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Individualism versus Collectivism Orientation as Moderator between Co-Workers' Social Support and Work to Family Enrichment

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Abstract

The purpose of this study was to test the effect of co-workers' support on work to family enrichment and the moderating role of individualism/collectivism orientation in the relationship between social support and work to family enrichment. There were 243 respondents of banking sector on which the analysis was based. Primary data were collected through the five point Likert type of survey questionnaire. The findings of this study showed co-workers' support as the potential antecedent of work to family enrichment. The workplace resource of co-workers' support engendered the positive experiences of work to family enrichment in the employees. Further, individualism/collectivism orientation was found as the significant moderator in the relationship between co-workers' support and work to family enrichment. The relationship was stronger for employees high on individualistic/collectivist orientation, as compared to those who were low on such orientation. These results validate the prevalence of collectivist cultural context in this part of world.

Keywords: co-workers' support, work to family enrichment, individualism/collectivism orientation.

I. INTRODUCTION

Work and family are the two important roles of an individual's life (Kumar et al., 2018). In the current work scenario, where the number of dual-earning couples, working women and single parents with elder care responsibilities have been increasing, it has been challenge for workers to manage their performance in both roles simultaneously (McNall et al., 2010; Chen et al., 2014). Especially, in context of current study, the banking sector employees have very hectic schedule and long work hours (Kumar et al., 2018). In such circumstances, they are likely to face the challenge of work family conflict (WFC). WFC theory (Greenhaus & Beutell, 1985), describes the concept of WFC as, due to role pressures in work (family) role, participation in family (work) role becomes difficult and as a result an individual experiences WFC. However, work family enrichment (WFE) theory (Greenhaus & Powell, 2006) proposes that work and family roles are not always in conflict, rather they can be allies to each other. This theory postulates that workplace provides certain resources which can improve the family role performance of an individual and the vice versa. Therefore, like WFC,

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the concept of WFE is bi-directional. The resources provided by workplace to improve family role performance is known as work to family enrichment (WTFE) and the resources provided by family to improve work performance is known as family to work enrichment. (Greenhaus & Powell, 2006). As this study is conducted in organizational context, therefore, our focus is on the role of workplace to engender the positive experiences of WTFE. Considering the collectivist cultural context (Hofstede, 2018) of the current study, social support from co-workers can be the most relevant resource for experiencing WTFE. In collectivist societies, people take strong responsibility for each other and extend relationships with each other (Hofstede, 2018). Co-workers' support (CS) has been found as the potential resource for experiencing WTFE (Fung et al., 2012; Korabik & Warner, 2013; Boyar et al., 2014; and Tang et al., 2014). Therefore, in line with these studies, we intend to determine the role of CS in enhancing the WTFE experiences of employees. Further, there has been growing calls to consider the influence of culture in work family studies (Greenhaus & Powell, 2006; Billing et al., 2012; Tromp & Blomme, 2014; and Siu et al., 2015). WFE theory (Greenhaus & Powell, 2006) also proposed to investigate individualism/collectivism (I/C) culture as the moderator. However, Hofstede concept of culture at national level is broader and to measure it at individual level, studies have incorporated I/C orientation variable (Parsons & Shils, 1951; Moorman & Blakely, 1995; and Wagner et al., 2012). Billing et al. (2012) argued to conduct case by case analyses, to avoid conclusion derived on the notion of one size fits all. Thus, considering I/C as an individual level orientation, this study intends to investigate, the extent to which individualistic/collectivistic orientation moderates the positive relationship between CS' social support and WTFE. The current score of individualism in Pakistan is 14 (Hofstede, 2018), which shows the high prevalence of collectivism in our society. People living in collectivist society give more value and preference to the group interests, in comparison to their self-interests (Earley, 1989). They interact, help and take responsibility for each other (Hofstede, 2018). Thus, extending the relationship between CS and WTFE, this study proposes that the support of co-workers will engender the positive experiences of WTFE more when employees have collectivistic orientation, as compared to individualistic orientation.

II. THEORETICAL FRAMEWORK AND HYPOTHESES

CS is the source of informal social support from the co-workers within the workplace (Etzion, 1984; Wadsworth & Owens, 2007). Khilji (2001) argued that the implementation of human resource practices is at early stage of development in this part of world. In absence of formal organizational support, people form in groups with their co-workers to seek the desired informal support to meet their responsibilities (Khilji, 2001). Due to prevalence of such collectivist behaviour in context of current study, CS is incorporated as the resource for experiencing WTFE. Co-workers can provide the support such as providing information about the job, helping in dealing with personal problems, showing care and concern (House, 1981; Allen et al., 1998). Such deeds of CS are found to have significant effect on employees' WTFE experiences (Fung et al., 2012; Korabik & Warner, 2013; Boyar et al., 2014; and Tang et al., 2014). Therefore, based on (WFE) theory (Greenhaus & Powell, 2006), considering CS as the workplace resource, we propose that;

H₁: co-workers' support is positively associated with work to family enrichment.

