

SUPPORT IN WORK CONTEXT AND EMPLOYEES' WELL-BEING: THE MEDIATION ROLE OF THE WORK-FAMILY CONFLICT

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ABSTRACT

Changes in families and in the structure of the workforce have contributed to a change in traditional roles, leading to an increase of the number of men and women who simultaneously have family and work responsibilities. Because the workforce has different sources of support in the labor environment – organizational, supervisor, and coworker support – it becomes important to study the impacts that each of these sources of support has on workers' general well-being and to understand whether the existent work-family conflict explains this relationship. Indeed, the present research aims to examine the relationship between perceived support and general well-being as well as the mediating effect of work-life conflict on this relationship. The data were collected from a company from the textile industry, composing a sample of 821 store operators. The results show that work-life conflict helps explain the relationship between support from the organization and coworkers and workers' general well-being. However, supervisor support did not relate to work-family conflict. Based on the specific managerial characteristics of this company, some plausible explanations for these results are provided. Practical implications related to the results obtained are presented, in addition to the research limitations and suggestions for future research.

Keyword: Support; Work-Family-Conflict; General Well-being.

JEL Classification: I31

1. INTRODUCTION

Over the last few years, we have witnessed the impact of remarkable social, economic, and demographic changes that have affected family dynamics and structure and the current workforce. These changes include (1) increasing globalization and the increased diversity of the labor market, such as a greater number of diversified schedules, new contractual forms, and the need for employee geographical mobility; (2) the increasing participation of women in the labor market (e.g., Eby, Casper, Lockwood, Bordeaux & Brinley, 2005) and the greater participation of men in family life (Kinnunen & Mauno, 1998), thus increasing the number of couples in which both elements of the couple have a responsibility to work outside the home and, simultaneously to educate their children (Grzywacz & Marks, 2000) and take care of dependents (Navarro, 2011); (3) new family structures, such as single-parent families and restructured families; (4) the increase in dual-career families; and, finally,

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(5) a change in the guiding values of individuals, with an increasing number of societies attributing more importance to quality of life and well-being (Sümer, Smithson, Guerreiro & Granlund, 2008). All of these changes have made it difficult to manage and reconcile the roles in the family and work domains and have led to a growing interest in this subject, with several studies in recent years that have been contributing to the understanding of the causes and consequences of work-family and family-work conflicts (Eby *et al.*, 2005; Santos, 2011; Williams, Berdahl & Vandello, 2016).

In the scientific environment, the study of the relationship between work and family demonstrates an accumulation of roles that can have multiple consequences for individuals. These consequences mainly focus on a negative perspective, called Work-Family Conflict (WFC) (Greenhaus & Beutell, 1985), which refers to the pressure that each role exerts on the individual, making it difficult to meet all pressures simultaneously (Kahn, Wolf, Quinn, Snoek & Rosenthal, 1964). That is, participation in one of the domains (work or family) is hampered by participation in the other domain (Greenhaus & Beutell, 1985). The incompatible aspects can occur at the following levels: the pressure on the roles that the individual performs; the time spent on these roles; or the specific behaviors required for one role and that make difficult the performance of the other (Greenhaus & Beutell, 1985).

Thus, given that, at present, the relationship between work and family is extremely important for organizations because the balance between these two domains of their workers' lives affects their well-being, attitudes, behaviors, and interpersonal relations at work (Frone, Yardley & Markel, 1997; Voydanoff, 2004; Carvalho & Chambel, 2017), it becomes important to study the role of WFC to explain the relationship between the different perceived types of support and the general well-being of individuals. Most of the developed studies on the effect of support in this relationship have only focused on the level of organizational support under a more holistic view, whereas the present study seeks to analyze this relationship at the level of the different sources of support that individuals perceive in the work domain – supervisory support, coworker support, and company support – and to understand how WFC mediates the relationship between this support and general well-being. Thus, the present study aims to confirm the relationship between perceived support and general well-being and presents an innovative analysis of the mediating role of WFC in this relationship.

