at most. I
included a consent form for each participant.

Job Level

Participants included supervisory or managerial role positions and nonsupervisory
or nonmanagerial roles from different governmental sectors. The two job levels will be
the moderator in this study. Supervisory or managerial postiitons often include senior
employees or employers while nonsupervisory or nonmanagerial positions often include
junior employees.

Work--Family Conflict Scale

The Work-Family Conflict Scale instrument was developed by Netemeyer et al,
(1996) and consists of two unidirectional scales that are both distinct and related forms of
interrole conflict; the Work-Family Conflict scale which measures work-to-family
conflict) and the Family-Work Conflict scale which measures family-to-work conflict. In
the unidirectional sense, Netemeyer et al. use the the term "work-family conflict" as a
synonym for work-to-family conflict. Many researchers prefer the terms "work-to-family
conflict" and "family-to-work conflict" when they refer to the unidirectional constructs
that are measured by the scales developed by Netemeyer et al. Each scale has five items,
and Netemeyer et al. consider them to be separate dimensions. This study focussed on the
unidirectional construct of work-to-family conflict where demands of workplace impede
family role performance. I used the 5-item Work-Family Conflict Scale (Netemeyer, et
al., 1996; see Appendix C) to measure work-to-family conflict as it is the most pertinent
variable to test the potential moderating effects of management positions in

organizations. In this study, the five-item WFC used a seven-point Likert scale (7 = *strongly agree*, 6 = *agree*, 5 = *slightly agree*, 4 = *neither agree nor disagree*, 3 = *slightly disagree,* 2 = *disagree*, 1 = *strongly disagree*). Some examples of the items in the WFC were (a) "the demands of my work interfere with my home and family life" (b) "the amount of time my job takes up makes it difficult to fulfil family responsibilities" (c) "things I want to do at my home do not get done because of the demands my job puts on me" (d) "my job produces strain that makes it difficult to fulfil family duties" and (e) "due to work-related duties, I have to make changes to my plans for family activities". The scale had fice items on a one-sevenLikert type response scale and the potential sum range across all fice items was five-35. Higher scores were indicative of high levels of work-to-family.

The instrument demonstrated Cronbach alphas that range from .82 to .90 (Greenhaus & Beutell, 1985). Work-family conflict measures consistently showed negative correlations with job satisfaction, life satisfaction, organizational commitment, and job tension (Netemeyer, Boles & McMurrian, 1996). Extensive reviews of the psychometric validity of the WFC concluded adequate concurrent and predictive validity and good reliability (Bohen &Viveros-Long 1981; Matthews, Kath, & Barnes-Farrell, 2010; Pleck, 1978).

Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale

The Michigan Organisational Assessment Questionnaire Job-Satisfaction Subscale instrument (see Appendix D) was developed by Cammann, Fichman, Jenkins, and Klesh in 1983 to measure job satisfaction. The three-item MOAQ-JSS used a seven-

point Likert scale (7 = *strongly agree*, 6 = *agree*, 5 = *slightly agree*, 4 = *neither agree nor disagree*, 3 = *slightly disagree,* 2 = *disagree*, 1 = *strongly disagree*). The items in the MOAQ-JSS were (a) "all in all I am satisfied with my job" (b) "in general, I don't like my job" and (c) "in general, I like working here". Scores on the MOAQ-JSS were computed using the average of the 3 items. The second item was reversed scored. The alpha coefficient of MOAQ-JSS was .84 (Bowling & Hammond, 2008). MOAQ-JSS had acceptable levels of reliability with the mean sample-weighted internal consistency reliability of .84 (Bowling & Hammond, 2008). Extensive reviews (Hochwarter, Perrewé, Ferris, & Brymer, 1999; Porter, Steers, Mowday, & Boulian, 1974; Vancouver & Schmitt, 1991) of the psychometric validity of the MOAQ-JSS concluded that the scale had adequate face-validity of job satisfaction, especially when length of the instrument was a concern (Carlson, Kacmar, & Williams, 2000). This instrument showed negative correlation with life satisfaction, job attitudes, organizational justice, and also job stress (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Lu, Lu, Du, & Brough, 2016)

Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale instrument (see Appendix E) was developed by Schaufeli, Bakker, and Salanova in 2006. The instrument was used to assess employees' work engagement. The 17-item UWES used a 7-point Likert Scale (0 = *never/never*, 1 = *almost never/a few times a year or less*, 2 = *rarely/once a month or less*, 3 = *sometimes/a few times a month*, 4 = *often/once a week,* 5 = *very often/a few times a week*, 6 = *always/every day*). Some examples of items from the UWES included: (a) "at my work, I feel bursting with energy"; (b) "I find the work that I do full of meaning and

purpose"; and (c) "time flies when I am working". Cronbach's alpha for the UWES was

between .85 and .92 (Schaufeli, Bakker, & Salanova, 2006). With good internal

consistency and test-retest reliability, UWES instrument has psychometric properties and

construct validity with the original scales which are dedication (5 items), vigor (6 items),

and absorption (6 items) (Schaufeli, Taris, & Van Rhenen, 2003). Consistent with

previous research UWES had been extensively used in different organizations and

countries (Barbier, Hansez, Chmiel, & Demerouti, 2013). It was found to be correlated

with work-related well-being including job attitudes such as job statisfaction and

organizational commitment (Azami, Kowang, & Fei, 2016; Lu, Lu, Du, & Brough, 2016;

Mihelic, 2014; Schaufeli, Bakker, & Salanova, 2006;). In a study among working

couples, wives' levels of vigor and dedication contributed to husbands' levels of vigor and

dedication for several work and home demands (Bakker, Demerouti, & Schaufeli, 2003).

The scale had 17 items on a 0-6 Likert type response scale and the potential sum range

across all 17 items was 0-102. Higher scores were indicative of high levels of work-

engagement.

Organizational Commitment Questionnaire

The Organizational Commitment Questionnaire instrument (see Appendix F) was

developed by Meyer and Allen in 1997 (Mihelic, 2014). The instrument was used to

assess the dedication of an employee to his or her organization and has cross-validated

evidence showing acceptable levels of predictive, convergent and discriminant validity

(Hadjimanolis, Boustras, Economides, Yiannaki, & Nicolaides, 2015). Organizational

commitment measures consistently showed negative correlation with turnover intentions

and job satisfaction (Hadjimanolis et al., 2015; Mihelic, 2014; Netemeyer, Boles, & McMurrian, 1996). The 19-item OCQ used a 5-point Likert scale (5 = *strongly agree*, 4 = *agree*, 3 = *neither agree nor disagree*, 2 = *disagree*, 1 = *strongly disagree*). Some examples of items from the OCQ included: (a) "I would be very happy to spend the rest of my career with this organization"; (b) "it would be very hard for me to leave my organization right now, even if I wanted to"; and (c) "this organization deserves my loyalty". The reliability for OCQ was .82 to .73 (Hatam et al., 2016). The scale had 19 items on a 1-5 Likert type response scale and the potential sum range across all 19 items was 19-95. Higher scores were indicative of high levels of organization commitment.

Turnover Intention Scale

The Turnover Intention Scale instrument (see Appendix G) was developed by Cohen in 1999 (Bothma & Roodt, 2012). The instrument is used to assess turnover intention and for predicting actual turnover. Turnover Intention Scale has established significant differences of actual turnover, thus confirming construct (factorial) and criterion-perdictive validity (Boothma & Roodt, 2012; Mauno, De Cuyper, Kinnunen, Ruokolainen, Rantanen, & Makikangas, 2015). The two-item TIS used a five-point Likert scale (5= *strongly agree*, 4 = *agree*, 3 = *neither agree nor disagree*, 2 = *disagree*, 1 = *strongly disagree*). Some examples of items from the scale included: (a)"I think a lot about leaving the job"; and (b)"As soon as it is possible, I will leave the job". The reliability for TIS was .82 (Bothma & Roodt, 2012). The scale had two items on a 1-5 Likert type response scale and the potential sum range across all two items was 2-10. Higher scores were indicative of high levels of turnover intention.

Demographic Information

       Demographic information found in Appendix B included the respondent's age; gender; education level; job level; industry; marital or partner status; employment status of spouse or partner; working hours per week for spouse or partner. Additionally, the number and ages of children living with participant all or part of the time; flexibility of work schedule; other dependent care responsibilities; such as care for elderly or disabled family members; and hours per week spent on caregiving will be collected. The demographic information will provide vital information to this study.

Data Assumptions

       In statistical analysis of quantitative studies, such as linear regression analysis relies on data assumptions used for analysis (Creswell, 2009). The following were the data assumptions in this study: assumptions of normality, linearity, and homogeneity of variance. The assumptions of normality occurs in most parametric tests where the assumption of normality refers to the error distribution of data and a symmetric bell-shaped curve. For regression analysis, the assumption is that the residual (error in predicting the criterion) is normally distributed. Next, the assumptions of linearity show the linear relationship between dependent and independent variables (Pedhazur, 1982). The assumption of homogenity of variance is that the variability of the residuals errors in a regression model is homogenous (approximately constant) across the levels of each independent variable. In regard to the continuous independent variable of work-to-family conflict, to examine the assumption of homogeneity of variance, I used IBM SPSS Version 21.0 to create scatter plots of the residuals from the regression model versus the

independent variable. If the residuals fall in band about the horizontal axis that is approximately even in width, then this indicates that the assumption of homogeneity of variances approximately valid. In regard to job level, Levene's test was used to assess if the high and low job level groups have equal variances. The test must remain not significant to meet the assumption of equality of variances.

Research Questions and Hypotheses

Job level plays a key role in moderating the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) in this study. With extensive background of research on work-family conflict among employees, I focused on conflict role between supervisory or managerial employees and nonsupervisory or nonmanagerial employees. The research questions and hypotheses were:

RQ1: Does job level moderate the relationship between work-to-family conflict and job satisfaction?

$H_0 1$: Job level will not moderate the relationship between work-to-family conflict and job satisfaction.

