The Influence of Family-Friendly Organizational Culture on Employees' Work and Life Satisfaction through the Mediating of Work-Life Balance - Focused on the Chinese Organization

조선대학교 대학원

경영학과

유 우 현

The Influence of Family-Friendly Organizational Culture on Employees' Work and Life Satisfaction through the Mediating of Work-Life Balance - Focused on the Chinese Organization

가족친화 조직문화가 일-가정 균형의 매개효과를 통해 종업원의 일과 삶의 만족도에 미치는 영향에 관한 연구 -중국 조직을 중심으로

2022 년 2 월 25 일

조선대학교 대학원

경영학과

유 우 현

The Influence of Family-Friendly Organizational Culture on Employees' Work and Life Satisfaction through the Mediating of Work-Life Balance - Focused on the Chinese Organization

지도교수: 정 진 철

이 논문을 경영학 박사학위신청 논문으로 제출함

2021 년 10 월

조선대학교 대학원

경영학과

유 우 현

유우현의 박사학위논문을 인준함

위원장　조선대학교 교 수 <u>장 용 선</u> (인)

위　원　조선대학교 교 수 <u>조 윤 형</u> (인)

위　원　조선대학교 교 수 <u>손 수 진</u> (인)

위　원　광주대학교 교 수 <u>전 병 윤</u> (인)

위　원　조선대학교 교 수 <u>정 진 철</u> (인)

2022 년 1 월

조선대학교 대학원

TABLE OF CONTENTS

Table of Contents

Figure of Contents

Acknowledgments

As time goes by, the three years of studying for a doctorate at Chosun University in South Korea are fleeting. During this period, I was lucky to meet the mentor who influenced my life. At the same time, I also met many professors in Chosun University. In Korea, I made new friends, learned more knowledge, broadened my vision and cultivated my sentiment. With the rapid development of domestic work, life has also changed. Thousands of words, I don't know where to start. But there is only one word in my heart, which is "gratitude!".

First, I would like to thank my academic advisor, Professor Jin Chul Jung. My advisor is a noble person in my life. He has changed my life trajectory, brought me into the academic palace, and enabled me to continue the road of scientific research and teaching. I began to study for a doctorate at the age of 42. I have experienced too many tests in terms of energy, receptivity and physical strength. I sincerely thank my advisor for helping me too much. In scientific research, my advisor is knowledgeable and rigorous. He gives careful guidance to my thesis, be meticulous and strive for the best. Without my advisor, it is impossible for me to complete my doctoral studies. In order to make progress in our studies, my advisor took me to the Korean Management Society for a week, which opened my horizons and increased my knowledge in academia. My advisor sincerely exhorts me and shows more concern to me in life. In order to let us get familiar with the environment of South Korea as soon as possible, our mentor took us everywhere to

experience the customs of the South Korea. What makes me unforgettable is the Spring Festival in 2018. My advisor invited us to his home to experience the Korean family's new year. At that time, as a student studying in a foreign country, I was really moved and feel the warmth of advisor's family. There is an old Chinese saying: one day is a teacher and one life is a father. Professor Jung is not only my noble and benefactor all my life, but also my best friend in a foreign country. This is a lifelong friendship that I will never forget!

Here I would also like to thank Professor Park, Professor Zhang, Professor Jiang, Professor Zhao, Professor Zhu, and our Korean teacher Professor Lee. These professors conscientiously taught us relevant knowledge, and timely adjusted the teaching method according to our learning characteristics, in-depth and easy to accept, so that we made great progress, benefited a lot, and got professional improvement. These professors also showed great concern to us in life. Some of them were close to my age and made friends in life. Thank you, because of you, my study in South Korea is hard but not boring, although lonely but full of warmth! May our friendship last forever!

I also want to thank my translator Guo Jianhui, our Korean is not good, Guo Jianhui not only translated earnestly for us in class, but also gave us selfless help in life. Thank you for having the opportunity to let me know an excellent young man, I wish you smooth sailing in the future life, study and love double harvest. I would also like to thank Guo Shasha, Li Jing, Yan

Xia, Li Dongchen, Wang Huadong and Yan Huizhe who studied together with me. I would especially like to thank my schoolmate Ma Xiaohong for her in-depth discussions in study and mutual help in life. Her friendship will remain in my heart forever.

Finally, special thanks to my family! Thanks for my hard-working parents! It is with the two old people's upbringing and support, gave me endless love! I should thank my wife for supporting me! She took care of me in life and solved my worries about work. She gave me countless incentives, encouraged me to constantly overcome difficulties, forge ahead, she is my motivation to struggle!

Finally, I would like to send my best wishes to those who support me! Wish you all good health, family happiness and everything goes well!

Due to my limited ability, it is inevitable that there are shortcomings in this article. I sincerely hope that experts and scholars are generous with their comments and valuable suggestions.

LIU YU XUAN

2021.9.15

ABSTRACT

가족친화 조직문화가 종업원의 일과 삶의 만족도에 미치는
영향에 관한 일-가정 균형의 매개효과에 관한 연구 –
중국기업을 중심으로

유 우 현

지도교수: 정 진 철

중국 경제의 급속한 발전과 함께 기업 간 경쟁이 치열해지면서 기업이 종업원들에게 요구하는 역량과 업무량이 높아지면서 종업원의 업무 스트레스는 가중되고 있다. 이로 인해 조직 구성원들의 일과 가정생활에 대한 양립의 어려움과 갈등이 심화되고, 이러한 갈등적 역기능을 적절히 해결하지 못하는 경우 업무 수행의 직무만족과 삶의 만족 등이 문제가 생길 수 있다. 종업원의 직무 및 삶의 만족 등의 태도가 부정적이 되면 결국 조직의 성과 향상에도 악영향을 미치게 된다. 따라서 조직 차원에서 조직성과를 향상시키기 위한 목적에서도 일과 가정의 균형(work-family balance)을 필요로 하고 가장 효과적인 제도화가 필요하고 조직문화의 개선을 추구하고 있다. 이는 직원에 대한 더 높은 요구를 제시할 뿐만 아니라 기업의 인적 자원 관리 수준 및 인재 전략에 더 큰 도전을 제기했다.

조직은 직원의 일-가정 균형을 지원하기 위해 재택근무, 유급 육아휴직, 고령자 지원,

유연근무제 등의 가족친화 정책과 복리후생을 시행하고 있다. 많은 연구결과에 의하면, 조직의 가족친화정책은 직원의 일-가정 갈등 완화에 긍정적인 영향을 미쳤다. 그러나 최근의 연구에 따르면 조직에 대한 비공식 지원(예: 관리자의 이해 및 직원이 일과 가족 관계의 균형을 위한 지원)이 직원의 일-가정 관계에 더 큰 영향을 미쳤다. 조직에서 가족친화 정책을 시행하는 효과는 조직이 일과 가정의 균형을 강조하는 규범과 가치를 구축할 수 있는지, 그리고 조직을 위한 비공식적인 가족 지원 환경을 조성할 수 있는지에 달려 있다. 일-가정 문화는 기업 관리자와 연구자에 의해 점점 더 주목 받고 있다.

가족친화 조직문화에 대한 기존 연구들은 주로 일-가정 갈등과 모순을 줄이는 관점에서 이루어졌다. 그러나 최근 학자들은 가족친화 조직문화가 일과 가정의 상호 촉진을 어떻게 높일 수 있는지에 관심을 갖기 시작했다. 결과적으로 연구가 진행되면서 가족친화 조직문화는 일-가정 관계의 긍정적 측면과 부정적 측면 모두에 영향 미치는 것으로 밝혀졌다. 따라서 가족친화 조직문화가 일-가정의 관계에 미치는 영향을 충분히 이해하기 위해서 통합적이고 동태적인 관점에서 분석할 필요가 있다. 가족친화 조직문화와 일-가정의 관계는 학계에서 새로운 연구 관점으로 대두되었다. 기존의 연구들이 가족친화 조직문화와 일-가정 균형에 대한 연구를 개별적으로 진행해왔지만, 이 둘의 관계를 검토한 연구는 거의 없고, 일과 삶 혹은 일과 가정의 관계에 의해 종업원의 만족도가 어떤 변화가 생길 것인지에 대한 연구, 그리고 이러한 만족도를 향상시키는 방법이나 메커니즘을 밝히는 연구들도 미흡하였다.

본 연구는 중국의 하북, 내몽골, 하남, 산서, 산동, 북경, 천진을 포함한 8개 성의 다른 속성 단위(기업, 기관, 공무원)의 613개 유효한 설문지를 받았다. 일-가정 균형에 대한 연구관점으로 조직의 가족친화 조직문화와 직원의 생활의 만족도 및 직무 만족도 간의 관계를 연구한 결과 다음과 같은 결론을 얻었다.

결론 1: 가족친화 조직문화의 3-하위 차원에서 관리지원은 직무만족에 유의한 정(+)의 영향을 미치는 것으로 나타났지만, 조직의 시간 요구 사항 및 경력 영향(career conse-quence)은 직무 만족도에 부정적인 영향을 미쳤다. 관리 지원은 가정 만족도에 유의한 긍정적인 영향을 미쳤다. 조직의 시간요구와 경력결과는 생활 만족도에 유의한 영향을 미치지 않았다.

결론 2: 관리 지원은 일-가정 균형의 하위 변수인 일-가정 갈등에 유의한 부정적인 영향을 미치고 조직의 시간 요구와 경력결과는 일-가정 갈등에 유의한 긍정적 영향을 미쳤다. 관리 지원은 일-가정 촉진에 긍정적인 영향을 미치고 조직의 시간 요구와 경력결과는 다른 일-가정 균형의 하위 변수인 일-가정 촉진에 부정적인 영향을 미쳤다. 관리 지원은 가정-일 갈등에 유의한 부정적인 영향을 미치고 조직의 시간 요구와 경력결과는 가정-일 갈등에 유의한 긍정적 영향을 미쳤다. 관리 지원은 가정-일 촉진에 긍정적인 영향을 미치고 조직의 시간 요구와 경력결과는 가정-일 촉진에 부정적인 영향을 미쳤다.

결론 3: 일-가정 균형은 가족친화 조직문화의 하위 요인인 관리지원과 직무만족 간에

유의한 매개효과 가 있다. 일-가정 균형은 관리지원과 생활 만족도 간에 유의한 매개효과가 있다. 일-가정 균형은 조직의 시간 요구와 직무 만족도 간에 유의미한 매개효과가 있다. 일-가정 균형은 경력결과와 직무 만족도 간에 유의미한 매개 효과가 있다.

결론 4: 가족친화 조직문화가 직무만족에 미치는 영향은 조직의 속성에 따라 유의한 차이가 있다. 기업에서 관리지원이 직무만족에 미치는 긍정적인 영향은 공공기관보다 훨씬 높다. 기업에서 조직 시간 요구가 직무 만족도에 부정적인 영향은 정부 기관보다 낮고 경력 결과가 직업 만족도에 부정적인 영향은 정부 기관보다 훨씬 높다. 공공기관에서 관리지원이 직무만족에 미치는 긍정적인 영향은 정부기관보다 훨씬 낮고, 경력결과가 직무만족에 미치는 부정적 영향은 정부기관보다 훨씬 높다.

이 연구가 가져온 시사점은 다음과 같다.

첫째, 가족 친화적인 문화와 정책에 대한 연구는 유럽과 미국에서 상대적으로 충분히 이루었지만, 중국에서는 이런 연구가 더 적었다. 본 논문은 문헌 검토와 조사를 통해 중국의 일-가정 문화와 가족친화정책의 발전과정과 현황을 자세히 설명했다. 이는 아시아적 가치관에 기반한 가족친화정책 연구에 현실적인 토대를 제공하고 후속 연구에 대한 이론적 지원를 제공했다.

둘째, 대부분의 선행연구는 가족친화의 조직문화가 일-가정 갈등을 줄이는 관점에서 이루어지고 일-가정 균형과의 관계에 대한 연구는 거의 없다. 일-가정 균형이 낮은 수준은 높은 일-가정 갈등과 낮은 일-가정 촉진을 의미하며, 이는 이 분야에서 완전히 새로운 사고

방식을 제공했다. 즉, 조직은 직원의 일-가정의 관계를 원만하게 할 수 있도록 지원하고 조직은 일과 가정의 부정적인 영향을 해결할 뿐만 아니라 직원이 가정이나 업무에서 얻을 수 있는 긍정적인 측면(개발, 감정 등)은 다른 다양한 삶에 영향을 미치게 된다는 점을 알 수 있었고, 이러한 결과는 조직친화 문화의 연구 시야를 넓혔다.

셋째, 일-가정 균형은 가족친화 조직문화가 직무 만족과 생활 만족의 관계를 매개하고 있다는 점이다. 이러한 연구 결과는 가족친화 조직문화가 업무와 삶의 영역에 미치는 영향의 관계성을 규명하는 메커니즘을 설명하고 있다는 점에서 의미가 있다.

넷째, 본 연구는 조직은 속성에 따라 가족친화 조직문화가 직무 만족도에 미치는 영향의 차이를 분석했다. 가족친화 조직문화의 영향효과는 기업 고유 문화의 영향을 크게 받는 것으로 나타났다. 미래 연구는 다양한 조직 문화에서 일-가정 문화의 모델을 구축하고 보편적 적응 가능성을 높였다. 이것은 분 연구의 중요한 공헌 중 하나이다.

키워드: 일-가정 문화, 일-가정 균형, 직업 만족도, 생활 만족도

I. Introduction

1.1 Research background and research significance

1.1.1 Research background

Over recent years, China's economy has developed fast, and currently still undergoes a period of social and economic transformation. With the rapid economic development and increasingly fierce market competition, the work pressures employees in the organization faced is increasing. The rhythms of work and life, as well as a general lack of time has become the norm. Employees face pressures imposed by work and their obligation to fulfil family roles. Long-term conflicts among different roles have a series of negative effects on employees' work, family, and their own as well as their spouse's physical and mental health. These problems directly affect corporate performance and restrict corporate development. Helping employees handle work and family relationships has become an important part of the corporate talent strategy.

Extensive research has been conducted on work-family relationships in disciplines such as psychology, organizational behavior, and enterprise management. Early on, scholars studied the work-family relationship from a negative perspective, arguing that both roles were in an interactive conflict. They suggested that stress, constraint, and confusion caused by one of the roles were brought about by another role experience, originating from incompatible work and family spheres (Greenhaus & Beutell, 1985). In recent years, positive psychology has gradually become a research hotspot, and it has been shown that conflict is not the only aspect, and the individual's experience in one field may also contribute to another field. For example, if individuals experi-

ence positive emotions and learn new skills in one field, the social resources obtained will positively impact the emotional development and transaction processing in another field (Cameron & Dutton, 2003). Scholars have gradually expanded their research into how employees' experiences and resources in the work or family areas improve their experience and quality in different areas (Powell & Greenhaus, 2006). With further research progress, academia began to gradually accept the theory of the *work-family balance*[1]. Scholars assumed that conflict and promotion represent different perspectives in work and family relations, suggesting that they coexist and influence each other. It is therefore necessary to reduce the conflict experience and improve the mutual promotion of both fields from the perspectives of individuals, families, organizations, and society. Balance and coordination between both areas form ideal goals for employees to reconcile work and family relationships (Frone, 2003).

In China, competition among enterprises is becoming increasingly fierce, and labor competition is becoming stronger. Companies are constantly exploring new ways to help employees balance work and family by providing friendly policies that help to achieve the organizational goals of attracting and retaining talents. Based on the national statutory vacation system, numerous companies have added a paid rotating vacation system and formulated a series of family care systems for employees. Nurseries have been built and a family care plan for female employees has been implemented. At work, companies have established a maternity and infant lounge, allowing female employees at the parenting stage to bring their children to work, promising that employees can arrange working hours flexibly according to their family needs. However, judging from the effect of the implementation of this policy, although the implementation of such family-

---

[1] One of the variables studied in this paper is work-life balance, which is consistent with the concept of work-family balance. In order to simplify the writing of the thesis, in the following discussion, the work-family balance is abbreviated as 'WFB'.

friendly policies does play a certain role in alleviating the contradiction between work and family life of employees, there is still a large gap between expected results and reality. Employees have a low utilization rate of these policies, and seem to be suspicious of employing these policies. The fundamental reason can be found in the core concepts and implementation goals of these policies. If such policies cannot be reflected in the cultural atmosphere and core values of the organization, employees will question the rationality and availability of them, and policies may become unpractical. Allen (2001) found that in the process of employees dealing with work and family relationships, implicit informal support provided by the organization plays a greater role than formal support. As an important part of informal organizational support, ***family-friendly organizational culture*** [2] plays an important role in family support for employees (Allen, Herst, Bruck & Sutton, 2000). Thompson et al. (1999) defined 'FFOC' as a belief and value of how organizations should support employees' work and family lives. This is consistent with Denison (1996), who proposed that the connotation of organizational culture is 'the core structure of the organization, shared values, ideas and beliefs for members.' Therefore, FFOC is part of organizational culture. The FFOC employees perceive will also affect their attitudes and behaviors. When the organization's culture is "family oriented," the organization is warm, offers mutual aid, and encourages employees to maintain an emotional connection with their families. In contrast, the atmosphere of a "work-oriented" organization will be indifferent and utilitarian. Here, employees should prioritize work and work hard to achieve organizational goals. In contrast, by employing a family-friendly practice, a family-oriented FFOC embodies the core concepts of organizational respect and support for employees to balance work-family needs. It mainly man-

---

[2] In order to simplify the writing of the thesis, in the following discussion, the family-friendly organizational culture is abbreviated as 'FFOC'.

ifests in the organization's reasonable requirements and expectations for employees' time allocation towards work and family responsibilities. Employees' perceived use of family friendly programs or spending time on family duties will not negatively impact career development as managers are supportive and sensitive for the family duties of employees. Only in a FFOC, family-friendly policies can be implemented smoothly towards achieving the purpose of effectively reducing employee work-family conflict (Allen, 2001).

