

# Work Family Conflict and Job Dedication: The Moderating Role of Psychological Capital

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**Abstract**—In the past, the psychological capital was often regarded as the resources of the individual, and this paper tries to study whether the psychological capital can be regarded as an individual trait that affects the distribution of individual resources, that is psychological capital will moderate the impact of work family conflict on job dedication. Through empirical research, we find that family-work conflict has a negative impact on the job dedication, work-family conflict doesn't have a negative impact on the job dedication, psychological capital moderates the negative relationship between family-work conflict and job dedication, psychological capital doesn't moderate the negative relationship between work-family conflict and job dedication. The results provide a useful implication for the enterprise to manage employee's work family conflict and job dedication.

**Keywords**—*Work-Family Conflict; Family-Work Conflict; Job Dedication; Psychological capital*

## I. INTRODUCTION

Psychological capital (PC) is a kind of positive mental state and psychological ability. When individuals have higher mental capital, they will have more confidence to solve puzzles and complete complex tasks, and can also find other ways to overcome the difficulties (Abbas, 2012). The existing research that based on the view of resources, found that psychological capital as a kind of resource has negative influence on the work family conflict (Osman M, 2014).

But the psychological capital may not only be used as a kind of resources to help the individual to solve the conflicts, According to the model of individual resource allocation (Grawitch, Barber & Justice, 2010, individual characteristics can affect the allocation of individual's resources. That is, psychological capital may affect the process of how they allocate their resources, and then affect the individual's response to work family conflict. In a research, the responsibility has been tested as a kind of individual characteristics that affect the process of resource allocation, and found that it can moderate the relationships

between work pressures and job performance (Weipeng Lin, 2014). Based on this, the author thinks that the individual with higher psychological capital can reasonably use the resources to deal with the relationship between family and work, reduce the work family conflict, and then improve the workplace performance (for example, job dedication).

In this paper, we have made the following contributions: first, the psychological capital has been considered as a kind of resource to help employees deal with conflicts. This study considers that psychological capital can be used as a factor to influence the process of the distribution of individuals' resource. Second, the relationship between work-family relationship and job performance is limited to the formal core job duties and neglect interpersonal and autonomous behavior (Conway, 1999), rarely study the relationship between work family conflict and contextual performance, therefore, this study chose job dedication as a result variable, can enrich the work family conflict and performance research.

## II. CONCEPTUAL BACKGROUND AND HYPOTHESES

Work and family represent two important spheres in an adult's social life (Mian Zhang, 2012). If employees cannot manage various problems that emerge from work and family domains, and they experience work-family conflict (Osman. M, 2014). According to Greenhaus and Beutell (1985), work-family conflict is defined as a "form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible in some respects". Accordingly, work-family conflict occurs in two distinguishable directions: family interfering with work (FWC) and work interfering with family (WFC; e.g., Kelloway, Gottlieb, & Barham, 1999).

COR theory (Hobfoll, 1989) points out that the employees in experiencing conflict will use their limited resources (e.g. time, energy, etc.) to deal with problems they face, the consumption of these resources will make employees cannot meet the demands of their job duties or responsibilities at home, which will bring some negative

consequences. When employees experience work-family conflict, it will tend to reduce the role of independent behavior to protect the constant consumption of resources (Samuel, 2008). This will encourage individuals to narrow their behavioral and attitudinal focus (Fredrickson and Losada, 2005). As individuals narrow their focus at work, core job tasks likely have greater priority than more discretionary activities such as working extra hours or department lunches/socials (Carlson, D.S. 2008). While in China, according to the authors' knowledge, empirical research on work-family conflict and job dedication is also relatively scarce. So based on the COR theory, the author assumes that employees who in the experience of work family conflict (WFC, FWC) will continue to consume the limited resources, which makes them do not have enough resources to perform extra role behavior, such as job dedication (JD). In summary, we propose the following hypothesis:

**H1:** WFC has a negative effect on job dedication.

**H2:** FWC has a negative effect on job dedication.

The individual resource model points out that there is a need in every field of life, in order to meet these needs, the individuals will continue to consume resources (Grawitch, 2010). According to COR theory, the resources of the individual are limited (Hobfoll, 2001), so the individual needs to choose when, how, where to allocate resources to meet the needs, and how to allocate resources will produce different results (Lin Weipeng, 2014). Studies have pointed out that the individual characteristics can affect the process of individual how to allocate limited resources (Witt and Carlson, 2006). Therefore, the author believes that the consumption of limited resources will result in the reduction of the job dedication and the individuals with high psychological capital will allocate the resources reasonably (time, energy, etc.), and have confidence to make positive efforts to reduce the conflict, so the impact of work family conflict on job dedication weakened. But the individuals with low psychological capital will become less and less ductile, have no confidence in dealing with conflicts, and then try to reduce the job dedication to protect the limited resources. In summary, we propose the following hypothesis:

**H3:** Psychological capital moderates the negative relationship between WFC and job dedication, the higher the psychological capital, the weaker the negative relationship between WFC and job dedication.