$H_1 1$: Job level will moderate the relationship between work-to-family conflict and job satisfaction, such that the relationship between work-to-family conflict and job satisfaction will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ2: Does job level moderate the relationship between work-to-family conflict and work engagement?

$H_0$2: Job level will not moderate the relationship between work-to-family conflict and work engagement.

$H_1$2: Job level will moderate the relationship between work-to-family conflict and work engagement, such that the relationship between work-to-family conflict and work engagement will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ3: Does job level moderate the relationship between work-to-family conflict and organizational commitment?

$H_0$3: Job level will not moderate the relationship between work-to-family conflict and organizational commitment.

$H_1$3: Job level will moderate the relationship between work-to-family conflict and organizational commitment, such that the relationship between work-to-family conflict and organizational commitment will be more strongly negative at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial).

RQ4: Does job level moderate the relationship between work-to-family conflict and turnover intention?

$H_0$4: Job level will not moderate the relationship between work-to-family conflict and turnover intention.

$H_1$4: Job level will moderate the relationship between work-to-family conflict

and turnover intention, such that the relationship between work-to-family

conflict and turnover intention will be more strongly positive at high job

levels (supervisory or managerial) than at low job levels (nonsupervisory or

nonmanagerial).

In the next section, I discuss data analysis plan for the study.

Data Analysis Plan

Using IBM SPSS Version 21.0, regression analysis was conducted to determine

the relationships between variables. The responses from the survey was scored on

Microsoft Excel 2010 and IBM SPSS Version 21.0 and was used for data analysis.

Descriptive statistics was computed for all variables in this study. I tested the hypotheses

using regression analysis as it was the most appropriate strategy in examining

relationships between work-to-family conflict (independent variable), job attitudes

(dependent variables) (job satisfaction, work engagement, organizational commitment,

and turnover intention), and job level (moderator) in this study. Job level was coded as

supervisory or managerial (high = 1) and nonsupervisory or nonmanagerial (low = 0).

Next, to assess the relative effect of the predictors (work-to-family conflict and

job level) on the outcomes (job satisfaction, work engagement, organizational

commitment, and turnover intentions), I conducted a regression analysis. According to

Cohen and Cohen (1983), when a variable or sets of variables enter in a specified order,

an R^2 is determined when each new set is added in the regression analysis. Each

regression analysis was carried out in two steps. Before regression, the work-to-family

conflict (independent variable) was centered by subtracting the average for the sample on work-to-family conflict for the 149 respondents and a new work-to-family conflict variable was created. Job level was coded as a binary variable (1=supervisor/manager, 0=otherwise). Then the moderator variable was calculated by multiplying the new work-to-family variable and recoded job level variable. At the first stage, the independent variable (work-to-family conflict) and moderator (job level) was regressed on the dependent variables (job satisfaction, work engagement, organizational commitment and turnover intention). At the second stage, the independent variable (work-to-family conflict), the moderator (job level), and the independent variable*moderator product was regressed on the dependent variables (job satisfaction, work engagement, organizational commitment and turnover intention). A significant interaction effect indicated the occurrence of moderation (Baron & Kenny, 1986).

Threats to Validity

Validity is crucial for research study. In this study, psychometric scales (WFC, MOAQ-JSS, UWES, OCQ, and TIS) were used as the internal consistency reliability ranges from .72 to .92. Permission to use the scales was requested from the developers of the scales. There were some potential threats to the research validity. For example, using an online survey may pose some technical problems, such as, downloading online survey on low speed computers. According to Gray (2014), another threat to validity was sampling error in demographics owing to either underrepresentation or null representation of some populations. In this study, threats to external validity occured in

generalizing the findings to other demographic populations and across a variety of settings other than online survey using internet.

Ethical Considerations

In the current study, confidentiality, risk of harm, implied consent, and voluntary participation were some of the ethical issues addressed (American Psychological Association, 2010). Firstly, the participants were on both a voluntary basis and remained anonymous. Ethical considerations, privacy, and anonymity were strictly adhered to. Secondly, participants would cease their participation in the study if they decide to withdraw or decline from the study at any time. Next, permission for the usage of all the instrumentations psychometric scales were obtained and appropriately referenced in this study. Before commencement of data collection, a written approval from Institutional Review Board (IRB) was obtained. The IRB's approval number for this study was 02-01-18-0245541.

Protection of human participants

Ensuring the protection of human participants was of paramount importance in this study. Measures were taken in order to ensure ethical considerations were strictly adhered to. Participants remained anonymous throughout the process to avoid any legal issues that may affect the study. As such, participants were not required to provide their names or workplace so as to protect their identities. Researcher's contact and the university's Research Participant Advocate were included in the consent form for targeted participants for any questions that may arise during the research process. Following were the ethical steps carried out to protect human participants in this study:

Implied consent

Working adults' participation in the current study were completely voluntary and anonymous. Participants were informed of the purpose of the study at the beginning of the online survey. After reading the purpose of the study, risk and benefits of participating in the study, anonymity of the online survey, and a statement of implied consent that will inform participants that moving forward to do the survey meant consent to participate in this study. Participants were allowed to withdraw and discontinue their responses. Participants were given the option to terminate their participation at any point during the online survey without any obligation.

Voluntary participation

In this study, working adults volunteered their participation as respondents to the online survey. Anonymity and privacy were strictly adhered. Softcopy of collected data were kept securely in the researcher's computer for 5 years then deleted carefully.

Risk of harm

In this study, there were no physical risks or benefits for participation in the study. Participants were given the option to leave the study at any point of time without any obligation. Anonymity were strictly adhered to.

Data Collection

Research procedures ensured privacy and anonymity during data collection. The information from data collection remained confidential and anonymous for security purposes. Softcopy of collected data were kept securely in the researcher's computer for 5 years then deleted carefully.

Summary

The purpose of the study was to quantitatively examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Work-to-family conflict was measured using the 5-item Work-Family Conflict Scale (Netemeyer, Boles, & McMurrian, 1996), job satisfaction was measured using the 3-item Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (Cammann, Fichman, Jenkins, & Klesh, 1983), work engagement was measured using the 17-item Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006), organizational commitment was measured using the 19-item Organizational Commitment Questionnaire (Meyer & Allen, 1997), and turnover intention was measured using the 2-item Turnover Intention Scale (Cohen, 1999) to examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention. Using IBM SPSS version 21.0, an analysis of demographics using descriptive statistics, and a regression analysis was conducted to determine the association between variables. Ethical considerations, like confidentiality, risk of harm, implied consent, protection of human participants, data collection, and voluntary participation were addressed in this study. In the next chapter, I analyzed the results of the study.

Chapter 4: Results

Introduction

The purpose of the current study was to quantitatively examine the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Chapter 4 presents a review of the current study's results. Details of the current study's data collection process, data analysis, graphical interpretations of the data, and the statistical analysis are presented in this chapter. The research was designed to answer the following question: Does job level have a moderating effect on the relationships of work-to-family conflict with job satisfaction, work engagement, organizational commitment, and turnover intention? Chapter 4 began with data collection, results of the study, and concluded with a summary of findings. In the next section, I discuss data collection.

Data Collection

Permission was also obtained from the Walden University IRB for invitational letter and consent form to be emailed to working adults before data collection via SurveyMonkey. Ethical procedures were adhered to. Data was collected for the current study over a period of 3 weeks. The target sample size for this study was 114 working adults. The actual number of survey responses received was 149 out of 200 working adults invited to participate in the survey. The response rate was 75%. There were no missing values in the study dataset. The data were screened for outliers by examining the residuals from the regression analyses of the study's research questions .

Results

In this section, the results of the current study are discussed. The section includes

sample characteristics; demographic factors; and hypothesis testing.

Sample Characteristics

Descriptive statistics for the study variables are presented in Table 1. Work-to-

family conflict was measured using Work-Family Conflict Scale instrument developed by

Netemeyer, Boles, and McMurrian in 1996. Higher scores are indicative of high levels of

work-to-family conflict. The scores obtained from the participants ranged from 5 to 35

($M = 27.46$, $SD = 9.20$) (see Table 1). Although the data were slightly skewed (-0.84) and

slightly platykurtic (-0.61), the histogram sufficiently resembled normality.

The Michigan Organisational Assessment Questionnaire Job-Satisfaction

Subscale instrument (see Appendix D) was developed by Cammann, Fichman, Jenkins,

and Klesh in 1983. Higher scores are indicative of high levels of job satisfaction. The

scores obtained from the participants ranged from 3 to 21 ($M = 7.77$, $SD = 5.77$) (see

Table 1). Although the data were slightly skewed (0.77) and very slightly platykurtic (-

0.83), the histogram sufficiently resembled normality.

The Utrecht Work Engagement Scale instrument (see Appendix E) was developed

by Schaufeli, Bakker, and Salanova in 2006. Higher scores are indicative of high levels

of work-engagement. The scores obtained from the participants ranged from 17 to 102 ($M

= 39.59$, $SD = 24.87$) (see Table 1). Although the data were slightly skewed (0.66) and

somewhat platykurtic (-0.77), the histogram sufficiently resembled normality.

The Organizational Commitment Questionnaire instrument (see Appendix F) was developed by Meyer and Allen in 1997 (Mihelic, 2014). Higher scores are indicative of high levels of organization commitment. The scores obtained from the participants ranged from 19 to 95 ($M = 36.97$, $SD = 22.16$) (see Table 1). Although the data were slightly skewed (0.82) and somewhat platykurtic (-0.59), the histogram sufficiently resembled normality.

The Turnover Intention Scale instrument (Appendix G) was developed by Cohen in 1999 (Bothma & Roodt, 2012). Higher scores are indicative of high levels of turnover intention. The scores obtained from the participants ranged from 2 to 10 ($M = 7.62$, $SD = 2.78$) (see Table 1). Although the data were slightly skewed (-0.58) and somewhat platykurtic (-1.29), the histogram sufficiently resembled normality.

