

Work Family Conflict on Job Satisfaction: Moderating or Direct Effect of Social Support Exist among IT Professionals?

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Abstract

This paper discusses the empirical study regarding work family conflict on job satisfaction. 100 IT professionals from the Malaysian IT industry participated in this study. Findings showed that work-family conflict is negatively correlated with job satisfaction and social support. However, social support does not have a moderating effect on the relationship between work family conflict and job satisfaction.

Keywords: Work family conflict, Social support, Job satisfaction, IT personnel, Moderation

1. Introduction

Work-family conflicts generally occur when the employees are unable to balance their office work, child-family responsibilities, and household chores. This is stressful especially for married employees, and incurs substantive originally avoidable costs to both the employee and the organization (Posig & Kickul, 2004). As emphasized by Allen, Herst, Bruck, and Sutton (2000), the increase in number of dual career couples with young children and significant changes in traditional family structural configurations have resulted in changes in home and family responsibilities for both men and women. The study on such phenomena have mainly focused on western societies (Carnicer, Martínez, Pérez, & Jiménez, 2004; Karatepe & Baddar, 2006) and across many professions, such as nurses, doctor, entrepreneurs, engineers, teachers, police personnel, accountants, and students.

Work life balance (WLB) has always been a concern of employee, employers and researchers in understanding the quality of working life and its relation to broader qualities of life (Renu, 2013; Long & Lee, 2011). In the Information Technology (IT) industry, it has been reported that the entries of female IT professionals in the rapidly developing software service sector have induced profound changes to the labor market in India (Valk & Srinivasan, 2011). This has motivated Valk and Srinivasan (2011) to examine the effect of work and family related factors on WLB of Indian female IT professionals to encourage and ensure continued growth of women participation in the industry.

The IT industry possesses some unique characteristics which are challenging for its professionals, particularly women. Most software companies work on project basis where they provide supports to global organizations across different geographical locations and time zones in IT-related businesses (Ethiraj, Kale, Krishnan, & Singh, 2005). As such, the working environment is highly uncertain and instable, often requiring its professionals to work longer hours (Scholarios & Marks, 2004).

The job pressure surfaces from two sources. Firstly, the time differences which demand the employees to work according to their clients' time zone. Also, the concept of a readily available helpdesk service which therefore demands the software engineers to conduct team meetings and virtual work sessions, forcing them to adopt temporal flexibility and more fluid approach in managing time. Such demands heighten when the team has to hold conference calls outside the traditional eight-to-six workday or accelerate a software project in shifts (Scholarios & Marks, 2004). Secondly, project-based works pose unpredictable workloads and delivery requirements within stipulated timeframe and extensive travelling at times (Mathew, 2007). Moreover, with rapid technology changes, skills quickly obsolete and requires that the software professionals to frequently re-skill. Consequently, extra training and educational hours have to be invested to keep up with these changes (Armstrong, Riemenschneider, Allen, & Reid, 2007).

According to Pemandu (2012), the technology sector in Malaysia accounts for RM37 billion in revenue of six percent of the Gross National Income (GNI) and 40 percent of total exports. Under the launching of initial projects by Digital Malaysia, it has cumulatively contributed RM288 million (US\$87.8 million) in GNI and created 3,335 IT related jobs (Digital News

Asia, 2013). In Malaysia, the Multimedia Development Corporation (MDeC) oversees and manages the transformation of Malaysia technology sector into digital economy. MDeC encourages more Malaysians to innovate and venture into entrepreneurship to ensure that great business has the right ecosystem and platforms to become efficient and recognized locally and internationally (Digital News Asia, 2013). The transformation is good for the future of Malaysia. However, it may increase the work-family conflict among IT professional. Therefore, this study has been carried out to examine whether Malaysian IT professionals' job satisfaction is affected by work-family conflict.

2. Literature Review

2.1 Relationship of Work-family Conflict with Job Satisfaction

Grandely et al (2005) conducted a two-year survey between work-family conflict and job satisfaction where qualitative data were collected from 210 couples with two children and the eldest child aged around 9 to 10 years old. All respondents were Caucasians from working and middle class households around the state of Pennsylvania (Grandey, Cordeiro, & Crouter, 2005). The research supported that work interfere with family (WIF) should be a unique predictor of job satisfaction beyond personal and job characteristics and family interfere with work (FIW).

