

THE STUDY ON THE IMPACT OF JOB CHARACTERISTICS AND FAMILY SUPPORTIVE SUPERVISOR BEHAVIORS ON WORK FAMILY ENRICHMENT

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Abstract

Work and family roles are like two sides of a coin. Those two domains are crucial points for the individuals as well the organizations betterment. Most of the work-family concepts are discuss about the negative side of the work-family interface over the past decades. But there is an essentiality to investigate the bright side of the work-family interface. Therefore, this study attempts to investigate the positive side of work-family interface. There are several concepts within the work-family interface such as work-family positive spillover, enhancement, enrichment, facilitation. Those are interchangeable. Current study engrossed on work family enrichment which defined as the extent to which experiences in work role improve the quality of family life. Two main antecedents were selected by referring the existing body of knowledge regarding the work-family interface namely job characteristics and family supportive supervisor behavior and selected context was banking industry. Based on that researcher investigated the impact of job characteristics and family supportive supervisor behavior on work to family enrichment of all the bankers of Bank of Ceylon branches within Rathnapura Municipal Council area. Data were gathered from 92 bankers through a standard and validated questionnaire and analyzed those data by using SPSS 21 statistical software. A multiple regression was performed to investigate the impact of the variables interested. Pertaining to the previous research findings, the current study also brought evidence to a significant positive impact of job characteristics on work to family enrichment. In contrast to the previous research findings, no any impact was found of family supportive supervisor behaviors on work to family enrichment. Therefore, the study concludes that job characteristics would facilitate individuals functioning in the family domain. Consequently, this will help the organization to rethink about their job designing strategies to enhance the job characteristics so that it will enhance the work to family enrichment.

Keywords: Work to family enrichment, Job characteristic, Family supportive supervisor behavior

Introduction

In several developed as well as developing societies, there has been increasing concern over work-life issues for more than four decades from 1970's till date (Jain & Nair, 2013). People face tensions in their lives that tensions between career and family, and tensions that flow from very different experiences of men and women. However there are opportunities to enhance integration between the work and family domains, to turn seeming enemies into allies. These broadens the understanding of these scenarios might better resolve them for individuals, the business organizations to which they

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contribute, their families, and whole the society. Then the human resource become succeeded recourse

Over the four decades from 1970's till date, the literature on the work–family interface has mainly focused on the negative connections between work and family life (e.g., work–family conflict, Barnett, 1998; Greenhaus & Parasuraman, 1999; Haas, 1999), as cited in (Greenhaus & Powell , 2006). But there are increasing concern on the positive side of work-family interface. Barnett & Hyde, 2001; Frone, 2003; Hammer, 2003; Parasuraman & Greenhaus, 2002 stated that a growing number of work-family researchers are calling for attention to the positive side of the work-family interface as cited in Carlson, Kacmar, Wayne, & Grzywacz, (2006). Those work family positive interface concepts such as positive spillover, enhancement, enrichment, facilitation are interchangeable concepts (Friedman & Greenhaus, 2000).

Work Family Enrichment is one of the emerging concepts in the positive side of the work-family interface. Differentiating the concepts of the positive side of the interface the most fundamental problem with existing research on the positive aspects of simultaneous devotion to work and family roles is the inconsistent definition of the positive linkages observed. For instance, the terms positive spillover, enhancement, enrichment and facilitation have often been used interchangeably to describe how work and family benefit each other, although an examination of the studies conducted quickly reveals that these terms refer to quite disparate phenomena (Shein and Charles P. Chen & Chen, 2011).

Research Problem

Sri Lankan banking system is strongly correlated with the economic activities of the country. As well as Sri Lankan banking sector is well capitalized, well-regulated and fast-growing industry. As per the Central Bank report 2016/2017 it shows highest contribution for the gross domestic production (GDP) from the service sector of banking and financial.