The Hofstede concept of I/C cultural values at national level, is originally taken from work of Parsons and Shills (1951). They were the first to differentiate between

self-orientation and collectivity-orientation (Earley, 1989). The concept of self-orientation refers to the extent to which individuals give preference to their self-interest, whereas, the concept of collectivity orientation refers to the extent to which people give preference to group interest (Parsons & Shils, 1951). Hofstede (1983) concept of I/C cultural values refers to the extent to which the people living in a society are interdependent upon each other. They take responsibilities of each other, help each other and work in groups. Such characteristics of collectivistic society prevail highly in context of current study (Hofstede, 2018). However, to account for effect of cultural values at individual level within the organizations, researchers have used I/C orientation variable (Parsons & Shils, 1951; Moorman & Blakely, 1995; and Wagner et al., 2012). Researchers such as Billing et al. (2012) argued to conduct case by case analyses, to avoid conclusion derived on the notion of one size fits all. Greenhaus and Powell (2006) also proposed to investigate I/C culture as the moderator. Thus, based on call of Billing et al. (2012) and WFE theory (Greenhaus & Powell, 2006), this research intends to determine the interactive effect of CS' social support and I/C orientation on WTFE. We hypothesize that;

H₂: the individualism/collectivism orientation will moderate the positive relationship between co-workers' support and work to family enrichment such that the positive relationship will be stronger when employees' orientation is collectivistic as compared to when orientation is individualistic.

III. RESEARCH METHODOLOGY

3.1. Sample

Primary data for this study were collected from the employees working in the city area public and private sector commercial banks of district Khairpur Mirs and Sukkur, Sindh, Pakistan. There are total 5 public sector and 16 private sector commercial banks in Pakistan, which comes under the category of scheduled banks and are governed by same rules and regulations of State Bank of Pakistan (State Bank of Pakistan, 2016). As data regarding the total number of employees were not available, therefore, in such circumstances, data were collected through convenient sampling method. We distributed around 400 questionnaire, but a total of 243, properly filled, responses were finally included in current study. The response rate is around 61 percent. We distributed questionnaires, regardless of the age but we made sure that the employees having at least 01 year of job experience.

3.2. Measures

We used, a five point Likert type of survey questionnaire, ranging from strongly disagree to strongly agree, to collect data. CS was measured through 5 item scale adopted from the study of Allen et al. (1998). These 5 items for CS were constructed by second author of the above study, based on the 5 dimensions of social support, proposed by House (1981). These 5 dimensions were: praise, job-related information, job-related help, help dealing with disappointment, help with personal problems. WTFE was measured through a 9 item scale adopted from study of Greenhaus and Powell (2006). The I/C orientation is measured through 11 item scale adopted from Wagner and Moch (1986). Further, based on previous studies on work family enrichment, 3 demographic variables (i.e., gender, age, experience) were included as controls.

3.3. Data Analysis

Statistical package for social science-20 is used to analyze the data. Mod Probe macro (Hayes & Matthes, 2009) was used to test the moderation hypotheses. Further, following the procedure of Aiken et al. (1991), interaction plots were plotted to check the effect of moderator at different levels.

IV. RESULTS

First, we performed initial data screening tests such as detection of missing and aberrant values, outliers (Pallant, 2011). Further, we conducted the analysis related to demographic information of the respondents. Such as, regarding the gender of employees, 79 percent were males and 21 percent were females. Regarding the age, 56 percent of respondent aged between 20 to 29 years, 30 percent between 30 to 39 years, and 10 percent between 40 to 49 years, and 04 percent between 50 and above years. Regarding the experience, 39 percent had experience of around 1 to less than 2 years, 28 percent had experience of around 2 to less than 5 years, 19 percent had experience of around 5 to less than 10 years, 14 percent had experience of around 10 years and above. Demographic analysis is given in Table 1.