Anafarta (2010) explored the relationship between work-family conflict and job satisfaction using Structural Equation Model (SEM) approach of 226 health personnel in Turkey. One of the significant findings was that health personnel experience work-family conflict more than FWC. Also, there was a low level of job satisfaction; this is consistent with previous studies related to health employees. The study concluded a low, meaningful, and reverse direction relation between work-family conflict and job satisfaction. These are partially consistent with the meta analysis findings of Kossek and Ozeki(1998) and other studies with various related concepts (Steenbergen, Ellemers, & Elianne, 2009).

Grzywacz and Butler (2005) used objective measure of job characteristics appended to the National Survey of Midlife Development in United States (MIDUS), self-reported job characteristics, and an individual resource characteristic(oriented towards personal growth) to test a theory of work-family facilitation among IT professionals. Result indicated that resource rich jobs enable work-to-family facilitation with higher level reported by individuals in jobs with more autonomy and variety while requiring greater substantive complexity and social skill. There was no support for the hypotheses that these effects would be more pronounced for individuals with higher levels of personal growth. The study found significant differences in the strength of the associations of job characteristics with work-to-family facilitation and work-family conflict, suggesting that they are different construct with distinct antecedents. IT professionals are required to multi task too since the regular tasks may include designing, developing, implementing, and maintaining systems while communicating with clients to get business requirement. Hardware management is also within the job scope in large organizations.

Yu (2011) concluded that work-family conflict has a negative effect on job satisfaction.

Furthermore, perceived supervisor support not only have direct effects on job satisfaction, but also significantly moderate the relationship between work-family conflict and job satisfaction. The perceived supervisor support is consider an act of social support.

Gallhofer, Paisey, Roberts, and Tarbert (2011) suggest that, many prefer a balance work-lifestyle. Women especially willing to forgone their career opportunities but were happy with the choices that they had made to spend more time with their family members.

Flisbäck and Lindström (2013) explored contemporary Swedish artists' experiences of work-family conflict from a gender perspective. Sweden is a critical case as the country is well-known for its official gender equality policy which stresses the importance of possibilities for women and men to balance family and paid work. The analysis of survey data collected from 2,025 Swedish professional visual artists showed a generally low level of self-reported work-family conflict, but that of women were higher than men. While an OLS regression analysis showed a relationship between the artist' parenting responsibility and their perceived level of work-family conflict overall, for men artists this was so only at the second child. An unequal division of housework had negative consequences for women artists' work-family balance, while the effect brought about by being single was more pronounced among men. This suggests that men, to a greater extent than women, depend on a spouse to handle the balance between work and family. Such pattern of dependence and traditional gender roles in work and caring continue to persist, limiting individuals' choices and actual ability to work.

Based on the above-mentioned discussion, hypothesis 1 was developed for this study as follows:

H1: Work-family conflict is correlated with job satisfaction.

2.2 Relationship of Social Support with Job Satisfaction

Woerden, Poortinga, Bronstoring, Garrib and Hegazi (2011) examine the relationships in a random sample of 10,000 households in Wandsworth, London. Result suggested health effects of social support from family reduce when social support is obtained by other sources. Furthermore, during social support from peers reduced, job satisfaction is adversely affected.

Moeller and Chung-Yan (2013) examined various types of workplace social support and their interaction with occupational stressors to predict the psychological well-being of university professors. The dichotomous effects of social support suggested that the impact of social support may be moderated by another variable, such as perceived control over the stressor at hand. This study provided new insight into academic work stress by systematically examining the effects of workplace social support on professors' work stress experience and job satisfaction. This study also extended the understanding on the relationships among stressors, job satisfaction, and social support by providing empirical evidence which showed that workplace social support is neither consistently beneficial nor a uni-dimensional construct.

Base on the above literature review, hypothesis 2 was developed as follows:

H2: Social support is correlated with job satisfaction.

2.3 Social Support as Moderator between Work Family Conflict and Job Satisfaction

Social support in workplace is recognized as a significant factor in job stress according to Bradley and Cartwright(2002). However, it is not well-specified in conceptual models of job stress. The complexity of social support processes presents considerable challenges to empirical research in the field. Some of the issues relevant to the study of social support in the workplace are illustrated by job demand control model of stress (Karasek & Theorell, 1990).