The analysis of the relationship between these variables and the analysis of the mediating role of WFC in this relationship make it possible not only to support the development of interventions to reduce WFC but also to evaluate how these interventions may be appropriate to the different types of support of the organizational domain. That is, the study of WFC in the relationship between perceived support and general well-being may have practical implications for human resource management because it can provide organizations with relevant information on this topic.

1.1 WFC and the general well-being

Since the beginning, the analysis of the relationships between the family and professional domains has focused on the conflict that could arise with the simultaneous performance of multiple roles. With a relative consensus in the scientific community, WFC has been considered a form of inter-role conflict in which role pressures in the work and family domains are to some extent mutually incompatible (Greenhaus & Beutell, 1985).

Role Conflict Theory (Kahn, Wolf, Quinn, Snoek & Rosenthal, 1964) argues that the individual time, energy, and attentional resources of a person are finite and that maintaining multiple roles thus decreases the amount of available resources, causing the individual to experience feelings of conflict (Carlson & Grzywacz, 2008). In this sense, the satisfaction

and time dedicated to a certain role (work) necessarily imply that fewer resources can be dedicated to other roles (family). Therefore, individuals who have resources that allow them to balance work and family are less likely to experience this work-family interference. In this line of thought, Greenhaus and Beutell (1985) identify three dimensions of WFC: time-based conflict, strain-based conflict, and behavior-based conflict. Time-based conflict occurs when the time spent on the activities of one of the domains prevents the fulfillment of the responsibilities of the other domain. At the work level, time-based conflict is related to the number of working hours per week (Pleck, Staines & Lang, 1980; Netemeyer, Boles & McMurrian, 1996), the presence and irregularity of shiftwork, the inflexibility of the work schedule, and the amount and frequency of the workload (Pleck *et al.*, 1980). Strain-based conflict occurs when the pressure created within a role interferes with the fulfillment of the responsibilities of the other role (Greenhaus & Beutell, 1985) and, regarding work, is related to the ambiguity of the work role (Kopelman, Greenhaus & Connolly, 1983), a lack of support from supervisors and coworkers (Jones & Butler, 1980), the physical and psychological demands of the work (Pleck *et al.*, 1980), and work stress factors (e.g., constant changes in the work environment and a lack of communication) (Burke, Weir & Duwors, 1980). Finally, behavior-based conflict occurs when the required behavior in one role cannot be adjusted as being compatible with the behavior patterns required in the other role. Regarding the sources of behavior-based conflict, both work- and family-related, to date, there are no studies that directly assess their prevalence (Greenhaus & Beutell, 1985).

The literature has consciously shown that workers who experience such interference between the performance of their role in work and in the family present poorer levels of health and well-being, both physically and psychologically (Allen, Herst, Bruck & Sutton, 2000; Greenhaus, Allen & Spector, 2006; Neto, Carvalho, Chambel, Manuel, Miguel & Reis, 2016). However, the ability to balance professional and family roles is something that enhances the well-being and psychological health of individuals (Eddleston & Powell, 2012; Carvalho & Chambel, 2017).

Currently and gradually, well-being is of great importance in our lives. For individuals to maintain good rates of motivation and physical and mental health, it is necessary that they feel good about themselves, their lives, and the events that occur in them (Imaginário, Vieira & Jesus, 2013). Individuals are always in a continuous search for obtaining and maintaining resources (such as energy, time, conditions, and personal characteristics) to ensure their well-being (Hobfoll, 2002). However, as noted above, the time, energy, and attentional resources of an individual are finite, and a greater commitment to one role necessarily implies that less dedication is given to the other, increasing WFC and consequently diminishing the well-being of the individual. In fact, previous studies have shown that WFC is associated with decreased general life satisfaction (Kossek & Ozeki, 1998; Aryee *et al.*, 1999; Greenhaus, Collins & Shaw, 2003), increased psychological stress (Kelloway, Gottlieb & Barham, 1999), specific somatic symptoms (e.g., headaches, sleep deprivation, and chest pain) (Geurts, Rutte & Peeters, 1999; Peeters, de Jonge, Janssen & van der Linden, 2004), depression (Vinokur, Pierce & Buck, 1999), and increased consumption of substances such as tobacco, coffee, and alcohol (Allen *et al.*, 2000).

