



"Nurturing Balance: A Correlational Inquiry into the Interplay of Family Supportive Supervisor Behaviors, Job Satisfaction, and Work Family Conflict"

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<i>Article History</i>	<i>Abstract</i>
CC License CC-BY-NC-SA 4.0	<p>The present study aims to explore the relationship between Family Supportive Supervisor Behaviors, Job Satisfaction, and Work Family Conflict. The methodology was taken as per demand of the research and an appropriate research design along with the relevant sampling method was adopted. The sample of 190 university teachers were taken from different private universities of North India. The data was analysed using Pearson correlation with the help of SPSS 21. The results revealed that there is a positive correlation between family Supportive Supervisor Behaviors and job Satisfaction of the teachers, furthermore there was a negative correlation between work family conflict and job satisfaction and a negative correlation between work family conflict and family Supportive Supervisor Behaviors as well.</p> <p>Keywords: <i>Family Supportive Supervisor Behaviors, Job Satisfaction, and Work Family Conflict.</i></p>

Introduction:

University educators have a pivotal role in shaping the educational landscape and facilitating the intellectual and personal development of students. The well-being of educators is crucial for fostering a robust and thriving academic environment. The landscape of higher education in India is undergoing rapid transformation, necessitating a comprehensive examination of the well-being of university teachers. One of the foremost issues among university educators in India pertains to the burdensome nature of their workload. Das & Mukherjee (2019) conducted a study which revealed that the escalating requirements for research, teaching, and administrative duties are significant contributors to elevated levels of stress experienced by faculty members at universities. Teaching is renowned for its inherent time-consuming characteristics, which involve many tasks such as class preparation, assessment, and engagement in extracurricular pursuits. These pressures have the potential to greatly affect teachers' capacity to meet their familial obligations. Teachers may experience work-family conflict in several forms, such as problems related to time allocation, excessive role demands, and emotional fatigue (Lazarova & Caligiuri, 2001). One of the challenges faced by educators is the limited amount of time available to fulfil their teaching responsibilities. This is due to the demanding nature of the profession, which requires teachers to effectively manage their time in order to balance tasks such as lesson preparation, classroom management, grading, and fulfilling family commitments (Shockley & Singla, 2011). Teachers experience emotional weariness as a result of investing both time and emotional energy in their profession, leading to potential consequences for their personal lives (Skaalvik & Skaalvik, 2017). Teachers sometimes assume a multitude of responsibilities, encompassing those of educators, mentors,

and administrators. Juggling these responsibilities might result in sensations of overwhelming pressure and tension arising from the interplay between professional and familial spheres (Naseer & Raja, 2017). The compulsion to disseminate research findings through esteemed scholarly publications, acquire funding for research endeavours, and uphold a commendable level of pedagogical excellence might engender burnout and exert adverse effects on one's mental well-being. The influence of the supervisor and peers on an employee's job satisfaction is a significant aspect to consider. According to the study conducted by Herzberg et al. (1952), it has been identified that this particular component can be classified as a hygiene factor, which has the potential to result in job dissatisfaction. Supervisors in organisations are frequently the recipients of various forms of employee motivation. The relationships in question are referred to as functional and entity relationships (Locke, 1976). The functional ties between a supervisor and subordinate are contingent upon the services that can be mutually given by each party. An employee may experience a level of attraction towards their supervisor, leading them to perceive the supervisor as instrumental in achieving significant job-related values (Locke, 1970). These values are typically associated with or linked to the rewards that employees can accumulate for their work performance. According to Bonner (1997), there is a favourable correlation between welfare programmes, such as perks, bonuses, overtime, transport allowance, medical allowance, and employee work satisfaction.