**H4:** Psychological capital moderates the negative relationship between FWC and job dedication, the higher the psychological capital, the weaker the negative relationship between FWC and job dedication.

Comprehensive above, the theoretical model of this paper is:

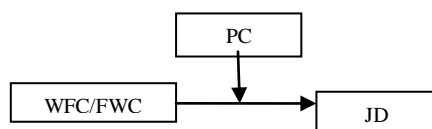


Figure 1. Conceptual Model of the Study

### III. METHOD

#### A. Sample

We collected survey data from the MBA students of one University. A total of 220 questionnaires were distributed to the students. 21 questionnaires were eliminated because of incomplete information. Consequently, 199 questionnaires were retrieved, yielding a response rate of 79.9 percent. Table 1 descriptive statistics for sample characteristics.

#### B. Measures

All the variables in our study were measured with well-established scales. Items in the scales were originally in English. If not otherwise indicated, items had to be answered on a seven-point Likert scale ranging from 1 "I do not agree at all" to 7 "I completely agree".

**Work family conflict (WFC/FWC):** We assessed work family conflict with Frone and Yardley's (1996) scale. The scale contains 12 items. A sample item is "My job or career keeps me from spending the amount of time I would like to spend with my family." Reliability coefficients in the present study were 0.88 for WFC, 0.92 for FWC.

**Job dedication (JD):** We assessed job dedication with Van Scotter and Motowidlo's (1996) scale. The scale contains 8 items. An example item is, "He/she is personally committed to meeting high performance Standards". Reliability coefficients in the present study was 0.88 for job dedication, 0.91

**Psychological capital (PC):** We assessed psychological capital with Luthan's (2007) scale. The scale contains 16 items. An example item is, "I can calmly deal with the pressure I meet". Reliability coefficients in the present study were 0.90 for psychological capital.

**Control variables:** We controlled for participant's sex (1=male and 2=female), marital status (1=unmarried and 2=married) and organizational tenure (1<3years, 2=4-6years, 3=7-9years, 4>10years).

#### C. Data Analysis

The collected data were analyzed by using SPSS 22.0 and Amos 22.0 software programs. We used confirmatory factor analysis to test validity of the proposed measurement, and then we performed linear regression analysis to test the hypotheses.

TABLE I. DESCRIPTIVE STATISTICS FOR SAMPLE CHARACTERISTICS(SC).

SC	Result
Sex	Male (53.8%) ,Female (46.2%)
Marital status	Married (68.8%) ,Unmarried (31.2%)
Organizations-tenure	1-3years (19.6%) ,4-6years (21.6%) , 7-9years (17.1%) ,over 10 years (41.7%)

### IV. RESULT

According to the table 2, the four-factor model fits the data better and the fitting degree of the single factor model is the worst. In addition, the AIC value of the four-factor model is the smallest. So the proposed theoretical four-factor model was acceptable. Table 3 shows the means, standard deviations, and correlations of composite measures for the model constructs. It indicates that FWC has a significantly negative correlation with Job dedication,

WFC doesn't have a significantly negative correlation with Job dedication. Job dedication and psychological capital are significantly positively correlated.

To our surprise, we find that Psychological capital doesn't have a significantly negative correlation with work family conflict.

We used the linear regression analysis to test the hypotheses. According to table 4, WFC doesn't have a negative effect on job dedication (model2,  $\beta = -0.043$ ,  $p > 0.1$ ). FWC has a negative effect on job dedication (model2,  $\beta = -0.125$ ,  $p < 0.1$ ). Psychological capital moderates the relationship between FWC and job dedication (model4,  $\beta = 1.337$ ,  $p < 0.01$ ), psychological capital doesn't moderate the relationship between WFC and job dedication. So H1 and H3 are rejected, and H2 and H4 are supported.

TABEL II MODEL FIT FOR CONFIMATORY FACTOR ANALYSIS.

