SOCIAL SUPPORT IN JOB PERFORMANCE AS AN ANTECEDENT OF WORK INTRUSION ON FAMILY CONFLICT: EMPIRICAL EVIDENCE

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Potential impact of family conflict on an individual's job performance cannot be underestimated as the latter is part of an employee's life. An employee carries with him/her off job affairs when he/she goes to work as he/she brings home his work affairs although the extent varies and depends on a multitude of factors. The study was undertaken to examine the correlation between social support and work intrusion on family conflict. A survey method was used for data collection in a Malaysian navy base. Due to the administrative procedures of the authorities, the study used convenience sampling to administer the research instrument on male staff. The results of SmartPLS path model revealed two major findings: firstly, supervisor support is significantly correlated with work intrusion on family conflict. Secondly, coworker support is significantly correlated with work intrusion

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on family conflict. These findings suggests that high levels of supervisor and coworker's support in performing one's job have decreased the intrusion of work problems on employees' family lives and upgraded their abilities to decrease family conflicts.

1. INTRODUCTION

Organizational support treats organizations like humans and this view has become a dominant issue in human resource development and management (Ismail et al., 2010; Maimunah, 2009), organizational politics and justice (Andrews & Kacmar, 2001; Ferris et al., 2009), and industrial psychology (Arshadi, 2011; Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Organizations that embrace the concept are ready to give better rewards to employees who put in greater work efforts, to meet employees' socio-emotional needs, to value employees' contributions and care about their happiness, as well as to provide needed assistance to employees in carrying out their job effectively and decrease their stress levels in the workplace. These support programs may result in favorable outcomes for the whole organization (e.g. increased commitment and performance as well as lower turnover, and enhanced job satisfaction and positive behavior) (Arshadi, 2011; Ferris et al., 2009; Rhoades & Eisenberger, 2002; Riggle et al., 2009). A review of general organizational support literature published by Levinson (1965), Eisenberger et al. (1986), Eisenberger et al. (2001), Rhoades and Eisenberger (2002), Riggle et al. (2009), Ferris et al. (2009), Michel et. al. (2010) and Arshadi (2011) highlights that organizational support contains many important dimensions such as fairness, social support, rewards, and job conditions.

In general, organizational support can be referred to as a favorable treatment by organizations that may motivate their employees to engage in activities that support their organizational strategies and goals (Ismail et al., 2010, 2011; Michel et. al., 2010). All organizational support dimensions are significant, but the role of social support in improving work to resolve family conflict relationship is not adequately explained in organizational support research literature (Arshadi, 2011; Fu & Shaffer, 2001; Hammed, 2008; Rhoades & Eisenberger, 2002).

In the context of work, Matthews et al. (2009) loosely define social support as support which helps employees to carry out their job. They also postulate that work social support may originate from both work and family domains with the latter being limited to support received from family members. On the other hand, support stemming from the job domain according to several scholars such as Fu and Shaffer (2001), Major et al. (2002), Hammed, (2008), and Ismail et al.

(2010, 2011) will be clearly understood if it is divided into two specific dimensions, namely supervisor support and coworker support.

Muse and Pichler (2011) highlight that supervisors are gatekeepers; they interpret and execute organizational rules and policies and determine the actual allocation of resources. It is probably due to such "power" that past studies have often found that family-supportive supervisors help in reducing work-family problems even when family-supportive policies were absent in the organization (Muse & Pichler, 2011). According to House (2003), supervisor support is often seen as supervisors willing to provide at least four major supports to their employees: emotional support (esteem, trust, affect, concern, listening), appraisal support (affirmation, feedback, social comparison), informational support (advice, suggestions, directives, information), and physical support (aid in-kind, money, labor, time, environmental modification). If these helping processes are properly implemented they may serve to upgrade employees' predictability, purpose and hope when handling upsetting and threatening situations in the workplace (Ismail et al., 2010; Mansor et al., 2003; Simpson, 2000). For example, Kossek et al's (2011) meta analysis of 85 studies involving more than 72,000 employees, however, shows that supervisor support is more significantly related to work-family conflict compared to general support by organizations. Coworker support, on the other hand, is often related to coworkers' willingness to help each other through practicing positive behavior such as caring, friendly, warm relations, empathy, cooperation, no back-biting and gossiping, appreciation, respect and support (Beehr & McGrath, 1992; Fu & Shaffer, 2001; Ismail et al., 2011). If these aids are appropriately executed they may help improve the capability of employees to perform their daily job duties and handle upsetting and threatening situations in order to create healthy workplace environments (Beehr & McGrath, 1992; Ismail et al., 2011; Rhoades & Eisenberger, 2002). Mesmer-Magnus and Viswesvaran (2009) further argue that peers understand each other's work structure and work demand hence they know their coworkers' stressors best. They are therefore better prepared (than other supporters) to provide the support needed for their peers to balance the conflicting demands of work and family.