Yu (2011)stressed that the relationship between work-family conflict and job satisfaction is contingent on the level of perceived supervisor support. The relationship between work-family conflict and job satisfaction is greater for those who perceive low levels of supervisory support.

Rathi and Barath (2013) aimed to explore the moderating effect of social support from co-workers on the relationship between work-family conflict, job satisfaction, and family satisfaction for Indian police officers. The result showed that the linkage between work-family conflict and family satisfaction was affected by the level of support of the co-workers.

Lehner et al. (2013) contributed to the understanding of psychosocial factors in the German information and communication technology sector by exploring the relationships between sources of work place social support and work engagement. The two components of social support emphasized here were supervisor support and co-worker support, which showed discrete effects on work engagement component, namely vigor, dedication, and absorption. In general, supervisor support had stronger association with work engagement than co-worker support among ICT employees.

Consideration on social support as moderator seems to be inconsistent. Thus, further research on the moderating effect of social support on work family conflict and job satisfaction has to be done. This had brought to the formulation of the hypothesis below:

H3: Social support moderates the relationship between work-family conflict and job satisfaction.

2.4 Conceptual Framework

The conceptual framework of this study is shown in Figure 1.

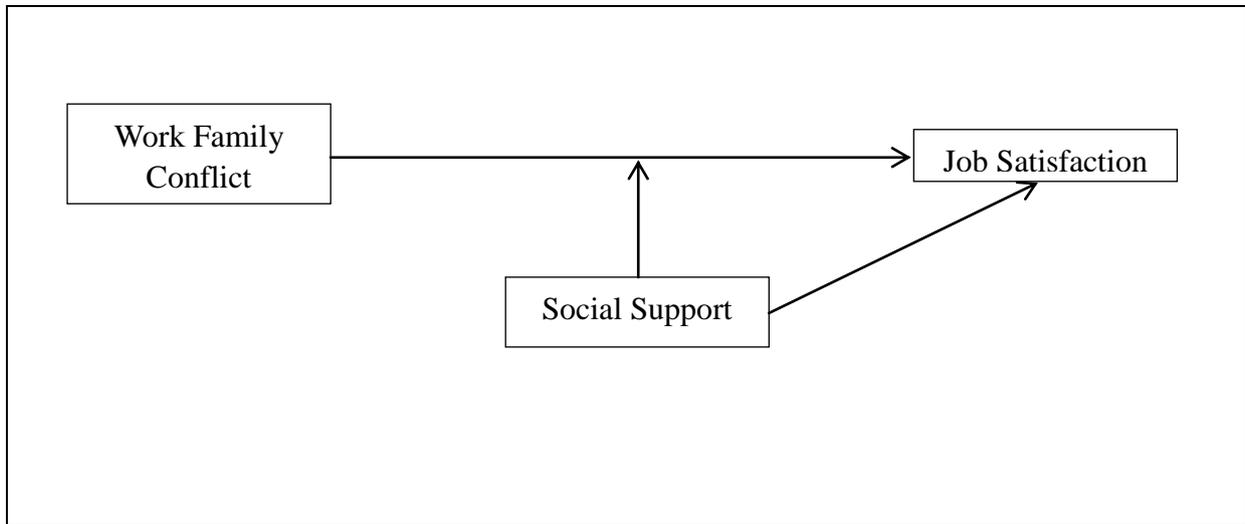


Figure 1: Conceptual Framework

3. Method

In this study, quantitative and statistical methods such as regression, quantitative analysis, and statistical test were carried. According to Leedy (1993), quantitative research is an impersonally experimental approach which manipulates variables and controls natural phenomena by raising hypotheses and testing them against the reality hard facts. This was deemed the suitable to explain the level of relationship among the variables investigated here.