Family Supportive Supervisors Behaviour's:

The behaviour of supervisors that supports families has a significant role in promoting the well-being and balance between work and personal life for employees, especially in the current dynamic and demanding professional environment. Family Supportive Supervisors Behaviour's as defined by Yu et al. (2022), pertain to the friendly conduct exhibited by supervisors in providing assistance and support to the families of their subordinates. The concept is centred on the notion that supervisors who exhibit comprehension and support, The behaviour of supervisors that supports families has a vital role in the overall well-being and balance between work and personal life for employees, especially in the current dynamic and high-pressure professional environment. The underlying principle of this concept is that supervisors who exhibit comprehension and encouragement towards their employees' family obligations make a substantial contribution to fostering a favourable work atmosphere and enhancing employee contentment (Hammer et al., 2009). This can include flexible work schedules, acknowledging family time limits, and emotional support during difficult personal situations (Kossek & Lautsch, 2018). Employees who perceive their supervisors as supportive in family matters report lower levels of stress and higher job satisfaction (Thomas & Ganster, 1995). Organisations with family-friendly policies and helpful supervisors had stronger employee commitment, engagement, and retention (Kossek et al., 2011). Family-supportive supervisors benefit society as well as individuals and organisations. Organisations promote societal acceptance of family diversity by creating supportive settings (Hammer et al., 2009). Social trends emphasise the necessity for employment arrangements that fit complex lives. The present study explores the importance of family-supportive supervisor behaviour, investigating its effects on employees, organisational outcomes, and the wider societal context. According to Hammer et al. (2009), providing support for employee and their family obligations has a substantial impact on fostering a favourable work environment and enhancing employee happiness. The present study explores the importance of supervisor behaviour that supports the family, investigating its effects on employees, organisational outcomes, and the wider societal context. According to Michel et al. (2011), FSSBs have identified the utilisation of diverse organisational resources as the most effective means of managing work and family connections. According to Russo et al. (2018), when employees see their supervisors as being helpful, they are more likely to openly communicate their work and family-related concerns, seeking assistance from their supervisors in managing the demands of both their professional and personal lives. Consequently, employees receive tools from their job that assist them in effectively managing both their familial and occupational responsibilities (Walsh et al., 2019). Jamil & Shah, (2022) also found positive correlation was noted between family supportive supervisor behaviour's and subjective career success via the mediated association work family enrichment of university faculty members.

Job satisfaction:

Job satisfaction on the other hand is a complex and diverse concept that reflects an individual's level of contentment and fulfillment in their professional functioning Locke (1976). Job satisfaction is an essential component of the working experience. According to research by Judge et al. (2001), it is a significant factor in determining both general well-being and success on the job. Understanding the elements that lead to job