Although at a glance, support in general and social support in particular seems beneficial, conservation of resource theory suggests otherwise. Support, as suggested by the theory can be a liability to its recipients (Seiger & Weise, 2009). The theory sees support as a finite resource; giving it away means it is a loss to the owner and receiving it would oblige the recipient to pay or to bind himself/herself to the giver. Applying such belief to work-family relationship, when an employee receives support from his organization, he is bound to return

the favor. When he gets the support from his family members he is obliged to meet their demands. The tug of war between work and family demands gives rise to work-family and family-work conflicts (Seiger & Wiese, 2009). Not surprisingly, a thorough investigation of the workplace assistance program reveals that the readiness of supervisors and coworkers to adequately provide support in performing one's job may decrease the intrusion of work problems in employees' family lives and upgrade their abilities to decrease family conflict (Fu & Shaffer, 2001; Hammed, 2008).

Many scholars, such as Boles et al. (2001), Michel et al. (2009), Carlson and Kacmar (2000), Carlson and Frone (2003), and Ismail et al. (2010, 2011) side with role theory in believing that work intrusion in family domain causes work to take over family affairs. Feasible intrusion often occurs in three major types: time-based, strain-based and behavior-based. First, time-based conflict occurs when the time demands of one role are incompatible with those of another, e.g. working overtime forces an individual to cancel a family outing. Second, strain-based conflict occurs when tension experienced in one role interferes with participation in another role, e.g. meeting a deadline for tender prevents an individual to concentrate on family matters. Third, behavior-based conflict occurs when behavior patterns appropriate for one role are inappropriate for another, e.g. emotional restrictions at work are contrary with the openness expected by family members. If the conflict between work and family roles is not handled properly it may increase role performance in one domain,e.g. increase job performance, and decrease role performance in other domains,e.g. increase family conflict (Anderson et al., 2002; Byron, 2005; Carlson & Kacmar, 2000; Ismail et al., 2010, 2011; Michel et al., 2009).

Within an organizational support model, many scholars consider that supervisor support, coworker support and work intrusion on family affairs are different, but highly interrelated constructs. For example, the willingness of supervisors to adequately provide support, e.g. emotional, appraisal and/or physical support, and of coworkers to sufficiently provide support, e.g. caring, empathy, respect and/or cooperation, may decrease the intrusion of work problems into employees' family lives and increase their abilities to decrease family conflict (Fu & Shaffer, 2001; Hammed, 2008; Ismail et al., 2010, 2011). Although the nature of this relationship is significant, the role of supervisor and coworker support in treating work interference in family affairs is not much highlighted in the workplace support research literature (Hammed, 2008; Ismail et al., 2010, 2011). Many scholars think that the predicting variable of supervisor and coworker support is not extensively covered in previous research because they have emphasized the conceptual definitions of organizational

support and their features in different organizations (Arshadi, 2011; Ferris et al., 2009; Rhoades & Eisenberger, 2002; Riggle et al., 2009), and employed a document analysis method to explore the association between social support features and work conflict with family and neglected to discover the strength and nature of the linkage between supervisor and coworker support and conflict between employees' family and well-being in organizations (Michel et al., 2009). As a result, these studies have not provided sufficient information to be used as guidelines by practitioners in designing and managing coping strategies to sustain and achieve social support program in responsive organizations (Fu & Shaffer, 2001; Hammed, 2008; Ismail et al., 2010, 2011).

