

The Influence of Perceived Organizational Support on Work-family Enrichment-the Mediating Role of Self-efficacy

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Abstract:

As employees' standards for a better life are constantly changing, the organizational support their actual feelings affects the positive mutual overflow between work and family, thereby increasing work enthusiasm and reducing staff turnover. In this paper, regarding self-efficacy as an intermediary variable to explore the mechanism of perceived organizational support on work-family enrichment. The results show that perceived organizational support has a significant positive effect on work-family enrichment, and self-efficacy plays a mediating role between them. As a result, enterprises could use the way of affirming the value of employees, caring about their vital interests, meeting spiritual and psychological needs, and rationally using individual differences to enhance work-family enrichment.

Keywords: *Perceived organizational support, Self-efficacy, Work-family enrichment.*

I. INTRODUCTION

Work-family enrichment has been shown by some scholars to be effective in improving employees' job satisfaction, performance and alleviating the turnover intention and emotional exhaustion [1-4]. To better exploit the positive effects of work-family enrichment, some studies have concluded that the support provided by the organization is one of the important influencing factors [5], and companies have also implemented family-friendly policies and superior support for their employees, but the effects are not significant. The reason for this is that employees are afraid that using the relevant support policies will be detrimental to their career development and therefore choose to give up or avoid using them. It can be concluded that if employees do not feel and trust the support policies provided by the company, it will be difficult to achieve the desired results. To address this issue, it is important to explore employees' feedback on the level of support provided by the company (i.e. perceived organizational support).

Some studies have concluded that perceived organizational support positively influence the degree to which employees feel valued by the organization and enhance positive psychological states. Self-efficacy, as a psychological resource, has an impact on individual behavior and mood, but whether it can be applied to work-family enrichments needs to be further investigated. When employees trust the support of the company, do the support resources they receive help them to better fulfil their family responsibilities? In

turn, do good family resources help employees do their jobs better? What role does self-efficacy play in the relationship between perceived organizational support and work-family enrichments? Exploring these questions will further enrich the perspective of work-family enrichment research and lay the foundation for retention and sustainable development.

II. MATERIALS AND METHODS

2.1 Research Hypothesis

2.1.1 Hypothesis of the direct effect of perceived organizational support on work-family enrichment

According to role accumulation theory and social exchange theory, the resources that individuals accumulate by playing a work role will have an impact on the family role, and will also be exchanged and rewarded with increased determination and confidence levels to complete the work, etc. [6]. That is, individuals who feel supported by the organization will reciprocate with positive behaviors. In terms of job support, individuals assess the level of support from colleagues and supervisors, which can positively influence the positive spillover from work to family[7]; in terms of value identity, when individuals feel valued and affirmed by the organization, they will increase their loyalty, satisfaction and commitment to work, and positive emotions will spillover to family[8]; in terms of concern for interests, when individuals feel cared for and helped by the organization in their family and life, they will be willing to use resources such as relationships and status in the family to help with work, and will also be willing to reward the organization with more positive and hardworking behavior [9-10]. This leads to the following hypothesis:

H1: Perceived organizational support has a significant effect on work-family enrichment

H1a: Job support has a significant positive effect on work-to-family enrichment

H1b: Value identity has a significant positive effect on work-to-family enrichment

H1c: Concern for interests has a significant positive effect on work-to-family enrichment

H1d: Job support has a significant positive effect on family-to-work enrichment

H1e: Value identity has a significant positive effect on family-to-work enrichment

H1f: Concern for interests has a significant positive effect on family-to-work enrichment

2.1.2 Hypothesis of mediating effect of self-efficacy between perceived organizational support and work-family enrichment

According to social exchange theory and resource conservation theory, as the amount of resources an individual possesses increases, the more positive psychological and behavioral aspects are exhibited [6]. According to resource conservation theory and social cognitive theory, individuals' behavior, cognition and the environment they live in are two-way influences. The mutual positive spillover between work and family arises from the accumulation of resources, and self-efficacy, as a psychological resource, plays an important role in promoting positive spillover between the two [11]. The model of cross-border enrichment of role resources between work and family emphasizes that the essence of achieving work-family enrichment is from the accumulation and assessment of role resources by individuals, to changes in psychological factors, to positive spillover across the border, and finally to role re-engagement. Scholars have validated that perceived organizational support can further contribute to positive outcomes through

self-efficacy [12-13]; and that the work resources and support individuals receive can influence work-family enrichment by enhancing psychological resources [14]. Perceived organizational support is a type of social support that focuses on measuring an individual's subjective feelings. When individuals feel valued and recognized from support, it enhances psychological resources, including self-efficacy. Some studies have confirmed that intervening in an individual's psychological resources affects work-family relationships [15]. Based on the above combinations, this paper hypothesizes that perceived organizational support can exert influence in the middle through self-efficacy and indirectly act on work-family enrichment, with the following hypothesis proposed:

H2: Self-efficacy mediates between perceived organizational support and work-family enrichment

H2a: Self-efficacy mediates between perceived organizational support and work-to-family enrichment

H2b: Self-efficacy mediates between perceived organizational support and family-to-work enrichment

2.2 Subjects and Methods of Study

2.2.1 Subjects of study

The grassroots employees of the state-focused leading enterprises of agricultural industrialization in Heilongjiang Province, which are the main force in promoting the structural reform of the agricultural supply side in Heilongjiang Province, are on the side of being managed and have relatively objective feelings towards corporate support. Therefore, 343 grassroots employees of state-focused leading enterprises in Heilongjiang Province were used as the research subjects for this study. During the two weeks of data collection, 400 questionnaires were distributed and 385 were returned, with a return rate of 96.25%. Among them, 343 were valid questionnaires, with an effective rate of 89.09%. Among the valid questionnaires, 181 were female and 162 were male; 169 were unmarried, 168 were married and 6 were of other marital status; 166 had worked for 5 years and below, 73 for 6-10 years, 27 for 11-15 years, 21 for 16-20 years, 26 for 21-25 years and 30 for 26 years and above.

2.2.2 Questionnaire design

In this study, we used the Perceived Organizational Support Scale, developed by Ling Wenquan and other scholars to fit the Chinese context, which is divided into three dimensions: job support, value identity and concern for interests, each corresponding to three questions [16]; the Chinese version of the Self-Efficacy Scale, translated by Wang Caikang et al, is used in this study, which is verified to have good reliability and validity and has passed cross-cultural validation with people of different nationalities and different occupations [17]; the The Chinese version of the Work-Family Enrichment scale developed by Carlson et al. was used, and the scale has been tested by Chinese scholars. The above scales were validated by SPSS 22.0 software for reliability and validity, with α coefficients ranging from 0.799-0.928, KMO values ranging from 0.843-0.918 for the total scale, and the cumulative variance contribution rates of the extracted main factors were all above 69.89%, which were all consistent with the original scale.

2.2.3 Methods of study

This study used SPSS 22.0 software to analyse the data, analysis of variance to obtain control variables, correlation analysis to verify whether there was a high correlation between the independent variables, and

stratified regression analysis to test the hypotheses, and then to explore the direct effect of perceived organizational support on work-family enrichment and whether it further acts on work-family enrichment through self-efficacy.

2.3 Results and Discussion

2.3.1 Analysis of variance

(1) Marital status

A one-way analysis of variance was conducted on marital status and the results are shown in TABLE I. Both the work-to-family enrichment and the family-to-work enrichment are significantly different across marital status. This results in a two-by-two multiple comparisons, which shows that there is a significant difference between the "divorced/widowed" and unmarried and married employees, probably because they need to take on more responsibility for their lives alone and put their limited energy into their work, and are more able to capture and feel the support of work and family.

TABLE I. One-way ANOVA results table for marital status

VARIABLE	HOMOGENEITY OF VARIANCE TEST		DIFFERENCE IN MEANS TEST		IS THE DIFFERENCE SIGNIFICANT
	SALIENCE	IS IT HOMOGENEOUS	F-Value	SALIENCE	
Work-to-family Enrichment	0.061	Yes	6.364	0.002	Yes
Family-to-work Enrichment	0.120	Yes	5.023	0.007	Yes

(2) Years of working

A one-way analysis of variance was conducted on years of working and the results are shown in TABLE II. The two variables differed significantly across years of working. Multiple comparisons revealed that grassroots employees with more than 20 years of working had significantly higher work-to-family enrichment and family-to-work enrichment than employees with other years of working. The reason for this may be that they receive more resources from the company, some of which spill over positively into the family, and when family members feel supported by the company, they are also willing to use family resources to help with work.

2.3.2 Correlation analysis

The results of the Pearson correlation analysis for each variable are shown in TABLE III. The coefficients of job support, value identity and concern for interests between two and two are less than 0.7, which means that there is no high correlation between them, and all variables have significant positive effects on each other.

