

Research on the Influence of Family Supporting Supervisor Behavior on Employees' Job PerformanceQi Zhang^{1,a}, Yue Hou^{2,b}

Department of Economics and Management, China University of Geosciences School

Lu Mo Road, Wuhan, China

^A401212410@qq.com, ^b451581542@qq.com**Keywords:** FSSB; work performance; work satisfaction; work-family conflict

Abstract. Family-supported supervisor behavior is the behavior that the supervisor demonstrates in support of the employee's role in performing family roles, and is designed to help employees better balance work and family responsibilities. Most of the existing researches are carried out in the Western context, and their understanding of the effects and mechanisms of improving employee performance is still very limited, and there is a lack of research in the Chinese environment. This study is based on the theory of social exchange, with Chinese employees as subjects, and whether family-supported executive behavior can improve employee performance. Regression analysis shows that family-supported executive behavior can increase employee satisfaction. In order to improve work performance, family-supported executive behavior can play a greater role in increasing job satisfaction for employees with high levels of family-work conflicts.

1. Introduction

As women quickly enter the field of work, the traditional family model is replaced by a dual-employee family, and the family needs of employees are increasing. The development of service-oriented economy in various countries has made it a normal task for employees to work in non-standard working hours. In this context, Western scholars developed the concept of "family-supported supervisory behavior" and carried out a series of practical application studies. This concept also has important research value and significance in China. China is a conservative-corporatistic welfare state system that emphasizes traditional family roles. Men are often seen as workers, while women are seen as wives and mothers.

Reviewing the existing research on FSSB, it is found that the promotion of employees' good working-family relationship is the original intention of FSSB. Therefore, the research on the impact of FSSB on the employee's work and family interface has been studied, such as mitigating the work-family conflict of employees (Kwan, 2014). This study hopes to summarize and analyze the existing research of FSSB at home and abroad, and explore the internal mechanism of FSSB affecting the performance of Chinese employees, in order to provide valuable inspiration and help for management practice in the organization.

2. Literature Review

Hammer et al. (2007) argue that it is necessary to sort out the specific behavioral performance of family-supported supervisors to help supervisors provide family support more effectively and help organizations to more objectively assess supervisors. The level of support for employees' families and targeted training to improve the level of family support. Based on this, a new concept of family supportive supervisor behaviors (FSSB) was developed, which was defined as “the behavior of the supervisors to support employees in fulfilling family responsibilities” and based on literature review and interviews. Four dimensions are: emotional support, instrumental support, role model behavior, and innovative work-family management (Hammer et al., 2007; Hammer, Kossek, Yragui, Bodner, & Hanson, 2009).

American scholar Hoppock (1935) first proposed the concept of job satisfaction in his book *Job Satisfaction*. Hoppock defines job satisfaction as the degree of satisfaction of employees in their physical and psychological work environment, and is the subjective response of employees to work situations. Looking back at the empirical research at home and abroad in recent years, the discussion on the influencing factors of job satisfaction is mainly from the organizational level and the individual level of employees. The organizational level includes organizational environment and atmosphere, leadership type and quality (Wood, 2012; Mathieu, 2014; Skogstad, 2015), and the individual level includes demographic characteristics of employees, personal characteristics, etc. (Ma Shuang, 2015; Lu, 2016) Lin Mei, 2016).

Work-family conflicts are a type of conflict within roles that arises from the incompatibility of roles in the field of work and the family (Green & Beutell, 1985). It has a two-way character, work-to-company conflict (WFC) refers to the extent to which family responsibilities cannot be performed due to work reasons; family-to-company conflict (FWC) refers to the extent to which job responsibilities cannot be performed due to family reasons (Netemayer, Boles, 1996). The concept is based on role theory and resource scarcity assumptions, that is, a role demand consumes individual resources, such as time, energy, and mental energy, resulting in insufficient resources allocated to other role activities (Edward, 2000). It can be seen that the work-family conflict is due to the fact that the work needs consume resources and the resources are insufficient to meet the needs of the family sector; while the family-work conflict is due to the consumption of resources by the family demand, resulting in insufficient resources to meet the needs of the work area.

3. Research hypothesis

According to the theory of social exchange, if employees get resources of great value, they will have a sense of obligation, and according to the principle of reciprocity, help the organization achieve its goals by increasing the performance of the role (Eisenberger, 1986). When the supervisor shows the FSSB, such as expressing the relationship with the employee, allowing the employee to take time off to handle family affairs, sharing the method and strategy of balancing work and family with the employee, and implementing shift work in the enterprise, the employee will feel the supervisor. At the same time, fulfilling the duties and support of work and family responsibilities, and paying attention to and paying attention to their well-being, they will feel that they

have the obligation and responsibility to reward their supervisors by showing better job performance (Wang & chen,). Empirical studies have also found that FSSB can positively predict employee performance (Odele-Dusseau et al., 2012).

H1: FSSB is predicting employee performance.