Table 1

Respondents Demographics (N= 243)

Demographic Variable	N	Percentage
Gender		
Male	192	79.0
Female	51	21.0
Age (in years)		
20 – 29	136	56.0
30 – 39	73	30.0
40 – 49	24	10.0
Above 50	10	04.0
Experience (in years)		
01 < 02	95	39.0
02 < 05	68	28.0
05 < 10	46	19.0
10 and above	34	14.0

Reliability of all the variables was also checked. A threshold value of .7 is followed (Hair et al., 2010). The results of descriptive statistics such as mean and standard deviation, correlations and reliabilities are given in Table 2. Reliabilities are given diagonally in Table 2. The results of correlational analysis showed the significant positive relationship between CS and WTFE ($R = .47^{**}$, $P < .01$), as hypothesized. The correlations between demographic variables (such as gender and experience) and WTFE were insignificant, whereas, age showed significant positive relationship with WTFE. Therefore, we conducted one way analysis of variance for age to check the mean differences between different age group but found statistically insignificant mean differences between different age groups.

Insert Table 2 here.

The results of regression analysis showed the significant positive effect of CS on WTFE ($\beta = .23$, $p < .01$), as hypothesized. Therefore, H_1 supported. Further, the moderating effect of I/C orientation in the relationship between CS and WTFE was also significant ($\beta = .35$, $p < .01$). However, the simple or main effect of I/C

orientation on WTFE was insignificant which is not necessary to be significant for establishing moderating effects (Baron & Kenny, 1986). The results are given in Table 3. The effect of control variables (i.e., gender, age, experience) was insignificant.

Table 2
Descriptive Statistics and Reliability

	Mean	S.D	1	2	3	4	5	6
Gender	NA	----	1					
Age	1.61	.81	-.18**	1				
Experience	2.05	1.05	-.14*	.77**	1			
Co-workers' Support	3.46	.86	.02	.01	-.04	.86		
I/C Orientation	2.84	.67	-.05	-.14*	-.02	-.57**	.88	
WTFE	2.71	.75	.01	.16**	.09	.47**	-.36**	.87

** Correlations are significant at 0.01 levels;

* Correlations are significant at 0.05 levels;

I/C= individualism/collectivism, WTFE= work to family enrichment.

Table 3
Moderating Effect of Individualism/Collectivism Orientation in the Relationship between Co-workers' Support and Work to Family Enrichment

Independent Variables	β	Std. Error	t	p
Co-workers' Support	.23	.06	3.7	.00
I/C Orientation	.01	.07	.14	.88
CS X I/C Orientation	.35	.07	4.9	.00

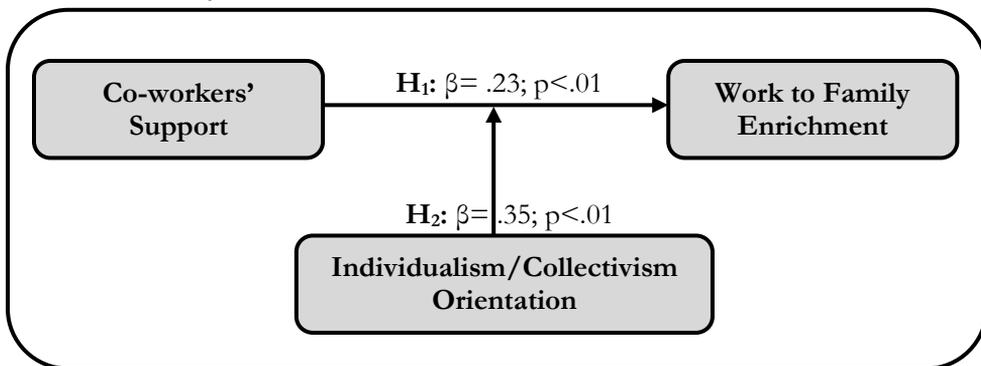
Dependent variable: work to family enrichment;

R-square= .32; F-value= 18.95; p-value= .00;

R-square change due to moderation= .07; F-value= 24.54; p-value= .00.