2. OBJECTIVE OF THE STUDY AND LITERATURE REVIEW

This study was conducted primarily to investigate the relationship between social support in job performance and work intrusion on family conflict. Further, this study assesses two specific relationships: (a) between supervisor support in job performance and work intrusion on family conflict; and (b) between coworker support in job performance and work intrusion on family conflict. Several recent studies used a direct effects model to assess social support programs in different contexts, e.g. 800 employees from 29 academic departments and 34 administrative officers in Hong Kong University (Fu & Shaffer, 2001), 200 working women from teaching and healthcare professions in Nigeria (Hammed, 2008), 109 women in Zurich (Seiger & Wiese, 2009), 168 Brazilian professionals (Casper et al., 2011), and low skilled manufacturing employees in the USA (Griggs et al., 2013; Muse & Pichler, 2011). These studies revealed two major findings: first, the willingness of supervisors to provide adequate support in performing job had reduced the intrusion of work problems in employees' lives and increased their abilities to reduce family conflicts (Casper et al., 2011; Fu & Shaffer, 2001; Griggs et al., 2013; Hammed, 2008; Muse & Pichler, 2011; Seiger & Weise, 2009). Second, the willingness of coworkers to provide adequate support in performing the job had reduced the intrusion of work problems in employees' lives and increased their abilities to reduce family conflicts (Fu & Shaffer, 2001; Hammed, 2008).

Some studies sustain the notion of organizational support theory. For example, Eisenberger et al.'s (1986) organizational support theory posits that the willingness of the organization to recognize employees' contributions and care about their well-being may invoke their felt obligations to achieve organization goals. Social exchange theory (e.g. Blau, 1964; Eisenberger et al., 1987, 2001; Gouldner, 1960; Organ & Konovsky, 1989) explains that the readiness of the organization to provide favorable treatments may motivate

employees to fulfill the organizational interests. Moreover, role theory (e.g. Kahn et al. 1964; Katz & Kahn, 1978) postulates that work and family domains involve multiple roles, and different expectations and beliefs of others where many demands are imposed on individuals may result in conflict, e.g. inter role conflict. In addition, conflict theory (e.g. Burke, 1986; Evans & Bartolome, 1984; Zedeck & Mosier, 1990) suggests that incompatibility between work and family domains is an outcome of different norms and requirements may increase role performance in one domain, e.g., job, and decrease role performance in other domains, e.g. family. Thus, Edward and Rothbard's (2001) spillover theory reveals that an individual's first experience, e.g. bad or good human relation, may subsequently affect his/her experience, e.g. function conflict or dysfunctional conflict. The application of these theories in an organizational support model highlights that the essence of social support is to recognize employees' contributions, care about employees' well-being, provide favorable treatments, handle inter-role conflict and enrich employee's experiences. For example, the willingness of supervisors and coworkers to adequately provide material and moral aids in performing job have successfully decreased the intrusion of work problems into employee's lives and increased their abilities to reduce family conflict (Fu & Shaffer, 2001; Hammed, 2008; Ismail et al., 2010).

3. CONCEPTUAL FRAMEWORK, RESEARCH HYPOTHESIS AND METHODOLOGY

A conceptual framework for this study is shown in Figure 1. One's ability to separate work from family matters, or not allowing work to take over family affairs is associated with the availability of twin social support system, i.e. supervisor support and co-worker support. Based on literature, it can be hypothesized that:

Hypothesis 1. Supervisor support is positively related to work intrusion on conflict.

Hypothesis 2. Coworker support is positively related to work intrusion on family conflict.
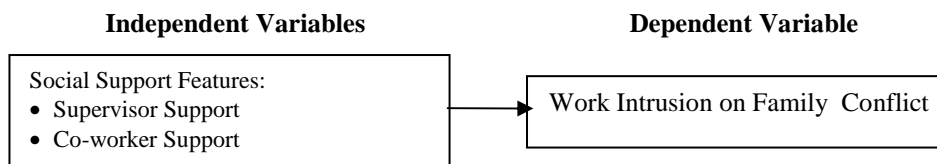
Independent Variables	Dependent Variable
Social Support Features: • Supervisor Support • Co-worker Support	Work Intrusion on Family Conflict

Figure 1. Conceptual framework

3.1. Research design

A cross-sectional research design was employed in this study because it permitted the researchers to integrate the organizational social support research literature, the semi-structured interview, the pilot study and the actual survey as the main procedures to collect data for this study. The use of such methods may compensate for the inadequacy of single method and increase the ability to gather accurate, less bias and high quality data (Creswell, 1998; Ismail et al., 2010, 2011; Sekaran & Bougie, 2010).