Job satisfaction refers to the degree to which employees are satisfied with their own working environment both physically and rationally (Hoppock, 1935). It is often seen as a chess attitude and emotional response. The supervisor is the agent of the organization, and the behavior of the supervisor is the embodiment of the will and purpose of the organization. The family support behavior demonstrated by the supervisor creates a caring work environment that helps employees to perform their work and family responsibilities effectively, so that employees feel the organization's commitment to them and their contribution to them. These positive experiences in the work environment can motivate employees to have a more positive attitude toward their work and be more satisfied with their work. Studies have shown that FSSB is positively correlated with employee job satisfaction (Hammer et al, 2009; Jiang Hai et al., 2015). Empirical research also shows that job satisfaction has a positive impact on job performance (Kleiner, Leonard & Pilarski, 2002; Hui Guanyan, 2005).

H2: Job satisfaction is a mediator between FSSB and employee performance.

According to the demand-supply matching theory, employees will cognize the material, psychological resources, development opportunities, etc. that they expect to obtain. If the organization meets the needs of employees, employees will be satisfied with the organization (Judge, 1994). Therefore, demand-supply matching theory is concerned with whether the organization's supply is compatible with the needs of employees (Cable & Judge, 1994). Based on this, employees with high work-family conflict levels are more likely to experience the negative impact of high job role requirements on the family field than employees with low work-family conflict levels, and more hope to obtain support resources to ease work pressure. FSBB, as a support resource for the work area, can help employees cope with the negative effects of high work demands and high workloads (Hammer et al, 2009). Employees with high work-family conflicts are more in need of FSSB and benefit more from it, and employees are more satisfied with their work. At the same time, because FSSB emphasizes special support for employees' family areas, it can help employees cope with and alleviate family needs and better fulfill family responsibilities. Therefore, it is the result of experiencing more family needs and resulting in high family-wang conflicts. The meaning and value are greater. These employees need FSSB more. When the supervisor provides FSBB, their job satisfaction will be stronger.

H3a: The employee's work-family conflict (WFC) regulates the relationship between FSSB and job satisfaction. The higher the level of conflict, the stronger the positive relationship between FSSB and job satisfaction, and vice versa.

H3b: The employee's family-work conflict (FWC) regulates the relationship between FSSB and job satisfaction. The higher the level of conflict, the stronger the positive relationship between FSSB and job satisfaction, and vice versa.

The specific theoretical model is shown below:

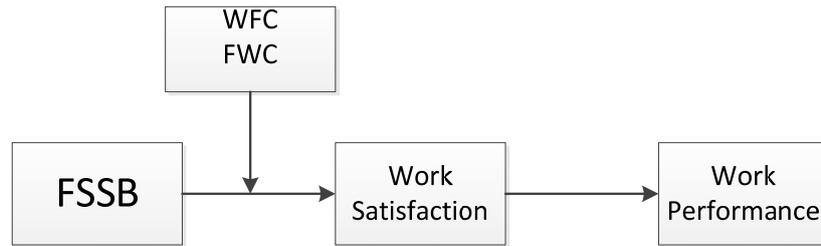


Figure 1.theoretical model

4. Research design and hypothesis testing

This study used a longitudinal study, using the questionnaire method, taking the employees of several production enterprises as the subjects, collecting data in two stages, and the two data collection intervals were half a year. The first data collection measures the level of employee-supported supervisor behavior perceived by employees. The second data collection measured demographic variables and job performance of employee self-assessments. 600 people participated in the survey at the same time, and 549 valid questionnaires were collected.

Pearson correlation analysis was carried out for some demographic variables, FSSB, job performance, job satisfaction, and work-family conflict. The mean, standard deviation and correlation coefficient of each variable are shown in Table 4.1. It can be seen from the correlation matrix that FSBB has a significant positive correlation with job satisfaction (r=0.35, p<0.001) and job performance (r=0.21, p<0.001); job satisfaction and job performance (r=0.27) , p < 0.001) also showed a significant positive correlation. FSBB was significantly negatively correlated with WFC (r= -0.18, p<0.001); FSBB was significantly negatively correlated with FWC (r= -0.12, p<0.001); job satisfaction and WFC were significant (r= -0.22, p<0.001) Negative correlation; job satisfaction was significantly negatively correlated with FWC (r = -0.16, p < 0.001).

Table1. Correlation test between variables (N=549)

	M	SD	1	2	3	4	5	6	7	8
1 Sex	1.48	0.50								
2 Marital Status	1.38	0.53	-0.02							
3 Working hours per 8	43.1	5.91	0.01	-0.04						
4 FSSB	4.14	1.07	0.10	-.05	.07					
5 Working	4.97	0.98	0.19	-.18	.04	0.35				
6 WFC	2.47	0.88	-0.06	-0.02	-0.11	-0.12	-0.22			
7 FWC	1.75	0.66	-0.04	-0.04	-0.08	-0.22	-0.16	0.58		
8 Working Performance	4.74	0.72	0.05	0.06	0.02	0.21	0.27	-0.01	-0.06	

Note: ***p<0.001, **p<0.01, *p<0.05, the same below.