TABLE II. One-way ANOVA results table for years of working

VARIABLE	HOMOGENEITY OF VARIANCE TEST		DIFFERENCE IN MEANS TEST		IS THE DIFFERENCE SIGNIFICANT
	SALIENCE	IS IT HOMOGENEOUS DHOMOGENEOUS	F-Value	SALIENCE	
Work-to-family Enrichment	0.393	Yes	4.173	0.001	Yes
Family-to-work Enrichment	0.410	Yes	5.839	0.000	Yes

TABLE III. Result table of correlation analysis between variables

VARIABLE	I	II	III	IV	V	VI	VII
I Job support	1						
II Value identity	0.443**	1					
III Concern for interests	0.445**	0.491**	1				
IV Intensity	0.518**	0.462**	0.455**	1			
V Breadth	0.505**	0.455**	0.455**	0.565**	1		
VI Work-to-family Enrichment	0.429**	0.463**	0.479**	0.433**	0.477**	1	
VII Family-to-work Enrichment	0.443**	0.459**	0.447**	0.428**	0.487**	0.665**	1

Note: ** indicates that the correlation is significant at 0.01 (two-tailed)

2.3.3 Hypothesis testing

Hierarchical regression was used to test whether perceived organizational support had a direct effect on work-family enrichment and whether self-efficacy played a mediating role. The reference groups were "other" for marital status and "26 years and above" for years of working.

(1) Direct effect test of perceived organizational support on work-family enrichment

The results of the stratified regression analysis are shown in TABLE IV. Model 1 included seven control variables such as unmarried, 5 years and below, and the F-value was 3.755 and statistically significant; Model 2 included three independent variables: job support, value identity and concern for interests, and the regression coefficients were 0.235, 0.280 and 0.275 respectively, which were positive and significant, verifying hypotheses H1a, H1b and H1c; Model 5 included control variables, and the F-value was 4.673, which is significant; the regression coefficients of the three explanatory variables in Model 6, job support, value identity and concern for interests, were 0.272, 0.263 and 0.232 respectively, all positive and significant, with job support having the largest effect and concern for interests the smallest, validating hypotheses H1d, H1e and H1f.

TABLE IV. Test table for the influence of perceived organizational support on work-family enrichment and the mediating effect of self-efficacy

CATEGO RY	VARIAB LE	WORK-TO-FAMILY ENRICHMENT				FAMILY -TO-WORK ENRICHMENT			
		M1	M2	M3	M4	M5	M6	M7	M8
Control variable	Unmarried	-0.482*	0.078	0.166	0.025	-0.387	0.147	0.219	0.098
	Married	-0.431*	0.051	0.132	0.013	-0.366	0.095	0.160	0.060
	5 years and below	-0.343* *	0.037	0.228*	0.310**	-0.353* *	0.028	0.183	0.284**
	6-10 years	-0.300* *	-0.011	0.092	0.146	-0.272* *	0.011	0.094	0.157*
	11-15 years	-0.207* *	-0.053	-0.010	0.021	-0.160* *	-0.006	0.028	0.062
	16-20 years	-0.133* *	-0.067	-0.032	-0.020	-0.208* *	-0.143* *	-0.115* *	-0.099
	21-25 years	-0.143* *	-0.106	-0.103	-0.097	0.000	0.040	0.042	0.049
Independent variable	Job support		0.235**	0.185**	0.172**		0.272**	0.231**	0.213**
	Value identity		0.280**	0.250**	0.238**		0.263**	0.238**	0.223**
	Concern for interests		0.275**	0.225**	0.204**		0.232**	0.192**	0.166**
Mediating variable	Intensity			0.303**				0.245**	
	Breadth				0.390**				0.365**
Model summary	R ²	0.073	0.350	0.392	0.422	0.089	0.346	0.374	0.410
	Adjusted R ²	0.053	0.330	0.372	0.403	0.070	0.327	0.354	0.390
	ΔR ²	0.073* *	0.277**	0.042**	0.073**	0.089* *	0.257**	0.028**	0.063**
	F	3.755* *	17.838* *	19.401* *	21.979* *	4.673* *	17.597* *	18.006* *	20.892* *
	ΔF	3.755* *	47.084* *	23.134* *	41.581* *	4.673* *	43.594* *	14.785* *	35.533* *