3.1 Sample Size

A total of 100 trainees from Malaysian Institutions of Higher Learning (IHLs) were selected by the Infosys Malaysia Technical Committee to undergo the Infosys 'Campus Connect' program jointly initiated by the Ministry of Higher Education (MOHE), Multimedia Development Corporation (MDeC), and Infosys Technologies Limited, India (Pusat Teknologi Maklumat, 2011). This program is a training platform for fresh graduates to prepare them for the industry using real life consumer projects and relevant modules such as analysis of algorithm, programming fundamentals, advanced Java programming, and soft skills training. Our researcher was a participant of this program in 2010, and had gained permission from MDeC to assess 400 emails of participants from year 2007 to 2010 to conduct this research. An additional of 66 respondents was trainers or members of the Infosys Malaysia Technical Committee.

Table 1: Population of Infosys Campus Participants

No	Infosys Batch	Number of participants
1	Technical Committee and Trainers	66
2	Year 2007	100
3	Year 2008	100
4	Year 2009	100
5	Year 2010	100
	TOTAL	466

The 466 English questionnaires were distributed to the respondents, but 48 were rejected because of invalid email addresses. Thus, the sample size became 418. Tabachnick and Fidell (2007) (cited in Pallant (2010)) put forth a formula for calculating sample size requirements, taking into account the desired number of independent variables: $N > 50 + 8m$ (where m =number of independent variables.) This study has one independent variable (work-family conflict). According to this formula, the sample size of this study had met its requirement (100 respondents > target 58).

The study also aimed to investigate the moderating effect of social support on the relationship among work family conflict, job satisfaction, and family satisfaction. Gender was measured by an ordinal variable where 1 was for male and 2 was for female. Age was measured in continuous years and categorised into four age group range (less than 20 years old, 20 to 30 years old, 31 to 40 years old, and 40 years and above). Average working hours (AWH) was measured in continuous hours and categorised into four groups (less than 10 hours, 10 to 30 hours, 31 to 40 hours and 40 hours and above).

3.2 Measures

The measurement used in this study was based on Rathi and Barath (2013) and O'Driscoll, Brough, and Kalliath (2004). All questionnaire items were tailored to suit the Malaysian IT professional context. Classification of variables in the questionnaire is shown in Table 2 below.

Table 2: Classification of Questionnaire's Questions

Variables	Questions	Cronbach alpha
Work-Family Conflict	Q4 – Q7	0.931
Job Satisfaction	Q8 – Q9	0.883
Social Support	Q1- Q3	0.815

Comparison of reliability analysis was done between pilot test and questionnaire. Independent variable (work family conflict) showed a Cronbach alpha measure of 0.931 in questionnaire. Dependent variable (job satisfaction) showed Cronbach alpha measure of 0.883 in questionnaires. Meanwhile, moderator variable (social support) showed Cronbach alpha measure of 0.815 in questionnaires. Most of the items' reliability analyses were above 0.7. It meant that the items in questionnaire were significant. Summary on comparison of reliability analysis is shown in Table 2.

4. Data Analysis

4.1 Description of respondents

The response rate was 24 percent, translated into a 100 completed questionnaires retrieved from 418 sent questionnaires. There were 41 male and 59 female respondents. 83 respondents were within 20 to 30 years old, 11 respondents were 31 to 40 years old, while the rest were 40 years old and above. On a weekly basis, 51 respondents had an average of 40 working hours, 34 respondents worked 31 to 40 working hours, 9 respondents had 10 to 30 working hours while only 9 respondents had 9 working hours. 11 respondents were from other industries and the rest were from the IT industry. 8 respondents were from the banking industry, 6 were from the manufacturing industry, 5 respondents developed mobile applications, 3 respondents were from the telecommunication industry, 3 respondents were from the oil and gas industry, 2 respondents were from the networking industry, 2 respondents had multimedia background, and the remaining 2 respondents were from the healthcare industry. 77 respondents were single while 22 respondents were married. The demographic data is showed in Table 3 below.