Based on the assumptions and results described in the literature, it is hypothesized that the conflict of roles between work and family negatively influences the well-being of employees.

Hypothesis 1. WFC has a negative relationship with the general well-being of employees.

1.2 Perceived support and the mediating role of WFC

WFC is a prevalent problem for many employees who simultaneously have family responsibilities and constant job demands. According to the job demands-resources model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Bakker & Demerouti, 2007), the combination of demands and resources is responsible for the conflict between these two dimensions. The demands are all of the physical, social, and organizational aspects of the job that require physical and/or mental effort and are associated with certain psychological costs (e.g., pressure at work; too much work; handling clients) (Demerouti *et al.*, 2001). Work resources have been viewed as all of the physical, psychological, social, and organizational aspects that (1) are useful for achieving objectives; (2) reduce work demands and the associated physiological or psychological costs; and (3) stimulate personal growth and development. Thus, the presence of resources can prevent the harmful impact of job demands and the interference of work with the family (Bakker, Demerouti, Taris, Schaufeli & Schreurs, 2003; Bakker, ten Brummelhuis, Prins & der Heijden, 2011). In this sense, coworker support and supervisory support have been highlighted as important work resources (Demerouti *et al.*, 2001).

In addition, Self-Determination Theory (SDT) (Deci, Olafsen & Ryan, 2017) proposes to explain the psychological processes that are responsible for promoting individuals' optimal functioning and health. According to this theory, the need for relationships, i.e., the desire to be connected or in touch with others, is one of the basic and innate needs of individuals, and its satisfaction is vital to individuals' well-being. Thus, Perceived Organizational Support (POS) (Eisenberger *et al.*, 1986; Armeli *et al.*, 1998), i.e., the employee's general perception of the extent to which the organization values, recognizes, and rewards him or her, is fundamental to explaining the well-being of employees and is one of the mechanisms that ensures the satisfaction of their socio-emotional needs. POS translates into advantages at the individual level, with employees feeling greater well-being, and at the organizational level, through the employees' positive orientation toward the organization and behavioral outcomes that are favorable to the organization (Eisenberger & Stinglhamber, 2011; Santos, Gonçalves & Gomes, 2013). Employees who feel greater organizational support are happier in the workplace (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001), feel more satisfied with their job (Rhoades & Eisenberger, 2002), believe that they significantly contribute to the success of the organization (Lee & Peccei, 2007), and feel less stress (Cropanzano, Howes, Grandey & Toth, 1997) and less interference from work in family life (Wadsworth & Owens, 2007). In fact, when an organization acts according to the interests and needs of its employees, as POS implies, it cannot act to the detriment of the employee's family life and, by contrast, is viewed as an important resource that the employee can resort to if necessary.

The supervisory support received also represents a crucial variable for explaining the satisfaction of employees' relationship needs (Karasek & Theorell, 1990). By receiving this type of support, employees feel assisted and confident that their work performance will be facilitated (Mesmer-Magnus, Murase, DeChurch & Jimenez, 2010; Michel, Kotrba, Mitchelson, Clark & Baltes, 2011; Rathi & Barath, 2012), producing beneficial effects on health and well-being (Broadhead *et al.*, 1983; Cohen & Wills, 1985). In turn, in the specific case of the relationship between work and family, in addition to reinforcing the importance of POS, the supervisors also play a key role in the effectiveness of work-family policies and programs. Supervisors can encourage employees to participate in these programs and can reinforce cultural policies that encourage employees' efforts to integrate their work and family life (Starrels, 1992; Jacobs & Gerson, 2004). From this perspective, some studies (Grzywacz & Marks, 2000; McManus, Korabik, Rosin & Kelloway, 2002; Hill, 2005) have shown that perceived supervisory support is related to a reduced perception of WFC. In fact,

supervisory support can encourage employees to openly discuss family issues and reinforce a positive image to the employee by understanding their family situation (Halbesleben, 2006; Lapierre & Allen, 2006), thus being an extra essential resource that employees can resort to in the work context.