The location of this study is a Malaysian navy base. In the first step of data collection, in-depth interviews were conducted involving 10 experienced naval arms who had more than five years working experience. They were selected using a purposive sampling technique because they had good knowledge of the nature of social support practiced in their organization. Using this interview method helped the researchers to understand the characteristics of supervisor and worker support, the nature of work intrusion into family matters, and the relationship among such variables in the organization. Next, the information gathered from such interviews was recorded, categorized according to the research variables, and critically compared to the literature reviewed in order to clearly understand the particular phenomena under study and relate the research results in a proper context. Thus, the results of the triangulation process were used as a guideline to verify the content and format of survey questionnaires for this study. A back translation technique was employed to translate the content of questionnaires in the Malay and English language in order to increase the validity and reliability of the instrument (Sekaran & Bougie, 2010; Wright, 1996).

3.2. Measures

The survey questionnaire had three sections: the first one, supervisor support had 7 items that were developed based on supervisor support literature (Allen et al., 2000; Beehr & McGrath, 1992; Boles et al., 2001; Rhoades & Eisenberger, 2002; Turner, et al., 2004). The second one, coworker support had 7 items that were developed based on coworker support literature (Allen, et al., 2000; Beehr & McGrath, 1992; Boles et al., 2001; Rhoades & Eisenberger, 2002; Turner et al., 2004). The third one, work intrusion on family affairs had 4 items that were developed based on family to work conflict literature (Allen et al., 2000; Boles et al., 2001; Eby et al., 2005; Frone et al., 1992). These items were measured using a 7-item scale ranging from "very strongly disagree/dissatisfied" (1) to "very strongly agree/satisfied" (7). Demographic

variables were used as controlling variables because this study focused on employee attitudes.

3.3. Sample

The unit of analysis for this study is naval arms in a Malaysian navy base. In the first step of data collection, the researchers obtained an official permission from the authorities to conduct this study and seeked clarification of the rules for conducting a survey in the organization. Considering the constraints of organizational rule as well as the duration of study and the limited budget, a convenient sampling technique was employed to distribute 200 survey questionnaires to naval arms through their offices. This sampling technique was chosen because the list of registered naval arms was not given to the researchers for confidential reasons and this situation did not allow the researchers to randomly select participants in the organization. The survey questionnaires were answered by participants voluntarily. Of the 200 distributed, 109 usable questionnaires were returned to the researchers, yielding 54.5 percent response rate. The figure exceeds the minimum sample of 30 participants as required by probability sampling technique, showing that it may be analyzed using inferential statistics (Sekaran & Bougie, 2010).

3.4. Data analysis

The SmartPLS - version 2.0 was employed to assess the validity and reliability of the instrument, and ascertain the relationship between many independent variables and one or more dependent variables (as recommended by Henseler et al., 2009). The main advantage of using this method is it produces latent variable scores, avoids small sample size problems, estimates every complex model with many latent and manifest variables, hassle-stringent assumptions about the distribution of variables and error terms, and handles both reflective and formative measurement models (Henseler et al., 2009). The PLS path method generated by SmartPLS was used to test the hypothesized model and the outcomes of this test will clearly show the significant relationship between the independent variable and dependent variable if the value of t statistic larger than 1.96. If the result indicates that the independent variable acts as an important predictor of dependent variable in the hypothesized model (Henseler et al., 2009) then a global fit measure is conducted to validate the adequacy of PLS path model globally based on Wetzels et al.'s (2009) global fit measure. If the result of testing hypothesized model exceeds the cut-off value of 0.36 for large effect sizes of R^2, this shows that it adequately supports the PLS path model globally (Wetzels et al., 2009).

4. RESEARCH RESULTS

The respondents of this study were male (100%), and most of them aged between 25 to 29 years old (40.4%), married (75.2%), possessing "O" level certificates (87.2%), non-officers (93.6%), felt their salaries were adequate (53.2%), had a maximum of three dependents (57.8%), had served from 10 to 14 years (36.7%), and brought back work home "sometimes" (66.1%).