Table 3: Demographic data of respondents

Demographic Data	Choices	N	Valid (%) *	Accumulation
Gender	Male	41	41	41
	Female	59	59	100
	Total	100	100	

Marital Status	Single	77	77	77
	Married	22	22	99
	Divorced	1	1	100
	Total	100	100	
Average Working Hours	Under 10	9	9	9
	10 To 30	6	6	15
	31 To 40	34	34	49
	Above 40	51	51	100
	Total	100	100	
Age (years old)	20 to 30	83	83	83
	31 to 40	11	11	94
	More than 40	6	6	100
	Total	100	100	
Industry Type	Banking	8	8	8
	Manufacturing	6	6	14
	Software	49	49	63
	Telecom services	3	3	66
	Networking	2	2	68
	Multimedia	2	2	70
	Health Care	2	2	72

	Web Based	9	9	81
	Mobile Application	5	5	86
	Oil & Gas	3	3	89
	Others	11	11	100
	Total	100	100	

4.2 Methods of Data Analysis

Two methods of data analysis were used to interpret the findings of this study: (i) Pearson's Product Moment Correlation and (ii) Hierarchy multiple regression analysis. Pearson's Product Moment Correlation (Pallant, 2010) was used to determine the linear relationships between work family conflict and job satisfaction as well as between social support and job satisfaction.

The hierarchy multiple regression analysis method was used to examine the moderating effect of social support towards work-family conflict on job satisfaction. According to ORSP KEAN (2004), moderation implied on interaction is shown when the moderating variable (SS) changes the direction or magnitude of the relationship. In this case, the PROCESS Model which had been described, documented, and developed by Mr Andrew F. Hayes was used. This model was developed to estimate moderated mediation models with multiple mediators, multiple moderators of individual path, and interactive effect of moderators on individual paths; it is also able to model with dichotomous outcomes (Hayes, 2013).

4.3 Inferential Data Analysis

The results of inter-correlations analysis are shown in Table 4 below.

Table 4: Mean, standard deviation, and inter-correlations of this study

Variables	Means	SD	1	2	3	4	5	6
WFC	4.05	1.546	0.931					
JS	4.52	1.398	-0.389**	0.883				
SS	3.75	0.705	-0.281**	0.415**	0.815			
Age	2.23	0.548	-0.053	0.080	0.063	-		
Gender	1.59	0.494	-0.034	0.129	0.025	-0.021	-	

AWH	3.27	0.930	0.136	0.147	0.202*	0.055	-0.042	-
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** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2 tailed)

4.4 Pearson Product-moment Correlation Coefficient

Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity, and homo-scedasticity (Pallant, 2010). A strong and negative correlation was found between work family conflict and job satisfaction where $r = -0.389$, $n = 100$, and $p < 0.005$. In other words, high levels of work family conflict were found to be associated with lower levels of job satisfaction. With this, *H1* which stated: “*Work family conflict is correlated with job satisfaction*” is supported.

Table 5 : Model Summary of Hypothesis 1

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Significant
1	0.389 ^a	0.151	0.143	2.589	0.000

The relationship between social support and job satisfaction showed a strong and negative correlation where $r = -0.425$, $n = 100$, and $p < 0.005$. As such, high levels of social support brought lower levels of job satisfaction. This supported *H2*, which stated that: “*Social support is correlated with job satisfaction*”.

Table 6 : Model Summary of Hypothesis 2

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Significant
2	0.415 ^a	0.173	0.164	1.278	0.000

4.5 Moderating Effect of Social Support

Value of R^2 reveals that 25.2% of the variance in job satisfaction could be significantly explained by independent variable (work-family conflict) and moderator (social support). The Beta value was -0.097 for work-family conflict, 0.849 for social support, and -0.043 for moderator social support. This indicated that the job satisfaction of IT professionals could increase when work-family conflict decrease without the moderating effect of social support. $p > 0.05$ meant that the moderating effect of social support was not significant in the relationship of work-family conflict and job satisfaction. The variance inflation factor (VIF) from Table 7 below is less than 10, which suggested that the model is free from multicollinearity problem (Hair, Black, Babin, Anderson, & Tatham, 2006). The fact that $F(3, 1.502) = 10.923$ and $p > 0.01$ showed that the interaction term was not significant. Other than that, R^2 change was 0.001 and Significant F Change was 0.686, which indicated that there was no potentially significant moderating effect between work-family conflict and job

satisfaction. Thus, *H3* which stated that “*H3: Social support moderates the relationship between work family conflict and job satisfaction*” was rejected.