Human resource is the main asset of the service sector organizations. Service sector require employees to work longer, frequently, interact with customers and work across varied time zone. This situation has result in expand of the boundary between work and family (Jain & Nair, 2013).

The researcher conducted a preliminary survey to identify the issue in the government banks in Rathnapura Municipal area by using 15 staff members of Bank of Ceylon and 15 staff members of People's Bank. A questionnaire was distributed among them and data were gathered regarding their work-family enrichment. The questionnaire included 18 questions under both directions (work to family and family to work). It was 5-point likert scale (1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree) which is developed by Carlson et al (2006) (Appendix A) Gathered data were analyzed by using SPSS 21 and summarized results are as follows.

Table 1: Work-Family Enrichment of BOC

Expected mean value of work-family enrichment	Actual mean value of work-family enrichment
3.00	2.3183

Table 2: Work-Family Enrichment of Peoples Bank

Expected mean value of work-family enrichment	Actual mean value of work-family enrichment
3.00	2.9960

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According to the responses provided by the particular 30 respondents, above Table 1 and 2 shows expected and actual level of work-family enrichment scale. The researcher selected the context with lower enrichment for the research study. Based on that, research problem developed as follows,

Why there is a low Work to Family Enrichment of all bankers of BOC?

Research Objectives

Although there have been several antecedents, the researcher considered the impact of job characteristics and family supportive supervisor behaviors for work family enrichment. According to Greenhaus and Powell (2006), it is possible to predict work-family enrichment from jobs that are psychologically enriching or gratifying. Hackman and Oldham (1976) identified core characteristics of job as autonomy, variety, identity, significance and feedback that increase the perceived control over work and family matters, provide energy, increase motivation and help in acquiring new skills, when embedded in a job (Friedman and Greenhaus 2000) as cited (Bhargava & Baral, 2009). The study of the Bhargava & Baral (2009) identifies core self-evaluations, family support, supervisor support and job characteristics as the antecedents of work-to-family enrichment.

Based on basis of above factors, the researcher has developed research Objectives as follows.

- 1.To find out whether job characteristics impact on work-family enrichment of all the bankers.
- 2.To find out whether family supportive supervisor behaviors impact on work-family enrichment of all the bankers.

Hypotheses of the Study

According to (Grzywacz & Marks, 1999); (Bakker, Demerouti, & Martin, 2005); (Thompson & Prottas, 2005); (Voydanoff, 2004), positive relationship between some dimensions of job characteristics such as job autonomy and variety with work-family enrichment. Based on these rationale and empirical support, then hypothesize that core job characteristics together would significantly influence work-family enrichment (Baral & Bhargava, 2011).

Bhargava & Baral,(2009) stated that supportive supervisors can increase employees' confidence and help in preventing tension. Further finding there has been found that having a supportive supervisor provides satisfaction, confidence and energy which plausibly augment better functioning in the family domain. Literature suggests a positive relationship between supervisor support and WFE (Aryee , Sirinivas, & Tan , 2005), and this provides background to further examine the relationship on work to family enrichment.

In the present study the researcher going to further analyze the data to investigate whether job characteristics and family supportive supervisor behavior impact on work to family enrichment.

Depending on referred literature researcher developed hypotheses as follows,

H_{1A} – Job characteristics impact on Work-Family Enrichment of all the bankers

H_{1B} – Family supportive supervisor behavior on Work-Family Enrichment all the bankers

Literature review

Enrichment is a process by which one role strengthens or improves the quality of the other. The literature defines work-family enrichment as “the extent to which experiences in one role improve the quality of life in the other role” (Greenhaus & Powell, 2006). Greenhaus and Powell proposed that enrichment occurs when resource gains generated in work role (family role) promotes improved individual performance in family role (work role). Particularly, in the model of Greenhaus & Powell, 2006, there are two ways that the enrichment occurs. The two ways are the instrumental path and the affective path. The enrichment can occur in one of two ways. When resources such as skills and

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perspectives, flexibility, psychological and physical social-capital, and material resources, gained from one role (work/ family) either directly improve performance in the other role (family/work) that mentioned as the instrumental path, if its indirectly through their influence on positive affect, that noted as the affective path as cited in Carlson et al.2006.