In addition to supervisors, the role of coworkers in promoting employee well-being has been highlighted (Karasek & Theorell, 1990). In turn, some studies (Breugh & Frye, 2008; Mesmer-Magnus *et al.*, 2010; Rathi & Barath, 2012) have also demonstrated the importance of the coworker's role in reducing WFC. According to Mesmer-Magnus and Viswesvaran (2009), due to the importance that organizations presently attribute to teamwork, coworkers play an important role in reducing WFC because they are in a privileged position to provide both instrumental and emotional support.

According to the literature review, a negative relationship between perceived support (i.e., POS, supervisory and coworker support) and the interference of work in the family domain (i.e., WFC) is expected because these sources of support can be understood as key resources that employees can use to prevent the harmful effect of the demands in their family domain (Bakker *et al.*, 2011).

In turn, it is expected that WFC will be a mediator in the relationship between perceived support and the general well-being of employees. That is, the significant relationship between perceived support and general well-being occurs because this support satisfies the basic relationship needs of individuals and this satisfaction assumes, at least in part, that the negative interference of work in the family is attenuated. In addition, it is expected that, in the face of perceived support (i.e., resources), there will be an avoidance of conflict between these two dimensions that are so important in the lives of employees and, for this reason, employees can feel well-being.

Hypothesis 2. The perceived support at work; 2.a) organizational support; 2.b) supervisory support; 2.c) coworker support has a negative relationship with WFC.

Hypothesis 3. WFC mediates the relationship between support at work; 3.a) organizational support; 3.b) supervisory support; 3.c) coworker support and the general well-being of employees.

2. METHOD

2.1 Procedure and sample

The data were collected from employees in the textile trade industry through the completion of an anonymous online questionnaire. The sample consisted of 821 employees with store operator functions, with 154 (18.8%) being male and 667 (81.2%) female. Regarding the age group of the sample, 50 (6.1%) individuals were less than 20 years old, 621 (75.6%) were between 20 and 29 years old, 136 (16.6%) were between 30 and 39 years old, 13 (1.6%) were between 40 and 49 years old, and one (0.1%) was 50 years old or older. Concerning educational level, 62 (7.6%) completed ninth grade, 376 (45.8%) completed high school, 166 (20.2%) were attending university, 169 (20.6%) held a bachelor's degree, and 48 (5.8%) held a master's degree. Regarding seniority in the company, 458 (55.8%) of the individuals worked in the organization for less than one year, 334 (40.7%) were in the company for one to five years, and the remaining 29 (3.5%) worked in the company for five to 10 years. Considering the work schedule of the individuals, we observed that 64.7% of the employees worked in shifts.

2.2 Measurements

2.2.1 Perceived Organizational Support (POS)

To measure POS, the eight-item version ($\alpha=.93$) (e.g., “The organization really cares about my well-being”, “The organization strongly considers my goals and values”) of the POS scale, developed by Eisenberger *et al.* (1986), was used. The Likert scale responses range from 1 (Strongly Disagree) to 7 (Strongly Agree), with higher scores indicating greater POS by employees. This scale was used in a previous Portuguese study (Chambel & Sobral, 2011).

2.2.2 Supervisory and coworker support

Support from the supervisor and coworkers was assessed through the Job Content Questionnaire scale (Karasek, 1985), with four items for the supervisor ($\alpha=.90$) (e.g., “My supervisor/direct manager is concerned about the well-being of his subordinates”, “My supervisor/direct manager helps in getting the job done”) and five items for coworkers ($\alpha=.89$) (e.g., “The people I work with are personally interested in me”, “The people I work with help in getting the job done”), answered using a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). This scale was used in a previous Portuguese study (Ângelo & Chambel, 2013).

2.2.3 Work-Family Conflict

To evaluate WFC, a translation to Portuguese of the scale by Carlson, Kacmar, and Williams (2000), used in a previous Portuguese study (Carvalho & Chambel, 2015), was used in the present study. This scale consists of 14 items ($\alpha=.95$), e.g., “I feel that I do not have enough time for my tasks at home due to the time I have to spend at work”, “When I get home from work, I’m physically too tired to perform family tasks”. To answer each of the items, participants use a five-point Likert scale response ranging from 1 (“almost never”) to 5 (“almost always”). Higher scores indicate high levels of WFC.