This study used hierarchical regression to test the predictive effect of FSSB on employee performance. Taking into account the demographic variables of employees, such as gender and working time, may have an impact on job performance (Allen, 2001; Cook, 2009), which is controlled as a control variable in the study. The specific results are shown in Table 4.2. It can be seen that after controlling gender and working hours, FSSB has a significant positive predictive effect on employee performance, with a standardized regression coefficient of 0.24 and a significant level at 0.05.

Table2. Predictive effects of family-supported supervisory behavior on job performance (N=549)

Variable	Work Performance		
	β	R^2	ΔR^2
The first Hiererchy: control variable		.04	.04
The second Hiererchy : independent		.10	.06
FSSB	0.189		

After controlling the age and term, the linear regression analysis of FSSB, job satisfaction and job performance was carried out in three steps to test the mediating effect of job satisfaction. In the first step, the FSSB score (X) is the independent variable, the work performance (Y) is the regression analysis of the dependent variable, and the second step is the FSSB (X) as the independent variable and the work satisfaction score (M) as the dependent variable. Regression analysis; the third step is to use FSSB (X) and job satisfaction (M) as independent variables, and work performance score (Y) as regression analysis for dependent variables. See Table 3.

Table 3. Mediating Role of Job Satisfaction between FSSB and Job Performance (N=313)

Result variable	Predictive variable	ΔR^2	β	SE	T value
Work performance	FSSB	0.05	0.21	0.06	3.74**
Work satisfaction	FSSB	0.13	0.34	0.07	6.45**
Work performance	FSSB	0.23	0.05	0.06	0.91
	Work Satisfaction		0.47	0.04	8.66***

The results showed that FSSB had a significant predictive effect on employee performance ($\beta = 0.21$, $p < 0.001$), and FSSB significantly positively affected job satisfaction ($\beta = 0.21$, $p < 0.001$). When job satisfaction entered the model, FSSB did not significantly affect job performance ($\beta=0.07$, $p<0.001$). In summary, job satisfaction plays a full intermediary role in the relationship between FSSB and job performance. H2 is verified.

In this study, age, tenure, and marital status were used as control variables. In addition to the marital status category variable, the other control variables and core variables are first converted into Z-scores, and the FSBB is multiplied by the FWC and WFC Z-scores as the interaction term score. The test method proposed by Wen Zhonglin and Ye Baojuan (2014) was adopted.

The results show that the interaction between FSSB and WFC can not significantly predict job satisfaction (equation: $\beta = 0.05$, $p > 0.05$); and the interaction between FSSB and FWC significantly predicts job satisfaction (Equation 2: $\beta = 0.15$, $P < 0.01$), job satisfaction significantly affects job performance (Equation 3: $\beta = 0.15$, $P < 0.01$). Therefore, the regulation effect of WFC is not significant, and the regulation effect of FWC is wet. H3a was not verified and H3b was verified.

Table 4. Analysis of mediating effects of working family conflicts (N=313)

	Work satisfaction		Work Performance
	Equation 1	Equation 2	Equation 3
Age	0.01	0.01	-0.03
Term	-0.01	-0.01	0.08
Marital Status	-0.22***	-0.20**	-0.06
FSSB	0.31***	0.33***	0.06
Work satisfaction			0.45***
WFC	-0.18***		
FWC		-0.19***	-0.01
FSSB×WFC	0.05		
FSSB×FWC		0.15***	
R ²	0.20	0.21	0.25

5. Conclusion

(1) FSSB has a significant positive predictive effect on employee performance. This shows that FSSB is compatible with Chinese culture, and FSSB can really improve the performance of employees.

(2) This study verifies that the job satisfaction is an intermediary between the family-supported supervisor behavior and the employee's job performance. When the supervisor shows the FSSB, it creates a caring work environment, and the staff will experience the supervisor. Supporting their own work and family responsibilities at the same time, they will have a more positive attitude towards their work, behaving more satisfied with their work, and more willing to respond to their support through good work performance.

(3) FWC is the boundary condition that affects employees' job satisfaction and affects job performance, while WFC's adjustment effect is not significant.

References

- [1] Ahmad, R., Shafique, M., Ahmed, K., Saleem, S. S., & Imam, A. (2015). Relationship of Job Satisfaction and Organizational Commitment with Stay Intention of Faculty of Higher Education Institutes: The Moderating Role of Work-Family Conflict & Family-Work Conflict. *Vidyabharati International Interdisciplinary Research Journal*, 4(1).
- [2] Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414–435.
- [3] Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work–family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of occupational health psychology*, 16(2), 151.
- [4] Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal of management*, 28(6), 787–810.
- [5] Aryee, S., Chu, C. W., Kim, T. Y., & Ryu, S. (2013). Family-supportive work environment and employee work behaviors: An investigation of mediating mechanisms. *Journal of Management*, 39(3), 792–813.