Table 7 : Multiple regression of Job Satisfaction, Work-family Conflict, and Social Support

Independent Variables	Job Satisfaction (Dependent Variable)					
	Beta	Std Error	Std Beta	t	Sig	VIF
(Constant)	2.382	2.050		1.162	0.248	
WFC	-0.097	0.428	-0.107	-0.227	0.821	8.816
SS	0.849	0.501	0.428	1.693	0.004	8.230
WFC x SS	-0.043	0.106	-0.189	-0.406	0.686	7.970
R	0.504					
R ²	0.254					
F	10.923					
Sig	0.00					

Table 8 : Computation of Regression Equations

Model	Regression Equation
Model 1	$JS = a + b_1WFC$
Model 2	$JS = a + b_1WFC + b_2SS$
Model 3	$JS = a + b_1WFC + b_2SS + b_3 WFC \times SS$

If $P > 0.05$, then social support is not a moderator and therefore is not indicative of a moderating effect. The P value of model 3 was 0.686. In other words, the moderating effects of social support did not explain the 1% of variance in research output.

$$JS = 2.382 - 0.097WFC + 0.849SS - 0.043WFC \times SS$$

Equation for Social Support

a) Equation for social support (dummy coding for social support = 1)

$$JS = 2.382 - 0.097WFC + 0.849SS - 0.043WFC \times SS$$

$$JS = 2.382 - 0.097WFC + 0.849(1) - 0.043WFC(1)$$

$$JS = 3.231 - 0.14 WFC$$

b) Equation for no social support (dummy coding for no social support = 0)

$$JS = 2.382 - 0.097WFC + 0.849SS - 0.043WFC \times SS$$

$$JS = 2.382 - 0.097WFC + 0.849(0) - 0.043WFC(0)$$

$$JS = 2.382 - 0.097WFC$$

Refer to Table 9, high level and low level of WFC is calculated

Table 9 : Different Level for work-to-family conflict and social support

Variable	Level	Value
Work-to-family conflict	High Level	$4.0525 + 1.54572 = 5.5997$
	Low Level	$4.0525 - 1.54572 = 2.50678$
Social Support	High Level	$3.75 + 0.705 = 4.455$
	Medium Level	3.75
	Low Level	$3.75 - 0.705 = 3.045$

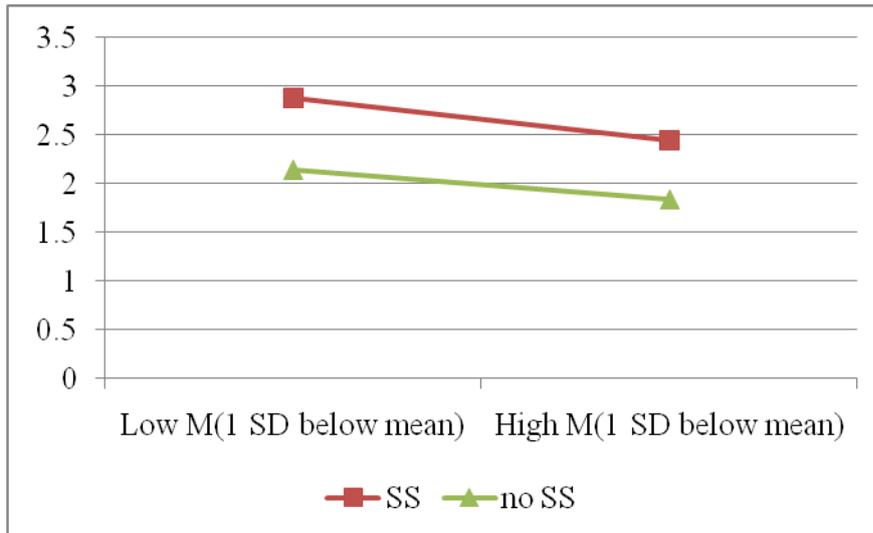


Figure 2: Slope for work-family conflict relationship for social support and non-social support

Since the moderating effect was not significant, there was no interference between the two relationships. Result indicated a moderating effect between work-family conflict and job satisfaction among IT professionals who had social support.

Table 10 : Equation Values of Job Satisfaction

Simple Slope	Formula	WFC-High	WFC-Medium	WFC-Low
		WFC = 5.596	WFC = 4.05	WFC = 2.504
SS- High	6.164 - 0.289 WFC	4.557	5.003	5.450
SS-Medium	5.566 - 0.258 WFC	4.122	4.521	4.920
SS-Low	4.967 - 0.228 WFC	3.691	4.044	4.396

Figure 3 below graphically depicts the results shown in Table 10.