Table 1

Descriptive Statistics for Work-to-Family Conflict, Job Level, and Job Attitudes

Variable	Mean	SD	Skewness	Kurtosis
Work-to-family conflict (5-35)	27.46	9.20	-0.84	-0.61
Supervisors/managers	32.67	4.71	-1.92	2.31
Nonsupervisors/nonmanagers	16.50	6.17	-0.23	-0.98
Job satisfaction (3-21)	7.77	5.77	0.77	-0.83
Supervisors/managers	4.33	2.63	1.83	1.90
Nonsupervisors/nonmanagers	15.02	3.29	0.16	-1.16
Work engagement (0-102)	39.59	24.87	0.66	-0.77
Supervisors/managers	25.58	14.44	1.57	0.88
Nonsupervisors/nonmanagers	69.06	13.97	1.14	0.16
Organizational commitment (19-95)	36.97	22.16	0.82	-0.59
Supervisors/managers	24.49	12.17	2.16	3.01
Nonsupervisors/nonmanagers	63.23	13.87	0.78	-0.12
Turnover intention (2-10)	7.62	2.78	-0.58	-1.29
Supervisors/managers	9.27	1.54	-2.15	3.92
Nonsupervisors/nonmanagers	4.17	1.17	-0.26	-0.96

Notes: $n = 149$. The potential range of the measurement scale is shown in parentheses

The coefficient alpha estimates of reliability for each of the scales are shown in Table 2. The Cronbach alpha was .98 for the work-to-family conflict, .94 for job satisfaction, .98 for work-engagement, (.99) for organizational commitment, and .91 for the turnover intention (see Table 2). Furthermore, the assumptions of the regression model were met as 1) relationship between each independent variable and dependent variable was approximately linear (i.e., a straight line fits the scatter plot reasonably well) (See Figure 1), 2) lack of heteroscedasticity as there was no "thickness" points of points

clustering around zero line curvature in the residuals plot and no significant clustering of

the scatterplot to the left or right side (See Figure 2), 3) lack of multicollinearity (variance

inflation factors (VIFs) <10) (see Table 4), and 4) absence of strong outliers and

influential observations as residuals were approximately normally distributed.

Table 2

Intercorrelations for Work-to-Family Conflict, Job Level, and Job Attitudes Scores with Cronbach Alpha Scores

Variable	1	2	3	4	5	6
1. Work-to-Family Conflict	1.00 (.98)	-.97**	-.98**	-.92**	.95**	.83**
2. Job Satisfaction		1.00 (.94)	.95**	.92**	-.94**	-.87**
3. Work Engagement			1.00 (.98)	-.92**	-.95**	.-.82**
4. Organizational Commitment				1.00 (.99)	-.91**	-.82**
5. Turnover Intention					1.00 (.91)	.86**
6. Job Level						1.00

Note. $n = 149$
Numbers in parentheses in the diagonal are Cronbach alpha coefficients.
* $p < .05$, two tails
** $p \leq .01$, two tails
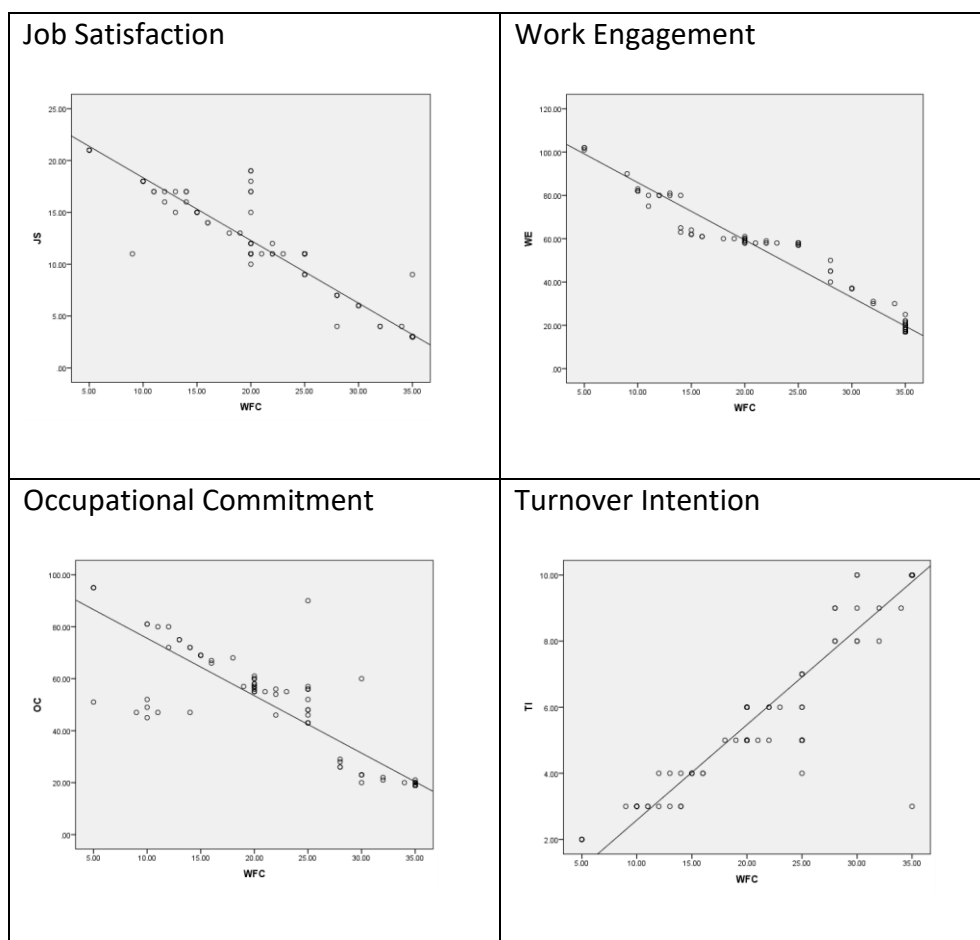
Figure 1. Scatterplot of Normal probability plots for Job Satisfaction, Work engagement, Occupational Commitment, and Turnover Intention
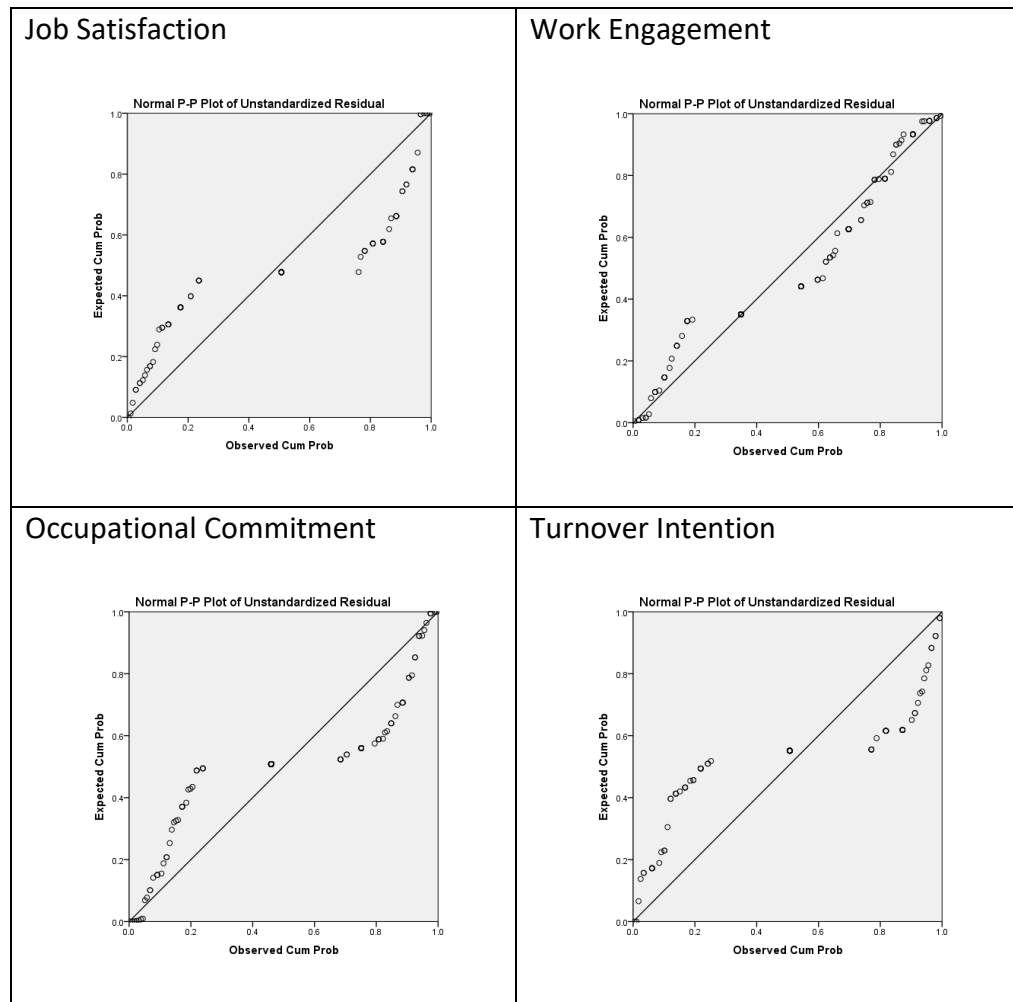
Figure 2. Normal Q-Q Plots of Unstandardized Residual plot for Job Satisfaction, Work engagement, Occupational Commitment, and Turnover Intention

Demographic Factors

Demographic data are summarized in Table 3. Data collected revealed 2.7% of participants were 18-29 years, 20.8% were 30-39 years, 32.2% were 40-49 years, 38.3% were 50-59 years, and 6% were 60 years and above.