Past research on FFOC mainly started from the perspective of conflict reduction, while often ignoring the positive 'facilitation' role. Nowadays, WFB has gradually gained traction as a new academic research perspective. Many valuable studies about FFOC and WFB have been carried out, but in-depth explorations of the relationship between both is missing, as is an analysis of the mechanism using WFB as intermediary variable. Addressing these problems is not only of great significance to the theoretical research of FFOC, it also provides a reference for the management practice of supporting employees' WFB from the perspective of informal family support.

1.1.2 Research significance

1.1.2.1 Theoretical significance

Studies on family-friendly culture and policies are abundant in the countries of Europe and America, while studies targeting China are less abundant. Through an exhaustive literature review, this thesis expounds the development process and current situation of the FFOC and family-friendly policy in China and provides theoretical support for future research.

The research mainly focuses on the perspective of WFB, with a particular focus on a low level of conflict and a high level of promotion. This provides a new way of thinking in this area: to support and help employees deal with the association between work and family, organizations should not only focus on solving the negative impacts of both. Rather, more attention should be

directed to the extent to which employees' benefits (e.g., development, emotion, and resources) in one field (work or family) contribute to the other field. It has certain theoretical significance to study FFOC from this perspective.

Using WFB as mediator, this thesis explores the influence mechanism of FFOC on individual variables. Furthermore, the core role of FFOC in improving employees' work-family relationship and its positive organizational consequences are discussed. The interdependence between conflict and facilitation is clarified, and specific media paths are tested. Through the above analysis, the channels of FFOC are expanded and a solid theoretical foundation for subsequent research is laid.

This thesis studies the differences among the effects of FFOC under different organizational attributes. Furthermore, the mode and method of building FFOC under the inherent organizational culture and management system are discussed, thus increasing the universal applicability of relevant theories.

1.1.2.2 Practical significance

The results of this thesis can deepen the understanding of an organization regarding the importance of FFOC and can help to identify ways and means to help employees manage the relationship between family and work. Reducing the conflict between employees' work and family lives and improving mutual facilitation have always been topics of interest to human resource management. This interest stems from the basic assumption that if an employee has a harmonious work-family relationship and can interact well, job performance at work will be higher (Beauregard & Henry, 2009; Rathi & Barath, 2013). The state of this balance is a key indicator for measuring the quality of life of employees and their families-creating a FFOC is the most important factor. Therefore, enterprises can start from the management practice of formulating rich and

effective family-friendly policies and focus on creating a matching family-friendly cultural atmosphere. These measures improve employee satisfaction, attract and retain talents, and ultimately improve the core competitiveness of enterprises.

1.2 Research methods

Literature review. The review and collation of relevant literature helps to clarify development trends of relevant disciplines, deduce the logical relationship of research concepts, propose forward-looking research directions and theoretical innovations, fully explore relevant theories, and identify effective ways to analyze and solve problems. Over the course of the study, through literature retrieval from Chinese and English databases and the school library full-text electronic journal database, relevant examples of the research literature were collected. Theoretical deduction was employed to put forward relevant assumptions.

Interview. This paper consulted experts in the industry asking for their opinions and suggestions on the theoretical model and questionnaire. With this information, the questionnaire was revised and the applicability of the scale was increased. Interviews were conducted with representative employees with the goal to fully understand the status of the implementation of family-friendly policies in various organizations. The work and family needs of subjects and the expectations of the organization were assessed. Finally, employees were asked about their understanding and suggestions of FFOC.

Questionnaire. Representative questionnaires from abroad were selected to analyze the research variables involved. Because certain questionnaires have been not used in the Chinese context, both the translation and description of the initial questionnaire were modified many times based on the Chinese context according to the advice of experts. Questionnaires have been

issued and collected both online and on-site. Practitioners from enterprises, institutions, and government agencies were selected as survey subjects, and data were prepared for empirical research.

Data analysis. After inputting and sorting the recovered questionnaires, the research data were coded, mined, and cleaned. Descriptive statistical analysis, EFA analysis, CFA analysis, correlation test, structural equation, Bootstrap, and hierarchical regression analysis are used to test hypotheses.

1.3 Technology Roadmap

This study determined the research theme by analyzing the background and significance of this research. By combing Chinese and overseas mainstream literature, a mutually shared theoretical basis was established. Through theoretical deduction, a theoretical model was constructed, and hypotheses were proposed. Measurement tools were identified and a formal questionnaire was formed. Data were organized, optimized, and analyzed, and assumptions were tested. Finally, in this thesis, test results are summarized, and research conclusions are put forward. The technical route is shown in the figure 1.

```
┌─────────────────┐          ┌─────────────────────────────────────┐          ┌─────────────────┐
│                 │          │  Background and significance of the │          │                 │
│  introduction   │ ═══════▷ │         topic selection             │          │  problem posing │
│                 │          ├─────────────────────────────────────┤          │                 │
└─────────────────┘          │  research objectives and methodology│          └─────────────────┘
                             ├─────────────────────────────────────┤
                             │  Technical route and research       │
                             │           framework                 │
                             └─────────────────────────────────────┘

┌─────────────────┐          ┌─────────────────────────────────────┐
│                 │          │  Family-Friendly Organizational Culture│
│ literature review│ ═══════▷ ├─────────────────────────────────────┤          ┌─────────────────┐
│                 │          │        Work-family balance          │          │                 │
└─────────────────┘          ├─────────────────────────────────────┤          │  theoretical research │
                             │  Job satisfaction and life satisfaction│        │                 │
                             └─────────────────────────────────────┘          └─────────────────┘

┌─────────────────┐          ┌─────────────────────────────────────┐
│  Theoretical    │          │        theoretical model            │
│  deduction and  │ ═══════▷ ├─────────────────────────────────────┤
│ research hypotheses│       │        research hypothesis          │
└─────────────────┘          └─────────────────────────────────────┘

┌─────────────────┐          ┌─────────────────────────────────────┐
│                 │          │          measurement                │
│                 │          ├─────────────────────────────────────┤
│                 │          │        analysis method              │
│                 │          ├─────────────────────────────────────┤
│ Hypothesis Testing│ ═════▷ │    descriptive statistical analysis │          ┌─────────────────┐
│ and Result Analysis│        ├─────────────────────────────────────┤          │  Qualitative and│
│                 │          │   reliability and validity analysis │          │ empirical research │
│                 │          ├─────────────────────────────────────┤          └─────────────────┘
│                 │          │       common method biases          │
│                 │          ├─────────────────────────────────────┤
│                 │          │        hypothesis testing           │
└─────────────────┘          └─────────────────────────────────────┘

┌─────────────────┐          ┌─────────────────────────────────────┐
│                 │          │        research conclusions         │
│ research conclusions│ ═════▷├─────────────────────────────────────┤          ┌─────────────────┐
│                 │          │    enlightenment and suggestion     │          │  applied research │
│                 │          ├─────────────────────────────────────┤          └─────────────────┘
└─────────────────┘          │  Research Limitations and Prospects │
                             └─────────────────────────────────────┘
```
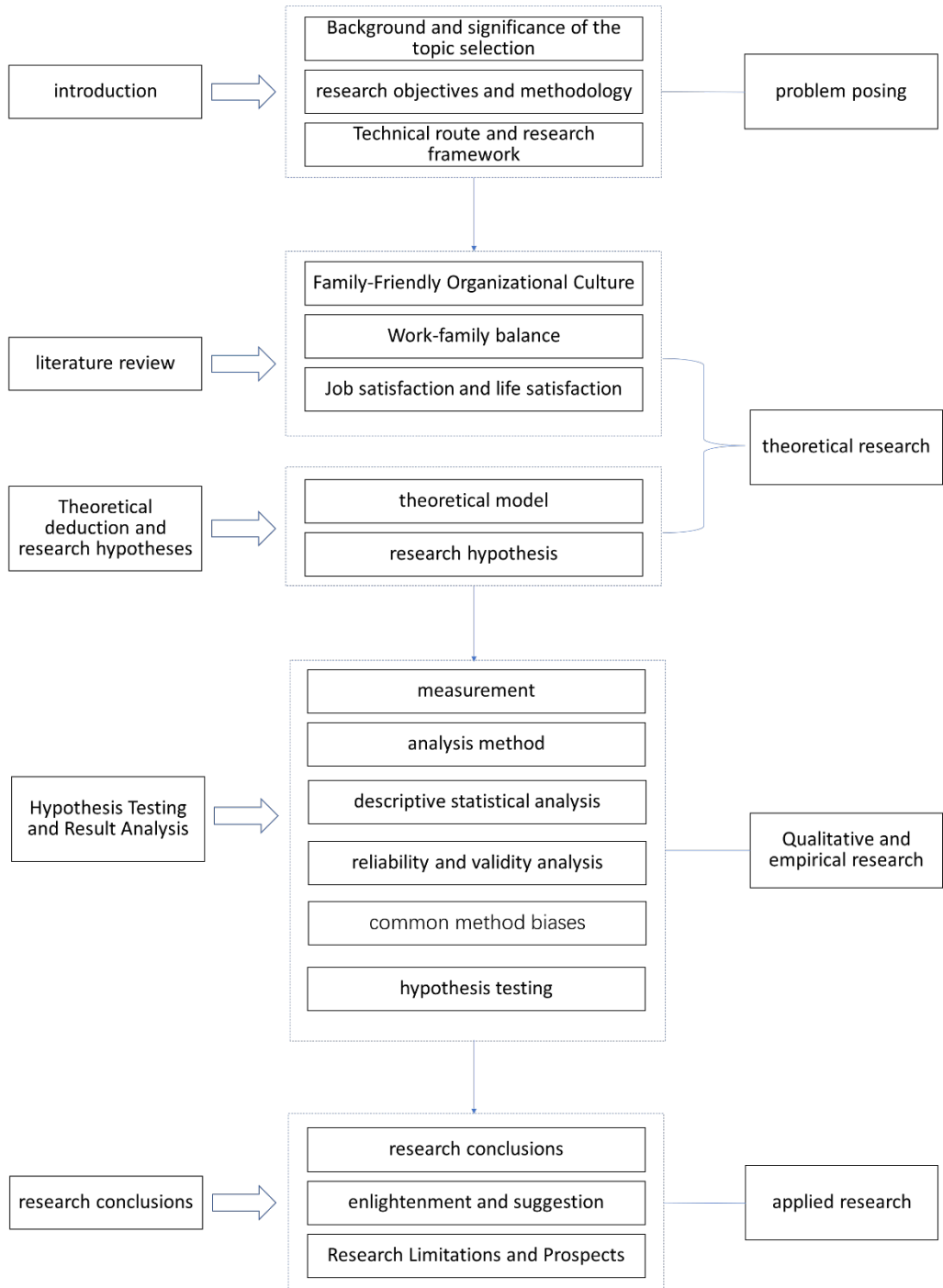
Figure 1 Technology roadmap

1.4 Research structure

The main structure and contents of this thesis are presented in the following:

Chapter 1: Introduction. This chapter starts from a case analysis and assumes theoretical research as background to clarify the purpose and significance of this study. Then, the feasibility and necessity of the study are elaborated from both theoretical and practical aspects. Furthermore, the research methods are summarized, and a technical roadmap is drawn. The research framework is constructed, and the overall structure of the paper is explained.

Chapter 2: Literature review. Based on relevant literature, this chapter comprehensively summarizes the development context, research gaps, and development trends of core variables. A theoretical foundation for the theoretical framework is laid and research hypotheses for this thesis are developed. The content mainly includes the concept and connotation of variables, the history and development of relevant research, the dimension and measurement of variables, and the collation of antecedent and outcome variables.

Chapter 3: Theoretical analysis and research hypotheses. Basis on literature review, this chapter clarifies the correlation and mechanism of action between variables via theoretical deduction. Then, research hypotheses are put forward and theoretical models are constructed. A Chinese and foreign main flow table is employed to measure variables. Questionnaires are introduced and the gathered data are mined and cleaned, and subjected to descriptive statistical analysis.

Chapter 4: Empirical analysis. This chapter first conducts exploratory factor analysis on the questionnaire. Then, the reliability, validity, and common method deviation of each variable are tested. Finally, the hypotheses are tested by structural equation, bootstrap test, and multi-level regression analysis.

Chapter 5: Conclusion and Insight. This chapter summarizes the results of the preceding

empirical analysis and provides further discussion. The contribution to theory and practical in-sights of the research are clarified, and shortcomings of the research and its direction are also discussed.

II. Literature review

This chapter systematically explores the connotation and related research of FFOC, WFB, job satisfaction[3], life satisfaction[4], and other relevant variables. This lays the foundation for the further demonstration of the relationship between variables and provides important support for building the overall theoretical framework.

2.1 Family-friendly organizational culture

2.1.1 Concept of the family-friendly organizational culture

FFOC originates from the family-friendly work environment proposed by Thomas & Ganster in 1995. Their research mainly included two aspects: (1) Family-friendly policies, which help employees balance work and family life and enable them to benefit from both. Examples are leave policy, flexible working time arrangements, remote office work, and family support policy. (2) Family-supportive supervisors can understand and support the family needs of employees, for example by allowing employees to take care of the needs of their family, including work adjustments employees make because of family needs (Thomas & Ganster, 1995). Therefore, if an organization can provide behavior and psychological support to the family needs of employees, the contradiction between job and family life can be eased, thus providing JS and contributing to organizational identification and work engagement. In the long run, attaching

---

[3] One of the variables studied in this paper is work satisfaction, which is consistent with the concept of job satisfaction. In order to simplify the writing of the thesis, in the following discussion, the job satisfaction is abbreviated as 'JS'.

[4] In order to simplify the writing of the thesis, in the following discussion, the life satisfaction is abbreviated as 'LS'.

importance to employees' work-family relationships does not undermine the organization's interests.

Later, researchers extended the family-friendly working environment to develop FFOC. FFOC is defined as the extent to which an organization supports and values the integration of work and family life, as reflected in the underlying assumptions, beliefs, and values shared by the organization (Thompson, Beauvais, & Lyness, 1999). Therefore, it is an important part of organizational culture. Allen (2001) pointed out that although many organizations have introduced various family support programs as part of their human resource management, their effect is not significant. The reason is that employees are worried that using these programs will be regarded as a lack of professionalism, leading to unfavorable career development. This depends on the manager's or organization's awareness of the FFOC. If the organization supports family-friendly policies for employees, employees will not have any scruples using it. However, if an organization has weak working family culture, the family-friendly policy in the organization has little value (Mesmer-Magnus & Viswesvaran, 2006; Shockley & Allen, 2007).

Thompson et al. (1999) suggested that it could be divided into three dimensions for measurement: management support, perceived professional consequences, and organizational time needs.

(1) Management support refers to the degree of attention and sensitivity managers extend towards the family needs of their employees and identifies whether they can be tolerant and willing to provide help and support to meet these needs.

(2) Perceived career consequences imply that employees perceive the negative impact the use of family-friendly policies has on their career development, or that employees are worried that using these may affect their career development as a result of spending more time for family responsibilities.

(3) The organizational time demands that employees place work at a more important position than family life. Employees may thus feel that they have to work overtime if they want to perform well in the organization.

In 1997, Bailyn also proposed three FFOC measurement indicators, which can be used to assess the degree to which the company cares about employees' families:

(1) Temporal flexibility assesses whether employees have flexibility in arranging their working hours. Granting employees flexible in arranging their working hours can help them to arrange their time allocation between work and home more efficiently.

(2) Operational flexibility assesses whether employees have autonomy in their work according to their own ideas to grasp the situation of the work, while not being subject to the supervision and restriction of their supervisor. Bailyn (1997) suggested that the independence of work arrangements initially meets the needs of humanity in work redesign, which can improve employees' JS. An increase in work autonomy endows employees with more flexibility in arranging their family life and can thus avoid unnecessary work-family conflicts.

(3) Understanding from organization leadership assesses whether managers can fully understand the employees' family needs and provide support in an organization that supports and cares for employees' families. This can motivate employees to improve their performance and reduce work-family conflicts (Bailyn, 1997).

Kossek, Colquitt, & Noe (2001) divided the FFOC into the two aspects of "caring for each other" and "sacrificing dedication." Caring for each other means that employees, managers, and colleagues share and discuss family affairs, and care and support each other in navigating these. Sacrifice dedication means that employees must sacrifice part of their family life to improve their work performance.

Scholars have also researched the concept of FFOC, as summarized in the table 1 below.