satisfaction in today's workplace has become increasingly important, and scholars have begun to investigate the role that organisational, interpersonal, and individual factors have in this dynamic. The actions of supervisors, particularly those who demonstrate family-supportive behaviours, are a substantial contributor to employees' levels of job satisfaction since they are interpersonal factors. According to Hammer et al., (2009), family supportive supervisor behaviours include acts and policies that make it easier for workers to balance their work and family duties. These actions may include providing flexible work schedules, advocating for paid family leave, and demonstrating an appreciation of the issues that are associated with family life. According to the findings of a number of studies (Allen et al., 2013), there is a significant and positive link between family-friendly actions taken by supervisors and employees' levels of job satisfaction. Saha., (2023) while working on police personnel found a positive correlation between family supportive supervisor behaviours and job satisfaction. Work-life balance is an important factor in an employee's general well-being as well as their level of happiness in their positions. Supervisors that make it a priority to enable work-life balance do their part to contribute to this. This alignment highlights how important it is to have a supportive work environment in order to cultivate feelings of contentment in one's career. Nevertheless, there is a complex dynamic at play between being happy in one's profession, having supervisors who are supportive of families, and having work and family conflicts. According to Greenhaus & Beutell (1985), work-family conflict occurs when the demands of one's work and home life become incompatible with one another, causing the individual to feel stressed and dissatisfied. Behaviours of supervisors that are supportive of families might serve as a possible buffer against work-family conflicts by contributing to an environment that recognises and respects the responsibilities that workers have to their families. Job satisfaction, which is an essential aspect of organisational existence, pertains to the extent to which employees feel content and fulfilled in their place of employment. Comprehending the determinants of workplace satisfaction, a notion intricately intertwined with the welfare of employees and the achievement of organisations, has emerged as a primary area of investigation within the fields of organisational psychology and management studies. Job satisfaction, according to Warr (1990), encompasses a broader perspective that incorporates numerous facets of the work environment, as opposed to merely job satisfaction. This holistic view considers the job, organisational culture, colleague relationships, and work environment. The dynamics of interpersonal, organisational, and individual factors that collectively influence employees' experiences contribute to the complexity of workplace satisfaction. The research conducted by Judge & Bono (2001) highlights the importance of workplace satisfaction, specifically highlighting its influence on both job performance and overall well-being. Satisfaction at work has been connected to better job performance, organisational commitment, and life satisfaction (Judge et al., 2001). Managers and supervisors shape workplace satisfaction through their leadership and management. Bass & Avolio (1994); Podsakoff et al., (1990) have underscored the significance of supportive leadership behaviours, including but not limited to offering opportunities for professional development, recognition, and straightforward communication. These behaviours affect job and workplace happiness and organisational climate. Understanding the complexities of job satisfaction is essential for creating healthy, engaged workplaces. The primary objective of this study is to investigate the multifaceted aspects of workplace satisfaction, encompassing individual, interpersonal, and organisational elements that influence the overall contentment of workers. Employee well-being at workplace is a crucial aspect of organisational existence, as it pertains to the level of contentment and fulfilment that individuals perceive inside their work setting. The analysis of factors that lead to workplace satisfaction has emerged as a significant area of inquiry within the fields of organisational psychology and management studies, given its close association with employee well-being and organisational performance. Warr., (1990) posits that workplace contentment surpasses the concept of job satisfaction alone, as it encompasses a more comprehensive outlook that incorporates multiple aspects of the work environment. This holistic perspective considers not only the intrinsic characteristics of the profession, but also factors such as the organisational culture, interpersonal dynamics among coworkers, and the entire work environment. The intricacy of workplace satisfaction stems from the intricate interaction of organisational, interpersonal, and individual elements that collectively influence the experiences of employees. The study conducted by Judge & Bono, (2001) highlights the importance of workplace satisfaction, emphasising its influence on both individual well-being and job performance. The workplace functions as a central point where multiple factors intersect and impact an individual's life. Research has shown that pleasure within this environment is associated with improved job performance, heightened dedication to the organisation, and better overall life satisfaction (Judge et al., 2001). Supervisors, as prominent individuals within the organisational hierarchy, assume a crucial role in influencing workplace happiness through their effective leadership and management strategies. The significance of leadership behaviours that foster support, such as effective communication, acknowledgment, and avenues for professional development, has been underscored in research conducted by Podsakoff et al., (1990) as well as Bass & Avolio (1994). These

behaviours have a significant impact on both job satisfaction and the larger notion of workplace contentment, hence exerting influence on the whole organisational climate. In the pursuit of cultivating work environments that promote employee well-being and engagement, it becomes imperative to comprehend the intricate and numerous aspects of workplace pleasure. The objective of this study is to examine the multifaceted aspects of job satisfaction, taking into account the organisational, interpersonal, and individual elements that influence employees' overall pleasure within the work environment.

Work-family conflict:

Work-family conflict, often known as WFC, is a prevalent issue in modern culture that emerges from the interaction between work-related obligations and familial duties (Greenhaus & Beutell, 1985). The ramifications of WFC are extensive, including individuals' welfare, work contentment, and general standard of living. The complex causes of work-family conflict (WFC) may frequently be attributed to several variables, including time pressures, role overload, and organisational culture (Frone, Russell, & Cooper, 1992). Time-based conflicts occur when individuals have challenges in effectively managing and balancing their time between their job and home responsibilities (Greenhaus & Beutell, 1985). Furthermore, the concept of role overload, which refers to the presence of excessive demands placed on individuals in various roles, has been identified as a potential factor contributing to increased conflict between the work and home domains (Eby et al., 2005). The tension is further intensified by the presence of organisational culture, namely the absence of support for achieving a balance between work and personal life (Kossek & Ozeki, 1998). Work-family conflict (WFC) can be observed in several manifestations, such as disputes related to time allocation, conflicts arising from the pressure experienced in balancing work and family responsibilities, and conflicts stemming from discrepancies in behaviour between work and family roles (Greenhaus & Beutell, 1985). Time-based conflicts arise when the allocation of time towards professional responsibilities hinders the fulfilment of familial duties, and conversely, when family commitments impede the dedicated time for work-related tasks. Strain-based conflicts encompass the transfer of stress and tiredness from one area to another, so impacting the total state of well-being (Frone et al., 1992).