In all, 149 useable questionnaires were collected and analysed. In this study, demographic data revealed a majority of 67.8% supervisors or managers of which 49%

supervised or managed two to three employees (see Table 3). The remainder of the

survey respondents (32.2%) were non-supervisors/non-managers.The top three industries

in which the participants were healthcare (20.1%), retail/merchandise (18.1%), and

education (14.8%). Majority (57%) of the participants were 50-59 years. Majority of

participants' educational level was at Master/PhD (57.7%), followed by participants with

Bachelor/Diploma (40.9%), and 2% with Secondary/College qualifications. Almost three

quarters of the participants (77.9%) were married. Thirty percent of the participants'

children were 21 years old and above, 12.8% were 11 to 20 years old, 8.7% were 2 to10

years old, and 8.7% were 1 year old and younger. Eighteen percent of the participants did

not have any chidren. The majority (55.7%) of participants' spouses or partners worked

40 - 49 hours per week with (87.9%) of the participants having flexibility at work. More

than half of the participants (71.1%) had dependent care responsibilities, such as care for

elderly or disabled family members.

Table 3

Demographic Characteristics of Study Sample

	Demographic Variables	Frequency	Percent
Age	18 to 29	4	2.7
	30 to 39	31	20.8
	40 to 49	48	32.2
	50 to 59	57	38.3
	60 and above	9	6.0
Gender	Male	61	40.9
	Female	88	59.1
Education Level	Secondary/College	2	1.3
	Bachelor/Diploma	61	40.9
	Master/PhD	86	57.7
Marital Status	Single	29	19.5
	Married/Partner	116	77.9
	Separated	2	1.3
	Divorced/Widowed	2	1.3
Industry	Advert/Marketing/Sales	10	6.7
	Account/Bank/Finance	10	6.7
	Education	22	14.8
	Healthcare	30	20.1
	Hotel/Hospitality	17	11.4
	HResource/ Consulting	19	12.8
	Insurance	13	8.7
	Retail/Merchandise	27	18.1
	Transport/Logistics	1	.7
Job Level	Supervisor/Manager	101	67.8
	Non Supervisor/ Non-Manager	48	32.2
No. of Children	None	27	18.1
	1 to 2	100	67.1
	3 to 4	14	9.4
	5 or more	8	5.4
Employment Spouse	Full time	121	81.2
	Part-time	24	16.1
	Not employed	4	2.7
Spouse Workhours	< 20 hours per week	1	.7
	20 – 29 hours per we	8	5.4
	40 – 49 hours per week	83	55.7
	60 – 69 hours per week	18	12.1
	80 & >hours per week	8	5.4
	Not applicable	31	20.8
Flexibility	131	87.9	87.9
	18	12.1	12.1
Dependent Care	Elderly	38	25.5
	Disabled	68	45.6
	None	43	28.9
Dependent Care Hours	20 – 29 hours per week	133	89.3
	40 – 49 hours per week	5	3.4
	60 – 69 hours per week	8	5.4
	80 – 89 hours per week	3	2.0

Hypothesis Testing

The research was designed to answer the following question: Does job level have a moderating effect on the relationships of work-to-family conflict with job satisfaction, work engagement, organizational commitment, and turnover intention? I used regression analysis to test the four hypotheses.

Using IBM SPSS Version 21.0, regression was conducted to determine the relationships between variables. The responses from the survey were scored on Microsoft Excel 2010 and IBM SPSS Version 21.0 and were used for data analysis. I tested hypotheses using regression analysis as it is the most appropriate strategy for examining the moderating effect of job level on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Each job level was coded as a binary variable (supervisory or managerial was high = 1; nonsupervisory or nonmanagerial was low = 0). A separate regression analysis was performed for each dependent variable.

Each regression analysis was carried out in two steps. Before regression, the work-to-family conflict (independent variable) was centered by subtracting the average for the sample on work-to-family conflict for the 149 respondents and a new work-to-family conflict variable was created. Job level was coded as a binary variable (1 = supervisor/manager, 0 = otherwise). Then the moderator variable was calculated by multiplying the new work-to-family variable and recoded job level variable. At the first step, the independent variable (new work-to-family conflict) and recoded job level were regressed on the dependent variables (job satisfaction, work engagement, organizational

commitment and turnover intention). At the second step, the independent variable (new

work-to-family conflict), the moderator (recoded job level), and the independent

variable*moderator product were regressed on the dependent variables (job satisfaction,

work engagement, organizational commitment and turnover intention). A significant

interaction effect indicated the occurrence of moderation (Baron & Kenny, 1986).

Table 4

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Job Satisfaction

Model Term	Unstandardized coefficients		Standardized coefficients			
	β	Std. Error	Beta	t	P-value	VIF
Step 1						
(Constant)	9.694	.299		32.390	<.001	
WFC	-.486	.021	-.775	-23.171	<.001	3.124
Job level	-2.835	.411	-.230	-6.893	<.001	3.124
Step 2						
(Constant)	10.419	.384		27.118	<.001	
WFC	-.420	.031	-.669	-13.708	<.001	7.001
Job level	-3.283	.430	-.267	-7.638	<.001	3.585
Moderator (WFC*Job level)	-.120	.041	-.095	-2.905	.004	3.133

Step 1:
   $R^2 = .948$, $F(2, 147) = 1324.410$, $p < .001$.
Step 2:
   $R^2 = .951$, $F(3, 146) = 930.725$, $p < .001$.
Step 2 vs Step 1:
   $\Delta R^2 = .003$, $F(1, 148) = 8.436$, $p = .004$

Table 4 shows the significant moderation analyses of job level on the relationship

between work-to-family conflict and job satisfaction. Regression analysis was performed

to test the following null hypothesis:

$H_0 1$: Job level will not moderate the relationship between work-to-family

conflict and job satisfaction.

To test the hypothesis, job level as a moderator will moderate the relationship between work-to-family conflict and job satisfaction, such that the relationship between work-to-family conflict and job satisfaction will be more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial).

The results of the two steps of the regression analysis for the first hypothesis are shown in Table 4. Beta coefficients for the Step 1 analysis of work-to-family conflict and job satisfaction were $\beta = -.775$, $t = -23.171$, $p < .001$; and job level and job satisfaction were $\beta = -230$, $t = -6.893$, $p = .001$. When work-to-family conflict and job level were included as the only independent variables (without including an interaction term), the regression model explained 94.8% of the variance in job satisfaction ($R^2 = .948$, $p < .001$).

In Step 2, when an interaction between work-to-family conflict and job level was added, the percentage of variance in job satisfaction was 95.1% ($R^2 = .951$; $p < .001$). Hence the interaction term accounted for an additional 0.3% of variance in the dependent variable ($\Delta R^2 = .003$). Based on the result, the null hypothesis was rejected ($t = -2.905$, $p = .004$), as job level had significantly moderated the relationship between work-to-family conflict and job satisfaction, such that the relationship between work-to-family conflict and job satisfaction was more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial). Standardized beta coefficients for the Step 2 analysis of work-to-family conflict and job satisfaction ($\beta = -.669$, $t = 13.708$, $p = < .001$), job level and job satisfaction ($\beta = -.267$, $t = -7.638$, $p =$

.001), and moderation (β = -.095, t = -2.905, p = .004) indicated the independent

contribution of each variable while controlling for the influence of others to create the

regression equation for each analysis, after assuring significance by examining

accompanying p-values. The overall model fit was R^2 = .951.

In Figure 3, job satisfaction as in the hypothesis is predicted to decrease when

work-to-family conflict increases for employees at both high job levels (supervisory or

managerial) and low job levels (nonsupervisory or nonmanagerial). Consistent with that

prediction, the slope lines for the two groups slope downwards as shown in Figure 3. The

relationship is different between the two groups so moderating effect of the job level of

the employee affects how negative the relationship is. The moderating effect is

statistically significant which means the two slopes for high job levels (supervisory or

managerial) and low job levels (nonsupervisory or nonmanagerial) are statistically

different even though they look reasonably functioning in the same direction. In Figure 3,

the line for nonsupervisors or nonmanagers is above the line for supervisors or managers

so that means for all levels of work-to-family conflict, job satisfaction tends to be higher

in the nonsuperviors or nonmanagers than in supervisors or managers. Employees at low

job levels (nonsupervisory or nonmanagerial) have an overall higher level of job

satisfaction than employees at high job levels (supervisory or managerial). Based on the

slopes of the lines for each group of employees, the relationship differs between the two

groups. There is a steeper decrease at a faster rate in job satisfaction as a function of

work-to-family conflict of employees at high job levels (supervisory or managerial) than

of employees at low job levels (nonsupervisory or nonmanagerial). Therefore, when

work-to-family conflict increases, the job level moderates the relationship between work-to-family conflict and job satisfaction, such that the relationship between work-to-family conflict and job satisfaction is steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). Thus, the relationship between the work-to-family conflict and job satisfaction has now become contingent on the existence of the job level as a moderator.