2.2.4 General Well-being

To evaluate general well-being, a translation and adaptation to Portuguese of the General Health Questionnaire Scale, version 12 (GHQ-12), (Goldberg, 1972) by Laranjeira (2008) was used in this study. In several studies, this scale only evaluates one dimension; however, in many others, the existence of two dimensions is shown. Thus, it was decided to perform an exploratory factor analysis (EFA) to evaluate the best fit for our data. The data of this study better fitted two dimensions, i.e., stress (five items, $\alpha=.76$) and well-being (seven items, $\alpha=.71$), which are represented in the following examples: for well-being, “You have been able to concentrate on what you do”; and, for stress, “You have lost many hours of sleep due to concerns”. For each item, the participants used a four-point Likert scale response ranging from 1 (“Not at all”) to 4 (“Much more than usual”).

2.2.5 Control Variables

Previous studies (Rothbard, 2001) have shown that gender, age, and shiftwork can influence the work-family relationship. Thus, to eliminate potential alternative explanations for the results, gender (dummy variable, where 1=woman and 0=man), age (in years), and work schedules (dummy variable, where 0=no shifts and 1=shifts) were used as control variables.

2.3 Statistical analysis

The data were processed using the AMOS (Analysis of Moment Structures) version 23.0 for Windows statistical program. We started with the Confirmatory Factor Analysis, which presents the main advantage of eliminating the error variance through multiple indicators for each latent variable and the possibility of testing the general fit of the proposed theoretical model and confront it with alternative models. The hypotheses were tested using structural equation models. To that end, two models of mediation were tested: the Total Mediation Model, which includes the structural paths of the perceived support to WFC and WFC to the well-being, and the Partial Mediation Model, in which a path between the independent variables (i.e., the three perceived sources of support) and the dependent variables (i.e., well-being and stress) was added. The objective of this procedure was to determine, based on the fit indices of both models, the existence of a mediation relationship between the latent variables and the type of mediation that is more adjusted to the collected data. For the most suitable model, the standardized regression coefficients (β) between the variables were also obtained. Finally, the statistical procedure that ensured and confirmed the mediation was the Sobel Test, which made it possible to calculate the size and significance of the direct relationship between the perceived support variables and general well-being, through the mediating variable of WFC.

According to the recommendations by Hu and Bentler (1990), the evaluation of the data fit to the models was based on a combination of several quality of fit indices: the Standardized Root Mean Square (SRMR) (with values equal to or lower than .08 being considered adjusted), the Bentler Comparative Fit Index (CFI) (with values equal to or greater than .90 being considered adjusted), and the Root Mean Square Error of Approximation (RMSEA) (with values equal to or lower than .06 being considered adjusted). In addition to these indices, the comparison based on the Chi-square (χ^2) and respective degrees of freedom (df) of the models were also important factors in deciding the most adjusted model.

3. RESULTS

3.1 Confirmatory Factor Analysis

The Confirmatory Factor Analysis of the Theoretical Model with six latent variables – perceived sources of support (POS, supervisory, and coworker support), WFC, well-being, and stress – revealed an appropriate fit for all adjustment indices [$\chi^2(801)= 3155.96$, $p<0.001$; SRMR=0.05; CFI=0.91; RMSEA=0.06]. For purposes of comparison, the One-Factor Model was created; it assumes that all items saturated into a single latent variable. Unlike the Theoretical Model, the One-Factor Model did not reveal satisfactory results [$\chi^2(819)= 12986.31$, $p<0.001$; SRMR=0.13; CFI=0.51; RMSEA=0.14]. Therefore, the Theoretical Model is the model that best fits the data, and the difference is significant in relation to the Alternative One-Factor Model ($\Delta\chi^2(18)= 9830.352$, $p<0.001$).

