ENVIRONMENTAL AND PERSONAL FACTORS INFLUENCING WORK-FAMILY ENRICHMENT OF ACADEMICS AT SELECTED MALAYSIAN RESEARCH UNIVERSITIES AND THE MODERATING ROLE OF GENDER

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The Research Framework

In this study, the selected variables were chosen based on the relevant theory, model, and previous empirical studies. Figure 5 depicts the research framework that is developed to provide a better understanding of the relationships between the predictor variables, the moderator, and the criterion variable involved in this study. Specifically, this theoretical framework shows the position of gender as the moderator variable in the relationships between the environmental factors (i.e. social support, job autonomy, and supportive work-family culture) and WFE, and the personal factors (i.e. extraversion, work centrality, core self-evaluation, and overall health) and WFE. The positions of these variables are consistent with the research objectives.

The framework is generally based on work-family enrichment theory by Greenhaus and Powell (2006) and the model of primary antecedents, consequences, and moderators of facilitation by Wayne et al. (2007). Greenhaus and Powell’s (2006) theory posits that there are five different types of resources in work and family domains, and these resources are generated by individual roles. These resources include social capital, flexibility, skills and perspectives, psychological and physical, and material. This study has employed four of the resources (except material resources) as the independent variables. In the research framework, gender was positioned as a moderator variable consistent with Wayne et al.’s (2007) model of primary antecedents, consequences, and
moderators of facilitation. Further examples to justify the selection of gender as a moderator are as follows. First, men and women have different opinions on the meanings of successful life and aims toward work. It means they work and live towards different goals (Friedman & Greenhaus, 2000). Second, within a same condition, men and women interpret the condition differently, and these different perspectives influence their decision-making in work and family domains (Larson, Richards, & Perry-Jenkins, 1994). Third, men and women use their own resources in different ways. Therefore, they might have different ways to utilize their own resources in order to enrich their work or family (Friedman & Greenhaus, 2000). Fourth, the resources available at work, which can help employees balance their family, are likely to be more useful for women than for men (Wayne & Cordeiro, 2003). Based on the above reasons, gender is selected as a moderator variable in this framework.

The proposed relationships in this study between the two factors and WFE have been supported by several studies in the work-family literature. Boyar and Mosley (2007) and Baral and Bhargava (2011b; 2009) have examined core self-evaluation. Stoddard and Madsen (2007) and Beutell and Wittig-Berman (2008) have looked into overall health. Qiu (2011), Wayne et al. (2007), and Wayne et al. (2006) have investigated work centrality. Rotondo and Kincaid (2008), Wayne et al. (2004) and Grzywacz and Marks (2000) have examined extraversion. Baral and Bhargava (2011a, 2011b), Wayne et al. (2007), Wayne et al. (2006), and Lieke and Lippe (2010) have investigated supportive work-family culture. Qiu (2011) and Sui et al. (2010) have looked into job autonomy. Rashid et al. (2011), Qiu (2011), and Mayo et al. (2011) have explored social capital. In addition, the proposed effect of the moderator variable of this study, namely gender, has been examined by several studies such as Baral and Bhargava (2011a), Stevens et al. (2007), and Grzywacz and Marks (2000).
Figure 1: The Research Framework