Figure 3

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Job Satisfaction
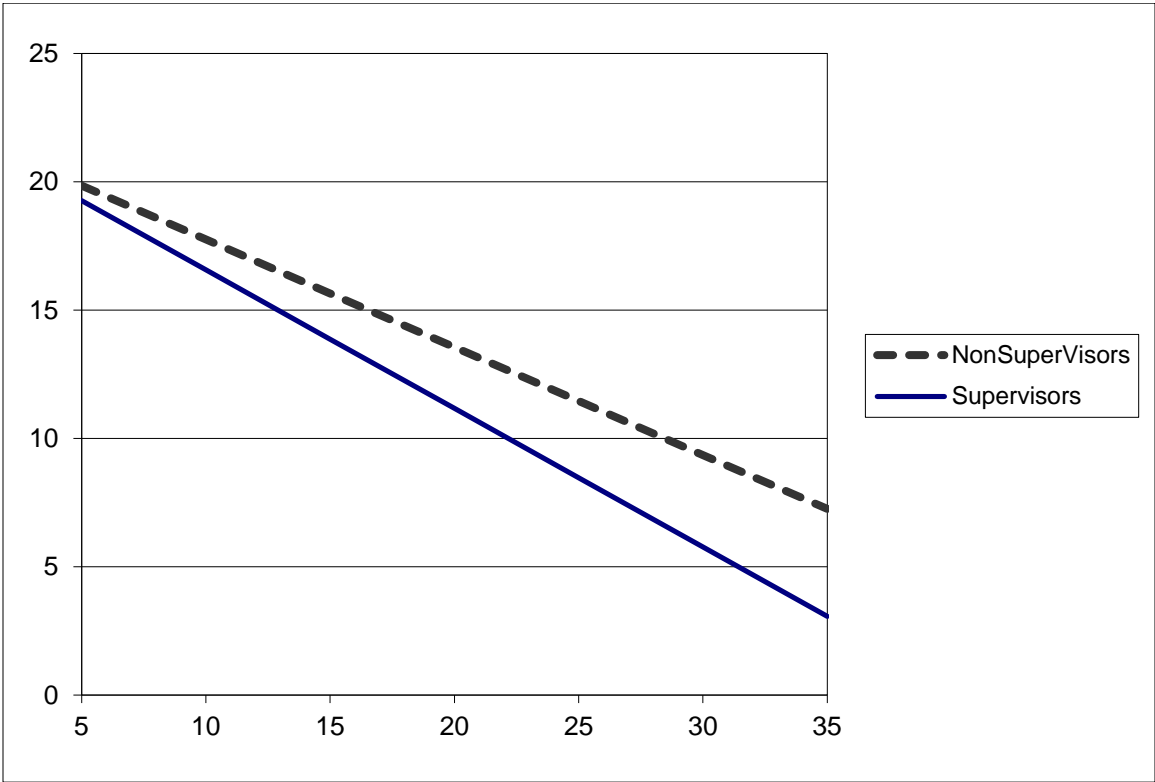
Table 5

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Work Engagement

Model Term	Unstandardized coefficients		Standardized coefficients			
	β	Std. Error	Beta	t	*P*-value	VIF
Step 1						
(Constant)	40.878	1.111		36.800	<.001	
WFC	-2.571	.078	-.951	-33.027	<.001	3.124
Job level	-1.900	1.527	-.036	-1.244	.215	3.124
Step 2						
(Constant)	46.569	1.274		36.546	<.001	
WFC	-2.052	.102	-.759	-20.203	<.001	7.001
Job level	-5.411	1.425	-.102	-3.796	<.001	3.585
Moderator (WFC*Job level)	-.937	.136	-.173	-6.869	<.001	3.133

Step 1:
  $R^2 = .961$, $F(2, 147) = 1812.308$, $p < .001$.
Step 2:
  $R^2 = .971$, $F(3, 146) = 1606.108$, $p < .001$.
Step 2 vs Step 1:
  $\Delta R^2 = .010$, $F(1, 148) = 47.182$, $p < .001$.

    Table 5 shows the significant moderation analyses of job level on the relationship between work-to-family conflict and work engagement. Regression analysis was performed to test the following null hypothesis:

    $H_0 2$: Job level will not moderate the relationship between work-to-family conflict and work engagement.

    To test the hypothesis, job level as a moderator will moderate the relationship between work-to-family conflict and work engagement, such that the relationship between work-to-family conflict and work engagement will be more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial).

The results of the two steps of the regression analysis for the second hypothesis are shown in Table 5. Beta coefficients for the Step 1 analysis of work-to-family conflict and work engagement were $\beta = -.951$, $t = -33.027$, $p < .001$; and job level and work engagement were $\beta = -.036$, $t = -1.244$, $p = .215$. When work-to-family conflict and job level were included as the only independent variables (without including an interaction term), the regression model explained 96% of the variance in work engagement ($R^2 = .961$, $p < .001$).

In Step 2, when an interaction between work-to-family conflict and job level was added, the percentage of variance in work engagement was 97% ($R^2 = .971$; $p < .001$). Hence the interaction term accounted for an additional 1% of variance in the dependent variable ($\Delta R^2 = .010$). Based on the result, the null hypothesis was rejected ($t = -6.869$, $p < 001$), as job level had significantly moderated the relationship between work-to-family conflict and work engagement, such that the relationship between work-to-family conflict and work engagement was more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial). Standardized beta coefficients for the Step 2 analysis of work-to-family conflict and work engagement ($\beta = -.759$, $t = -20.203$, $p = <.001$), job level and work engagement ($\beta = -.102$, $t = -3.796$, $p = .001$), and moderation ($\beta = -.173$, $t = -6.869$, $p < .001$) indicated the independent contribution of each variable while controlling for the influence of others to create the regression equation for each analysis, after assuring significance by examining accompanying p-values. The overall model fit was $R^2 = .971$.

In Figure 4, work engagement as in the hypothesis is predicted to decrease when work-to-family conflict increases for employees at both high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial). Consistent with that prediction, the slope lines for the two groups slope downwards as shown in Figure 4. As work-to-family conflict increases, work engagement is decreasing more steeply at a faster rate for employees at high job levels (supervisory or managerial) than for employees at low job levels (nonsupervisory or nonmanagerial). Based on the slopes of the lines for each group of employees, the relationship between work-to-family conflict and work engagement is different between the two groups so the moderating effect of the job level of the employee affects how negative the relationship is. The moderating effect is statistically significant which means that the two slopes for high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial) are statistically different even though they look reasonably functioning in the same direction. There is a steeper decrease at a faster rate in work engagement as a function of work-to-family conflict of employees at high job levels (supervisory or managerial) than of employees at low job levels (nonsupervisory or nonmanagerial). Therefore, when work-to-family conflict increases, the job level moderates the relationship between work-to-family conflict and work engagement, such that the relationship between work-to-family conflict and work engagement is steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). Thus, the relationship between the work-to-family conflict and work engagement has now become contingent on the existence of the job level as a moderator.

Figure 4

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Work Engagement
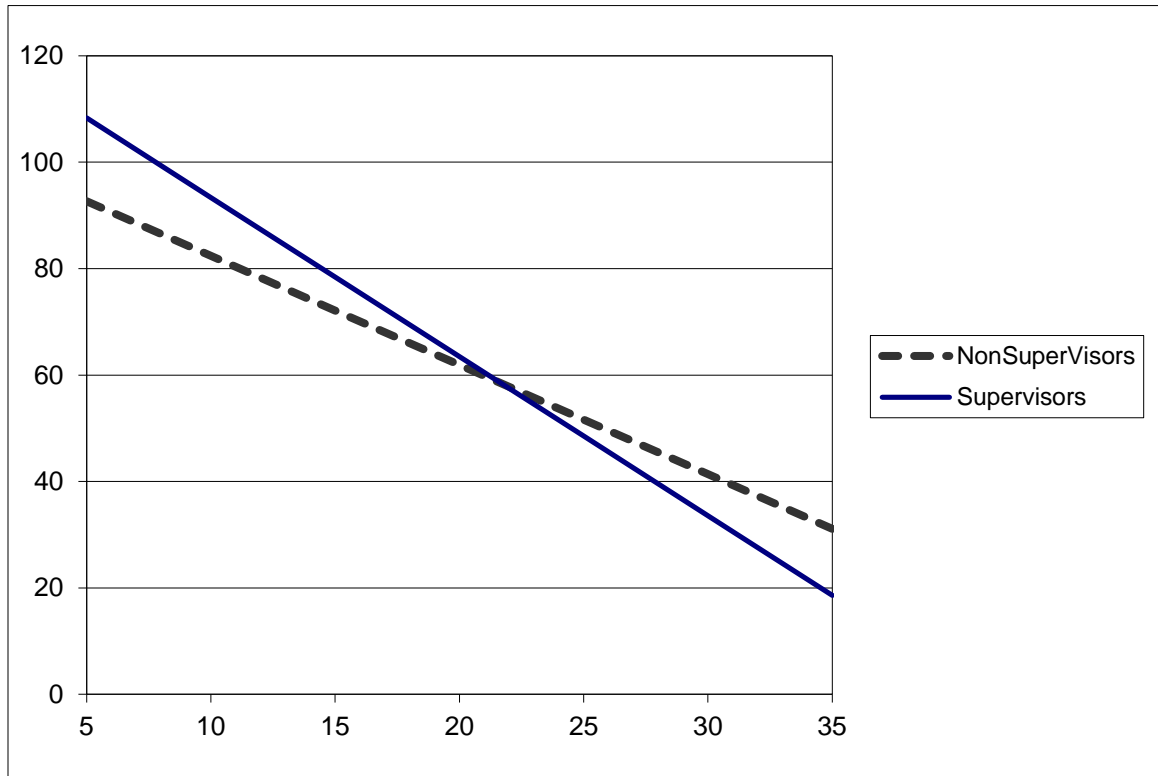
Table 6

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Organizational Commitment

Model Term	Unstandardized coefficients		Standardized coefficients			
	β	Std. Error	Beta	t	P-value	VIF
Step 1						
(Constant)	43.347	1.927		22.490	<.001	
WFC	-1.814	.135	-.753	-13.428	<.001	3.124
Job level	-9.413	2.649	-.199	-3.553	.001	3.124
Step 2						
(Constant)	51.687	2.312		22.358	<.001	
WFC	-1.053	.184	-.437	-5.714	<.001	7.001
Job level	-14.558	2.586	-.308	-5.629	<.001	3.585
Moderator (WFC*Job level)	-1.374	.248	-.284	-5.549	<.001	3.133

Step 1:
  $R^2 = .853$, $F(2, 147) = 424.325$, $p < .001$.
Step 2:
  $R^2 = .879$, $F(3, 146) = 350.861$, $p < .001$.
Step 2 vs Step 1:
  $\Delta R^2 = .026$, $F(1, 148) = 30.788$, $p < .001$.

Table 6 shows the significant moderation analyses of job level on the relationship between work-to-family conflict and organizational commitment. Regression analysis was performed to test the following null hypothesis:

$H_0 3$: Job level will not moderate the relationship between work-to-family conflict and organizational commitment.

To test the hypothesis, job level as a moderator will moderate the relationship between work-to-family conflict and organizational commitment, such that the relationship between work-to-family conflict and organizational commitment will be more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial).