Table 1 The composition of FFOC

author	construct	statistical result
Bailyn(1997)	Flexible time arrangement Work elasticity Managerial Inclusion	Improve job autonomy, improve employee JS. Can let employees have more independent arrangement of family life rights, avoid unnecessary work family conflict. Organizations can meet employees' family needs.
Thompson et.al (1999)	organizational time demands managerial support career consequences	FFOC may affect employees to fulfill their family responsibilities. Employees perceive FFOC and family-friendly policies, which will have a positive impact on emotional commitment and reduce turn-over intention.
Clark (2001)	Flexible working hours Flexible working system Manager support	Employees with heavy family responsibilities are more vulnerable to the impact of FFOC on their WFB.
Dikkers, Geurts, Dulk, Peper, Taris & Kompier (2007)	Organization support Manager support Colleague support Career concerns Work first	If an organization wants to reduce employees' work-family conflicts, the most effective way is to provide family-friendly policies and establish a supportive FFOC (organizational support, manager support, colleague support), and at the same time, reduce negative (negative career impact, work Priority) FFOC

It has been suggested that FFOC includes two parts: a formal (e.g., providing family support benefits and flexible working hours) and an informal part (e.g., a supportive attitude) (Clark, 2001). FFOC has been defined as perceived organizational family support, i.e., a form of tangible support, including tool and information support. Intangible support includes emotional and atti-tudinal support. Jahn et al. (2003) studied tangible and intangible assets and others discussed the informal and intangible parts of culture (Allen, 2001; Kossek, Colquitt & Noe, 2001). The main foci of this controversy are the differences between tangible or the intangible, and between for-

mal or informal parts. Although the formal rules imposed by the organization will affect the organization culture to a certain extent, it has been suggested that as an internal social-psychological environment, organizational culture is mostly composed of the organization's common assumptions, beliefs, and values, which are shared by the organization (Denison, 1996). Intangible and informal parts form the research focus of organizational culture. Therefore, most research (including this thesis) adopts the viewpoint of Thompson et al. (1999).

2.1.2 Research on family-friendly organizational culture

A supportive FFOC helps employees generate positive work attitudes and improve their work performance. This encourages employees to take the initiative in using the work family benefits provided by the organization, thus improving satisfaction, producing better organizational commitment, and reducing turnover intention. Employees feel the care and support the organization directs towards them, resulting in higher emotional commitment and less work-family conflict (Allen, 2001, Janasz, Behson, Jonsen, & Lankau, 2013). Perrigino et al. (2019) studied hospital employees and found that departments with FFOCs have higher levels of employee engagement and organizational pride, as well as more confident managers with a stronger willingness to stay in the organization (Perrigino, Dunford, Troup & Boss, 2019). Many researchers associate FFOC with positive employee outcomes, arguing that such a culture can improve work-related positive attitudes, reduce conflict, and increase happiness (Mauno, Kiuru, & Kinnunen, 2011; Hill, Matthews, & Walsh, 2016).

In an organization with beneficial work-family cultural atmosphere, employees do not think that the working environment increases their family conflicts. On the contrary, they think that the working environment can promote harmony within their families. Such organizations do not impose long working hours on their employees, nor do they encourage employees to formulate

unrealistic work schedules, expect employees to place work above the family, or take such be-haviors as conditions for evaluating employees. Therefore, employees assume that making use of a work family welfare policy will not adversely affect their careers (Bragger et al., 2005). In contrast, even if an organization provides a sound family friendly policy but has no matching supportive culture, employees will be hesitant about using these policies. For example, if an organization gives high returns to employees who sacrifice family life and work long hours, providing flexible working hours or shifting jobs runs contrary to this implicit culture; conse-quently, employees dare not use these policies (Thompson et al., 1999). Similarly, if an employee gets more facilitation opportunities because of the longer "meeting time" with the leader, other employees dare not use flexible work arrangements because of family reasons. This leads to the establishment of an ineffective family-friendly plan for the organization (Wharton, Amy, Blair-Loy & Mary, 2002).

The three dimensions of FFOC have been studied. Beauregard (2006) explored the causes of work-family conflict and identified organizational time requirements as an important factor. Bailyn (1997) pointed out that to show loyalty to the organization, employees often appear in the office and obtain approval from their supervisor. The number of working hours is often regarded as the main evaluation index of job performance, as such long working hours are sometimes equated with a serious work attitude. However, excessive working hours imply that the quality of life of employees' families is sacrificed and a sense of alienation from their families is created; thus, conflicts increase (Thompson et al., 1999). Wayne et al. (2006) suggested that employees who perceive harsh time requirements are unlikely to experience mutual facilitation between work and family. For example, if employees need too much time outside of their work, they must work at home, and will experience less work-family facilitation.

In organizations with a non-supportive work culture, employees usually do not use family-

friendly policies to avoid receiving negative performance appraisal evaluations or being passed by in promotions. Anderson et al. (2002) pointed out that if employees think that putting their families in a more important position than work negatively impacts their career development, conflicts between their work and family life will become more prevalent. Eaton (2003) pointed out that whether employees feel the practicality and availability of family-friendly policies, and the degree of the voluntary use of these welfare policies determines their work and family relations. Bailyn (1993) showed that because of the apparent impact of rules within the organization, when employees use family-friendly policies often, they are ignored at work (e.g., remote office), imposing career risks. Therefore, when employees use family-friendly policies often, they may worry about the psychological imbalance of colleagues, or that they may make the organization think that a perceived lack of work engagement will hinder their career development.

It has been shown that employees with supportive supervisors have less work and family conflicts (Lapierre & Allen, 2006). Allen (2001) found that if employees experience supervisor support, the probability of work-family conflict is reduced, and employees have high satisfaction and organizational commitment and are willing to remain longer in the organization. Beehr (1985) showed that supervisors have more power to act directly on their employees than co-workers, so their support is more effective than that of co-workers, and supervisor support can be a strong incentive for employees. The values of supervisors are crucial for the promotion of family-friendly policies. The organization has a better working culture atmosphere if the supervisor encourages employees to participate in such policies (Starrels, 1992; Perlow, 1995). Another study pointed out that supervisor support not only reduces the sense of conflict between work and family, it also improves work performance, allows employees to feel value affirmation and psychological support, and reduces turnover tendency (Thomas & Ganster, 1995). In a supportive FFOC, managers' understanding and support towards employees' handling of family affairs will

directly reduce the contradiction between work and family life. However, managerial support can also indirectly help alleviate work-family conflict by eliminating psychological stress and reducing workload (Parasuraman, Purohit, Godshalk & Beutell, 1996).

After controlling for major environmental factors (i.e., organizational trust, organizational justice, and organizational support), Behson (2002) found that a supportive FFOC is not the only factor affecting employees' attitudes such as JS and organizational affective commitment. Behson (2002) showed that working family culture must still be effective in a specific context. Moreover, working family culture is not equally applicable to all employees. For employees with heavy family burdens, a supportive culture will largely help achieve WFB and improve satisfaction. In contrast, work-family conflict is not severe for employees with light family burdens. Therefore, a supportive FFOC does not directly improve the JS and organizational affective commitment of such employees. The organizational environment is an important factor affecting their JS and organizational commitment (Zheng et al., 2006).

The research of Chinese scholars on FFOC is largely influenced by scholars from Europe and America. Most of the early studies are an application and expansion of foreign research results in the context of Chinese enterprises, showing little innovation and development. However, in recent years, with increasing competition, organizations pay more and more attention to employees' work-family relationship, thus providing a development space for localization of research. Luan (2008) assessed 330 Chinese enterprises, institutions, and civil servants to study the different dimensions of work-family welfare policy and culture. The results showed that managerial support mediates the effect of family-friendly policies on work-family facilitation, while career consequences and organizational time demand moderate the effect. Qian (2018) took female employees of Agricultural Bank of China as research object and found that a supportive FFOC improves employees' job engagement. It was also found that work-family conflict plays

a mediating role in the relationship between both. Based on the theory of social exchange and role accumulation, Zhu & Zhou (2010) explored the relationship between FFOC, work-family facilitation, organizational commitment, and turnover intention. The results showed that work-family facilitation plays intermediary roles between management support and organizational commitment, organizational time demand and turnover intention, career consequences and organizational commitment, as well as career consequences and turnover intention. Bian & Qian (2019) showed that in the context of Chinese culture, management support can positively promote job engagement, while organizational time demand and career consequences negatively affect job engagement. Tang (2008) studied the organization of informal work-family support. Organizational time demand and career consequences can indirectly affect turnover intention through work-family conflict, while management support and colleague support indirectly affect JS and turnover intention through work-family facilitation.

2.1.3 Summary

In summary, FFOC improves work-family relationships. It either directly or indirectly affects the outcome variables of individuals and organizations, such as mental health, job stress, role tension, turnover intention, and attendance. Furthermore, research mainly focused on negative constructs, mostly from the perspective of reducing work-family conflict. However, while reducing conflicts, it remains unknown whether mutual promotion of work and family life can be realized and whether a balance can be achieved. Systematic and in-depth research is required to address these issues. Finally, the study of FFOC lacks comparative analysis of different organizational attributes, different organizational characteristics, and different industry characteristics.

2.2 Work-family balance

2.2.1 Concept of work-family balance

So far, academia has not clearly defined the concept of WFB in many studies, WFB is vaguely defined as the absence of work-family conflict. However, with the gradual deepening of research, scholars developed new ideas.

Based on the theory of role involvement, it has been suggested that WFB reflects that individual can perform role activities and role duties equally in the two fields of work and family, and thus, they can obtain satisfaction and feel the lowest role conflict (Marks & MacDermid, 1996).

From the perspective of the effectiveness of WFB and individual satisfaction, Greenhaus et al. (2003) argued that it is a balanced and stable experience if individuals can distribute their role participation between both work and family areas in a balanced manner and experience satisfaction. These connotations focus on the interpretation of subjective thinking, with a specific focus on subjective experience.

Voydanoff (2005) suggested that WFB is an individual's sense of self-efficacy and satisfaction with work-family life, i.e., the resources obtained from work can meet the requirements of family life, and the resources obtained from family life also meet work needs. From an individual's subjective assessment, participation in work and family life is effective and thus satisfactory (Valcour, 2007).

In 2006, Greenhaus et al. redefined WFB, suggesting that it reflects whether the individual prioritizes the roles of work or family, and whether the sense of satisfaction and achievement obtained from it is consistent with this prioritization. The degree of consistency determines the degree of WFB. While this definition highlights the individual's subjective judgment, it does not

emphasize that the definition pays close time and energy in the two fields. Instead, the individual first conducts a self-evaluation of the priority and importance of both fields and diverts more time and energy to important fields. Although objectively, the individual's investments in different fields differ, it matches the individual's subjective sense of achievement and satisfaction, indicating that the individual subjectively accepts the WFB (Greenhaus, Allen & Spector, 2006).

Frone (2003) pointed out that 'WFB is a state in which work and family facilitate and conflict with each other and work and family demand is equal.' A two-way four-dimensional model of WFB is proposed. The state of WFB implies that individuals experience a low level of role conflict and a high level of role promotion. These experiences include both the impact of work on the family and the impact of family life on work. Wang & Ye (2011) conducted in-depth research on WFB studying married employees in China. The path analysis using SEM shows that WFB is a double-direction, four-reconstruction plane concept, where work-family and family-work are two opposing directions, and conflict and facilitation form the four-reconstruction plane. This conclusion supports Frone's view.

From the above analysis, it becomes clear that the WFB not only reflects the individual's sense of balance between roles and fields, but also emphasizes the subjective experience. Furthermore, WFB is an activity that fulfils responsibilities in both areas of work and family and emphasizes objective realization. Both positive and negative effects exist between both fields. WFB is a systematic multi-level structure, but the existing empirical research on this concept is relatively thin, and should be strengthened by future research.

2.2.2 Historical evolution of work-family interface research

Scholars of organizational behavior, sociology, and management have attached great importance to connection form and work-family influence. The research on work-family interface

contains three stages (i.e., conflict, facilitation, and balance).

The first stage is about the negative effects of work and family life. When the pressures imposed by work and family life are irreconcilable in certain aspects, the roles of individuals in these two areas will experience conflict, making it difficult to fulfill both role responsibilities (Greenhaus et al., 1985). Scholars suggested that work-family conflict is a two-way structure, including the negative impact of work on family life and the negative impact of family life on work. Meta-analysis shows that while these two directions are related, they are different concepts with different antecedents and consequences (Byron, 2005). This kind of conflict can mainly be divided into three forms, depending on whether they are based on time, pressure, and behavior conflict. Time-based conflict means that investing time in one role to meet the needs of that role affects the performance of another role. Stress-based conflict means the negative emotions in the family (or work) field caused by stress (such as tension, anxiety, and fatigue) in the work (or family) field, which affects the performance in the role field. Behavior-based conflict refers to the fact that an individual's behavior is affected by the environment in a certain domain. When that role is switched from one domain to another, it conflicts with the role's behavior of another domain because of a failure to adjust the role's behavior in time (Greenhaus & Beutell, 1985). Starting from the resource scarcity theory, because of the limitation of resources available to individuals, investing resources into one role is bound to affect the resource input into another role. Insufficient resource input can lead to a failure to meet expectations in the performance of role responsibilities, which results in work-family conflicts.

The second part of this research explores the positive interaction between work and family life. With the rise of positive psychology, researchers have found that in the process of engaging in different roles, the advantages these different roles yield a cumulative effect, thus better ena-bling individuals to perform roles in different fields (Sieber, 1974). For example, interviews of

successful women in the workplace showed that their high levels of engagement in their jobs did not affect their LS or happiness. Instead, they reported higher levels of satisfaction because they managed their time and role commitments successfully (Cheung & Halppern, 2010). To capture this, the researchers put forward the concept of work-family facilitation. The resources acquired by individuals in the fields of work or family, such as skills, psychological capital, as well as social, material, and emotional resources, can comprehensively improve the functional level of another field. Work-family facilitation is also a two-way structure, including the positive impacts of work on family life and that of family life on work.

The third stage of research is mainly based on the previous two stages of research. It has been suggested that there is both a mutual negative impact and a mutual positive effect between work and family life. Conflict and facilitation between the two coexist at the same time. Furthermore, scholars have found that conflict and facilitation are not independent but interdependent and interactive. Therefore, to fully understand the work and family life relationship, it must be analyzed from an integrated and dynamic perspective. For the above reasons, WFB has been proposed as a new concept.

2.2.3 Research on work-family balance

It has been suggested that the conflict and facilitation between work and family life is the result of role switching of individuals in the two fields of work and family life, i.e., the change from one field to another. What this reflects is the work-family connection mechanism. Work-family conflict and promotion has been suggested to be the result of the role switching of individuals in the two fields of work and family life, i.e., the change in the actual situation from one field to another, which is more reflected in the work-family connection mechanism. It is a dy-

namic balance of conflict and facilitation that emphasizes the assessment of the individual's actual state after performing roles and responsibilities in both work and family areas. Therefore, WFB should differ between conflict or promotion of an independent structure, and it can be concluded that conflict and promotion are direct factors affecting the balance (Valcour, 2007; Carlson, Grzywacz & Zivnuska, 2009; Greenhaus, Ziegert & Allen, 2012). Therefore, antecedent variables affecting conflict and facilitation affect the state of balance.

The factors affecting WFB are mainly divided into personal factors, including demographic variables and individual differences, and demographic variables, including gender, marital status, number of children, education level, and income. Among them, gender differences received the most attention. Cinamon, Gali, Rich, & Yisrael (2002) showed that working women perceive a higher level of work-family conflict as most of their energy was taken up by family and children. At the same time, compared with men, women's family has a higher level of work facilitation. However, certain scholars showed that gender differences are not obvious in conflict and promotion between work and family. It has also been shown that employees with higher education achieve more mutual facilitation between family and work (Voydanoff, 2004). Individual differences, including self-efficacy, personality, and value orientation impact the WFB. Wayne et al. (2004) studied the Big Five personalities and work-family facilitation and found that a positive personality positively impacted work-family facilitation. The more optimistic the personality, the greater the social support and the higher the potential to resist work stress, which is beneficial for balancing work and family life (Aryee, S., Srinivas, E. S., & Tan, H. H., 2005).

Work domain factors include work attributes, pressure, and support. Many researchers have found that work-family conflict is highly correlated with work attributes (i.e., work time, work flexibility, and nature of work). Hill (2005) found that under the same workload, employees with flexible working hours and flexible workplaces experience more WFB, which is beneficial to

both individuals and organizations. At the same time, employees with more autonomy and diversity in their work can obtain more work to facilitate their family roles (Grzywacz & Butler, 2005). Work support includes colleague support, managerial support, and organizational support. Managerial support can buffer work pressure and alleviate work-family conflicts. Managerial support can also provide a psychological reward for employees, which yields self-esteem and satisfaction. These returns will be transferred to the family where they yield work-family facilitation. Duncan & Pettigrew (2013) showed that the arrangement of work tasks strongly affects the WFB of employees. Eddleston & Powell (2012) found that instrumental support positively predicted the WFB of entrepreneurs.

Family factors include family characteristics, pressure, and support. Family characteristics include marital status, the number of children, the need to support the elderly, and the family interaction mode. Burke (1988) showed that compared with unmarried employees, the work-family conflict level of married employees is higher. Further, employees with more children are more likely to experience conflict between work and family life (Grzywacz & Bass, 2003). More children, or children under the age of 18, pose a challenge to WFB (Greenhaus, Collins & Shaw, 2003). Grzywacz & Marks (2000) pointed out that family emotional support predicted family work promotion, because emotional support is a family resource that yields positive emotions and helps individuals to carry out positive work. If there is a difference between the actual time consumed by the family and the expected time, this will affect the WFB (Odle-Dusseau, Britt & Greene-Shortridge, 2012).