Model	Factor-structure	X <sup>2</sup> /df	NNFI	RMSEA	AIC
Four-factor	WFC,FWC,JD,PC	2.408	0.931	0.059	346.27
Three-factor	WFC+FWC,JD,PC	3.995	0.855	0.104	585.12
Two-factor	WFC+FWC,JD+PC	6.732	0.751	0.163	944.03
One-factor	WFC+JD+IP+TP	12.750	0.425	0.234	1546.93

TABEL III DESCRIPTIVE SATISTIC AND CORRELATION AMONG VARIABKES

	1	2	3	4	5	6	7
1.Sex	-						
2.MS	0.05	--					
3.OT	-0.06	-0.61**	-				
4. PC	-0.01	-0.21**	0.16*	-			
5.wfc	-0.04	-0.06	0.06	-0.11	-		
6.fwc	0.01	-0.01	-0.03	-0.13	0.43**	-	
7.JD	0.09	-0.22**	0.10	0.5**	-0.11	-0.14*	-
Mean	1.46	1.31	2.81	5.30	3.60	2.76	5.84
SD	0.5	0.46	1.18	0.68	1.40	1.25	0.76

Note:MS=Matital status,OT=Organizational tenure. \* $p < 0.05$ , \*\* $p < 0.01$ ,two-tailed test. Reliability coefficients for the scales are along the diagonal.

TABLE IV THE RESULTS OF LINEAR REGRESSION ANALYSIS

Variables	JD			
	Model1	Model2	Model3	Model4
Controll				
Constant	0.480	0.537	0.442	0.554
Gender	0.189	0.182	0.175	0.106
MS	-0.553**	-0.570**	-0.377*	-0.370*
OT	-0.046	-0.052	-0.072	-0.083
Indepedent				
WFC		-0.043	-0.034	0.175
FWC		-0.125 <sup>+</sup>	-0.097	-1.394*
PC			0.561**	0.220
WFC*PC				0.216
FWC*PC				1.337*
$\Delta R^2$	0.06**	0.023 <sup>+</sup>	0.239**	0.019 <sup>+</sup>

## V. CONCLUSIONS

We found that WFC doesn't have a negative effect on job dedication, and FWC has a negative effect on job dedication, psychological capital moderates the relationship between FWC and job dedication, but it doesn't moderate the relationship between WFC and job dedication. In order to ensure the job dedication,

companies need to pay more attention to FWC. The results has enriched the study on work-family conflict and job dedication, we hope those would be useful for the future research. We find that Psychological capital doesn't have a significantly negative impact on work family conflict, which means Psychological capital isn't used as resource to help the individuals to meet the conflict, this is not along with the present research. It needs more researches to test the liner relationships between psychological capital and work family conflict in the conditions of China.

Psychological capital has long been considered as a kind of resource, which helps employees to deal with conflicts. This study considers that psychological capital can be used as a factor to affect the process of the distribution of individual's resource. This study provides a new perspective for the study of the role played by the psychological capital in the work family conflict literature. In this paper, we choose the job dedication as a result variable, this enrich the work family conflict and contextual performance research.

For individuals, the psychological capital can help employees adjust the psychological and physiological problems. For enterprises, enterprises can improve the psychological capital of employees through training, and then improve the job dedication of employees, which will effectively improve the management level and competitive advantage of the enterprises.

This study has some limitations. First, all studies used self-report measures of variables, which might have increased common method bias. Future research on work-family conflict and job dedication should use objective strain indicators as alternative or additional measures. Second, we could not differentiate between time-, strain-, and behavior-based WFC/FWC. The relationship of WFC and FWC with job dedication may unfold differently depending on the type of conflict. Finally, as our study is based on correlational data, it does not allow us to draw strong causal conclusions. Although this study provides a more rigorous test of the direction of relationships, experiments are required to establish causality between WFC/FWC and job dedication. This study found that work family conflict has a negative impact on job dedication, but this paper only focuses on the relationship between work family conflict and job dedication. The future research needs to study the relationship between work-family conflict and contextual performance. In this paper, we study the moderation effect of psychological capital between the work family conflict and job dedication, but the psychological capital is only one kind of individual character, the future can study the other individual characteristics as a resource or as a factor affecting the distribution of individual resources in the influence of individual behavior and attitude.

In general, this paper provides evidence that the family-work conflict has negative impact on the job dedication, and Psychological capital can be used as a factor to affect the distribution of individual's resource. Therefore, the authors hope that these findings can better explain the role of psychological capital in the work family conflict literature.

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