The results of the two steps of the regression analysis for the third hypothesis are shown in Table 6. Beta coefficients for the Step 1 analysis of work-to-family conflict and organizational commitment were $\beta = .753$, $t = 13.428$, $p < .001$; and job level and organizational commitment were $\beta = .199$, $t = 3.553$, $p = .011$. When work-to-family conflict and job level were included as the only independent variables (without including an interaction term), the regression model explained 85% of the variance in organizational commitment ($R^2 = .853$, $p < .001$).

In Step 2, when an interaction between work-to-family conflict and job level was added, the percentage of variance in organizational commitment was 88% ($R^2 = .879$; $p < .001$). Hence the interaction term accounted for an additional 3% of variance in the dependent variable ($\Delta R^2 = .026$). Based on the result, the null hypothesis was rejected ($t = -5.549$, $p < .001$), as job level had significantly moderated the relationship between work-to-family conflict and organizational commitment, such that the relationship between work-to-family conflict and organizational commitment was more strongly negative at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial). Standardized beta coefficients for the Step 2 analysis of work-to-family conflict and organizational commitment ($\beta = .437$, $t = -5.714$, $p = <.001$), job level and organizational commitment ($\beta = -.308$, $t = -5.629$, $p = .686$), and moderation ($\beta = -.284$, $t = -5.549$, $p < .001$) indicated the independent contribution of each variable while controlling for the influence of others to create the multiple regression equation for each analysis, after assuring significance by examining accompanying p-values. The overall model fit was $R^2 = .879$.

In Figure 5, organizational commitment as in the hypothesis is predicted to decrease when work-to-family conflict increases for employees at both high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial). Consistent with that prediction, the slope lines for the two groups slope downwards as shown in Figure 5. As work-to-family conflict increases, organizational commitment is decreasing more steeply at a faster rate for employees at high job levels (supervisory or managerial) than for employees at low job levels (nonsupervisory or nonmanagerial). Based on the slopes of the lines for each group of employees, the relationship between work-to-family conflict and organizational commitment is different between the two groups so the moderating effect of the job level of the employee affects how negative the relationship is. The moderating effect is statistically significant which means that the two slopes for high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial) are statistically different even though they look reasonably functioning in the same direction. There is a steeper decrease at a faster rate in organizational commitment as a function of work-to-family conflict of employees at high job levels (supervisory or managerial) than of employees at low job levels (nonsupervisory or nonmanagerial). Therefore, when work-to-family conflict increases, the job level moderates the relationship between work-to-family conflict and organizational commitment, such that the relationship between work-to-family conflict and organizational commitment is steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). Thus, the relationship between the work-to-family conflict and

organizational commitment has now become contingent on the existence of the job level

as a moderator.

Figure 5

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Organizational Commitment
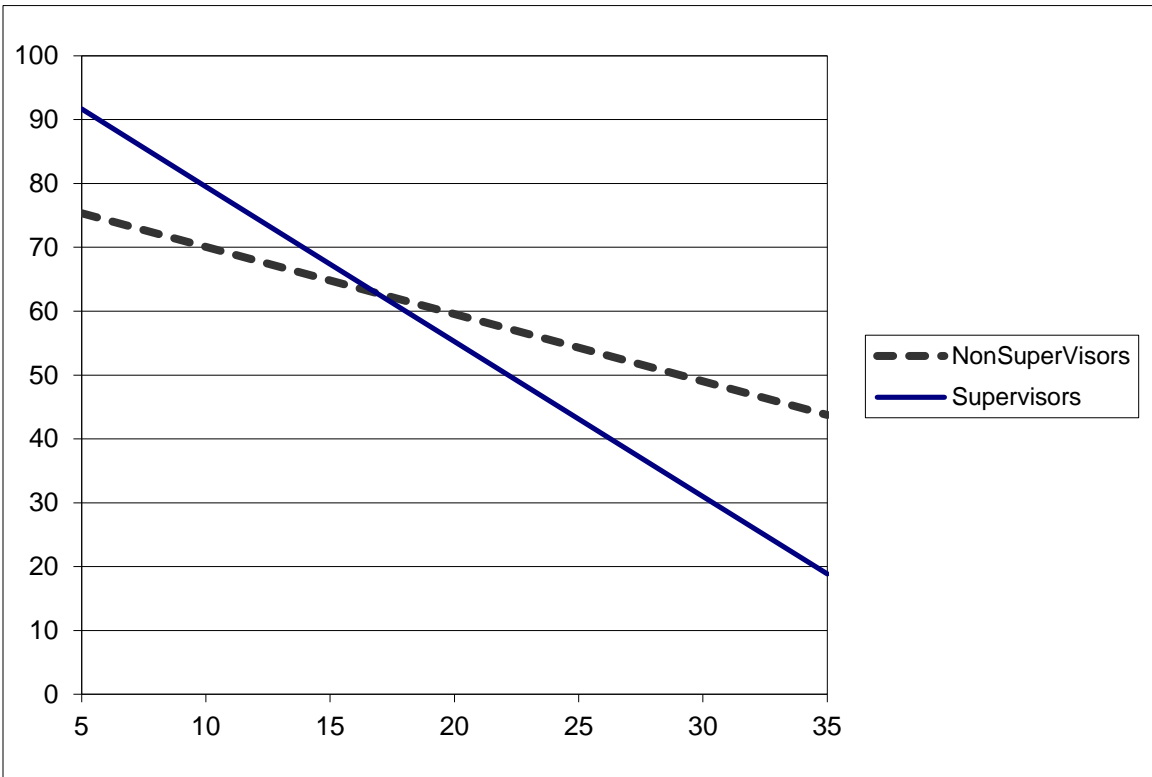
Table 7

*Results of Regression Analysis Testing for Moderator Effects of Job Level on the
moderate the Relationship Between Work-to-Family Conflict and Turnover Intention*

Model Term	Unstandardized coefficients		Standardized coefficients			
	β	Std. Error	Beta	t	P-value	VIF
Step 1						
(Constant)	6.706	.173		38.849	<.001	
WFC	.232	.012	.765	19.148	<.001	3.124
Job level	1.355	.237	.228	5.712	<.001	3.124
Step 2						
(Constant)	6.116	.215		28.426	<.001	
WFC	.178	.017	.588	10.371	<.001	7.001
Job level	1.718	.241	.289	7.139	<.001	3.585
Moderator (WFC*Job level)	.097	.023	.160	4.212	<.001	3.133

Step 1:
  $R^2 = 925$, $F(2, 147) = 905.474$, $p < .001$.
Step 2:
  $R^2 = .934$, $F(3, 146) = 678.768$, $p < .001$.
Step 2 vs Step 1:
  $\Delta R^2 = .008$, $F(1, 148) = 17.738$, $p < .001$.

Table 7 shows the significant moderation analyses of job level on the relationship between work-to-family conflict and turnover intention. Regression analysis was performed to test the following null hypothesis:

$H_0 4$: Job level will not moderate the relationship between work-to-family conflict and turnover intention.

To test the hypothesis, job level as a moderator will moderate the relationship between work-to-family conflict and turnover intention, such that the relationship between work-to-family conflict and turnover intention will be more strongly positive at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial).

The results of the two steps of the regression analysis for the fourth hypothesis are shown in Table 7. Beta coefficients for the Step 1 analysis of work-to-family conflict and turnover intention were $\beta = .765$, $t = 19.148$, $p < .001$; and job level and turnover intention were $\beta = .228$, $t = 5.712$, $p = .001$. When work-to-family conflict and job level were included as the only independent variables (without including an interaction term), the regression model explained 92.5% of the variance in turnover intention ($R^2 = .925$, $p < .001$).

In Step 2, when an interaction between work-to-family conflict and job level was added, the percentage of variance in turnover intention was 93.4% ($R^2 = .934$; $p < .001$). Hence the interaction term accounted for an additional 1% of variance in the dependent variable ($\Delta R^2 = .008$). Based on the result, the null hypothesis was rejected ($t = 4.212$, $p < .001$), as job level had significantly moderated the relationship between work-to-family conflict and turnover intention, such that the relationship between work-to-family conflict and turnover intention was more strongly positive at high job level (supervisory or managerial) than at low job level (nonsupervisory or nonmanagerial). Standardized beta coefficients for the Step 2 analysis of work-to-family conflict and turnover intention ($\beta = .588$, $t = 10.371$, $p = < .001$), job level and turnover intention ($\beta = .289$, $t = 7.139$, $p = .001$), and moderation ($\beta = .160$, $t = 4.212$, $p = .001$) indicated the independent contribution of each variable while controlling for the influence of others to create the regression equation for each analysis, after assuring significance by examining accompanying p-values. The overall model fit was $R^2 = .934$.

In Figure 6, turnover intention as in the hypothesis is predicted to increase when work-to-family conflict increases for employees at both high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial). Consistent with that prediction, the slope lines for the two groups slope upwards as shown in Figure 6. As work-to-family conflict increases, turnover intention is increasing more steeply at a faster rate for employees at high job levels (supervisory or managerial) than for employees at low job levels (nonsupervisory or nonmanagerial). Based on the slopes of the lines for each group of employees, the relationship between work-to-family conflict and turnover intention is different between the two groups so the moderating effect of the job level of the employee affects how positive the relationship is. The moderating effect is statistically significant which means that the two slopes for high job levels (supervisory or managerial) and low job levels (nonsupervisory or nonmanagerial) are statistically different even though they look reasonably functioning in the same direction. There is a steeper increase at a faster rate in turnover intention as a function of work-to-family conflict of employees at high job levels (supervisory or managerial) than of employees at low job levels (nonsupervisory or nonmanagerial). Therefore, when work-to-family increases, the job level moderates the relationship between work-to-family conflict and turnover intention such that the relationship between work-to-family conflict and turnover intention is steeply increasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). Thus, the relationship between the work-to-family conflict and turnover intention has now become contingent on the existence of the job level as a moderator.