3.2 Means, Standard Deviations, and Correlations between variables

The means (M), standard deviations (SD), and correlation values among the studied variables are presented in Table 1. Based on the mean values, it was observed that employees, in general, did not have a perception of conflict between work and family ($M=1.87$, $SD=0.81$) and had a positive perception regarding well-being ($M=2.71$, $SD=0.63$) and a moderately positive perception regarding stress ($M=1.76$, $SD=0.67$). There was also a positive perception of organizational support ($M=4.96$, $SD=1.2$), suggesting that employees generally felt that the company they work for took them into consideration and cared about them. The same

was demonstrated regarding supervisory and coworker support ($M=5.31$, $SD=1.11$ and $M=5.31$, $SD=1.02$, respectively). The analysis of the correlations between the variables revealed that the WFC variable was negative and significantly correlated with the three support dimensions, the variables of POS ($r= -.44$, $p<.001$), supervisory support ($r= -.39$, $p<.001$), and coworker support ($r= -.43$, $p<.001$). The well-being dimension was also negatively and significantly related to WFC ($r= -.33$, $p<.001$), whereas the stress dimension was positively and significantly related to WFC ($r= .59$, $p<.001$). In summary, these results indicate that the higher the levels of WFC, the lower the POS and the well-being of individuals. The correlations also show that the higher the perceived support, the greater the well-being of individuals because the well-being dimension is positively and significantly related to the three support dimensions: POS ($r= .45$, $p<.001$), supervisory support ($r= .39$, $p<.001$), and coworker support ($r= .43$, $p<.001$). The opposite was observed for the correlation between the stress dimension and the three support dimensions, which were negative and significant: POS ($r= -.40$, $p<.001$), supervisory support ($r= -.35$, $p<.001$), and coworker support ($r= -.38$, $p<.001$).

Table 1. Means, Standard Deviations and Correlations

	Mean	SD	R							
1. Gender ^(a)	–	–	1	2	3	4	5	6	7	8
2. Age ^(b)	–	–	.62							
3. Work Hours ^(c)	–	–	.15**	-.11**						
4. WFC	1.87	.81	-.14**	.04**	-.32**					
5. Stress	1.76	.67	-.04	-.03	-.16**	.59**				
6. WB	2.71	.63	-.02	-.05	.08*	-.33**	-.38**			
7. Organizational S.	4.96	1.2	-.07	-.01	.11**	-.44**	-.4**	.45**		
8. Supervisor S.	5.31	1.11	.05	-.003	.10**	-.39**	-.35**	.39**	.61**	
9. Co-Worker S.	5.31	1.02	.06	.03	.13**	-.43**	-.38**	.33**	.52**	.55**

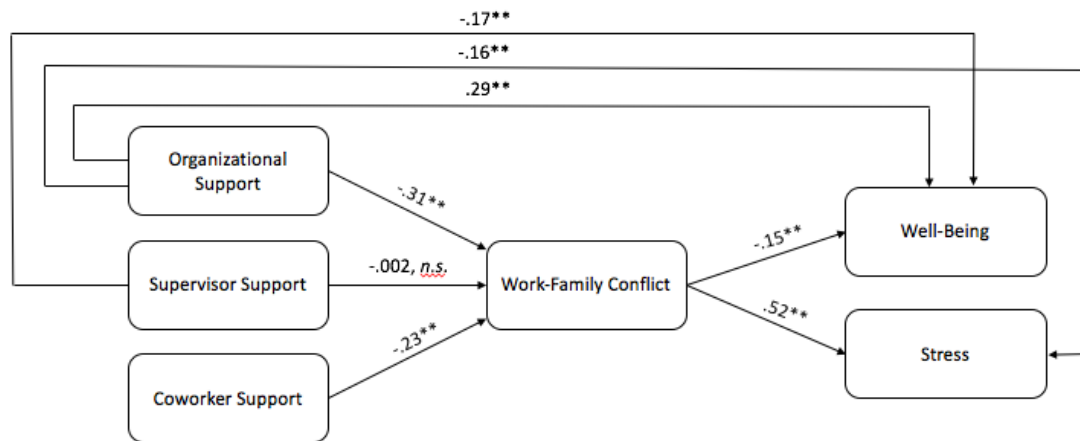
Source: Own Elaboration

Notes: ** $p < .01$; * $p < .05$; SD – Standard Deviation ; WFC – Work-Family Conflict; WB – Well-being; Organizational S. – Organizational Support; Supervisor S. – Supervisor Support; Co-Worker S. – Co-Worker Support; (a)Dummy variable (0=men; 1= women); (b)Ordinal Variable (1= less than 20 years old; 2= between 20 and 29 years old; 3= between 30 and 39 years old; 4=between 40 and 49 years old; 5= 50 or more years old); (c)Dummy variable (0=part-time; 1=full-time)