Studies on the variables of WFB results are abundant, mainly including three aspects: work field, family field, and physical and mental health. Work area outcome variables include job performance, JS organizational commitment, job burnout, and turnover intention. Most studies

have focused on JS. Many scholars have pointed out that work-family conflict will reduce employees' work experience and negatively affect their satisfaction (Zheng et al., 2006; Liang, 2009). It has been shown that this negative impact is more significant in female employees (Kossek & Ozeki, 1998). Allen (2000) found that the more severe the work-family conflict, the lower the organizational commitment. Wayne et al. (2006) found that the promotion effect of work on family life can positively predict employees' emotional commitment. A good work experience caused by family life can significantly reduce employees' turnover intention. Research from New Zealand showed that the mutual promotion of work and family life has a significant positive impact on employees' organizational emotional commitment (Balmforth & Gardner, 2006).

The result variables in the family field mainly include marital satisfaction and LS. Clearly, employees' satisfaction with marriage is greatly influenced by their work-family relationship. If the conflict between them increases, satisfaction decreases. If individuals can actively perform their duties at work and at home and fully devote themselves to their roles, role satisfaction increases and the quality of life improves (Greenhaus, Collins & Shaw, 2003). If individuals experience low conflict and high facilitation in work and family, i.e., if they achieve WFB, their LS greatly improves (Aryee, Srinivas & Tan, 2005).

Individual results mainly include physical and mental health, as well as subjective well-being. Frone (1997) found that employees experience greater stress at a higher level of work family conflict. This can even affect health, illness, and depression. Family work conflict predicts higher levels of alcoholism (Frone M. R., Yardley J. K. & Markel K. S., 1997).

Based on Frone's research, Zeng (2013) suggested that WFB consists of four dimensions, including conflict and promotion. Wang (2011) also suggested that achieving WFB can positively affect employees' JS. At the organizational level, the outcome variable of a WFB human resource practice is mainly reflected in the level of employee performance. Zhao (2019) suggested that a

WFB human resource practice can significantly improve employee work performance by enhancing work-family promotion. Yang (2017) suggested that work-family-balanced human resource practices can improve employees' psychological capital, thereby improving their work performance. In the Chinese context, it has been proposed that WFB is like a 2*2 matrix based on work-family boundary theory; the combination of different types of work and family results in different work-family patterns (Yang, 2018).

2.2.4 Summary

In summary, WFB is a systematic, multi-directional, and multi-dimensional structure in a dynamic balance. It not only includes positive or negative influences between work and family life, but also the subjective experience and objective reality of the individual after performing a certain role (Carlson et al., 2009). At the same time, the successful fulfillment of individual expectations of important others in the two fields is also a direction that must be discussed. The results of related research showed that:

Firstly, independent of the perspective (i.e., conflict or facilitation), effectively helping employees to balance the relationship between work and family life can truly reflect the research value. At the core lies the question how a social support system of WFB can be constructed. Almost all researchers suggested that effective support from family members and organizations is of great significance for employees to balance their work and family life. However, not all these supports work well. Studies have shown that informal organization (FFOC) exerts a stronger impact on certain dependent variables than formal support. However, whether the same conclusion can be established under China's cultural background remains to be empirically studied.

Secondly, explorations of various ways to alleviate conflicts have almost always been the

only direction of existing research on WFB. In recent years, researchers have introduced the perspective of work-family facilitation, suggesting that increasing the mutual facilitation of work and family life can help employees balance the relationship between their work and family roles. Likely, studies on WFB will tend to consider both reducing conflict and increasing facilitation, but the effect of the latter still requires empirical results as support.

2.3 Job satisfaction

job satisfaction commonly refers to an individual's emotional reaction, emotional experience, and attitude towards his or her job and work experience. This study is mainly derived from the Hawthorne Experiment (1927–1933) by Mayo et al., which showed that employees' work emotions affect their work behavior and production efficiency; furthermore, employees' social environment and psychology are determinants of JS. In 1935, Hoppock put forward the concept of JS for the first time, subjectively defining individual satisfaction in response to perceiving the work environment. Since then, JS has become a hot topic in the field of management. However, because of different research objects, perspectives, fields, and theoretical frameworks, differences also exist in the interpretation of JS.

Vroom (1969) suggested that JS includes the following seven dimensions: working environment, facilitation, supervisor leadership, the organization itself, treatment, work content, and work partners. Employee JS reflects the employee's perception evaluation and emotional response to all aspects of their work. Locke (1976) defined JS as the recognition and approval of an employee's work achievement or work experience by others, which produces positive or pleasant emotions in the employee; JS is seen as a positive emotion. According to Friedlander (1963), JS includes social environmental factors, self-actualization factors, and others' recognition factors. Among these, socio-technical environmental factors include the boss, interpersonal

relationship, and working conditions. Self-actualization factors refer to whether personal abilities of the employee can be improved and fully utilized. Accepted factors include job challenge, responsibilities, salary, and facilitation. Blum & Naylor (1968) have pointed out that employees have different views and attitudes towards work and life, so the result is JS. Porter & Lawer (1969) suggested that employees had psychological expectations on their remuneration, and the gap between their actual remuneration and these psychological expectations determined their JS. The smaller the gap, the higher the satisfaction. Smith (1969) concluded that JS is the result of an individual's interpretation of job characteristics according to a reference structure, i.e., the emotional response of the worker to a specific level of work. Campbell et al. (1970) suggested that JS reflects the employee's internal psychological state, which depends on the employee's attitude and ideas regarding work and work at a certain level. Dunn & Stephens (1972) assumed that JS should be regarded as employees' evaluation and feelings of the gap between the reward they want to receive from their work and the reward they actually get. In the study of Bussing et al. (1999), JS is defined as the employees' feeling of working environment because of desire, demand, and motivation (Bussing, Bissels, Fuchs & Perrar, 1999). Ma & Wang (2003) suggested that individuals will experience positive or negative emotions because of work and duties, and the degrees of these emotions represent JS. In addition, the evaluation and attitude of employees towards their work and work experience, as well as the difference between life and career development. In summary, the research results of scholars on JS can mainly be divided into the following three aspects:

First, as a comprehensive concept, JS is defined as the attitudes and emotions employees have towards the work itself and the work environment. Here, the focus is on the overall perception and evaluation of the relevant elements of each work aspect.

Second, according to the gap to the expected value, employees set psychological expectations for the resources they can obtain at work. This gap between actual work income and psychologically defined expectations is inversely proportional to JS.

Third, according to the definition of reference architecture, JS is the subjective emotional response of individual shows the states interpreting and perceiving the characteristics of the work based on the reference framework. This focuses on the degree of satisfaction with the particular aspect of the work.

From the perspective of organization, employees' JS is positively correlated with organizational performance. The improvement of JS contributes to the improvement of employees' work engagement and work efficiency. JS is an important factor affecting the flow of talent. Herzberg et al. (1959) has proposed a two-factor theory that affects employee JS i.e., health factors and incentive factors. Incentive factors can yield JS for employees, and health factors can eliminate employees' negative emotions about their work.

From an individual level, individual gender, personality traits, and psychological factors significantly affect JS. Herzberg et al. (1959) showed that gender affects employees' JS in an uncertain way, and research found that male employees show a higher level of salary satisfaction than female employees. However, Hodson (1995) suggested that under a FFOC, female employees have higher JS than male employees. In addition, Mottaz (1987) pointed out that the longer the employee's working years, the better the knowledge of the job and the higher the satisfaction. The research of Judge et al. (2012) identified the Big Five personality traits as the influencing factor of JS. Cheng & Li (2009) found that personality attitude affects JS. In addition, psychological contract and psychology psychological factors (such as capital) also have a significant impact on JS (Zhao, Wayne, Glibkowski & Bravo, 2007; Luthans, Avolio, Avey & Norman, 2007).

From the organizational level, Hoppock proposed that work environment, monotonous work, fatigue, and leadership are the main factors affecting employee JS. Friediander considered that self-realization, social and environmental factors (i.e., corporate image, interpersonal relationships, working conditions, and superior leadership), and recognized factors (i.e., facilitation, job challenges, and job responsibilities) are the main factors affecting JS. Xing et al. (2001) studied the factors affecting JS of employees in large and medium-sized enterprises in China, showing that the main factors were their own situation, social relations, family life, material conditions, and social change. Lu & Shi (2001) proposed that factors affecting employee JS include the work itself, remuneration, corporate image, collaboration, and leadership. Shu (2003) suggested that the factors affecting the JS of managers in state-owned enterprises mainly include working conditions, career development, organizational structure, and tendency. Hu & Chen (2003) suggested that the factors affecting the JS of mental workers are mainly working environment, the work itself, and work relationship. Fried & Ferris (1987) pointed out that JS is influenced by employees' job requirements. Furthermore, supervisor support, colleague support, and family support can improve employees' JS (Hammer, Kossek, Bodner, 2013; Chiaburu & Harrison, 2008). Cui et al. (2012) found that a win-win situation between labor and capital positively affects employees' internal and external satisfaction, and conflict between labor and capital negatively affects employees' internal and external satisfaction (Cui, Zhang & Qu, 2012).

Second, different leadership styles also impact JS. Transactional and transformational leadership significantly positively affects JS (Yammarino & Dubinsky, 1994). Avolio et al. (2012) showed that authentic leadership can improve employees' work experience and thus improve JS (Avolio, Gardner, Walumbwa, Luthans & May, 2004). In contrast, abusive management behavior can reduce employee satisfaction (Tepper, 2000), while leader-member exchange will improve employee JS (Hackett et al., 2003).

Existing research also addresses the link between work-family relationship and JS. For example, if the relationship between work and family is mutually facilitative, employees have higher JS (Russo & Buonocore, 2012). With increasing JS LS also improves (Hill, 2005). In addition, organizing a family-friendly policy and a family-supportive work atmosphere increases employee JS (Butts, Casper & Yang, 2013).

2.4 Life satisfaction

life satisfaction has been defined as an evaluation of the existing quality of life according to peoples' subjective criteria (Shin & Johnson, 1978). Diener et al. (1985) suggested that LS is the overall evaluation of people's own state of life, which reflects a cognition of individual subjective happiness. LS is mainly divided into two categories: domain satisfaction and overall satisfaction. People's perception and evaluation of their quality of life in a certain field of life are reflected by the term field satisfaction, which can include family or work areas. Overall, satisfaction is based on domain satisfaction, integrating the overall evaluation after the experience of all areas (Jin & Tian, 2003).

Sociologists proposed that demographic variables such as age, income, environment, and marital status are significantly correlated with LS individual personality, personality traits, and cognition (Huebner, Drane & Valois, 2000). Factors such as orientation and values also impact LS (Jin & Tian, 2003). Furthermore, recognition of the intrinsic value of a person can significantly improve the level of LS (Liu, Chen & You, 2017). Zhang & He (2002) pointed out that the self-concept exerts a significant impact on LS. People with higher self-esteem also show higher LS (Diener, 1984).

Easterlin et al. (2012) investigated the LS levels of Chinese residents from 1990 to 2010 and offered comparisons. They showed that Chinese people's LS has not increased significantly

in response to the rapid economic growth over this timeframe. Originally, the LS of Chinese residents was evenly distributed; however, with the development of economic polarization, the LS of low-income groups became significantly lower than that of high-income groups (Easterlin, Morgan, Switek & Wang, 2012).

Research by Li has shown that significant differences exist in LS regarding position and education level, but not age (Li, 2005). Marriage and economic status have an important impact on LS (Feng, Gao, Mei & Wei, 2005). Li (2006) found that in Beijing, the overall satisfaction of the elderly was directly affected by satisfaction in a certain field. Indirectly, satisfaction of the elderly was affected by age, gender, education, physical condition, economic conditions, social participation, and other objective factors.

In general, sociologists studied important demographic variables of LS such as age, environment, and income. However, organizational behaviorists assume that both objective and subjective factors affecting LS should also be explored.

III. Theoretical Analysis and Research Hypotheses

3.1 Research hypotheses

3.1.1 Direct effect of FFOC on JS and LS

The Job Demands-Resources Model is proposed based on resource preservation theory and job demand-control model. This model includes both work requirements and work resources (Demerouti, 2001), where job requirements refer to the organization's need for employees to put effort into work both physically and mentally. Clearly, long-term work requirements such as frequent overtime and business trips will consume employees' energy, cause them to experience negative emotions related to work pressure and burnout, as well as harm their physical and mental health. Work resources hole the potential to motivate. For example, certain managers attach importance to employees' family life and do not encourage employees to work overtime. Such a managerial approach can effectively reduce employees' work requirements, reduce physical and psychological losses, and yield positive work results. FFOC, as a positive resource within an organization, can alleviate the pressure of employees facing multiple roles, stimulate employees' enthusiasm for work, and generate positive organizational results such as increased organizational commitment (Mauno, 2005). This improves JS (Thompson, 2006), and higher JS yields a positive work experience, which will be transferred to family life, yielding a better experience. LS and mental health levels are thus increasing (Bond et al., 2003).

Many studies have shown that FFOC is positively correlated with JS (Allen, 2001; Sahibzada, Hammer, Neal & Kuang, 2005; Thompson & Prottas, 2006). At the same time, supportive cultures are very relevant to positive outcomes (e.g., organizational citizenship behavior and organizational commitment). Supportive cultures also reduce employees' job stress and tension,

which indirectly improves employees' JS and LS (Mauno, Kinnunen & Pyyykko, 2005).

Scholars discussed the three dimensions of the FFOC. It has been suggested that if the managers of an organization understand the family needs of employees and are tolerant and willing to help, such managerial support will produce a higher emotional commitment to the organization in employees, and increase both job enthusiasm and JS (Zhu, 2010). It has also been shown that management support can reduce employees' depression and role tension, reduce the chance of other detrimental health symptoms, and increase the happiness of life (O'Driscoll et al., 2003). In terms of organizational time demands, long working hours will affect the physical and mental health of employees and reduce their happiness. When managers do not ask employees to prioritize work over family, or do not use the length of working hours to evaluate employees, but rather support employees to take on more family responsibilities, employees' work engagement and JS increase (Andreassi, Thompson, 2008; Kong, 2013). In contrast, if the organization provides affirmation or rewards to employees who often work overtime, other employees will employ a "comparison" mentality regarding their own working hours because they fear negative comments from managers, and consequently, they will not use flexible working time arrangements. This potential rule contrasts with the company's family-friendly policy, employees' sense of organizational identity will decline, and their work motivation will be affected (Thompson, Beauvais & Lyness, 1999).

Regarding career consequences, if an organization adopts an inclusive attitude towards employees spending more time with their family, this does not require employees to prioritize work over family life. At the same time, the organization encourages employees to use family-friendly policies actively and reasonably, so that employees do not have to worry that using these policies will have a negative impact on their careers. These measures are beneficial towards satisfying

employees' family needs, increase employees' work engagement, and increase their JS (Sa-hibzida, Hammer, Neal & Kuang, 2005).

In summary, FFOC, as a positive resource within an organization, can exert a significant original impact on JS and LS. However, most studies explored European and American organizations. Whether their results can be adapted to China's national conditions remains to be tested. Therefore, the following hypotheses are proposed:

H1a: The management support dimension positively affects employee JS

H1b: The career consequences dimension negatively affects employee JS

H1c: The organizational time demand dimension negatively affects employee JS

H2a: The management support dimension positively affects employee LS

H2b: The career consequences dimension negatively affects employees' LS

H2c: The organizational time demand dimension negatively affects employees' LS

3.1.2 Direct effect of FFOC on WFB

Conservation of resources emphasizes that individuals usually try their best to obtain, maintain, and protect the resources they consider useful. Such resources include material, conditions (e.g., good marriage and seniority), individual characteristics (e.g., composite and self-esteem), and energy (e.g., knowledge, reputation, and money). In case of actual or potential loss of these resources, individual pressure and conflict will result (Hobfoll & Stevan, 1989). Resource conservation theory explains the reasons underlying the conflict between work and family life from a role conflict perspective. On the one hand, individuals are stressed by a loss of resources. For example, individuals often work overtime, which hinders them to fulfil family responsibilities, thereby disrupting the balance between family life and work and making individuals feel pressure. On the other hand, individuals will allocate resources between these two role domains to protect

and replace diminishing resources in a certain role. For example, the remuneration received by individuals for overtime work can generate the promotion of work to families. An organizational culture offering family support (e.g., higher management support as well as lower time requirements and career concerns) as a positive organizational resource, can effectively reduce the pressure employees experience in dealing with relevant needs when they are faced with pressures imposed by the dual roles of work and family life. This helps employees balance the relationship between work and family life. At the same time, organizational resources acquired by employees can prompt them to generate more resources, such as a sense of belonging and trust. These resources can be used in both field of work and family life, which helps to further ease the pressure on employees' roles.

Dikkers et al. (2004) found that if employees feel that their organization has a cultural atmosphere that supports a balance of work-family relations, they will be more willing to use flexible working systems and remote office systems. It has also been shown that FFOC and use of organizational benefits have a significant positive impact on WFB (Lyness & Kropf, 2005).