Figure 6

Results of Regression Analysis Testing for Moderator Effects of Job Level on the Relationship Between Work-to-Family Conflict and Turnover Intention
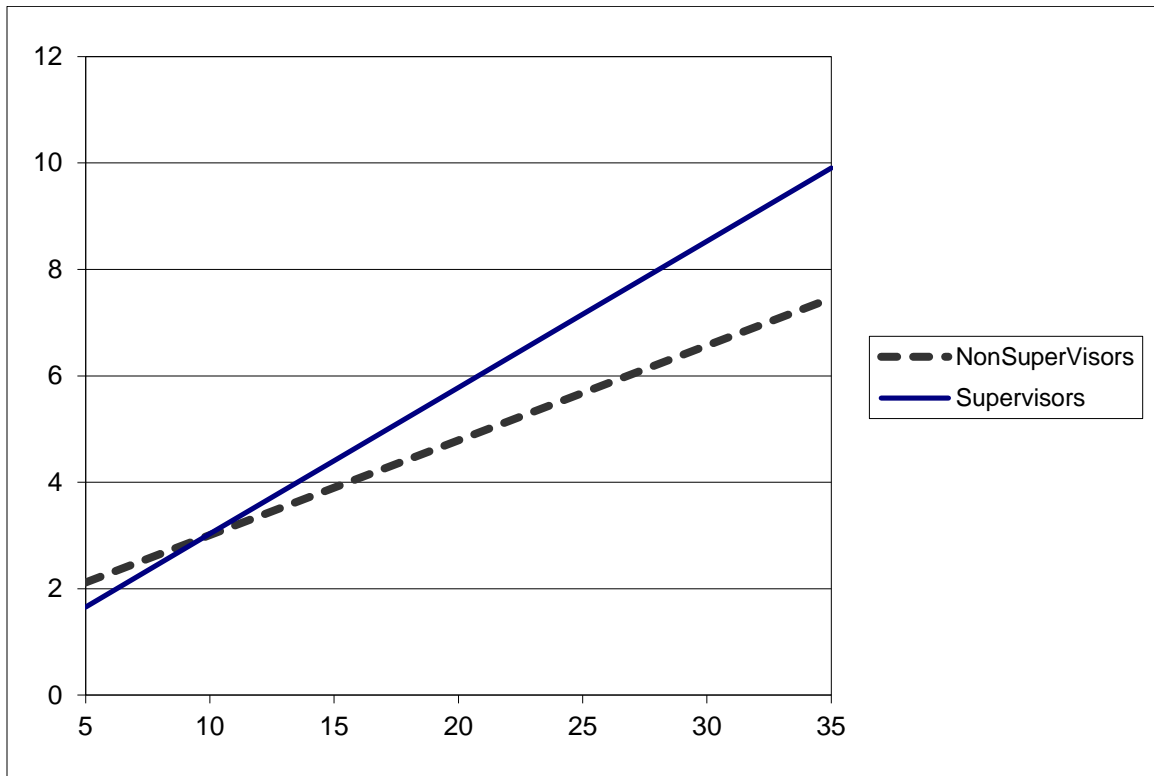
In sum, the null hypothesis in hypotheses 1, 2, 3, and 4 were rejected. In the next section, I summarize this chapter.

Summary

The purpose of the current study was to quantitatively examine the moderating effects of job level on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention).

Chapter 4 provided a recapitulation of the research questions and hypotheses. In this chapter, data collection and data analysis were discussed.

Based on the results, job level significantly moderated the relationship between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Null hypothesis in Hypotheses 1, 2, 3, and 4 were rejected. Thus, the relationship between the work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention) has now become contingent on the existence of the job level as a moderator. In Chapter 5, I will discuss the current study's findings, conclusions, implications, and recommendations.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

Past researchers examined the relationships between work-family conflict of different types of employees' on their job attitudes (Greenhaus & Beutell, 1985; Saari & Judge, 2004). Particularly, recent studies found that supervisors or managers were able to leverage their position by buffering work-family conflict than nonsupevisors /non managers (Duxbury, 2003; Roche & Haar, 2010). The purpose of this study was to examine the moderating effects of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). The independent variable for this study was work-to-family conflict. The dependent variables were job satisfaction, work engagement, organizational commitment, and turnover intention. The moderator variable was job level (supervisory or managerial and nonsupervisory or nonmanagerial). I collected data from working adults and analyzed collected data using regression analysis.

This study was based on four research questions that addressed the impact of two predictors, job-level as a moderator and work-to-family conflict on job attidues as dependent variables comprising of job satisfaction, work engagement, organizational commitment, and turnover intention.

The results for the first research question indicated the significant moderation of job level on the relationship between work-to-family conflict and job satisfaction.

RQ1: Does job level moderate the relationship between work-to-family conflict and job satisfaction?

The job level moderated the relationship between work-to-family conflict and job satisfaction such that when work-to-family conflict increased, the relationship between work-to-family conflict and job satisfaction was steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). The relationship between the work-to-family conflict and job satisfaction has now become contingent on the existence of the job level as a moderator.

The results for the second question indicated the significant moderation of job level on the relationship between work-to-family conflict and work engagement.

RQ2: Does job level moderate the relationship between work-to-family conflict and work engagement?

The job level moderated the relationship between work-to-family conflict and work engagement such that when work-to-family conflict increased, the relationship between work-to-family conflict and work engagement was steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). The relationship between the work-to-family conflict and work engagement has now become contingent on the existence of the job level as a moderator.

The results for the third question indicated the significant moderation of job level on the relationship between work-to-family conflict and organizational commitment.

RQ3: Does job level moderate the relationship between work-to-family conflict and organizational commitment?

The job level moderated the relationship between work-to-family conflict and organizational commitment such that when work-to-family conflict increased, the relationship between work-to-family conflict and organizational commitment was steeply decreasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). The relationship between the work-to-family conflict and organizational commitment has now become contingent on the existence of the job level as a moderator.

The results for the fourth question indicated the significant moderation of job level on the relationship between work-to-family conflict and turnover intention.

RQ4: Does job level moderate the relationship between work-to-family conflict and turnover intention?

The job level moderated the relationship between work-to-family conflict and turnover intention such that when work-to-family increased, the relationship between work-to-family conflict and turnover intention was steeply increasing at a faster rate for employees at high job level (supervisory or managerial) than for employees at low job level (nonsupervisory or nonmanagerial). The relationship between the work-to-family conflict and turnover intention has now become contingent on the existence of the job level as a moderator.

In summary, the moderating effects of job level were statistically significant on the relationships between work-to-family conflict and job attitudes. There was a

significant relationship between work-to-family conflict of supervisory or managerial employees and nonsupervisory or nonmanagerial employees, job levels, and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention).

Job Satisfaction

The results obtained in my study indicated that work-to-family conflict had a negative influence on job statisfaction which was consistent with previous research (Glaveli, Karassavidou, & Zafiropoulos, 2013; Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Hammer & Tosi, 1974; Lu, Lu, Du, & Brough, 2016; Mihelic, 2014). In my study, job level moderated the relationship between work-to-family conflict and job satisfaction. Research has shown that higher work-to-family conflict led to lower job satisfaction reducing quality of working life which differed among occupations and even job levels (Lu et al., 2016). Thus in my study, job level moderated the relationship between work-to-family conflict and job satisfaction. Higher job level was found to be more strongly negative than lower job levels. Yu's (2011) findings showed that Taiwanese supervisors experienced higher work-family conflict had a direct effect on lower job satisfaction owing to their locus of control and decision making capacity as compared with their subordinates.

Work Engagement

Similarly, the results obtained in my study indicated that work-to-family conflict had a negative influence on work engagement which was consistent with previous research (Halbesleben, Harvey, & Bolino, 2009; Christian, et al., 2011; Dåderman & Basinska, 2016; Halbesleben, et al., 2009; Lu et al., 2016). In my study, job level

moderated the relationship between work-to-family conflict and work engagement. Strong evidence suggests that employment type on work-family conflict face physical and psychological distress, and thus face less vigor, dedication and absorption. The findings showed that higher job level participants with higher work-family conflict faced lower work engagement. This is not unexpected as individuals at higher job levels are active with multiple life domains, as such have a large and diverse networks of support (Lu et al., 2016).

Organizational Commitment

Hatam et al., (2016) found that work-family conflict led to a lower organizational affective, normative, and continuance commitment. The results obtained in my study indicated that work-to-family conflict had a negative influence on organizational commitment which was consistent with previous research (Casper, Harris, Taylor-Bianco, & Wayne, 2011; Hammer et al., 2011; Askarian, Hatam, Jalali, & Kharazmi, 2016; Parasuraman & Simmers, 2001). The findings of my study showed that higher job level participants with higher work-to-family conflict faced lower organizational commitment. On a similar note, in their cross-sectional study, Mukanzi & Senaji, (2017) found banking managers (higher job levels) as compared to the bank excevutives (lower job levels) had a more positive relationship with affective commiment, continuance commitment and normative commitment. The study (Mukanzi & Senaji, 2017) explored that banking managers remained more committed despite higher pressures or spillovers of work-family conflict as they remain highly valuable to the organization and strategic business direction in comparison to the front-line executives.

Turnover Intention

The results obtained in my study indicated that work-to-family conflict had a positive influence on turnover intention which was consistent with previous research (Grandey & Cropanzano, 1999; Mauno et al., 2015). The findings in my study indicated employees at higher work-to-family conflict experienced higher turnover intention. However, some researchers have found employees' turnover intentions to be negatively correlated with work-family conflict (Hammer et al., 2011; Kao & Chang, 2016; Long, Azami, Kowang, & Fei, 2016; Mauno et al., 2015). In my study, both high and low job levels face high work-family conflict, but the relationship between work-family conflict and turnover intention was more strongly positive at high job levels (supervisory or managerial) than at low job levels (nonsupervisory or nonmanagerial). These findings are found compatible with previous studies (Haybatollahi & Gyekye, 2012; Lu, Lu, Gursoy & Neale, 2016) on work-family conflict contributed that managers develop deliberate intention to quit as they are able to search for better working positions.