According to the Greenhaus & Powell, 2006, the instrumental path to work-family enrichment stated as the different types of resources are directly transferred from Role A to Role B, improving performance in the latter role. Greenhaus & Powell, 2006 stated that there are two components of the affective path to enrichment: (1) the effect of resources on positive affect in a role and (2) the effect of positive affect in a role on functioning in the other role.

Carlson et al. (2006), described that the concept of work-family enrichment (WFE) conceptualized as multidimensional construct. More specifically it describes how family roles benefit from work roles through developmental resources, positive affect, and psychosocial capital. Moreover, Carlson et al. (2006), proposed six dimensions of work– family enrichment, three in each direction. Work-to family development (WFDev) and family-to-work development (FWDev) occur due to an increase in intellectual and personal development (i.e., confidence and accomplishment) in one role that enhances involvement in another role. Work-to-family affect (WFAff) and family-to-work affect (FWAff) refer to moods that impact one role but are generated through involvement in another role. Work-to-family capital (WFCap) refers to involvement at work that leads to an improvement in psychological capital resources (security, accomplishment, self-esteem) that improves an individual's performance as a family member. Finally, family-to-work efficiency (FWEff) refers to work efficiency gained because involvement in the family role requires greater focus and time management at work, helping the individual perform better as an employee. Furthermore Carlson et al. (2006), stated that the enrichment can occur bi-directionally. Meaning that work can provide resource gains that result in enhanced individual functioning in the family domain (work-to-family enrichment; Barnett, Marshall, & Sayer, 1992) or family can provide resource gains that lead to enhanced individual functioning in the work domain (family-to-work enrichment; Crouter, 1984).

According to the (Hackman & Lawler, 1971) there are six dimensions of job characteristics as cited in (Sims, Szilagyi, & Keller, 1976).Variety, the degree to which a job requires employees to perform a wide range of operations in their work and/or the degree to which employees must use a variety of equipment and procedures in their work (Hackman & Lawler, 1971).Autonomy, the extent to which employees have a major say in scheduling their work, selecting the equipment they will use, and deciding on procedures to be followed (Hackman & Lawler, 1971).Task identity, the extent to which employees do an entire or whole piece of work and can clearly identify the result of their efforts (Hackman & Lawler, 1971).Feedback, the degree to which employees receive information as they are working which reveals how well they are performing on the job (Hackman & Lawler, 1971).Dealing with others, the degree to which a job requires employees to deal with other people (either customers, other company employees, or both) to complete the work (Hackman & Lawler, 1971).Friendship opportunities, the degree to which a job allows employees to talk with one another on the job and to establish informal relationships with other employees at work (Hackman & Lawler, 1971).

According to Greenhaus & Powell (2006), it is possible to predict WFE from jobs that are psychologically enriching or gratifying. (Hackman et al. (1976), identified core characteristics of job as autonomy, variety, identity, significance and feedback that increase the perceived control over work and family matters, provide energy, increase motivation and help in acquiring new skills, when embedded in a job (Friedman and Greenhaus 2000). Its stated that positive relationship between some dimensions of job characteristics such as job autonomy and variety with WFE (Voydanoff 2004).

Certain job characteristics, under various titles, have long been theorized as providing resources that may positively affect workers. The level of independence given to a worker (authority) and the extent to which jobs vary in content, location, and routine (variety) are included in several established models in the literature. (Hackman et al. (1976), argued that authority and variety, what they called autonomy and skill variety, enhanced workers' sense of responsibility and meaning and provided workers with intrinsic motivation (a personal resource). Similarly, (Brisson & Karasek, 1998) sited

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that authority and variety, constructs he called decision authority and skill discretion, contributed to worker well-being because they could be used to effectively cope with the inherent demands of work. Finally, Kohn and Schooler (1978) argued that authority, labeled self-directedness in their studies, produced cognitive and psychological benefits in workers. Recently, scholars have argued that job characteristics such as authority and variety and the resources they enfold create positive load effects in the form of motivation, energy, new skills, or attitudes that can be mobilized to facilitate functioning in other life domains such as in the family (Friedman & Greenhaus, 2000).