A supportive FFOC helps employees to deal with the contradiction between work and family life and achieve a balance between them (Anderson, Coffey & Byerly, 2002; Behson, 2002; Mauno et al., 2005; Thompson & Prottas, 2006). Several studies conducted meta-analyses of family welfare policies, supervisor support, colleague support, and FFOC, showing that supportive managers significantly reduce work-family conflict in employees (Frone, Yardler and Markel, 1997; Lapierre & Allen, 2006; McManus, Korabik, Rosin & Kelloway, 2002). If employees think that prioritizing their family over work will adversely affect their careers, they will experience higher work-family conflicts (Anderson et al., 2002).

Facilitation or conflict of the WFB are two constructs with different directionality in the work-family relationship. Wayne, Randel & Stevens (2006) found that the correlation between

work-family facilitation and emotional support or FFOC is more relevant than formal instrumental support. Gordon et al. (2007) found that positive FFOC can increase the mutual promotion of employees' work and family life.

FFOC, as a component of organizational culture impacts the implementation of an organization's family-friendly policies (Thompson, Beauvais, & Lyness, 1999). The use of family friendly policies is beneficial to the satisfaction of employees' family needs, thus achieving WFB. However, employees' acceptance of such policies and their awareness of the consequences of using them will be affected by corporate culture. For example, only when employees perceive those organizations and managers are supportive of their use of family friendly policies, they will be willing to use them (Allen, 2001; Dikkers, Geurts, Dendulk, Peper & Kompier, 2004).

Beauregard (2006) studied the influencing factors of the work-family conflict, including the need to take care of children and organizational time, as well as certain personality factors, showing that organizational time demands and work-family conflict are significantly related. This is because if an organization imposes tough working hours, it is impossible for employees to experience the mutual facilitation of work and family relations (Wayne et al., 2006).

In summary, FFOC can reduce work-family conflict and increase their mutual facilitation. Frone (2003) pointed out that "the demand from one's work and family is a balanced state of equal quantity, which is a life experience of compatibility and conflict between work and family". The so-called WFB is characterized by a low level of role conflict and a high level of role facilitation. Based on this, it can be inferred that FFOC is an important predictor of WFB, and the following hypotheses are put forward:

H3a: Management support positively affects work-family facilitation

H3b: Management support negatively affects work-family conflict

H4: Career consequences positively affect work-family conflict

H5: Organizational time demands positively affect work-family conflict

3.1.3 Mediating effect of WFB between FFOC and JS and LS

FFOC is a complex force. External family-friendly organization policies directly affect expected outcome variables, but it is more often determined by employees' requirements and expectations regarding organizational time, management support, and careers. FFOC first affects the work-family relationship and employees' perceptions, and is secondarily associated with employees' positive work attitudes and behavioral results.

According to role accumulation theory, the positive effects of individuals fulfilling different social identities in society exceed the negative effects, thus increasing satisfaction (Sieber, 1974). Positive effects of roles can accumulate. First, each role has corresponding powers and obligations. The more roles an individual assumes, the more rights they bring. This increase in rights is used to compensate for dissatisfaction or deficiencies in other fields. At the same time, the satisfaction resulting from the success of an individual's role in one field will, to a large extent, alleviate the pressure from the role in another field. It has been shown that JS will ease the pressure of individual family roles, thereby reducing its impact on individual health. Similarly, the happiness emerging from family life will reduce the impact of work pressure on individual health (Powell & Greenhaus, 2006). In addition, success in a role in a certain field will provide individuals with more resources. Here, resources refer to the accessories brought by success. These resources can provide help in other fields thus obtaining satisfaction in other aspects.

At the same time, according to role conflict theory, to obtain resources that match the status of the social role, individuals feel conflict within the role. The theory of resource scarcity suggests that because of the constancy of individual time and energy, when employees meet the role needs of one field, they will correspondingly reduce the time and energy for another field, which

results in employees being unable to satisfy the two fields of work and family at the same time. With the passage of time and the accumulation of such contradictions, conflicts within roles intensify, and work-family conflicts emerge, which in turn leads to the decline of JS and LS. For example, while companies require employees to be able to deal with problems at work concisely and quickly and maintain a vigorous style, family life requires employees to be gentle, patient, and caring. The rules and behaviors in both roles are often incompatible, which leads to conflicts and intensifies the conflict between work and family life (Greenhaus & Beutell, 1985).

A positive FFOC can effectively reduce role conflicts, facilitate role accumulation, and improve employee satisfaction. Paying attention to time demand is easier for employees to increase work-family conflict and cause psychological distress for employees, thereby reducing work experience and satisfaction (Major, Fletcher & Germano, 2010). Gordon et al. (2007) studied work-family conflict, FFOC, and four types of work results (resignation intention, organizational commitment, as well as job and career satisfaction). The results show that work-family conflict is related to FFOC and the four selected outcome variables play an intermediary role. Liu (2010) showed that work-family conflict can weaken the positive effect of organizing family support on work input and reduce employees' work and LS. Shao (2015) explored the relationship between management support and work-family facilitation for nurses, and concluded that increasing family support at work can directly facilitate nurses' JS or reduce nurses' JS. The work-family conflict indirectly facilitates work engagement and increases JS. Zhao (2014) pointed out that a FFOC exerts both direct and indirect effects on outcome variables such as JS and organizational emotional commitment. The WFB is the medium of both. Zhu (2010) found that work-family facilitation takes on an intermediary role between FFOC and organizational commitment, and higher organizational commitment can lead to higher work satisfaction. Luan (2008) stated that work-family conflict has an intermediary effect in FFOC and positive organizational outcomes

(such as work engagement, JS and organizational performance), which was verified by Bian (2019).

In conclusion, there is a strong correlation between FFOC and work-family conflict and facilitation. WFB strongly impacts JS and LS. Therefore, it can be inferred that WFB acts as a medium to transmit the influence of FFOC on employees' JS and LS. Therefore, the following hypotheses are proposed.

H6a: Management support positively affects JS through work-family facilitation

H6b: Management support positively affects JS through work-family conflict

H6c: Career consequences negatively affect JS through work-family conflict

H6d: Organizational time demands negatively affect JS through work-family conflict

H6e: Management support positively affects LS through work-family facilitation

H6f: Management support positively affects LS through work-family conflict

H6g: Career consequences negatively affect LS through work-family conflict

H6h: Organizational time demands negatively affect LS through work-family conflict

3.1.4 Moderating effect of organizational attributes on the direct impact of FFOC on JS and LS

Studies have demonstrated the importance of cultural background in understanding FFOC (Lewis, 1997; Karen, Korabik, Lero & Ayman, 2003). A full understanding of the organization's inherent culture and management system can better clarify the work-family cultural differences present in organizations with different attributes. A positive FFOC does affect employees' JS. However, this is not the only influencing factor. FFOC must still play its role in a specific environment (Behson, 2002). Therefore, it is clearly not comprehensive to study FFOC without organization attributes.

In recent years, With the rapid development of China's economy, Chinese organizations have begun to accept and further refine foreign advanced management concepts. However, certain traditional organizational cultural concepts and values have not changed. Huang (2021) conducted a survey on the work and family status of grassroots civil servants. The research showed that although civil servants have a sound vacation policy, they are still affected by traditional management concepts. Given their job reality, employee burnout increased while JS decreased. Wu (2020) found that compared with employees of non-profit organizations, corporate employees are more sensitive to working hour requirements, resulting in greater work pressure. Li (2013) studied the work-family relationship of college teachers and found that because of fear of negative careers evaluation, even during vacations, teachers must still take their work home to achieve completion, which causes work-family conflicts and a decrease in work enthusiasm. These results show that under the influence of the inherent corporate culture, the role of the FFOC will also be affected. For example, in traditional Chinese enterprises and the civil service system, there is a distinct hierarchy. The wishes of unit managers to a large extent represent the culture and values of the whole unit. The determinant of whether policies can be implemented is how leaders interpret them. In numerous Chinese organizations, employees pay more attention to the "face-to-face" time with their leaders and colleagues. There are a number of reasons for this phenomenon. First, they are afraid of losing necessary work information access channels. Second, without appearing in the workplace, even if the work is done satisfactorily, it may be considered that the work attitude is not sufficiently positive, which affects career development. Third, employees worry about losing the opportunity to communicate with leaders and colleagues, which will gradually 'marginalize" them and affect their facilitation. Other companies face increasingly fierce market competition, and employees are expected to contribute to unit managers, which

often requires time spent by employees at work to measure their professionalism and them per-
ceive this as an important basis for facilitation. This means that even if the unit allows employees
to arrange working hours flexibly to take care of their families, they will not do so.

These inherent cultures will impact the FFOC to a certain extent. Therefore, it is not mean-
ingful to discuss FFOC without also addressing the overall cultural environment of the enterprise.
At present, China's organizational framework is mainly divided into government agencies, pub-
lic institutions, and enterprises. Based on this analysis, the following hypotheses are put forward:

H9a: There are significant differences in the impact of management support on JS under
different organizational attributes (e.g., government agencies, public institutions, and enterprises)

H9b: There are significant differences in the impact of career consequences on JS under
different organizational attributes

H9c: There are significant differences in the impact of organizational time demands on JS
under different organizational attributes

3.2 Research model

This chapter presents an in-depth study on the influence of FFOC on job LS through the mediating role of WFB. In the context of China and according to different organizational attributes, in this chapter, it is also discussed whether differences exist in the mechanism of FFOC on JS and LS. Based on the above theoretical basis and hypothesis deduction, this paper constructs the theoretical model shown in Figure 2.
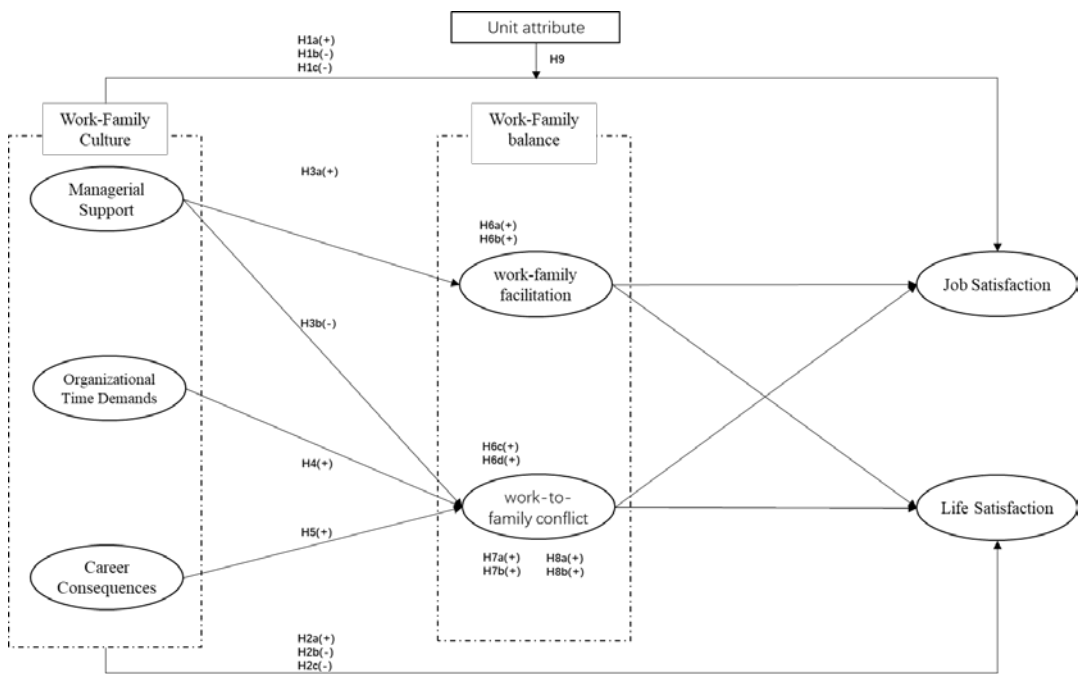

Figure 3 Research model

3.3 Measuring variables

In the questionnaire design process, the following processes and principles are adopted: Firstly, a mature well-known scale is selected. This study involves five variables: FFOC, WFB, JS and LS. These variables are based on relevant empirical studies both in China and internationally, and their scales are mature. The selection of scales employs the following principles: First, the selected scale should be used many times to ensure that it has good empirical validity. Second, the scale was used by Chinese research, which indicates the cultural applicability of the scale. Third, the selected scale should be consistent with the topic of this thesis to ensure the rationality of the scale.

Secondly, for each measurement subject, this study adopts a reciprocating translation method. Professionals are asked to translate Chinese content back into English and compare it with the original text to identify semantic differences. In the interview process, interviewees read the items, identify fuzzy semantic expressions and tedious topics and modify them accordingly. Accuracy of expression content and fluency of reading are ensured.

3.3.1 Measurement of the independent variable of FFOC

Thompson (1999) proposed the concept of FFOC and divided it into three dimensions: managerial support, organizational time demands, and the occupational impact of the use of work-family welfare policies. Since then, Thompson, Beauvais, & Lyness (1999) have developed a special scale to measure FFOC, which is divided into three dimensions. The dimension of managerial support includes 11 items, the dimension of organizational time demands includes four items, and the dimension of career consequences includes five items. Researchers tested both the reliability and validity of the scale. The internal consistency reliability coefficient α of the overall scale of FFOC is 0.92, the internal consistency reliability coefficient α of the organizational time

demands sub-scale is 0.8, the internal consistency reliability coefficient α of the career conse-quences sub-scale is 0.74, and the internal consistency reliability coefficient α of the managerial support sub-scale is 0.86. All exceed the acceptance level of 0.70. This scale has been used by many researchers (Behson, 2002; Lyness, 2005; Mauno et al., 2005; Wayne et al., 2006; Beaure-gard, 2006).

3.3.2 Measurement of the mediating variable of WFB

This research uses the Chinese version of the WFB Scale (Grzywacz & Marks, 2000). Zeng & Yan (2012) translated and tested the applicability of the scale. Through a questionnaire survey of 539 married employees in Chinese enterprises, both the validity and reliability of the scale were tested. The results of exploratory factor analysis (EFA) and confirmatory factor analysis indicated that four factors and 14 items are included in the WFB scale: Work-to-Family conflict (WFC), Family-to-Work Facilitation (FFW), Family-to-Work conflict (FWC), and Work-to-Family facilitation (WFF). The internal consistency reliability of the total scale and each subscale exceed 0.68, the test-retest reliability exceeds 0.75, and the combined reliability and variance precipitation AVE values exceed 0.69 and 0.50, respectively. This implies that the Chinese ver-sion of WFB scale has good reliability and validity as well as cross-cultural applicability.

3.3.3 Measurement of the dependent variable of LS

This study adopts the overall LS scale (SWLS) compiled by Diener et al (1985). Because of the simplicity of its design and calculation, SWLS has been widely applied by various groups. The scale has one dimension, a total of five items, and high reliability and validity.

3.3.4 Measurement of JS with dependent variables

The JS questionnaire in this thesis was used to measure the basic feelings of employees at work and the degree of evaluation of the overall work. The questionnaire uses a JS scale developed by Judge et al. (1998), consisting of a single dimension with five items. The scale has good reliability and validity.

3.3.5 Control variable

As gender, education level, marital status, wage income, and other factors may become interference variables of this research model, relevant information in the questionnaire was also collected as control variables for data analysis.

Firstly, in the research on WFB, discussion mostly revolves around gender. According to the research of Cinamon (2002), different genders may produce different experiences of WFB. Qian (2018) pointed out that women's perception of work and family culture differs significantly from that of men. Therefore, this thesis follows the conclusions of previous research and includes gender as a control variable.

Second, human capital theory holds that experience accumulation can help individuals obtain better work, higher income, and more resources. Therefore, individual characteristics such as educational background and work experience actively influence work attitude and related behaviors. Voydanoff (2005) pointed out that employees with higher education level have more families and work promoting each other. Therefore, this thesis includes them as control variables, dividing education level into high school education, college education, undergraduate education, master's degree, and doctoral degree.

Third, marital status directly affects the WFB of employees. Burke (1988) found that married people suffer more from work family conflict. In addition, Shen (2014) found that double

working families find it more difficult to balance work-family relations. Therefore, this thesis uses the marital status of the respondents as control variable, divided into unmarried family, married and one-man working family, as well as married and double working family.

Fourth, as the most important resource obtained from work, wage income exerts an important impact on employees' family field. Therefore, income is included in the model as an important control variable, using ranges of monthly income of less than 7000 yuan, 7000–15000 yuan, and more than 15000 yuan.

3.4 Data collection

3.4.1 Survey overview

This study investigated units with different attributes (i.e., enterprises, institutions, and civil servants) in the eight provinces of Hebei, Inner Mongolia, Henan, Shanxi, Shandong, Beijing, and Tianjin. The surveyed population includes senior managers, middle-level managers, and grass-roots staff of various organizations. All scales were compiled into electronic questionnaires, which were then sent through WeChat group, e-mail, and QQ group with the help of the alumni group of Hebei University of engineering, MBA students, and relevant units. The questionnaire was distributed from October 2020 to March 2021, lasting for six months. Altogether, 1095 questionnaires were distributed and 730 recovered. After excluding invalid questionnaires, 573 valid questionnaires were obtained, representing a questionnaire recovery rate of 52.3%.