The remainder of Chapter 5 was organized into the following sections: interpretation of the findings, limitations, recommendations, implications, and conclusion. In the next section, I will discuss the interpretation of the findings of the current study.

Interpretation of the Findings

Employees face the challenge of managing work and family roles resulting to inter-role conflicts. The current study examined the moderating effect of job level (supervisory or managerial and nonsupervisory or nonmanagerial) on the relationships

between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Based on the results of the current study, job level moderated the relationships between two predictors, work-to-family conflict and job level, and the dependent variables, job attitudes, such that supervisory or managerial working adults were more likely to report higher levels of work-to-family conflict than nonsupervisory or nonmanagerial working adults (Bhar & Padmaja, 2014; DiRenzo, et al.,2011; Lu,et al., 2016).

I developed four research questions address work-to-family conflict that has been found to correlate with job attitudes of working adults at supervisory or managerial and nonsupervisory or nonmanagerial levels. The results of the study may contribute to positive social change for human resource and management personnel of organizations by providing useful information to design job level-specific training programmes (i.e., work-life balance practices) and structuring appropriate settings (i.e., alternate work locations for their employees at different job levels to take control by planning, managing or coordinating tasks, projects or events in their work situations.

Work-Family Conflict

Work-to-family conflict was assessed by five items. Specifically, I examined the moderating effects of supervisory or managerial and nonsupervisory or nonmanagerial using work-to-family conflict and showed the impact it has on job attitudes at a higher level of work-to-family conflict among higher job levels. The results of this study provided a deeper understanding of the effects of work-to-family conflict on job attitudes.

Conflict theory (Greenhaus & Beutell, 1985) and role enhancement theory (Barnett & Hyde, 2001) supported the moderating effects of job level on the relationships between work-to-family conflict and job attitudes (job satisfaction, work engagement, organizational commitment, and turnover intention). Work and family conflict between work and family domains tends to stem from the conflict between the roles. Particularly, role enhancement theory posits that multiple roles provide multiple sources of social support, skills that transfer from one role to another and an increased sense of meaning, personal worth and purpose (Barnett & Hyde, 2001, Thoits, 1983). For instance, in line with the role enhancement theory, participating in multiple roles can lead to beneficial outcomes that enhance job satisfaction, work engagement, and organizational commitment and reduce turnover intentions. It has been found to better the basic processes pertinant to domain performance including decision making, problem solving and interpersonal communications (Barnett & Hyde, 2001). Thus, the current research indicates the job attitudes (job satisfaction, work engagement, organizational commitment and turnover intention) are largely beneficial and instrumental for job level specific, and therefore predicts employees' ability to deal with work-to-family conflict.

Next, working male and female adults in supervisory or managerial and nonsupervisory or nonmanagerial job levels manage and balance work and family demands. Hence, in utilizing job level as a moderator in my study may provide an insight into the changing gender social role at different job levels.Besides, the attitudes and behaviors of managers may also influence their subordinates' behaviors. A manager with

lower ethical standards than their employees might cause those employees to act in ways that violate the employee's own value systems (Vardi & Weitz, 2004).

Limitations

The target population of this study was composed of working adults. In terms of external validity, the findings may not be applicable to non-working adults. As such, the scope of this study is limited in generalizing results, as the sample was collected from a specific working population.

The next limitation of this study was participants' understanding and interpretation of the survey questions. Using Likert scale in survey may limit participants in provision of accurate assessment of their feelings, behavior, or beliefs. Further, there was also a possibility to fake good social desirability. Participants may also provide demand effect responses. Participants' responses of the survey questions needed to be interpreted carefully. In the next section, I discuss the recommendations for the current study.

Recommendations

The findings of this study suggested a number of possibilities for future research. First, future research could examine the interaction effects of work-family conflict to determine various relationships with a number of constructs when compared to job levels. For example, the researchers could investigate the effects of offering work-family balance initiatives in organization. Next, future study could include qualitative and mixed study design that could provide useful insights from analysis of daily events. In future, studies examining the moderating effects of job level in models might uncover other

differences that may contribute to positive social change by providing new insights and useful information for business leaders and policy makers as well as providing an understanding of the dynamic of the work-family conflict. Overall, the current study revealed statistically significant relationships as hypothesized and addressed the moderating effect of job levels on the relationships between work-to-family conflict, and job attitudes.

It would also be beneficial to investigate affective factors such as self-reported work-family conflict of working adults of various industries. This inclusion would enrich the findings with more insights into the struggle faced by working adults in work-family conflict. The current study may also extend new findings of work-family conflict in working adults at different job levels. For the future, a longitudinal study using a mixed-method may be beneficial for organizations, In the next section, I will discuss the implications of the current study.

Implications

The findings of this study may contribute to positive social change by providing useful information for policy makers and organizations to understand work-family conflict faced by working adults at different job levels. As such, it is crucial to continue work-family conflict studies. More research providing information of work-family conflict in working adults will aid human resource personnel and organizations in designing and structuring appropriate settings for working adults at different job levels.. With an inclusion of gender, future studies may investigate how family interferes with

work and work interferes with family, and investigate how the interactions of these variables affect working adults at different job levels.

Social implications of the current study exploring working adults' job attitudes serve as an impetus for future research on inter-conflict of more than the two role domains. As such, it is beneficial to continue research on inter-role conflicts in work-family, and job attitudes such as job satisfaction, work engagement, organizational commitment, and turnover intention to provide an understanding of the personal dimensions in the lives working adults. Furthermore, there is a need to continue study by tapping into the experience of work-role in work-family conflict and to provide relevant information and understanding of the dynamics of work and family.

Another social implication of the current study was to establish awareness and understanding of the role conflicts faced by working adults. It is crucial to continue study so as to provide for policy makers and organizations useful information that may provide an insight into the plight of working adults for any future interventions, for e.g. flexi-work schedule, and also assist in upkeep of their job attitudes, for e.g. reducing turnover intentions. In the next section, I will conclude my study.

Conclusion

The objective of this study was to quantitatively examine the moderating effects of job level on the relationships between work-to-family conflict and job attitudes of working adults. Based on my results, I concluded that working adults at supervisory or managerial job levels have higher levels of work-to-family conflict compared to working adults at nonsupervisory or nonmanagerial. It is evident that relationship exists in work-

to-family conflict, job levels and job attitudes. The null hypotheses for Hypothesis 1, 2, 3, and 4 were rejected. In conclusion, working adults whether superviors or non-supervisors should try to balance work and-family.

Overall, the findings from this study will add to the existing literature. With an awareness of conflict role theory and working adults at different job levels experiencing work-to-family conflict, the findings may contribute to positive social change by providing useful information for organizational leaders. The study may also provide an understanding of the dynamic of the work-to-family conflict for supervisors/managers or non-supervisors and non managers. The provision of new data and information regarding work-to-family conflict and job attitudes of working adults at different job levels allow organizations to offer suitable resources and services to this population.

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Appendix A: Respondent's Profile

1. Age

    0- 17 years or younger
    1- 18 - 29
    2- 30 - 39
    3- 40 - 49
    4- 50 -59
    5- 60 -65

2. Gender

    0- Male
    1- Female
    2- X-Specified
    3- No Reply

3. Educational Level

    0- No Formal Education/Primary
    1- Secondary/College
    2- Bachelor/Diploma
    3- Master/PhD
    Others:_____

4. Marital Status

    0- Single
    1- Married/Partner
    2- Separated
    3- Divorced
    4- Widowed

5a). Industry:_____

   0- Arts/Design/Fashion
   1- Advertising/Marketing/Sales
   2- Accounts/Banking/Finance
   3- Education
   4- Healthcare
   5- Hotel/Hospitality
   6- Human Resource/ Consulting
   7- Insurance
   8- Law/Legal
   9- Retail/Merchandise
   10- Transport/Logistics
   Others:_____

5b) Job title: _____

   0- Administrative
   1- Executive/Officer
   2- Manager
   3- Senior Manager
   4- Director
   5- C-level

5c) Job Level

   0- Supervisor/Manager
   1- NonSupervisor/Non-Manager

5d) How many employees do you supervise/manage? _____

   0- None
   1- 1-2
   2- 2-3
   3- 4-5
   4- 5 or more

6a) Employment status of participant:

   0-Full time
   1-Part-time
   2-Not employed

6b). Employment status of spouse/partner:

    0-Full time
    1-Part-time
    2-Not employed
    3-Not applicable

7. Working hours per week of spouse/partner:

    Below10 hours per week
    0- less than 20 hours per week
    1- 20 – 29 hours per week
    2- 40 – 49 hours per week
    3- 60 – 69 hours per week
    4- 80 – 89 hours per week
    5- 90 and more hours per week
    6- Not applicable

8. Number of Children living with you all or part of the time: *(Skip to next three questions if response is none)*

    0- None
    1- 1 - 2
    2- 3 - 4
    3- 5 or more
    4- Not applicable

9a). Do you have children 1 years old or younger living with you all or part of the time:

    0- Yes
    1- No

9b). Do you have children between 2-10 years of age living with you all or part of the time:
    0- Yes
    1- No

9c). Do you have children between 11-20 years of age living with you all or part of the time:
    0- Yes
    1- No

9d). Do you have children aged 21years or older living with you all or part of the time:

0- Yes
1- No

10. Flexibility of work schedule: Do you have flexibility in the times you start and finish work each day?

0- Yes
1- No

11. Are you pregnant? *(automatic skip if male)*

0- Yes
1- No

12. Other dependent care responsibilities:

0- Elderly
1-Disabled family members
2-None
(Skip question to Qn 14 if response is none)

13. No. of hours per week spent on care for elderly or disabled family members:
(Skip question to Qn 14 if response is none)

0- less than 20 hours per week
1- 20 – 29 hours per week
2- 40 – 49 hours per week
3- 60 – 69 hours per week
4- 80 – 89 hours per week
5- 90 and more hours per week
6- Not applicable