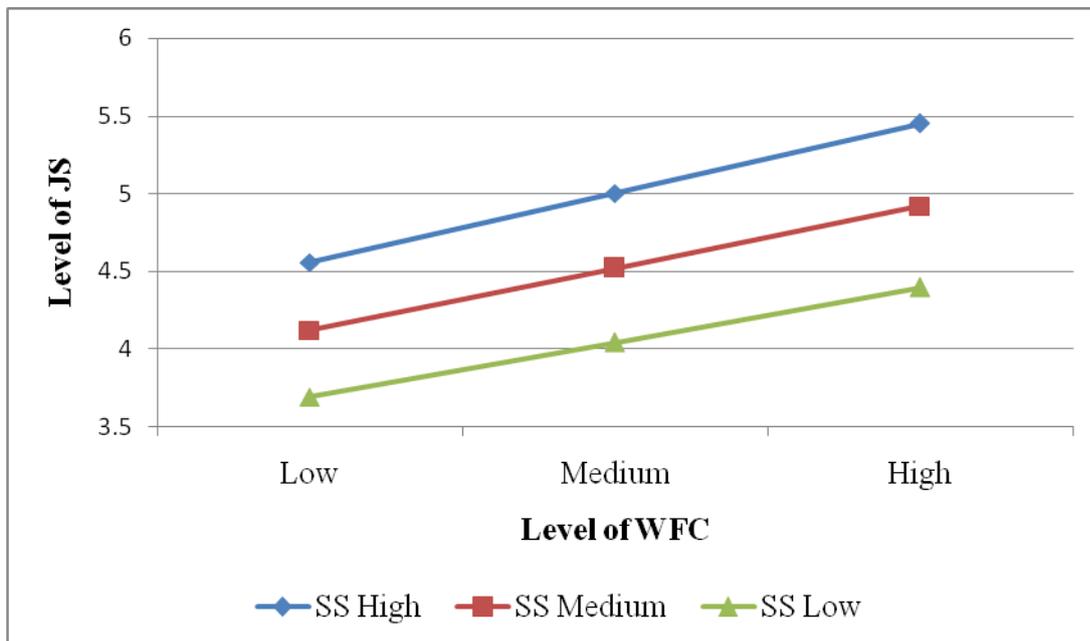


Figure 3: Simple Slope on Level of Job Satisfaction versus Level of Work-family Conflict

The simple slope was plotted to investigate the relationship between work-family conflict and job satisfaction among IT professionals in Malaysia. The findings showed that, when IT professionals perceive that their work interfere with their family life style, it affect their attitudes toward the job and reduces job satisfaction.

The result indicates that social support could not significantly moderate the relationship of work-family conflict with job satisfaction. The results of the study indicated that high level of social support did not increase job satisfaction of IT professionals. This is supported by the study done by Rathi by Barath(2013) as they argued that high social support enhances family satisfaction, but not job satisfaction

4.6 Summary of Hypotheses

Results for all hypotheses are shown in Table 11 below.

Research Question		Research Objective		Hypotheses	Is it supported?	
RQ1	Does work-family conflict affect job satisfaction?	RO1	To investigate the effect of work-family conflict on job satisfaction	H1	Work-family conflict is correlated with job satisfaction	Supported
RQ2	Does social support affect job satisfaction?	RO2	To investigate the effect of social support on job satisfaction	H2	Social support is correlated with job satisfaction	Supported
RQ3	Does social support moderate the relationship between job satisfaction and work-family conflict?	RO3	To investigate the moderating effect of social support on work-family conflict and job satisfaction relationship	H3	Social support moderates the relationship between work-family conflict and job satisfaction. Specifically, the relationship between work-family conflict and job satisfaction becomes less negative when social support increases.	Not supported

5. Discussion and Conclusion

5.1 Relationship between Work Family Conflict and Job Satisfaction

The findings of this study showed that workfamily conflict correlated with job satisfaction where work related tasks affect job satisfaction. This outcome are supported by several previous studies (Grandely et al, 2005; Anafarta, 2010; Grzywacz and Butler, 2005) The characteristics of software services industry in Malaysia are unique. Malaysia supports IT initiatives just like of other countries but equally important to emphasize in family value. To remain competitive in the global economy, local talent pool must be enhanced with the best skills and talents. However, to remain enthusiastic at work proves to be a challenge for many IT professionals due to work family conflicts because the nature of job easily invades their family roles, and this is supported by Grandey, Cordeiro, and Crouter (2005).