Table 1. Respondent characteristics (n=109)

Respondent Profile	Sub-profile	Percentage (%)
Gender	Male	100.0
	Female	0.0
Age	20-24 years	15.6
	25-29 years	40.4
	30-34 years	32.1
	35-39 years	11.9
Marital status	Single	24.8
	Married	75.2
Academic qualification	'O' level	87.2
	'A' level	1.8
	Certificate/Diploma	7.3
	Degree	3.7
Rank	Officer	6.4
	Non-officer	93.6
Net salary	Less than RM500	4.6
	RM501-RM1000	56.0
	More than RM1001	39.4
Adequacy of salary	Yes	53.2
	No	46.8
Number of dependents	None	18.3
	1-3 persons	57.8
	4-6 persons	22.0
	7-9 persons	1.8
Length of service in the naval arms	1-4 years	15.6
	5-9 years	33.0
	10-14 years	36.7
	15-19 years	12.8
	20 years and above	1.8
Bringing work home	Very frequently	0.9
	Frequently	10.1
	Sometimes	66.1
	Never	22.9

Source: research results

The confirmatory factor analysis was performed to assess the validity and reliability of the measurement scale. Table 2 shows the results of convergent and discriminant validity analyses.

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Table 2. Results of convergent and discriminant validity analyses

	AVE	Supervisor support	Coworker support	Work intrusion into family matters
Supervisor support	0.665	**0.815**		
Co-worker support	0.771	0.569	**0.878**	
Work intrusion into family conflict	0.799	0.464	0.4290	**0.894**

Source: research results

All constructs had the values of average variance extracted (AVE) larger than 0.5, indicating that they met the acceptable standard of convergent validity (Barclay et al., 1995; Fornell & Larcker, 1981; Henseler et al., 2009). Besides that, all constructs which had the diagonal values of √ AVE were greater than the squared correlation with other constructs in off diagonal, showing that all constructs met the acceptable standard of discriminant validity (Henseler et al., 2009). Table 3 shows factor loadings and cross loadings for different constructs.

Table 3. Results of factor loadings and cross loadings for different constructs

Construct/Item	Supervisor support	Co-worker support	Work intrusion into family conflict
Respect for employees	**0.811861**	0.500639	0.428755
Important information	**0.795223**	0.398550	0.457567
Advice	**0.806944**	0.381117	0.316279
Expectation	**0.820224**	0.446349	0.332690
Motivation	**0.827787**	0.527417	0.322795
Teamwork	**0.818295**	0.491321	0.366710
Treatment	**0.827142**	0.517444	0.370351
Respect for colleagues	0.467218	**0.869014**	0.320553
Respect for different opinions	0.499078	**0.882972**	0.338290
Cooperation	0.524975	**0.867366**	0.384667
Conducive work environment	0.489085	**0.905226**	0.385260
Knowledge sharing	0.556345	**0.871496**	0.411532
Disseminate information	0.534948	**0.895087**	0.440795
Understanding	0.410567	**0.856072**	0.327684
Time management	0.273352	0.379931	**0.847163**
Responsible	0.497661	0.436334	**0.933736**
Stress	0.491488	0.368327	**0.916872**
Energetic	0.345271	0.343024	**0.875361**

Source: research results

The correlation between items and factors had higher loadings than other items in the different constructs. The variables loaded more strongly on their own constructs in the model, exceeding the specified minimum, 0.7 (Chin,

1998; Fornell & Larcker, 1981; Gefen & Straub, 2005; Henseler et al., 2009). Overall, the validity of measurement model met the criteria.

Table 4 shows the results of reliability analysis for the instrument. The composite reliability and Cronbach's Alpha had values greater than 0.8, indicating that the instrument used in this study maintained high internal consistency (Henseler et al., 2009; Nunally & Benstein, 1994; Sekaran & Bougie, 2010).

Table 4. Composite reliability and Cronbach's Alpha

Construct	Composite reliability	Cronbach Alpha
Supervisor support	0.932832	0.916508
Co-worker support	0.959382	0.950729
Work intrusion with family conflict	0.921050	0.894304

Source: research results

Table 5 shows the results of Pearson correlation analysis and descriptive statistics. The means for the variables range from 5.0 to 5.7 signifying the levels of supervisor support, co-worker support and work intrusion on family matters in a seven-point scale.