Study results from several disciplines support the idea that authority and variety provide workers with resources beneficial to workers' families. Evidence consistently indicates that workers with more authority in their jobs engaged in developmentally generative parenting practices (e.g., reading to children, engaging children in independent problem solving, and accepting children's intellectual curiosity) more consistently than workers with less authority in their jobs. (Barnett, Marshall, & Sayer, 2008) found that the effect of poor parental role quality on women's distress was significantly attenuated for women whose jobs had more variety. Lower levels of positive spillover from work to family were associated with lower levels of decision latitude (Grzywacz & Marks, 2000), a measure that captures aspects of both autonomy and variety. Thus, there is theoretical and empirical evidence supporting the plausibility that jobs with high levels of authority and variety provide workers with resources that create positive load effects that may benefit family life.

A family supportive supervisor has been conceptually defined by as one who "empathizes with the employee's desire to seek balance between work and family responsibilities". Family supportive supervisor behavior has been defined as those enacted behaviors exhibited by supervisors that are supportive of families and that provide instrumental support that leads to employee perceptions of emotional support from their supervisors. (Straub 2012) Furthermore, family supportive supervisor behavior is defined as those behaviors exhibited by supervisors that are supportive of families. (Hammer et al. 2008). According to the Hammer et al 2007 conceptualization of family supportive supervisor behavior and develop a measure that reflects the multidimensional nature of the construct consists of the following four dimensions (as cited in Hammer et al. 2008). There are four dimensions, namely emotional support, instrumental support, role modeling behaviors, and creative work-family management as being arranged hierarchically under the broader dimension of family supportive supervision (Hammer et al., 2008). Emotional support focused on perceptions that one is being cared for, that one's feelings are being considered, and that individuals feel comfortable communicating with the source of support when needed. Hence the emotional supervisor support includes talking to workers and being aware of their family and personal life commitments. Supervisor emotional support involves can be define as the " extent to which supervisors make employees feel comfortable discussing family-related issues, express concern for the way that work responsibilities affect family, and demonstrate respect, understanding, sympathy, and sensitivity in regard to family responsibilities" (Hammer et al. 2008). In the field of family supportive supervision, role modeling can be defined as the "extent to which supervisors provide examples of strategies and behaviors that employees believe will lead to desirable work-life outcomes"(Hammer et al. 2008). Furthermore, Role modeling behaviors refers to supervisors demonstrating how to integrate work and family through modeling behaviors on the job. According to (Bandura, 1977), social learning theory states that the vast majority of human learning occurs through the observation of others rather than through direct experience. The mentoring literature is also useful in illustrating how family supportive role modeling can benefit employees. For example, mentoring employees by sharing ideas or advice about strategies that have helped them or others they know successfully manage their work and family demands can be very beneficial. Instrumental support is defined as "extent to which supervisors provide day-to-day resources or services to assist employees in their efforts to successfully manage their dual responsibilities in work and family roles" (Hammer et al. 2008). Greenhaus and Singh (2007) provide several examples of work-family mentoring behaviors, which supervisors could incorporate to better support their employees (e.g., discussing the consequences of different career paths, protecting from negative career consequences, or role modeling tolerance and decision making consistent with one's own work-life values). When considering the direct effect of family Supportive Supervisor Behaviors on work to family enrichment (Baral & Bhargava, 2011) stated that supervisor support as an antecedent of work to family enrichment. By referring the existing review of literature, it is evident