5.2 Relationship between Social Support and Job Satisfaction

The findings of this study show that social support does affect job satisfaction. Married couples need more social support than singles. A marriage is a life time commitment from two different background individuals, which thus gives rise to different sets of challenges both in life and at work. Nevertheless, numerous studies have showed that individual with both psychological and material support from spouse, friends, co-workers, and family members are in better health than those with fewer supportive social contacts (Broadhead, et al., 1983).

In Malaysia, traditional values are still upheld where family is the focus of one's life. In this study, most respondents are female IT respondents. With this, it also means that the burden felt by them in terms of work family conflict is heavier than their male counterparts. In terms of male respondents, traditional values also uphold that men should be more independent and less reliant on social support to maintain their masculinity. Malaysia's emphasis on masculinity has been well-explained in Khalaf, Low, Ghorbani, and Khoei (2013), coupled with the general social-cultural factors which further reinforce this thinking such as religion, public media, family environment, and popular lifestyle patterns. These, as a whole, hinders male IT professionals from asking for support from their co-workers.

5.3 Moderating Effect of Social Support on Relationship between Work Family Conflict and Job Satisfaction

The IT professionals in this study did not feel that social support eases their workload. When encountered problems related to their works in, for example coding and fixing bugs, most prefer to turn to search engines on the Internet for help (Jay, 2009). Nevertheless, Rathi and Barath (2013) stated that social support does affect the relationship between work family conflict and family satisfaction, and this has been proven as valid.

The IT market in Malaysia is expected to increase to a value of RM 16.9billion, up 6.8% from 2012 with the growth from a supportive economic environment and government policy (Business Monitor International, 2014) which increase revenue generation, create employment, and lead to poverty reduction. MDeC have created numerous supportive

programs to boost the IT industry through several initiatives such as the Digital Malaysia program as a form of social support in term of economy (Digital Malaysia, 2013) to IT organisations or small and medium enterprise (SME). With more supports given, the workload is expected to lessen to some extent to allow IT professionals to spend time with their families and therefore, increases their job satisfaction as well as family satisfaction.

5.4 Practical Implications

The practical implications of this study are majorly in terms of the awareness given to the management and IT professionals on the importance of work life balance. This is expected to be translated into innovation of practices and strategies of new working styles to enable all parties to achieve high job satisfaction and reduce work-family conflict (Othmans, Yusof, & Osman, 2009).

Firstly, in monetary terms, it means improved productivity, cost reduction, and resources optimization. Secondly, it also means better human resource policies for developing and optimizing talent pools due to better understanding on the roles played by IT professionals (Valk & Srinivasan, 2011). The implications could be mirrored in better overtime payments or shift rotating to reduce work family conflict as well. Thirdly, it could mean more understanding working and parenting arrangements to help IT professionals coping with both their professional and family roles, which is very significant for female employees.

In the context of Malaysia, IT industry is a relatively different service industry which potentials can be tapped by different social groups like the disabled, unemployed, retirees, remote workers, and even entrepreneurs. Being involved in the industry also helps them to keep themselves abreast of globalization and technological advancement.

5.5 Limitations and Recommendation for Future Research

The limitations of this study come more prominently in the small sample size focusing on IT professionals. Hence, it is suggested that future research may expand the sample size as well as further examine unexplored antecedents, consequences, and moderator effect through other quantitative or qualitative research designs.

In view of the time constraints and small sampling size, future researchers are strongly recommended to prolong their period of data collection. Other aspects of the target community that could be investigated include a more comprehensive study of workplace responsibilities and the effect of job performance on cooperation between supervisors and employees. Apart from that, communication between employees and customers is another suggestive scope for future researchers. This is because such detailed investigation will help IT professionals to develop an ‘insider point-of-view’, which could be very useful and practical for IT work load design.

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