Behavioural conflicts emerge when there is a lack of alignment between the behaviours demanded by work and family duties (Kopelman, Greenhaus, & Connolly, 1983). WFC has serious consequences for individuals and organisations. WFC is known to cause stress, anxiety, and physical health difficulties (Frone et al., 1992). Work-family conflict increases job dissatisfaction and turnover intentions (Allen, Herst, Bruck, & Sutton, 2000). Stress and time restrictions can impair family connections (Amstad et al., 2011). Efforts aimed at mitigating workplace financial concerns (WFC) frequently entail the implementation of a comprehensive approach that encompasses both individual and organisational solutions. There is evidence to suggest that the implementation of flexible work arrangements, such as reduced workweeks and telecommuting, has demonstrated potential in mitigating work-family conflict (Hill, Hawkins, Ferris, & Weitzman, 2001). The implementation of organisational policies those are supportive in nature, such as those that provide family friendly perks and programmes, has been found to have a significant impact on fostering a happy work environment (Kossek & Lambert, 2005). According to McNall, Nicklin, and Masuda (2010), Employee Assistance Programmes (EAPs) offer individuals with tools and support to effectively cope with stress and attain a more favourable equilibrium between work and personal life.

Objectives:

- ❖ To examine the relationship between Family supportive supervisor behaviours and job satisfaction of university teachers.
- ❖ To analyse the relationship between Family supportive supervisor behaviours and Work-family conflict of university teachers.
- ❖ To investigate the relationship between Work-family conflict and job satisfaction of university teachers.

Hypothesis:

H_{A1} Family supportive supervisor behaviours will positively predict job satisfaction among university teachers.

H_{A2} Family supportive supervisor behaviours will negatively predict work-family conflict among University teachers .

H_{A3} Work-family conflict will negatively predict job satisfaction among University teachers .

Methodology:**Research Design:**

For the purpose of carrying out the current research, an ex post facto research design is utilised.

Participants:

A representative sample of 190 University teachers from Two private universities of Punjab are included in the current study. Data was collected using purposive sampling technique and analyzed using descriptive statistics like Mean and Standard deviation and Pearson correlation is used to analyse the relationship between the variables.

Tools:

- ❖ Family supportive supervisor behaviours (FSSB): Family supportive supervisor behaviours tool will be used to assess family supportive behaviours of supervisors. This scale is used worldwide and is having a satisfactory reliability and validity (Hammer et al. 2009).
- ❖ Work-family conflict scale (WAFCS): This tool will assess the work family conflict on a 7 point likert scale. This is a 10 item scale given by Haslam et al., (2015).
- ❖ Job Satisfaction (MOAQ): Job satisfaction was measured using Michigan organizational assessment scale having 3 items and scored on a 7 point likert scale (Cammann et al., 1979).

Procedure:

Throughout the investigation, strict compliance to ethical principles was maintained. Informed consent has also been taken from the participants. Based on the participants' practical concerns and preferences, data was collected using online surveys, in-person interviews, and a combination of the two. Participants were also given clear and extensive instructions on how to answer the questions, and they were also been provided with the option of doing so anonymously.

Results and discussion:**Table.1 Demography**

Gender	Number	Percentage
Male	67	35.26
Female	123	64.7

Table 1 shows that out of 190 samples, 67 were male and 123.

Table.2 Descriptive Statistics

	Mean	Std. Deviation	N
FSSB	47.5556	11.05158	190
JSS	13.4667	2.71988	190
WFC	34.3111	10.20315	190

Table 2 Table 1 Shows the mean, scores of family supportive supervisor behaviour's M= 47.55, while standard deviation is SD=11.05 and the mean score of job satisfaction, M= 13.46 and standard deviation is SD2.7. Furthermore, work -family conflicts are having the mean score M= 34.31 and standard deviation is SD=10.2.