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that individuals’ work family experiences it may be conflict and enrichment are based on their evaluations of available resources and demands in a role domain (work or family). Hence, the researchers has been included family domain resources such as family support, and work domain resources such as co-worker support, supervisor support, work-life balance policies , work-family culture and job characteristics) as the predictors of family-to-work and work-to-family (Bhargava & Baral, 2009).Having a supportive supervisor behaviors may lead to more positive affect (Marks, 1977) and confidence from work that may carry over and enhance the functioning in the family as cited in (Bhargava & Baral, 2009)

Methodology

Table 3: Conceptualization

Variable	Definition	Source & Year
Work to Family Enrichment	Work to family enrichment is defined as the extent to which experiences in work role improve the quality of family life.	Greengouse & powell 2006.
Job Characteristics	A set of environmental variables that are widely thought to be important causes of employee affect and behavior	(Hackman and Oldham, 1976)
Family Supportive Supervisor Behaviors	The family supportive supervisor has been defined as one who empathizes with an employee’s desire to seek balance between work and family responsibilities	Hammer et al. (2008)

Source: (Developed by Researcher Based on Literature, 2018)

Conceptual Framework

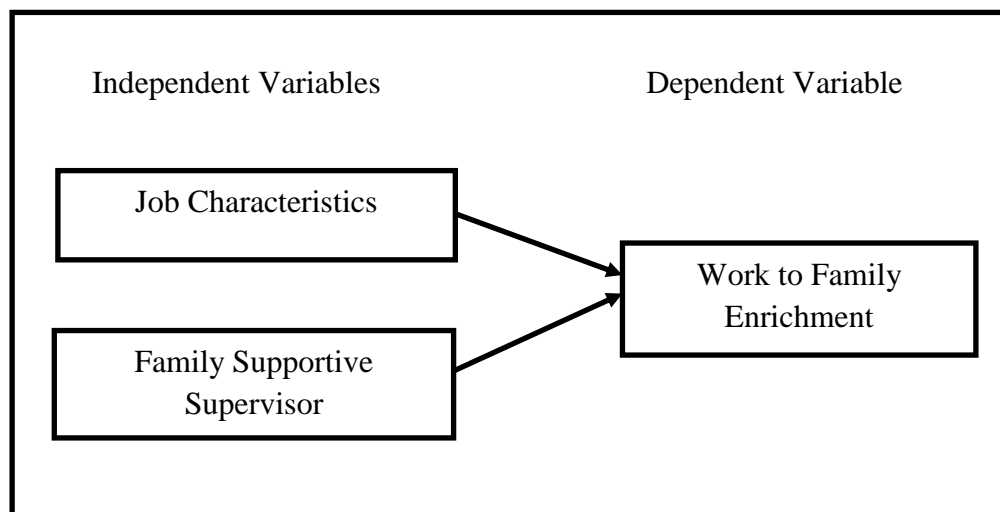


Figure 1: Conceptual framework

Source: (Developed by Researcher Based on Literature, 2018)

Operationalisation

Table 4: Operationalization

Construct	Source	Measurement	Dimensions/ Variables	Indicators
Work-Family Enrichment	Carlson et al.(2006)	5 Point Likert Scale (1= Strongly Disagree, 5= Strongly Agree)	Work to Family Enrichment	Development
				Affect
				Capital
Job Characteristics		5 Point Likert Scale (1=Very Little, 3= Moderate Amount, 5= Very much)	Variety	
			Autonomy	
			Feedback	
			Task Identity	
			Dealing with Others	
			Friendship Opportunities	
Family Supportive Supervisor Behavior	Hammer et al. (2008)	5 Point Likert Scale (1= Strongly Disagree, 5= Strongly Agree)	Emotional Support	
			Instrumental Support	
			Role Modeling Behavior	
			Creative Work-Family Support	

Source: (Developed by Researcher Based on Literature, 2018)