The correlation coefficients for the relationship between the independent variables (i.e. supervisor support and co-worker support) and the dependent variable (i.e. work intrusion on family matters) were less than 0.90, indicating the data were not affected by serious collinearity problem (Hair et al., 2006).

Table 5. Pearson correlation analysis and descriptive statistics

Variable	Mean	Standard Deviation	Pearson Correlation Analysis (r)		
			1	2	3
1. Supervisor support	5.5	.66	1		
2. Co-worker support	5.7	.65	.68[**]	1	.
3. Work intrusion with family conflict	5.0	1.28	.27[**]	.29[**]	1

Source: research results; significant at **$p<0.01$

Figure 2 shows the outcomes of testing PLS path model. First, the supervisor support is significantly correlated with work intrusion on family conflict ($\beta=0.32$; t=2.98), therefore H1 was supported. Second, the hypothesis

of co-worker support is significantly correlated with work intrusion on family conflict ($\beta=0.24$; $t=2.35$), therefore H2 was supported. In terms of explanatory power, the inclusion of these variables explained the 26 percent of the variance in the dependent variable.
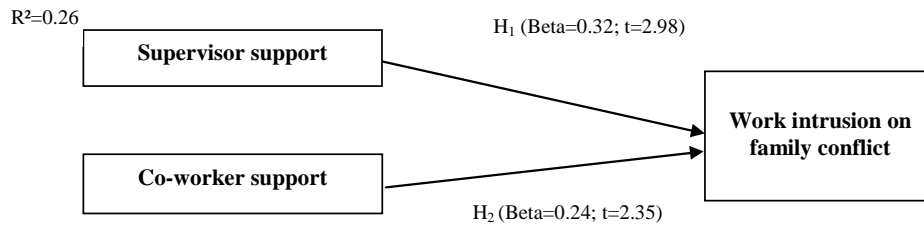

$R^2=0.26$

Supervisor support → H_1 (Beta=0.32; t=2.98) → Work intrusion on family conflict

Co-worker support → H_2 (Beta=0.24; t=2.35) → Work intrusion on family conflict

Figure 2. Outcomes of testing the PLS path model

Note: Significant at $*t \geq 1.96$

In order to determine a global fit PLS path modeling, we carried out a global fit measure (GoF) based on Wetzels et al.'s (2009) guideline as follows: GoF=SQRT{MEAN (Communality of Endogenous) x MEAN (R^2)}=0.45, indicating that it exceeds the cut-off value of 0.36 for large effect sizes of R^2. This result confirms that the PLS path model has better explaining power in comparison with the baseline values (GoF small=0.1, GoF medium=0.25, GoF large=0.36). It also provides adequate support to validate the PLS model globally (Wetzel et al., 2009).

5. DISCUSSION AND IMPLICATIONS

This study shows that supervisor support and co-worker support act as important predictors of work intrusion on family matters. In the context of this study, the management has designed and enforced challenging jobs for naval arms in order to sustain and achieve their organizational strategy and goals. According to the majority of respondents, the levels of supervisor support, co-worker support and intrusion on family matters are high. This situation explains that the willingness of supervisors and co-workers to adequately provide material and moral support in performing job has decreased the intrusion of work problems in employees' family lives. This implies that the two types of support have enhanced their abilities to handle family matters that may interfere in work.

Three major implications can be drawn from the study: theoretical contribution, robustness of the research methodology, and practical

contribution. In terms of theoretical contribution, the results of this study confirm that supervisor support and co-worker support have been important predictors of work intrusion on family matters in the organizational sample. This result also has supported the studies by Fu and Shaffer (2001), Hammed (2008), Seiger and Weise (2009), Ismail et al. (2010, 2011), Casper et al. (2011), Muse and Pichler (2011), and Griggs et al. (2013).

Although this study reveals that the relationship between organizational support and work intrusion on family conflict is significant, the magnitude of such relationships is small. This finding may be affected by external forces. Firstly, the respondents who have different backgrounds may have inconsistent perceptions and judgments about the value of material and moral support provided by supervisors and co-workers. Secondly, the respondents may have different appreciations and acceptance about the abilities of supervisors and coworkers to fairly treat naval arms who have worked in the various job families. These differences may decrease the positive attitudes of naval arms toward the implementation of such support programs in the studied organization.