Note: * means p<0.05, ** means p<0.01

(2) Mediating effect test of self-efficacy between perceived organizational support and work-family enrichment

Before conducting the test for mediating effects, it was explored whether there was a significant effect of perceived organizational support on self-efficacy and the results are shown in TABLE V. The F-value for Model 9 with the inclusion of job support, value identity and concern for interests was 64.565 and significant, with statistical significance. The regression coefficients for the three independent variables were 0.332, 0.216 and 0.202 and significant, confirming the strength of the perceived significant effect of organizational support; the effects of the three explanatory variables of job support, value identity and concern for interests in Model 10 were significant with regression coefficients of 0.319, 0.211 and 0.210

respectively, meaning that these three variables positively affected breadth.

TABLE V. Regression analysis table of perceived organizational support to self-efficacy

CATEGORY	VARIABLE	INTENSITY	BREADTH
		M9	M10
Independent variable	Job support	0.332**	0.319**
	Value identity	0.216**	0.211**
	Concern for interests	0.202**	0.210**
Model summary	R ²	0.364	0.353
	Adjusted R ²	0.358	0.347
	ΔR ²	0.364**	0.353**
	F	64.565**	61.570**

Note: * means p<0.05, ** means p<0.01

The results of the mediating effect test are shown in TABLE IV. After adding intensity to Model 2, the coefficients for job support, value identity and concern for interests in Model 3 decreased from 0.235, 0.280 and 0.275 to 0.185, 0.250 and 0.225 respectively, and the coefficient for the effect of the mediating variable intensity was 0.303 and significant, indicating that intensity played a role in the relationship between job support, value identity and concern for interests and work-to-family enrichment in all partially mediating role. After adding breadth to Model 2, the coefficients for job support, value identity and concern for interests in Model 4 decreased from 0.235, 0.280 and 0.275 to 0.172 (p<0.01), 0.238 (p<0.01) and 0.204 (p<0.01) respectively, and the standard regression coefficient for breadth was 0.390 (p<0.01), indicating that breadth partially mediates the relationship between job support, value identity and concern for interests and work-to-family enrichment, validating hypothesis H2a.

After adding intensity to Model 6, the coefficients of the independent variables in Model 7 decreased from 0.272, 0.263 and 0.232 to 0.231 (p<0.01), 0.238 (p<0.01) and 0.192 (p<0.01), respectively, and the coefficient of intensity on the dependent variable was 0.245 (p<0.01), indicating that that intensity partially mediates the relationship between job support, value identity and concern for interests and family-to-work enrichment; after adding breadth to Model 6, the coefficients of the independent variables in Model 8 decreased from 0.272, 0.263 and 0.232 to 0.213 (p<0.01), 0.223 (p<0.01) and 0.166 (p<0.01), respectively, and the coefficient of breadth on the dependent variable was 0.365 (p<0.01), indicating that that breadth partially mediates the relationship between job support, value identity and concern for interests and family-to-work enrichment, validating hypothesis H2b.

III. CONCLUSION

Analysis of variance revealed that there were significant differences in work-family enrichments among grassroots employees with different marital status and years of working. Specifically, the level of work-family enrichment for unmarried employees was lower than that of the other two marital statuses; the longer the length of working, the higher the level of work-family enrichment, with employees with 21 years of working or more having significantly higher work-family enrichment than those with other years of working. The reason for this is that unmarried grassroots employees have less need for resources because they have fewer family responsibilities and have not yet taken on more work responsibilities, and are not sensitive enough to capture and use resources in different areas when work and family provide them; the shorter the length of working, the less resources the grassroots employee receives from the

company and the less resources they have to contribute to their families.

Using a hierarchical regression approach, it was verified that perceived organizational support had a significant positive effect on work-family enrichment and could further positively influence work-family enrichment through self-efficacy. Specifically, the higher the level of grassroots employees' perceptions of job support, value identity and concern for interests provided by the organization, the stronger the work-family enrichment; perceived organizational support acts on work-family enrichment through self-efficacy. The reason for this may be that the resources, satisfaction and help with work and life that grassroots employees receive from the company can be transferred to the family, solving some of the family's problems, while the family's resources and amicable atmosphere can help employees to perform their work in a better state; in addition, these supports received by employees can also improve their own work ability and self-confidence level, and this positive psychology will motivate individuals to fulfil their work and family responsibilities, thus promoting a positive mutual spillover between work and family.

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