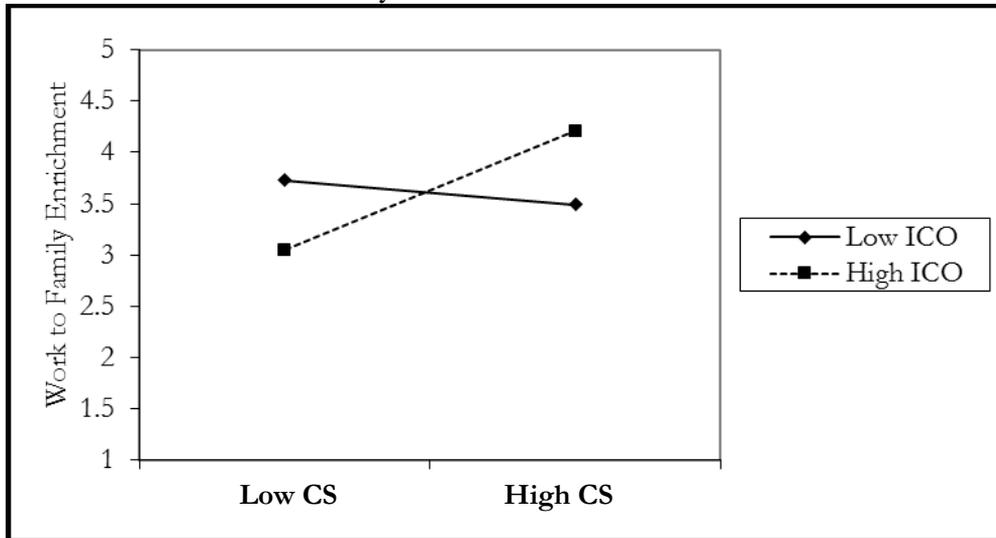
The overall, summary results are given in Figure 1.

Figure 1
Overall, Summary Effects



Further, the plotting of interaction graph showed that positive relationship between CS and WTFE was stronger when employees' orientation was collectivistic and weaker when their orientation was individualistic. Therefore, H₂, was also fully supported, as hypothesized. The interaction graph is given in Figure 2.

Figure 2
Interactive Effect of Co-workers' Support and Individualism/Collectivism Orientation on Work to Family Enrichment



V. DISCUSSION

Based on WFE theory (Greenhaus & Powell, 2006), considering CS as the resource, we proposed that CS will engender the positive experiences of WTFE. Consistent with this theory and studies testing CS as the predictor of WTFE (Fung et al., 2012; Korabik & Warner, 2013; Boyar et al., 2014; and Tang et al., 2014), we found significant positive effect of CS on WTFE. Therefore, CS can be the potential workplace resource which can improve the family role performance of employees.

Further, based on the work of Parsons and Shills (1951), Hofstede (1980, 1983), and WFE theory (Greenhaus & Powell, 2006), this research proposed that CS is likely to engender WTFE more among the individuals with collectivist orientation, as compared to individuals having individualistic orientation. Consistent with these studies, we found significant moderating role of individualistic/collectivist orientation. As depicted by interaction slope in figure 2, the relationship between CS and WTFE was stronger for employees high on individualistic/collectivist orientation, as compared to those who were low on such orientation. This states that, employees with collectivist orientation experienced WTFE more, as compared to employees with individualistic orientation. These findings support the view of national level findings of Hofstede (1980, 1983) that individuals living in this part of world like to interact with each other and provide help to each other and validate these findings at organization level.

5.1. Managerial Implication

The findings of this study contribute to organizational behaviour studies by validating the role of individualistic/collectivist orientation in context of current study. We also addressed the call of WFE theory (Greenhaus & Powell, 2006) by testing the orientations of collectivist individuals—the extent to which they experience WTFE, as compared to individuals with individualistic orientation. We also addressed the call of Billing et al. (2012) to conduct case by case analyses, to avoid conclusion derived on the notion of one size fits all. Further, the findings of this study also draw attention of managers and policy makers of the organizations, specifically, commercial banking

sector of Pakistan, to develop an environment within the organizations, where co-workers can interact and help each other not only related to work performance enhancement but for family related performance as well. Work and family performance of an employee are equally important for an organization (Chen et al., 2014).

5.2. Limitations and Future Directions

Cross sectional data are used in this study and it becomes difficult to establish causal effect, based on such data. Therefore, other studies are recommended to use longitudinal data. It could be interesting to test the contesting effects of the both side of work family interface, as this study only investigated only positive side – WTFE, therefore, testing work to family conflict simultaneously can provide more comprehensive picture. The formal organizational support and informal supervisory support can be incorporated as the other potential antecedents of WTFE, to extend the current study. Specifically the role of supervisory support can be more critical such as, on the one hand supervisory support is an informal type of support and on the other hand supervisor works as the organizational agent (Chen et al., 2002; Eisenberger et al., 2002).

VI. CONCLUSION

Based on WFE theory (Greenhaus & Powell, 2006) and on the work of Parsons and Shills (1951), and Hofstede (1980, 1983), this study found CS as the potential antecedent of WTFE. Further, individualistic/collectivist orientation was found as the significant moderator in the relationship between CS and WTFE. The relationship was stronger for employees high on individualistic/collectivist orientation, as compared to those who were low on such orientation.

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