The research method employed is robust; the survey questionnaire used in this study has met the acceptable standards of the validity and reliability analyses. This leads to the generation of accurate and reliable findings. With respect to the practical contributions, the findings of this study can be used as guidelines by the management to improve social support in naval arm forces. A number of suggestions are in order: firstly, training and development contents should incorporate specific programs related to social support and work-life balance/conflict across naval arm ranks in order to inculcate necessary knowledge, latest skills, up-to-date abilities and positive attitudes. Secondly, high performance management methods and practices need to be offered in the training and development menus in order to improve the quality of relationship between high and low naval arm ranks, as well as motivate them to use, where appropriate, a participation style of decision making.

Finally, counseling and guidance need to be continuously provided by professional external and/or internal psychologists in order to help naval arms cope with their job, personality, family, social and financial problems. If the management pays more attention to these suggestions this may lead to enhanced positive attitudes and behavior within the naval arm forces.

6. CONCLUSION AND FUTURE RESEARCH DIRECTIONS

This study proposed a conceptual framework based on the organizational support literature. The confirmatory factor analysis confirmed that the instrument used in this study met the acceptable standards of validity and reliability analyses. The results of SmartPLS path model, based on this background, revealed that high level of social support had decreased the intrusion on work problems in employees' lives and enhanced their abilities to reduce work-family conflict. This finding also supported and extended the organizational support research literature mostly published in Western countries. The results of this study reminded organizations to incorporate supervisor support and co-worker support as key elements of workplace harmony and goal attainment. This study further suggested that the willingness of supervisors and co-workers to adequately provide material and moral support would strongly reduce the intrusion on work problems in employees' family lives and enhance their capabilities to decrease work-family conflict. Consequently, these positive outcomes may help improve employee well-being and thus lead to the achievement of organizational strategic mission and goals.

While the results of the current study find support from extant literature, future research should consider the limitations of conceptual framework and methodology. Specifically, future research in this area may be strengthened if the researchers consider a number of important factors as follows: firstly, the same or similar instrument may be administered to the same or similar sample in the near future in order to confirm that the opinions were expressed by the respondents freely and not tainted by apparent rank-and-file military command. This suggestion provides an additional support as part of a longitudinal study on the subject matter. The results of the replication on equivalent sample will enhance the credibility of the study. Secondly, the study may be replicated on non-uniformed staff in public and private sectors in order to explore the role of social support outside the military environment. The results will be able to indicate whether there are varying levels of social support prevailing or expected in the work settings. A related initiative would be to execute a longitudinal study to find out whether consistent patterns of results were observed, and if so, strengthen the role of social support and creation of more dynamic mechanisms to enhance workplace harmony and productivity.

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DRUŠTVENA PODRŠKA REZULTATIMA RADA KAO PRETHODNIK UTJECAJA POSLA NA OBITELJSKI KONFLIKT: EMPIRIJSKI DOKAZI

Sažetak

Potencijalno djelovanje obiteljskog konflikta na rezultate rada pojedinca ne može se zanemariti, s obzirom da su oni dio života zaposlenika. Pojedinci na posao "donose" aspekte osobnog života, iako razina povezivanja ovisi o brojnim čimbenicima. Ovaj rad analizira povezanost između društvene podrške i utjecaja posla na obiteljski konflikt. Pritom je korištena metoda anketiranja, kako bi se prikupili podaci od ispitanika u mornaričkoj bazi u Maleziji. S obzirom na administrativne procedure koju zahtijevaju vlasti, u radu je korišten prigodni uzorak muških ispitanika. Rezultati, dobiveni pomoću programskog paketa Smart PLS, ukazuju na dva ključna aspekta. Prvo, podrška neposrednog menadžera je značajno povezana s djelovanjem posla na obiteljski konflikt. Nadalje, i podrška radnih kolega značajno je povezana s djelovanjem posla na obiteljski konflikt. Dobiveni rezultati ukazuju da visoka razina podrške neposrednih menadžera i radnih kolega smanjuju djelovanje radnih problema na obiteljski život zaposlenika i povećavaju njihove sposobnosti za smanjivanje obiteljskog konflikta.