3.4.2 Sample characteristics

Frequency analysis of valid samples showed that the proportion of males in the test population was 53.4%, which slightly exceeds that of females 46.6%. Age distribution shows that respondents under 25 years old account for 9.42%, 25–30 years old account for 46.77%, 31–40

years old account for 40.84%, 41–50 years old accounted for 2.79%, and 51–60 years old account

for 0.17%. Married subjects accounted for 87.09%, unmarried subjects accounted for 12.91%.

Married subjects where both spouses work at the same time accounted for 87.09%. The propor-

tion of respondents with high school education accounted for 1.75%, 8.03% were college grad-

uates, 77.66% had undergraduate education, 11.34% had a master's degree, and 1.05% had a

doctorate degree. Senior managers accounted for 6.11%, middle-level managers accounted for

38.74%, grass-roots managers accounted for 35.25%, and grass-roots employees accounted for

19.9%. Respondents with work time of less than half a year accounted for 6.46%, those with 2–

5 years accounted for 23.04%, those with 5–10 years accounted for 56.02, those with 10–15 years

accounted for 11.52, those with more than 15 years accounted for 2.97%. In the test group, a

work time of less than 6 h per week accounted for 0.35%, a work time of 6–8 h accounted for

31.94%, a work time of 8–10 h accounted for 63.7%, a work time of 10–12 h accounted for

3.32%, and a work time of more than 12 h accounted for 0.7%. Among the subjects, 39.79%

worked in enterprises, 24.61% worked in government agencies, and 35.6% worked in public

institutions. Of all respondents, 1.22% had a monthly salary after tax of less than 3000 yuan,

8.73% had a monthly salary of 3000–5000 yuan, 25.31% had a monthly salary of 5000–7000

yuan, 26.35% had a monthly salary of 7000–10000 yuan, 26.7% had a monthly salary of 10000–

15,000 yuan, and 11.69% had a monthly salary of more than 15,000 yuan. The distribution of

personal characteristics data of the test population was in line with China's national conditions,

making it highly representative. The following table 2 shows the basic characteristics of the sam-

ple.

Table 2 Sample descriptive statistics

		Frequency	Percent
Gender	Male	306	53.4
	Female	267	46.6
Age group	18-25	54	9.42
	26-30	268	46.77
	31-40	234	40.84
	41-50	16	2.79
	51-60	1	0.17
Marital status	Married	499	87.09
	Unmarried	74	12.91
Spouse work	In work	488	85.17
	No work	6	1.05
	No spouse	79	13.79
Education level	High school	10	1.75
	Training school	46	8.03
	Undergraduate	445	77.66
	Master	65	11.34
	Doctor	6	1.05
	Other	1	0.17
Position	Top manager	35	6.11
	Middle manager	222	38.74
	First-level manager	202	35.25
	General staff	114	19.9
Working hours	6 months - 2 years	37	6.46
	2-5 years	132	23.04
	5-10 years	321	56.02
	10-15 years	66	11.52
	More than 15 years	17	2.97
Working hours per day	Less than 6 hours	2	0.35
	6-8 hours	183	31.94
	8-10 hours	365	63.7
	10-12 hours	19	3.32

		Frequency	Percent
	More than 12 hours	4	0.7
Organizational attributes	Enterprises	228	39.79
	Government agencies	141	24.61
	Public institutions	204	35.6
	Under 3000	7	1.22
	3000-5000	50	8.73
Monthly income	5000-7000	145	25.31
	7000-10000	151	26.35
	10000-15000	153	26.7
	Over 15000	67	11.69
合计		573	100

3.4.3 Data analysis methods

3.4.3.1 Descriptive statistical analysis

Descriptive statistics can provide a preliminarily description of the distribution of samples and the level of variables used in this thesis. Therefore, this thesis describes the data in two steps. Firstly, the frequency of demographic variables is analyzed as the sample of this thesis, which can help researchers obtain a deeper understanding of the research object. Secondly, the statistics on the centralized and discrete trends are described such as the average and standard deviation of the scores of each variable and each dimension involved in this study, to reach a preliminary understanding of the characteristics of the sample in this study.

3.4.3.2 Reliability and validity analysis

Analyzing the reliability and validity of research tools is not only required step in question-naire research, but also a prerequisite to test the reliability of the research results. In this study, the selection of methods and indicators to verify reliability and validity follows these principles: a variety of methods and indicators should be used to verify reliability and validity as much as

possible. For example, the Cronbach α coefficient, correlation between item and total score, and the Cronbach α coefficient after removal of certain items can all be used to verify the consistency coefficient of the scale. In the verification of structural validity, average variance extracted (AVE), combined reliability, composite reliability (CR), and factor load index are used to verify aggregate validity. This thesis selects the most suitable research questions and research tools, and the commonly used reliability and validity verification methods and indicators in the field of management research. These are consistency reliability, EFA, and confirmatory factor analysis.

3.4.3.3. Hypothesis test method

To test Hypotheses 1, 2, and 3, namely for the direct effect test, the structural equation is established. To test Hypotheses 4, 5, 6, 7, and 8, namely the mediation effect test, the structural equation is established, and the Bootstrap method is used. To test Hypothesis 9, i.e., the difference test between different organizational attributes in the process of direct work-family influence culture on JS simultaneous analysis of several groups is used.

The statistical analysis software packages SPSS23.0, SPSS macro process 3.3, amos23.0, and mplus7.6 are used. The significance of statistical results is defined at a significance level of 5%.

IV. Empirical analysis

The previous content presented literature theoretical analyses, put forward research hypotheses based on the theoretical model, revised the measurement tools of variables, and determined research methods. In this chapter, the reliability and validity of the scale are tested first and then, it is tested whether common method deviation exists. Finally, the proposed hypotheses are tested by empirical analysis. The following table 3 lists the reliability of the original scale.

Table 3 Initial data reliability

Scale name	Cronbach's Alpha	N of Items
FFOC	0.748	20
WFB	0.708	14
JS	0.859	5
LS	0.869	5

4.1 Exploratory factor analysis

The results of principal component analysis were used for EFA. KMO spherical test and Bartlett spherical test are used to test the adequacy of samples and their suitability for factor analysis. EFA mainly used principal component analysis to extract factors, and the varimax-rotation method is used for rotation. In the results of EFA, the items were excluded according to the following criteria:

1. Items with factor loading below 0.5.

2. Items with double loading or multiple loading.

3. A principal component of the number of items of less than 3.

4.1.1 FFOC scale exploratory factor analysis

The scale is divided into the three dimensions of management support, organizational time demands, and career development concerns using family-friendly programs. In Western academia, this scale has been used often, and the applicability of the scale has been verified. However, this scale has been rarely used in the Chinese context, making it necessary to use EFA. For the convenience of presentation, 20 topics of FFOC are represented by CUL1–CUL20. The principal component analysis method is used to extract factors with a fixed number of 3, and factor rotation is performed by the maximum variance rotation method. The maximum convergence iteration number is set to 25 to extract the effective rotation factor. Through calculation, the KMO value of the scale and the Bartlett's spherical test value are 0.924 and Chi-Square is 5006.39 (p < 0.001). A total of three principal components are extracted, and the cumulative variance contribution rate of the principal components is 55.659%.

After deleting six factors (because their factor loading was below 0.5 or they showed double loading), the KMO value was 0.898, exceeding 0.6. The variance contribution rates of the three factors were 23.603%, 21.938%, and 18.156%, respectively, and the cumulative variance contribution rate after rotation was 63.697%, exceeding 50%. A total of three factors were extracted, among which Factor 1 contains five questions. The original naming method is used and this factor was named "Management Support" (MS). Factor 2 contains five questions. In reference to the original naming method, this factor was named "organizational time demands" (OTD). Factor 3 contains four questions. In reference to the original naming method this factor was named "career consequences" (CC). For details, see Table 4.

Table 4 EFA analysis results of FFOC scale

	Factor loading coefficient			Communalities
	1	2	3	
CUL_1	0.759	-0.1	-0.122	0.601
CUL_2	0.84	-0.064	-0.046	0.712
CUL_3	0.795	-0.113	-0.127	0.662
CUL_4	0.81	-0.182	-0.105	0.699
CUL_5	0.755	-0.106	-0.149	0.604
CUL_8	-0.176	0.242	0.745	0.645
CUL_9	-0.101	0.185	0.779	0.652
CUL_10	-0.062	0.218	0.752	0.616
CUL_11	-0.188	0.342	0.686	0.622
CUL_15	-0.141	0.684	0.278	0.565
CUL_17	-0.088	0.798	0.148	0.667
CUL_18	-0.055	0.766	0.144	0.61
CUL_19	-0.171	0.722	0.244	0.611
CUL_20	-0.155	0.727	0.314	0.652
Characteristic root	3.304	3.071	2.542	-
% of Variance	23.603%	21.938%	18.156%	-
Cumulative %	23.603%	45.541%	63.697%	-
KMO		0.898		-
Approx. Chi-Square		3464.995		-
df		91		-
p		0.000		-

4.1.2 WFB scale exploratory factor analysis

The scale is divided into four dimensions: work-to-family conflict, family-to-work facilita-tion, family-to-work conflict, and work-to-family facilitation, with a total of 14 questions. For the convenience of presentation, the 14 questions of WFB are represented by WF1–WF14. Prin-

cipal component analysis is used to extract the factors with a fixed number of 4, and factor rotation is performed by the maximum variance rotation method. The KMO value of the scale and the Bartlett's sphere test value were 0.884 and Chi-Square was 3,843.880 ($p < 0.001$). A total of four principal components were extracted, and the cumulative variance contribution rate of the principal components was 71.442%.

WF4 factor showed double loading, and was therefore removed. After deletion, the KMO value was 0.862, exceeding 0.6. The variance contribution rates of the four factors were 22.090%, 17.649%, 16.907%, and 15.735%, respectively. The cumulative variance contribution rate after rotation was 72.381%, exceeding 50%. A total of four factors were extracted, Factor 1 contains four topics, which, in reference to the original naming method, are named "family-to-work conflict" (FWC). Factor 2 contains three topics, named "work-to-family conflict" (WFC). Factor 3 contains three topics, named "work-to-family facilitation" (WFF). Factor 4 contains three topics, named "family-to-work facilitation" (FFW). See Table 5.

Table 5 EFA analysis results of WFB scale

	Factor loading coefficient				Communalities
	1	2	3	4	
WFB_1	0.256	0.837	-0.098	-0.083	0.782
WFB_2	0.405	0.785	-0.094	-0.099	0.798
WFB_3	0.369	0.79	-0.139	-0.072	0.784
WFB_5	0.741	0.305	-0.16	-0.012	0.668
WFB_6	0.759	0.35	-0.074	-0.094	0.712
WFB_7	0.787	0.204	-0.093	-0.133	0.687
WFB_8	0.799	0.212	-0.061	-0.059	0.691

WFB_9	0.047	-0.002	0.19	0.808	0.691
WFB_10	-0.06	-0.129	0.077	0.845	0.74
WFB_11	-0.252	-0.078	0.176	0.741	0.649
WFB_12	-0.174	-0.05	0.807	0.17	0.713
WFB_13	0.015	-0.107	0.865	0.083	0.766
WFB_14	-0.157	-0.127	0.803	0.208	0.729
Characteristic root	2.872	2.294	2.198	2.046	-
% of Variance	22.090%	17.649%	16.907%	15.735%	-
Cumulative %	22.090%	39.739%	56.646%	72.381%	-
KMO	0.862				-
Approx. Chi-Square	3404.57				-
df	78				-
p	0.000				-

4.2 Validity analysis

Validity refers to the match between the actual measured structure and the theoretical structure of the scale. In this study, the construct validity of the scale was verified by confirmatory factor analysis (CFA). X^2/df, CFI, TLI, RMSEA, and SRMR were selected as model fitting indexes. The test standard of the model fitting index is described in the following: a value of X^2/df below 3 indicates that the model adaptation is suitable and if it is between 3 and 5, the model is acceptable. If the RMSEA value does not exceed 0.05, the model fits well, and if it is between 0.05 and 0.08 the fit is acceptable. SRMR values should be below 0.05, and both TLI and CFI values should exceed 0.9, to indicate that the model has a good fit.

In this section, the standardized factor loading coefficient, CR, and AVE of the collected data are tested. The standardized factor load coefficient (Estimate) employs greater than 0.6 as test standard, and greater than 0.5 as acceptable, and the same is applied to a CR above 0.7 (Hair, 1997), and AVE above 0.5 (Fornell and Larcker, 1981).

4.2.1 Validity test of FFOC scale

With the data shown in Table 6. CFA analysis was conducted for a total of three factors and 14 analysis items. The model fitting indexes were Chi = 189.37, df = 74, Chi/df = 2.559, RMSEA = 0.052, CFI = 0.952, TLI = 0.958, and GFI = 0.952, all of which met the defined standards. Table 6 indicates shows the AVE values of all three factors are exceed 0.5, and all CR values exceed 0.7, indicating that the analysis data have good aggregation (convergence) validity.

Table 6 Validity test of FFOC scale

Factor	Item	(Coef.)	S.E.	C.R.	p	Estimate	AVE	CR
	CUL_1	1				0.696		
	CUL_2	1.171	0.07	16.703	***	0.785		
Factor1	CUL_3	1.057	0.064	16.541	***	0.776	0.566	0.867
	CUL_4	1.156	0.068	16.979	***	0.801		
	CUL_5	1.076	0.071	15.176	***	0.704		
	CUL_8	1				0.722		
	CUL_9	0.986	0.067	14.671	***	0.693		
Factor2	CUL_10	0.92	0.065	14.225	***	0.669	0.506	0.803
	CUL_11	1.086	0.069	15.768	***	0.756		
Factor3	CUL_15	1				0.691	0.514	0.840

CUL_17	0.953	0.063	15.207	***	0.722	
CUL_18	0.839	0.059	14.192	***	0.667	
CUL_19	0.846	0.055	15.469	***	0.736	
CUL_20	0.921	0.057	16.23	***	0.78	

*p < 0.05 **p < 0.01 ***p < 0.001

4.2.2 Validity test of WFB scale

A total of four factors and 13 analysis items shown in Table 7 were analyzed by CFA. The model fitting indexes are Chi-square = 166.075, df = 59, Chi/df = 2.815, GFI = 0.957, CFI = 0.968, TLI = 0.958, and RMSEA = 0.056. The AVE values corresponding to a total of four factors are all exceed 0.5, and all CR values exceed 0.7, indicating that the analysis data have good aggregation (convergence) validity.

Table 7 Validity test of WFB scale

Factor	Item	(Coef.)	S.E.	C.R.	p	Estimate	AVE	CR
	WFB_1	1	-	-	-	0.762		
Factor1	WFB_2	1.235	0.059	20.992	0	0.875	0.689	0.868
	WFB_3	1.17	0.058	20.33	0	0.841		
	WFB_5	1	-	-	-	0.77		
Factor2	WFB_6	1.057	0.054	19.599	0	0.822	0.585	0.849
	WFB_7	0.983	0.057	17.354	0	0.731		
	WFB_8	0.877	0.05	17.394	0	0.733		
Factor3	WFB_9	1	-	-	-	0.684	0.514	0.760
	WFB_10	1.119	0.086	13.074	0	0.765		

	WFB_11	0.987	0.077	12.797	0	0.698	
	WFB_12	1	-	-	-	0.752	
Factor4	WFB_13	1.095	0.07	15.702	0	0.743	0.588	0.810
	WFB_14	1.145	0.07	16.249	0	0.805	

*p < 0.05 **p < 0.01 ***p < 0.001

4.2.3 Validity test of JS scale

One factor and five analysis items shown in Table 8 have been analyzed by CFA. The model fitting indexes are Chi-square = 12.444, df = 5, Chi/df = 2.489, GFI = 0.936, CFI = 0.933, TLI = 0.866, and RMSEA = 0.046. All AVE values corresponding to a total of one factor exceed 0.5, and all CR values exceed 0.7, showing that the analysis data have good aggregation (convergence) validity. To facilitate analysis, JS is abbreviated JS.

Table 8 Validity Test of JS Scale

Factor	Item	(Coef.)	S.E.	C.R.	p	Estimate	AVE	CR
	JS_1	1	-	-	-	0.667		
	JS_2	1.537	0.096	16.01	0	0.8		
Factor1	JS_3	1.427	0.094	15.141	0	0.743	0.571	0.866
	JS_4	1.726	0.113	15.271	0	0.751		
	JS_5	1.734	0.111	15.611	0	0.773		

*p < 0.05 **p < 0.01 ***p < 0.001

4.2.4 Validity test of LS scale

One factor and five analysis items shown in Table 9 were analyzed by CFA. The model

fitting indexes are Chi-square = 5.116, df = 5, Chi/df = 1.023, GFI = 0.996, CFI = 0.999, TLI = 0.999, RMSEA = 0.0006. All AVE values corresponding to a total of one factor exceed 0.5, and all CR values exceed 0.7, indicating that the analysis data have good aggregation (convergence) validity. To facilitate testing, LS is abbreviated LS.