3.3 Models of Structural Equations

Subsequently, to verify the hypotheses of this study, analyses with structural equation models that assumed the Total Mediation Model and the Partial Mediation Model were conducted. The first model presented an adjusted fit for all evaluated indices [χ^2 (917)=3296.95, $p<.001$; SRMR=0.082; CFI=0.91; RMSEA=0.06], and the Partial Mediation Model [χ^2 (911)=3107.99, $p<.001$; SRMR=0.05; CFI=0.91; RMSEA=0.05]. As expected, comparing the two models, the Partial Mediation Model showed a better fit to the data than the Total Mediation Model, [$\Delta\chi^2$ (6)= 188.96, $p<.001$]. This Partial Model demonstrates the existence of direct relationships between the perceived support variables and well-being and stress, that is, without considering only the relationship through WFC. Figure 1 shows the standardized coefficients for each of the significant connections in the Partial Mediation Model that allowed the hypotheses to be tested. For simplicity, Figure 1 does not show the effect of the control variables.

Figure 1. The final model (Standardized path coefficients)



Source: Own Elaboration

Note: ** = $p < .01$; n.s. = non significant

As expected, WFC is negatively associated with the individuals' well-being ($\beta = -.15$, $p < 0.001$) and positively associated with their stress ($\beta = .52$, $p < 0.001$). Thus, we confirm that Hypothesis 1 is supported by the data.

In turn, and as expected, WFC is negatively correlated with POS ($\beta = -.31$, $p < 0.001$) and coworker support ($\beta = -.23$, $p < 0.001$). However, contradicting expectations, supervisory support did not show a significant relationship with WFC ($\beta = -.002$, n.s.). Therefore, Hypotheses 2a and 2c of this study are supported, and Hypothesis 2b is refuted.

To test Hypothesis 3, the presence of mediation by WFC in the relationship between perceived support with general well-being was assessed using the Sobel Test. The results showed a total mediation by WFC in the relationship between coworker support and well-being ($Z = -4.60$, $p < 0.001$) and stress ($Z = 3.01$, $p < 0.01$). In addition, given the direct relationship between the POS variable and well-being and stress, it was also possible to conclude that there is a partial mediation by WFC in the relationship between POS and well-being ($Z = 3.15$, $p < 0.01$) and stress ($Z = -5.18$, $p < 0.001$). These results support Hypotheses 3a and 3c. Hypothesis 3b was not tested because the initial results do not indicate a significant relationship between supervisory support and WFC.

In addition to the hypotheses, the direct relationship between supervisory support and well-being also proves to be significant ($\beta = .17$, $p < 0.01$).

4. CONCLUSION

The main objective of this study was to confirm the relationship between the different perceived sources of support in the work domain and the general well-being of individuals, analyzing the mediating role of WFC in this relationship. This study contributes to the reinforcement of the literature on WFC because it sought to replicate the evidence of a relationship between organizational, supervisory, or coworker support and WFC and, consequently, with the well-being of employees. However, this study supplements the literature with the combined visibility of the effects of the three dimensions of support, which had not been studied to date.

This study shows that the relationship between the types of support and the general well-being of individuals is best explained if WFC is considered. It was possible to show that the greater the POS and coworker perceived support, the lower the levels of WFC and,

consequently, the greater the general well-being of employees. This result highlights the importance of employees' considering that the company takes into account their objectives and takes care of their well-being so that they consider that their job does not interfere with their family life and, consequently, they feel greater well-being and less stress. This evidence is in agreement with the studies by Eisenberger *et al.* (1986) and Armeli *et al.* (1998), who demonstrate the relevance of POS as an incentive for the fulfillment of the important socio-emotional needs within the organization that, in turn, leads to higher levels of employee general well-being. In addition, the results also highlight the importance of an environment of unity, equality, and support among coworkers because, as shown by Mesmer-Magnus and Viswesvaran (2009), the teamwork encouraged by organizations grants coworkers an important role in reducing WFC because they are in a privileged position to provide both instrumental and emotional support. Thus, both POS and perceived coworker support can be viewed as resources, which is in agreement with the demands and resources model in the literature, which proposes that jobs with high resources jobs are fundamental to reducing WFC (Bakker *et al.*, 2011).