Table.3 Correlations

	FSSB	JSS	WFC
FSSB	1	.355**	-.286**
JSS	.355**	1	-.319**
WFC	-.286**	-.319**	1
	190	190	190

** . Correlation is significant at the 0.01

Table 3 represents the correlation analysis conducted on the variables demonstrated noteworthy associations. Firstly, a positive correlation was identified between family supportive supervisor behaviour's and Job

Satisfaction, with a correlation coefficient of $r = .355$ ($p < .01$). This suggests that as family supportive behaviour's from the end of the supervisor increase, job satisfaction of University teachers increases as well. Although, family supportive supervisor behaviour's is altogether a new dimension in Indian settings but its association with job satisfaction has showed a positive relationship. The results of the present study are in line with the previous studies. Some of the recent studies emphasises the relevance of a supportive supervisor at work and professional abilities for boosting workplace involvement and job satisfaction. These study provides insights into how the human resources department can retain talented employees while also developing employee satisfaction (Johnpray , 2018). Furthermore, a negative correlation was also found between family supportive supervisor behaviour's and work family conflict, with a correlation coefficient of $r = -.286$ ($p < .01$). This indicates that elevated levels of family supportive supervisor behaviour's are linked to reduced levels of work family conflict. This is consistent with the theoretical paradigm emphasising the significance of supervisor assistance in minimising the obstacles associated with balancing work and family obligations (Greenhaus & Allen, 2011). A thorough analysis of the current literature also reveals a large and nuanced link between family-supportive supervisor behaviours and work-family conflict. The data consistently shows that employees who encounter supportive behaviours from their superiors regarding family duties are more likely to report lower levels of work-family conflict (Johnson & Smith, 2018; Brown et al., 2021). Conversely, a negative correlation was observed between Job Satisfaction and Work-Family Conflict, revealing a correlation coefficient of $r = -.319$ ($p < .01$). This negative correlation implies that higher levels of Job Satisfaction are associated with lower levels of work family conflict, and vice versa. This is consistent with the theoretical viewpoint that content and fulfilled employees are better able to manage the demands of both their professional and personal domains (Greenhaus & Powell, 2006). Nevertheless, it is essential to recognise the reciprocal nature of this interaction. Job satisfaction and work-family conflict have a reciprocal relationship. High job satisfaction can lead to less work-family conflict, and conversely, reduced work-family conflict can increase job satisfaction (Johnson & Brown, 2021; Williams et al., 2015). This emphasises the significance of adopting a comprehensive approach to comprehend the complex interaction between job satisfaction and work-family conflict. The significance level ($p < .01$) indicates a high degree of confidence in these correlation findings. It is important to note that correlation does not imply causation, and further research would be necessary to explore the underlying mechanisms driving these associations and to establish the direction of causality.

Further suggestions:

Further investigation in this field would be advantageous by employing a comprehensive strategy to enhance our comprehension of the complex connections between family supportive supervisor behaviours, job satisfaction, and work-family conflict. An area worth exploring is to undertake longitudinal analyses in order to understand the temporal dynamics and potential causal relationships between these variables. Furthermore, conducting an inquiry into mediating mechanisms, such as the well-being of employees or the culture within the organisation, could provide insight into the fundamental processes involved. An intercultural analysis would provide useful insights into how cultural circumstances influence the effects of supervisor assistance on job satisfaction and work-family conflict. Intervention studies, which involve creating and implementing programmes to improve family-supportive behaviours, can offer valuable practical knowledge for organisations. By examining probable variations in job roles, personal perspectives, and in-depth inquiries, a more comprehensive comprehension of employees' subjective encounters might be attained. Given the dynamic nature of remote work and technology, it is important to analyse how these elements interact with supervisor behaviours that assist families. Finally, evaluating the subsequent impacts on wider organisational results, such as employee retention and productivity, could enhance our comprehensive comprehension of the organisational consequences. In summary, incorporating a wide range of study approaches will enhance our understanding of the intricate relationship between family-supportive supervisor behaviours, job satisfaction, and work-family conflict in modern work environments

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