Table 9 Validity Test of LS Scale

Factor	Item	(Coef.)	S.E.	C.R.	p	Estimate	AVE	CR
	LS_1	1	-	-	-	0.762		
	LS_2	1.036	0.055	18.884	0	0.783		
Factor1	LS_3	1.2	0.057	20.883	0	0.866	0.575	0.87
	LS_4	1.208	0.064	18.951	0	0.786		
	LS_5	1.022	0.07	14.609	0	0.62		

*p < 0.05 **p < 0.01 ***p < 0.001

4.2.5 Discriminant validity test

Table 10 shows the correlation matrix of each dimension of all variables involved in this study, replacing the value on the diagonal with the square root of AVE. If the value on the diagonal exceeds the value in the matrix below the diagonal, the proportion of each dimension explained by its own questions is greater than the proportion explained by other questions, and discriminant validity is good. As shown in Table, the coefficient of the square root of AVE on the diagonal ranges between 0.712 and 0.830, while the absolute value of the simple correlation between the variables of the matrix under the diagonal ranges between 0.142 and 0.671. The maximum value of simple correlation (0.671) is smaller than the minimum value of the square root of AVE on the diagonal (0.712), indicating that the measurement tool of this study achieves

good discriminative validity.

Table 10 Difference validity test

	Mean	S. D.	1	2	3	4	5	6	7	8	9
1.MS	4.625	1.201	**0.754**								
2.CC	4.457	1.224	-.333**	**0.712**							
3.OTD	4.115	1.331	-.322**	.584**	**0.718**						
4.WFC	3.791	1.461	-.349**	.438**	.525**	**0.830**					
5.FWC	3.287	1.340	-.308**	.383**	.419**	.671**	**0.765**				
6.WFF	4.508	1.350	.576**	-.199**	-.180**	-.285**	-.277**	**0.767**			
7.FFW	5.530	0.987	.261**	-.142**	-.165**	-.232**	-.235**	.368**	**0.718**		
8.JS	5.070	1.158	.579**	-.366**	-.408**	-.509**	-.521**	.525**	.410**	**0.754**	
9.LS	4.492	1.239	.576**	-.239**	-.241**	-.392**	-.381**	.566**	.338**	.644**	**0.757**

Correlation is significant at the 0.01 level (2-tailed).

MS: managerial support CC: career consequences OTD: organizational time demands WFC: work-to-family conflict FWC: family-to-work conflict FFW: family-to-work facilitation WFF: work-to-family facilitation JS: JS LS: LS

4.2.6 Common method biases

Systematic errors that are independent of the variables involved in this thesis often emerge because of the data source, the tendency of respondents to answer questions together, the same measurement environment, as well as the same questionnaire wording or context. To assess whether a serious common deviation problem exists in the research, Harman's method is adopted to test the common deviation problem. Principal component analysis extracts nine factors, and the total variance explanation rate is 70.182%, which exceeds 50%. One factor explained 10.605%

of the total variance, which did not exceed 40% and neither accounted for half of the total variance explained. As a result, the common method deviation in this thesis is not severe, and it will basically not affect the reliability of the research conclusions.

4.3 Hypothesis testing

4.3.1 Direct effect test of FFOC on JS

H1a: The management support dimension positively affects employee JS
H1b: The career consequences dimension negatively affects employee JS
H1c: The organizational time demand dimension negatively affects employee JS

In this chapter, structural equation modelling (SEM) is employed to test hypotheses, and Mplus7.6 is used as tool. The independent variables (i.e., management support, organizational time demands, and career consequences), dependent variable (i.e., JS), and control variables (i.e., gender, marital status, education level, and monthly income) are included in the test model. The model fitting indexes are Chi/df = 2.726, CFI = 0.928, TLI = 0.918, RMSEA = 0.055, and SRMR = 0.053. The model fits well and can be used to test direct effects.

Table 11 Fitting index 1

Index	X^2	df	X^2/df	CFI	TLI	RMSEA	SRMR
MODEL1	594.185	218	2.726	0.928	0.918	0.055	0.053

Further, the path coefficient and significance of the model are tested. Table 12 shows that management support exerts an important positive influence on JS ($\beta = 0.569$, $p < 0.001$), thus,

hypothesis H1a is accepted. Career consequences have no important influence on JS (β = -0.088, NS), thus, hypothesis H2b is not accepted. Organizational time demands have a serious negative influence on JS (β = -0.166, p < 0.05), thus, hypothesis H2c is accepted.

Table 12 Test of the direct effect 1

	Estimate	S.E.	Est./S.E.	P-Value
managerial support	0.569	0.039	14.737	0.000***
career consequences	-0.088	0.067	-1.315	0.189
organizational time demands	-0.166	0.066	-2.508	0.012*

*p < 0.05 **p < 0.01 ***p < 0.001

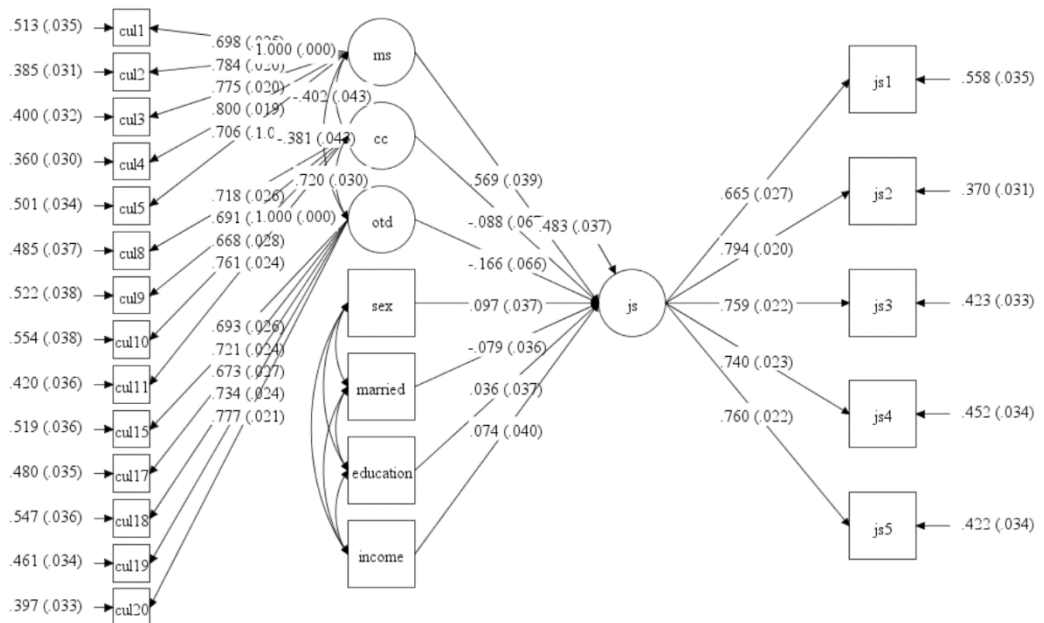The figure 4 below shows a test model of the direct effect of FFOC on JS. The path coefficients are marked.

Figure 4 Direct Effects Test Model 1

4.3.2 Direct effect test of FFOC on LS

H2a: The management support dimension positively affects employee LS

H2b: The career consequences dimension negatively affects employees' LS

H2c: The organizational time demand dimension negatively affects employees' LS

The model fitting indicators are Chi/df = 1.891, CFI = 0.962, TLI = 0.957, RMSEA = 0.039, and SRMR = 0.046. The model fits well and can be used to test direct effects.

Table 13 Fitting index 2

Index	X^2	df	$X^2/$ df	CFI	TLI	RMSEA	SRMR
MODEL1	412.453	218	1.891	0.962	0.957	0.039	0.046

Further, the path coefficient and significance of the model are tested. Table 14 indicates that management support has an important positive influence on LS (β = 0.607, p < 0.001), thus, hypothesis H2a is accepted. Career consequences have no important influence on LS (β = -0.044, NS), thus, hypothesis H2b is not accepted. Organizational time demands to have no serious influence on LS (β = -0.012, NS), thus, hypothesis H2c is not accepted.

Table 14 Test of the direct effect 2

	Estimate	S.E.	Est./S.E.	P-Value
managerial support	0.607	0.038	15.930	0.000***

career consequences	-0.044	0.068	-0.643	0.520
organizational time demands	-0.012	0.067	-0.184	0.854

*p < 0.05 **p < 0.01 ***p < 0.001

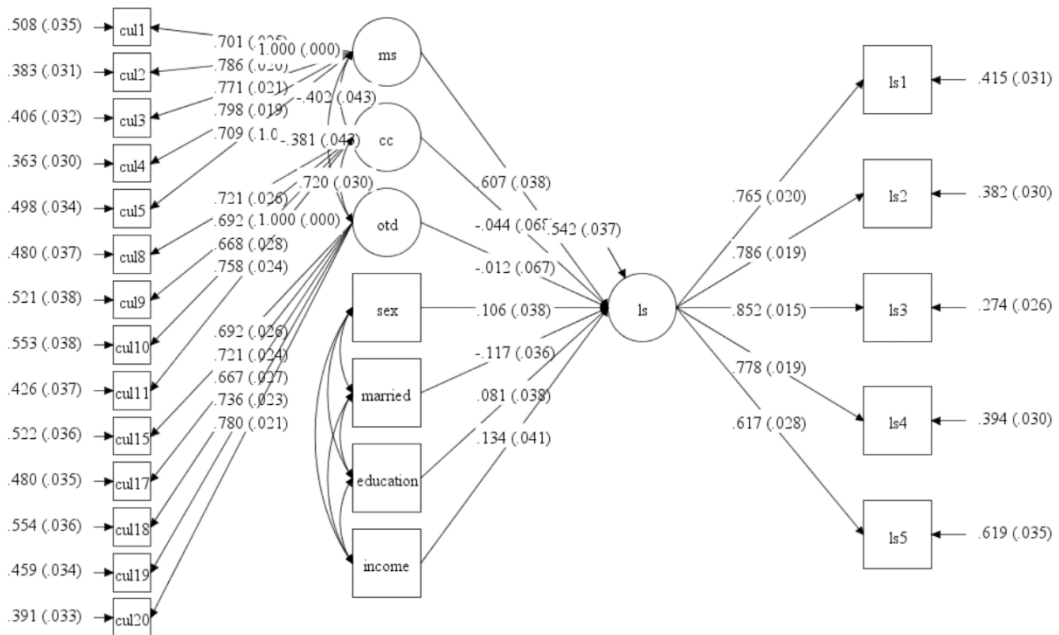Figure 5 shows a test model of the direct effect of FFOC on LS where path coefficients are marked.

Figure 5 Direct Effects Test Model 2

4.3.3 Direct effect test of FFOC on WFB

H3a: Management support positively affects work-family facilitation

H3b: Management support negatively affects work-family conflict

H4: Career consequences positively affect work-family conflict

H5: Organizational time demands positively affect work-family conflict

The model fitting indexes are Chi/df = 2.185, CFI = 0.949, TLI = 0.940, RMSEA = 0.045, and SRMR = 0.047. The model fits well and can be used to test direct effects.

Table 15 Fitting index 3

Index	X^2	df	$X^2/$ df	CFI	TLI	RMSEA	SRMR
MODEL1	417.282	191	2.185	0.949	0.940	0.045	0.047

Further, the path coefficient and significance of the model are tested. Table 16 shows that management support has an important positive influence on the work-family facilitation (β = 0.712, p < 0.001), thus, hypothesis H3a is accepted. Management support has a serious negative influence on work-family conflict (β = -0.189, p < 0.001), thus, hypothesis H3b is accepted. Career consequences have a strong positive influence on work-family conflict (β = 0.178, p < 0.05), thus, hypothesis H4 is accepted. Organizational time demands exert a strong positive influence on work-family conflict (β = 0.415, P < 0.001), thus, hypothesis H5 is accepted.

Table 16 Direct effect test 3

Dependent variable	Independent variable	Estimate	S.E.	Est./S.E.	P-Value
work-family conflict	managerial support	−0. 189	0. 046	−4. 151	0. 000∗∗∗
	career consequences	0. 178	0. 071	2. 507	0. 012∗
	organizational time demands	0. 415	0. 068	6. 135	0. 000∗∗∗
work-family facilitation	managerial support	0. 712	0. 046	15. 568	0. 000∗∗∗

*p < 0.05 **p < 0.01 ***p < 0.001

Figure 6 shows a test model of the direct effect of work and family culture on LS where the path coefficient is marked.
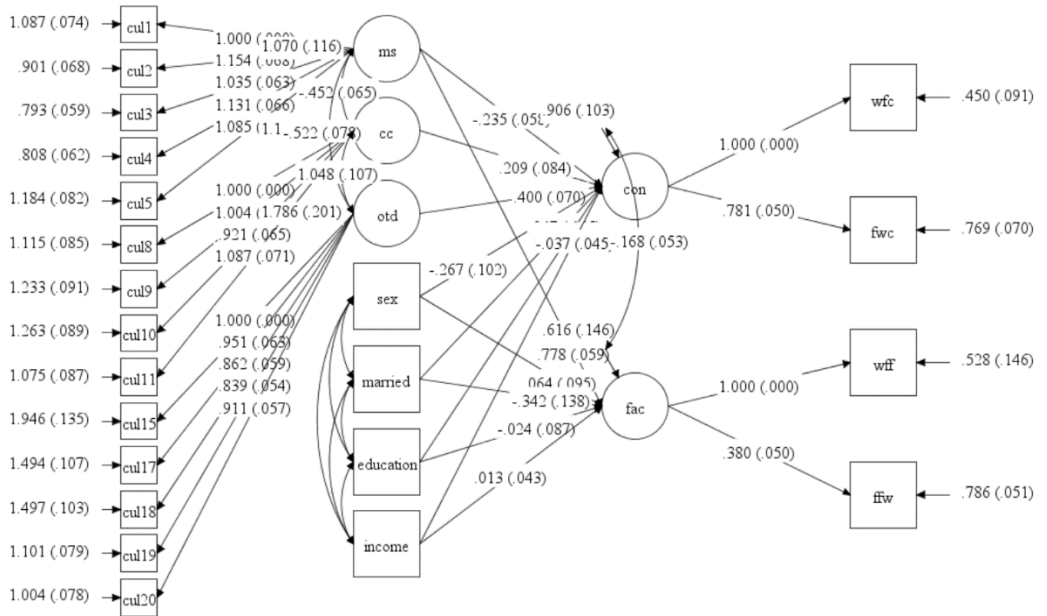

Figure 6 Direct Effects Test Model 3

4.3.4 Mediating effect test of WFB between FFOC and employee JS and LS

H6a: Management support positively affects JS through work-family facilitation

H6b: Management support positively affects JS through work-family conflict

H6c: Career consequences negatively affect JS through work-family conflict

H6d: Organizational time demands negatively affect JS through work-family conflict

H6e: Management support positively affects LS through work-family facilitation

H6f: Management support positively affects LS through work-family conflict

H6g: Career consequences negatively affect LS through work-family conflict

H6h: Organizational time demands negatively affect LS through work-family conflict

Intermediary variables can explain the mechanism underlying a specific relationship and play a vital role in this thesis. Taking X and Y as examples, firstly, the relationship between independent variable (X) and dependent variable (Y) should be considered, and the independent variable X uses variable M to affect Y. Then, M it is not only the cause of variable Y, but also the result of variable X. Variable X and Y play a connecting role in certain cases, where the connection between both is the intermediary variable M. Mediation variables can be divided into full mediation and partial mediation variables. If the independent variable is X, the dependent variable is Y, and the intermediary variable is M; then, the complete intermediary is that the impact of X on Y completely depends on the role of M. Otherwise, X does not impact Y. Part of the intermediary is that the impact of X on Y is partly through M, and part is directly affected (Chen Xiaoping, 2008).

This chapter uses Bootstrap analysis to test the mediating effect. As a method of repeated sampling, the Bootstrap analysis method was first proposed by Efron. Compared with other methods to test mediating effects, the Bootstrap method has higher statistical effect. Currently,

other inspection methods are also used. This chapter uses Mplus7.6 as mediation effect test tool software, using deviation correction of non-parametric percentile bootstrap method with 1000 repeated samples.

Independent variables (i.e., management support, career consequences, and organizational time demands), mediating variables (i.e., work-family facilitation and work-family conflict), and dependent variables (i.e., JS and LS), and control variables (i.e., gender, marital status, educational level, and monthly income) are incorporated into the SEM test model. The model fitting index is Chi/df = 2.579, CFI = 0.918, TLI = 0.907, RMSEA = 0.053, and SRMR = 0.055. The model fits well and can be used to test direct effects.

Table 17 Fitting index 4

Index	X^2	df	X^2/df	CFI	TLI	RMSEA	SRMR
MODEL1	1124.730	436	2.579	0.918	0.907	0.053	0.055

Further, the path coefficient and significance of the model are tested. The contents of Table 18 show that the total indirect effect of management support on JS through WFB is significant (0.440, p < 0.01, 95 %CI [0.257,0.803]). Among them, management support through work-family facilitation has a significant positive impact on JS (0.367, p < 0.05, 95 %CI [0.182,0.707]), thus, hypothesis H6a is accepted. Management support through work-family conflict has a great positive influence on JS (0.074, p < 0.01, 95 %CI [0.032,0.118]), thus, hypothesis H6b is accepted. The direct effect of management support on JS is not significant (0.144, NS, 95% CI [-0.207,0.355]), identifying it as a complete mediating effect, i.e., work-family facilitation and work-family conflict completely mediate the impact of management support on JS.