Research Design

Present study of job characteristics and family supportive supervisor behaviors on work to family enrichment is in positivist paradigm. Here, the researcher going to test the hypothesis derived from existing theory and use quantitative methodologies and also used statistical data analysis methods such as regression analysis, correlation analysis and tries to test developed hypotheses to make conclusions by using analyzed numerical values. Based on such characteristics the researcher identified the study involves quantitative research methodologies and deductive approach. The researcher collected the data at once, therefore time horizon is cross sectional and unit of analysis is the all bankers at BOC Rathnapura municipal area. The purpose of the study is explanatory. Because the researcher had not developed a theory, its only tests the theory which has already exist. Unit of analysis can be individuals, dyads, groups, organizations and cultures. In present study researcher used individual data source for the research (Sekaran and Bougie, 2013). Research data were

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collected during the period of January – March in 2018 at one time. Hence this is a cross sectional study.

Analysis of the research has created by investigating the primary data which are collected by using a standard questionnaire for both independent and dependent variables. Population of the study is 97 bankers of Rathnapura municipal council area in 5 branches; Rathnapura super grade branch, Bash branch, Hospital branch, Provincial council branch and Kachcharya extension office. Census method is used as sampling method that represents whole population as the sample.

Data Collection Instrument / Techniques

Self-administrative structured questionnaire has been used as data collection instrument of the study in order to collect the data. The questionnaire consisted of four parts (See Appendix C). Part A included the demographic factors of the respondent, part B consisted of items that measure work-to-family enrichment, part C compromised with items that measure job characteristics and family supportive supervisor behaviors measured under the items consisted in part D. Work to family measuring instrument include 9 items which is developed by Carlson et al, (2006). Development and validation scale of job characteristics of Sims, Szilagyi, & Keller, (1976) forced two sample: medical center sample and manufacturing firm sample. Hence the present study focuses on service organization, the researcher selected the medical center sample questionnaire. Therefore the measuring scale of the job characteristics consist 23 question items that is developed by Sims, Szilagyi, & Keller (1976). Family supportive supervisor behaviour measuring scale include 14 question items that developed by Hammer et al, (2009). Afterwards, obtained necessary permission and the researcher distributed 100 questionnaires and among the distributed questionnaires the researcher received 92 completed questionnaires. Respondents were asked to mark their respond on each item according to their opinion by using the 5-point Likert scale that rated such as 1 = Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree and 1 =Very Little, 2 = Little, 3= Moderate Amount, 4=Some Extend, 5= Very Much.

Data analysis method

The researcher used the descriptive tools to analyze the collected data such tools were mean value, standard deviation. As well as inferential statistical techniques has been used to analyze the data. The Statistical Package for Social Sciences (SPSS - 21.0) has been used. Regression analysis is used to test the hypothesis. Regression analysis is used as the main data analysis method in the study.

Data Analysis and Presentation

Cronbach’s Alpha value is calculated to test the internal consistency reliability of the instrument.

Table 5: Reliability Test of the questionnaire

Variables	Cronbach’s Alpha Value	Acceptance
Work to Family Enrichment	0.898	Accepted
Job Characteristics	0.874	Accepted
Family Supportive Supervisor Behaviors	0.748	Accepted

Validity of the questionnaire

Table 6: Validity test of the questionnaire

Variables	KMO value	Sig:
Work to Family Enrichment	0.748	.000
Job Characteristics	0.713	.000
Family Supportive Supervisor Behaviors	0.808	.000

In this study, KMO measure of sampling adequacy for all variables are greater than 0.5 and results of the Bartlett's test indicate that all the factors are significant at 0.000, which the P value is less than 0.05.

Descriptive Statistics

Table 7: Descriptive Statistics

Variable	N	Mean value of the scale (5 Point Likert Scale)	Mean	Standard Deviation
Work to Family Enrichment	92	3	2.62	0.594
Job Characteristics	92	3	2.72	0.551
Family Supportive Supervisor Behaviors	92	3	2.71	0.571

According to table 4.4, JC has the highest mean value (2.72) with 0.551 standard deviation and WFE has the lowest mean value (2.62) with 0.551 standard deviation. Mean values FSSB takes 2.71 and 0.571 standard deviation occur.