However, contrary to expectations, we find that supervisory support did not show a significant relationship with WFC. One possible explanation for this result may be related to the management of this company. In each store, there is a human resource manager, who plays an important role in the management of several aspects (i.e., schedules, rotation of tasks, training) that may interfere with the relationship between work and family. By contrast, the supervisor plays a crucial role in the operational management of the team, and he or she may have no interference in the relationship between work and family. Future studies will be able to analyze this aspect more deeply.

In fact, an interesting aspect of this study is that it highlights the difference in the relationship between the different organizational support types (i.e., from different sources) and WFC and well-being that may exist. Organizational support showed that, in addition to being relevant to the well-being of employees by reducing WFC, it also has a direct effect on employee well-being. This result is consistent with the assumption that the well-being of individuals is significantly stimulated when there is POS and in agreement with other studies on the organizational context (Grzywacz & Marks, 2000; Hill, 2005; McManus *et al.*, 2002; Eisenberger & Stinglhamber, 2011).

By contrast, coworker support is only related to employee well-being because coworkers help them manage their family and professional life. Perhaps the emotional support (i.e., sharing of their difficulties) and instrumental support (i.e., exchange shifts) from coworkers contribute to reducing WFC, benefitting employee well-being. Additionally, by contrast, the results of this study show that supervisory support is a relevant variable for the benefit of employee well-being, as proposed by Karasek and Theorell (1990); however, WFC does not explain this relationship. Therefore, in future studies, it would be appropriate to differentiate the emotional and instrumental support aspects and evaluate them in the support dimensions that are analyzed in this study. In turn, and to make the results of these studies more consistent, the effect of the three dimensions of support that are directly related to the relationship between work and family should be studied in depth.

4.1 Limitations

This study has a set of limitations that must be acknowledged. The first is related to the evaluation tool used. The questionnaire used is a self-assessment, and the responses may be subject to bias (Ciarrochi *et al.*, 2002). Thus, the responses obtained may contain errors of social desirability and may be underestimated or overvalued; therefore, the results should be interpreted with caution. The second limitation of this study is that the participants

work in the same company. In future studies, greater heterogeneity should be sought, including employees from different companies and sectors, to transversely confirm the analyzed dimensions. Another limitation is the fact that the sample is composed of mostly women; thus, it will be necessary in a future study to balance the number of female and male individuals. Another limitation of this study is related to the fact that it is a cross-sectional study, i.e., the data were collected in a single moment in time. Therefore, it is not possible to make conclusions regarding the causal relationships between the variables, and the results are only indicative of the nature (positive or negative) of these relationships. In this sense, in future research, it would be interesting to conduct longitudinal studies with the purpose of filling this gap. Finally, it is also important to highlight the fact that this study was conducted in a Portuguese context, which does not allow the generalization of the results to countries with different cultures and organizational management practices.

4.2 Implications for Human Resource Management

Despite the limitations of this study, it presents positive and important aspects to consider in organizational practice. This study shows the importance of support within the organization and the reverse side of WFC because these interfere with employee well-being. The life of an individual is divided into two great dimensions, family and work, and when there is no balance between them the individual's well-being is affected. Therefore, organizations – Human Resources – must assume that the lives of their employees outside the work context can influence their professional well-being and that this influence can be increased through the importance attributed to the performance of other roles. The results of this study reinforce this idea and show that it is necessary to develop and think about new methods of increasing the balance between work and family roles and that organizational support plays a crucial role in this balance.

Therefore, it is important that the value of conciliation is present and formalized in the mission, vision, and values of the organizations and that there is a program and action plan work-family conciliation to minimize the impact of WFC and to encourage a supportive environment in all main settings of the contact with the employee. Thus, this study reinforces the need to have a balance between work and family for the harmony of employees to increase their emotional connection with the organization, which, in turn, promotes a greater perception of their well-being.

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