Correlation Analysis

Table 8: Correlation Analysis

Independent Variable	Dependent Variable	
	Work to Family Enrichment	
	Pearson Correlation	P value
Job Characteristics	0.778	0.000
Family Supportive Supervisor Behaviors	0.704	0.000

As per the Table 4.5, job characteristics and family supportive supervisor behaviors output P values (0.000 and 0.000) are less than critical P value of 0.05, there are enough evidence to reject H₀ (H₀ – Job characteristics and family supportive supervisor behaviors not correlated with work-to-family enrichment) at the 95% confidence level. Hence the researcher concluded that job characteristics and family supportive supervisor behaviors correlated with work-to-family enrichment. When considering the correlation coefficient of both JC and FSSB shows positive 0.778 for JC and 0.704 for FSSB. Finally,

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it can be concluded there is a moderate degree of positive relationship of job characteristics and family supportive supervisor behavior on work to family enrichment (See Appendix H).

Multiple Regression Analysis

The researcher analyzed further to identify whether there is the impact of job characteristics and family supportive supervisor behaviors on work-to-family enrichment. Hence, the researcher applied a multiple regression for the analysis of the study. The researcher has used backward method to get the best coefficients for multiple regression, because at beginning all predictors in the model were analyzed and then calculating the contribution of each one by looking at the significance of variable and removed insignificance variables and finally generate the fitted model for the study.

Table 9: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.299	.202		1.482	0.142	-0.102	0.699
	JC	0.720	0.141	0.667	5.111	0.000	0.440	1.000
	FSSB	0.134	0.136	0.128	0.984	0.328	-0.136	0.403
2	(Constant)	0.336	0.198		1.700	0.093	-0.057	0.729
	JC	0.839	0.071	0.778	11.757	0.000	0.697	0.981

Hypotheses Testing Results

H₁: Job characteristics impact on Work-Family Enrichment of Banks

According to the results of regression analysis, output P value of 0.000 is less than the critical P value of 0.05, there are enough evidence to reject H₀₁ (Job characteristics are not impact on Work-Family Enrichment of Bankers.) at 95% confidence level. Hence, it can be concluded that job characteristics impacts on work-to-family enrichment. Further, job characteristics positively impacts on work-to-family enrichment ($\beta = +0.667$).

H₂: Family supportive supervisor behaviors impact on Work-Family Enrichment of Bankers

The output P value of family supportive supervisor behaviors is 0.328 and is much higher than the critical P value of 0.05 under the confidence level of 95%. It depicts that there are not enough evidence to reject the null hypothesis (H₀₂). Therefore, it cannot be concluded that the family supportive supervisor behaviors impacts on work-to-family Enrichment of Bankers.

Assessing the Goodness of Fit Test

According to Field (2009), although, regression model suggests the best fit line, it should be assessed that how well the line fits the actual data. Goodness of fit is tested by interpreting the correlation coefficient squared which is known as the coefficient of determination (R^2). In multiple regression and Goodness of fit is tested by the adjusted R squared value (adj. R²). Saunders et al. (2009) stated that, the coefficient of determination can deviate between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable or variables.

Table 10: Coefficient of Determination

Model	R ²	Adj. R ²
Model 2	0.606	0.601

Accordance with table 4.7, 60.6% variation of the Work family enrichment can be explained through Job characteristics.

Analysis of ANOVA

Table 11: ANOVA Output

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.441	1	19.441	138.220	.000 ^b
	Residual	12.659	90	0.141		
	Total	32.100	91			

According to the ANOVA output, the output p value (0.000) less than the critical p value of 0.05 and it can be concluded that the fitted model is significant.

Discussion

The researcher conducted the present study in order to investigate the impact of the job characteristics and family supportive supervisor behaviors on work-to-family enrichment of all the bankers. Although the existing literature does not provide the direct impact of the predictors on work-family enrichment, literature support for testing the relationship of predictors on work-family enrichment. In the present study, the researcher extended the hypothesized conceptual model lead to testing the impact. According to the findings, family supportive supervisor behavior insignificant in the model. Hence it showed the family supportive supervisor behavior would not impact the banking sector employees’ work to family enrichment. Javed,(2013) done his study for the banking sector, accordance with his veiw “on the managerial level, in the line staff category workforce personal life is being intervened by their supervisors who interact with them anytime during the non-working hours as well. As a result, employee is unable to focus at work thus resulting low performance as mentioned in their appraisal forms”. Present study rejected the family supportive supervisor behavior from the hypothesized model by occurring $\beta = 0.126$. Hence its proved family supportive supervisor behavior does not impact to gather work to family enrichment in the banking sector although have a relationship with them. When denoting the existing literature further investigation, Fung, Ahmad, & Omar, (2015); Mostert, (2012); Baral & Bhargava, (2011) also stated that the relationship on work to family enrichment.

According to the analyzed findings of the present study it proved that only the job characteristics impacts on work-to-family enrichment as hypothesized in the conceptual model. Moreover, when referring the past literature regarding positive side of work-family interface, most of the researchers have found that there is a positive relationship between job characteristics as well it’s some dimensions (job autonomy) relate with work to family enrichment. (Carvalho & Chambel, 2017). In result of that study takes Job autonomy and supervisor support were significantly and positively related with WFE ($r = .38, p < .01$; $r = .43, p < .01$, respectively). The study of Bhargava & Baral, (2009) founded out job characteristics will be positively related to WFE, received strong support ($\beta = 0.40, p < 0.001$).

Moreover, family supportive supervisor behavior also keeps the relationship with the work to family enrichment in present study context. Bhargava & Baral, (2009) states that their study family support supervisor will be positively related to WFE, received support ($\beta = 0.20, p < 0.01$) that researchers found a strong positive relation between supervisor support and FWE ($\beta = 0.22, p < 0.001$).It revealed through Pearson Correlation values. Both are occurred moderate degree of positive relationship (relationship with WFE 0.778, 0.704 of job characteristics and family supportive supervisor behavior respectively).

Finally, it can be mention as job characteristics impacts on the banker’s work to family enrichment as the outcome of the study. As there are no previous studies have been done on the work family enrichment in the bank, this research study provides fresh knowledge to the company. The findings of the study revealed the individual and organizational benefits of fostering work family enrichment. Job designers can redesign the jobs by thinking job characteristics and employee wellbeing. As well as

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organization can arrange day care facilities for employees who have kids so employees can spend a reasonable amount of time with their kids as it helps employees to freely engage with their job.

Conclusion

In accordance with the preliminary survey and several observations gathered, it verified the issue of low level of work to family enrichment among the bankers. Therefore, the present study focused to examine the impact of job characteristics on work to family enrichment and the impact of family supportive supervisor behaviors among the all bankers. Hence the researcher developed the conceptual framework based on the existing literature by further analyzing the impact. Based on the results of the study, the researcher found a moderate positive correlation between both job characteristics and family supportive supervisor behaviors on work to family enrichment and only a significant positive impact of job characteristics on work to family enrichment. Finally, it can be concluded as the job characteristic positively impact to ensure work to family enrichment in the banking sector. For the future researchers, if it is better to investigate other predictors of work-to-family enrichment other than study selected variables so forth. Some of those predictors can be mention as follows. Core self-evaluation, perceived organizational support, human resource policies of the organizations, family support, and family resources may impact or relate with the work-family enrichment. More over if it is possible to conduct qualitative study for this work to family positive interface, it may generate new findings for the organizational successiveness.

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