Career consequences exert a strong negative effect on JS through work-family conflicts (-

0.059, p < 0.05, 95% CI [-0.119, -0.005]), thus, hypothesis H6c is accepted. Career consequences have no direct effect on JS significant (-0.016, NS, 95% CI [-0.145,0.129]), identifying it as a completely mediating effect, i.e., work-family conflict completely mediates the impact of career consequences on JS.

Organizational time demands exert a significant negative impact on JS through work-family conflict (-0.185, p < 0.05, 95% CI [-0.337, -0.050]), thus, hypothesis H6d is accepted. Organizational time demands exert a direct influence on JS but the effect is not significant (-0.036, NS, 95% CI [-0.184,0.108]), identifying it as a completely mediating effect, i.e., work-family conflict completely mediates the impact of organizational time demands on JS.

The total indirect effect of management support on LS through WFB is significant (0.475, p < 0.001, 95% CI [0.294,0.773]). Among them, management support through work-family facilitation exerts a strong positive influence on LS (0.417, p < 0.01, 95% CI [0.233,0.746]), thus, hypothesis H6e is accepted. Management support through work-family conflict exerts a significant impact on LS and the positive impact of NS is significant (0.058, p < 0.01, 95% CI [0.026,0.094]), thus, hypothesis H6f is accepted. The direct effect of management support on LS is not significant (0.146, NS, 95% CI [-0.157,0.345]), identifying it as a complete mediating effect, i.e., work-family facilitation and work-family conflict completely mediate the impact of management support on LS.

Career consequences have a serious negative effect on LS through work-family conflicts (-0.046, p < 0.05, 95% CI [-0.094, -0.005]), thus, hypothesis H6g is accepted. Career consequences have no direct effect on LS significant (-0.011, NS, 95% CI [-0.131,0.150]), identifying it as a complete mediating effect, i.e., work-family conflict completely mediates the impact of career consequences on LS.

Organizational time demands has a serious negative effect on LS through work-family conflict (-0.116, p < 0.01, 95% CI [-0.202, -0.054]), thus, hypothesis H6h is accepted. Organizational time demands have a direct influence on LS but the effect is not significant (0.087, NS, 95% CI [-0.052,0.244]), identifying it as a completely mediating effect, i.e., work-family conflict completely mediates the impact of organizational time demand on LS.

Table 18 Mediation effect test

DIM.	Effect	Product of Coefficient				Bootstrap (95%)	
		Estimate	S.E.	Est./S.E.	P-Value	Lower	Upper
MS-->FAC/CON-->JS	Total	0.584	0.047	12.376	0.000***	0.489	0.670
	Total indirect	0.440	0.141	3.118	0.002**	0.257	0.803
	FAC	0.367	0.142	2.574	0.010*	0.182	0.707
	CON	0.074	0.022	3.326	0.001**	0.032	0.118
	Direct	0.144	0.147	0.979	0.328	-0.207	0.355
CC-->CON-->JS	Total	-0.075	0.072	-1.044	0.297	-0.204	0.078
	CON	-0.059	0.028	-2.074	0.038*	-0.119	-0.005
	Direct	-0.016	0.071	-0.231	0.817	-0.145	0.129
OTD-->CON-->JS	Total	-0.185	0.073	-2.525	0.012*	-0.337	-0.050
	CON	-0.149	0.043	-3.491	0.000***	-0.239	-0.076
	Direct	-0.036	0.075	-0.479	0.632	-0.184	0.108
MS-->FAC/CON-->JS	Total	0.621	0.042	14.663	0.000***	0.532	0.699
	Total indirect	0.475	0.132	3.593	0.000***	0.294	0.773
	FAC	0.417	0.134	3.121	0.002**	0.233	0.746
	CON	0.058	0.017	3.334	0.001**	0.026	0.094
	Direct	0.146	0.135	1.085	0.278	-0.157	0.345
CC-->CON-->JS	Total	-0.035	0.071	-0.489	0.625	-0.167	0.105
	CON	-0.046	0.022	-2.064	0.039*	-0.094	-0.005
	Direct	0.011	0.074	0.152	0.879	-0.131	0.150
OTD-->CON-->JS	Total	-0.029	0.071	-0.415	0.678	-0.169	0.107
	CON	-0.116	0.037	-3.106	0.002**	-0.202	-0.054
	Direct	0.087	0.077	1.127	0.260	-0.052	0.244

*p < 0.05 **p < 0.01 ***p < 0.001 NS=Not significant

Figure 7 shows a test model of the mediating effect of WFB between FFOC and work satisfaction/LS and the path coefficients are marked.
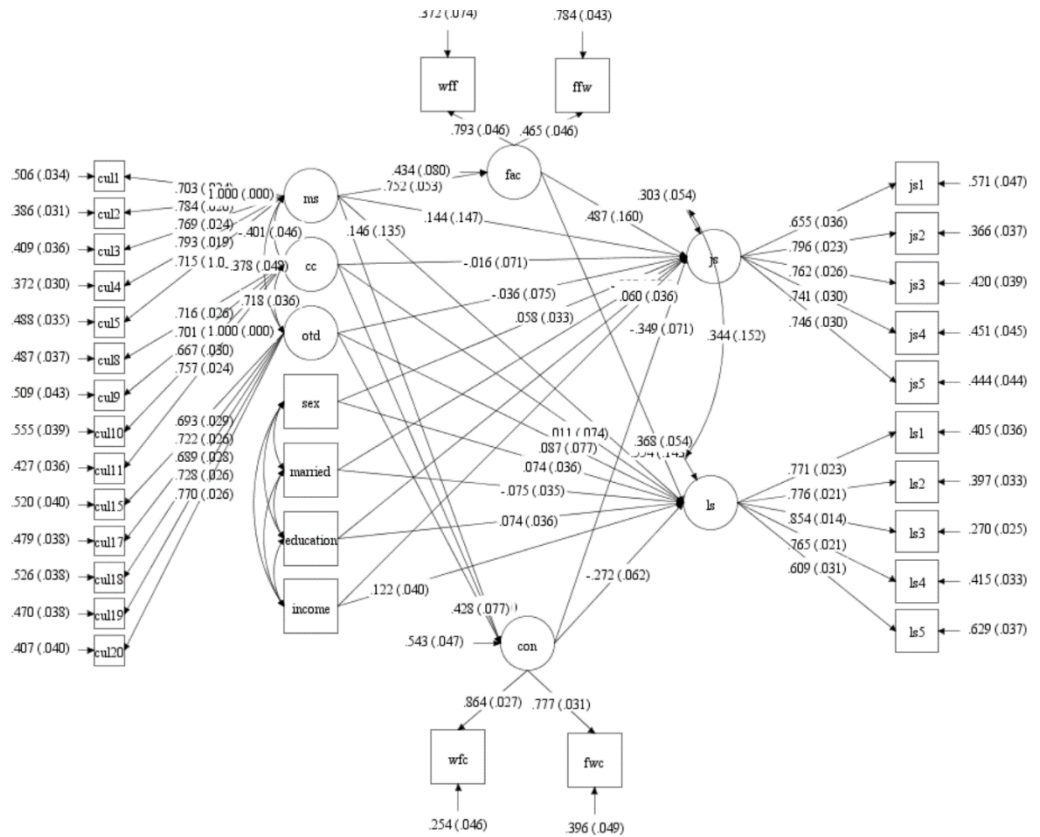

Figure 7 Mediation effect test model

4.2.5 Moderating effect test of organizational attributes in the process of the direct influence of FFOC on JS

H9a: There are significant differences in the impact of management support on JS under different organizational attributes (e.g., government agencies, public institutions, and enterprises)

H9b: There are significant differences in the impact of career consequences on JS under different organizational attributes

H9c: There are significant differences in the impact of organizational time demands on JS under different organizational attributes

To test the moderating effect of organizational attributes in the process of the direct influence of FFOC on JS the moderating variables (i.e., organizational attributes) are fixed-type data, and dummy variables are processed. The processing methods of independent variables (i.e., managerial support, career consequences, and organizational time demands) are centralized, and the dependent variable (i.e., JS) are not deal with. The four control variables gender, marital status, educational level, and monthly income are not processed. Independent variables, dependent variables, adjustment variables, and control variables are all incorporated into the regression model for testing.

Table 19 Moderating effect test

Variable	JS		
	Model 1	Model 2	Model 3
Gender	.093**	.045	.049
Marital status	-.072*	-.039	-.022
Education level	.032	.027	.019
Monthly income	.069	.030	.030
managerial support	.476***	.140***	.206*

career consequences	-.091*	-.033	-.092
organizational time demands	-.185***	-.016	-.307***
Organizational attributes-Government agencies [reference entry]	——	——	——
Organizational attributes-Public institutions		.881***	.740***
Organizational attributes-Enterprises		.601***	.434***
managerial support*Organizational Attributes-Public institutions			.026
managerial support*Organizational Attributes-Enterprises			-.105*
career consequences*Organizational Attributes-Public institutions			.048
career consequences*Organizational Attributes-Enterprises			.044
organizational time demands*Organizational Attributes-Public institutions			.235***
organizational time demands*Organizational Attributes-Enterprises			.202***
R^2	0.416	0.592	0.613
Adj. R^2	0.409	0.586	0.603
$\triangle R^2$	0.365	0.176	0.021
F	57.522***	90.823***	58.838***
$\triangle F$	57.222***	121.500***	5.022***

* $p<0.05$ ** $p<0.01$*** $p<0.001$ T value in parentheses

The data in Table 19 show that the moderating effect can be divided into three models: Model 1 includes independent variables (i.e., managerial support, career consequences, and organizational time demands), and the four control variables (i.e., gender, marital status, educational level, and monthly income). Model 2 Model 1 adds the moderation variables (i.e., organizational attributes), and Model 3 adds interaction terms (i.e., product terms of independent variables and regulatory variables) based on Model 2. The purpose of Model 1 is to study the impact of independent variables (i.e., managerial support, career consequences, and organizational time

de-mands) on dependent variables (i.e., JS) without considering the interference of regulatory variables (i.e., organizational attributes). The data in Table show that the influence of the independent variable managerial support on the dependent variable is strong (0.476, $P < 0.001$), and the influence of the independent variable of career consequences on the dependent variable is significant (-0.091, $p < 0.05$). The impact of organizational time demands on the dependent variable is significant (-0.185, $p < 0.001$). The moderating effect can be observed by assessing the importance of the change in the F value between Model 2 and Model 3, and by assessing the significance of the interaction term in Model 3. In Model 3, the interaction item (i.e., managerial support*organizational attributes-public institutions) is not significant (0.026, NS), the interaction item (managerial support*organizational attributes-enterprises) is significant (-0.105, $p < 0.05$), the interaction item (career consequences*organizational attributes-public institutions) is not significant (0.048, NS), interaction terms (career consequences*organizational attributes-enterprises) are not significant (0.044, NS), interaction terms (organizational time demands*organizational attributes-public institutions) are significant (0.235, $P < 0.001$), and the interaction term (organizational time demands*organizational attributes-enterprises) is significant (0.202, $P < 0.001$). The F value changed significantly (5.022, $p < 0.001$).

It can be concluded that large differences exist between government agencies and enterprises in the process of the impact of management support on JS thus, hypothesis H7a is accepted. There are no significant differences between these three factors in the process of career consequences on JS thus, hypothesis H7b is not accepted. In the process of organizational time demands on JS significant differences exist between enterprises, institutions, and government agencies, thus, hypothesis H7c is accepted.

V. Conclusion and insight

5.1 Summary of hypotheses testing results

This chapter discusses the main conclusions and research findings, summarizes the theoretical contributions and practical implications of this thesis, discusses the limitations of this work, and outlines the prospects for future research. The data in Table 20 summarize the test results of all hypotheses.

Table 20 Hypothesis test results

Hypothesis	Result
H1a: Management support dimension positively affects employee JS	accepted
H1b: Career consequences dimension negatively affects employee JS	Not accepted
H1c: Organizational time demand dimension negatively affects employee JS	accepted
H2a: Management support dimension positively affects employee LS	accepted
H2b: Career consequences dimension negatively affects employees' LS	Not accepted
H2c: Organizational time demand dimension negatively affects employees' LS	Not accepted
H3a: Management support positively affects work-family facilitation	accepted
H3b: Management support negatively affects work-family conflict	accepted
H4: Career consequences positively affect work-family conflict	accepted
H5: Organizational time demands positively affects work-family conflict	accepted
H6a: Management support positively affects JS through work-family facilitation	accepted
H6b: Management support positively affects JS through work-family conflict	accepted
H6c: Career consequences negatively affect JS through work-family conflict	accepted

Hypothesis	Result
H6d: Organizational time demands negatively affect JS through work-family conflict	accepted
H6e: Management support positively affects LS through work-family facilitation	accepted
H6f: Management support positively affects LS through work-family conflict	accepted
H6g: Career consequences negatively affect LS through work-family conflict	accepted
H6h: Organizational time demands negatively affect LS through work-family conflict	accepted
H7a: There are significant differences in the impact of management support on JS un-der different organizational attributes (government agencies, public institutions, and enterprises)	accepted
H7b: There are significant differences in the impact of career consequences on JS under different organizational attributes (government agencies, public institutions, and enterprises)	Not accepted
H7c: There are significant differences in the impact of organizational time demands on JS under different organizational attributes (government agencies, public institutions, and enterprises)	accepted

5.2 Discussion of research results

5.2.1 Analysis of the direct effect of FFOC on job and LS

The data of the analysis results indicate that the management support dimension of FFOC exerts a strong positive influence on the two variables of JS and LS. Given China's prevalent cultural conditions, the beliefs, values, and basic assumptions of most corporate department managers dominate the organizational culture of the entire department. Most employees take their supervisor's wishes into consideration when solving problems; therefore, manager support plays a decisive role in improving the satisfaction of employees' work and life. Odle-Dusseau and others pointed out that managerial support behavior as a work-family support resource in an organization can affect both work attitude and performance of employees. If the culture of an organization advocates family-friendliness, and the supervisor shows family support, employees will be more satisfied with their jobs under such an organizational environment. Xie et al. (2017) showed that manager support can positively affect life and marriage satisfaction. When employ-

ees perceive that their manager cares about and supports their family needs, their emotional commitment to the organization will be higher, and work pressure and tension are reduced, thereby increasing work attitude and work satisfaction (Xie, Ma, Tang & Jiang, 2017). It has been shown that FFOC is related to family status such as family member performance, LS and family welfare (Frone, Yardley & Markel, 1997).

Organizational time demand exerts a strong negative effect on JS. People's energy is limited. If employees' time requirement is low, they can devote more time and energy to family roles, which helps to improve the quality of their family life (Wayne et al., 2006). However, when managers expect employees to give up their family life for work or expect them to spend more private time at work, employees perceive that those enterprises are restricting them. This negatively affects employees' health and happiness, and their work concentration, recognition, enthusiasm, JS and LS will all decrease (Kong, 2013). Of course, the time pressure the organization exerts on employees can also facilitate work engagement to a certain extent, but the premise is that employees are not experiencing this pressure, which will produce an incentive effect.

The negative impact of career consequences on JS as well as the negative influence of organizational time demands and career consequences on LS did not show the expected results, and neither significantly influenced LS. This suggests the main reason for this to be that work and family culture is an organizational variable, and the excessively high time requirements of the organization and the use of family-friendly policies cause negative career evaluations. These are negative effects in the work field. The impact on family life is transmitted through conflicts in work-family relationships, and it can be inferred that WFB plays an intermediary role in this conflict.

5.2.2 Analysis of the direct effect of FFOC on WFB

Employees who experience a family-supporting culture are more likely to also experience WFB. This culture meets the needs of employees so that they can balance their work and family requirements, thus enhancing their performance in their family roles. A supportive FFOC makes the organization a more pleasant place to work, improves the employee's experience, and enhances the employee's WFB (Zhu & Zhou, 2010). Naithani (2010) pointed out that employees who receive workplace support through family-friendly policies are more likely to achieve work-life balance and have higher work performance in the workplace. A work-family organizational culture provides better environmental support for family-friendly policies. The perception of a positive FFOC is centrally important in effectively reducing work-family conflicts, while at the same time, the positive influence of a family support culture on employees' work-family facilitation is more apparent. This corroborates the results of previous studies. The reason may be that informal cultural characteristics provide a flexible and humanized response to the work and family needs of employees. If employees perceive that their managers support them in handling their work-family relationships, both work-family facilitation and emotional commitment to the organization are effectively improved, thereby reducing the tendency to leave. This also matches the results of Anderson et al. (2002), who also found that managerial support is a significant factor in the successful integration of work-family relationships in employees. In addition, if employees must spend too much time outside of their working time, they will report less work-family facilitation. Therefore, investing more resources to create an organizational culture that portrays family support is more practical than adopting formal family-friendly strategies.

Organizational time demand refers to higher expectations on the time employees spend at work or the expectation that employees should prioritize work over their families. Such expectations will impose stronger pressures on employees, which will intensify work-family conflicts.

Of course, overtime work will yield certain resources for employees, such as additional wages and bonuses, which will facilitate family life over the short term, but when the resources obtained are insufficient to compensate for the lack of family life, work and family life will become unbalanced.

However, in the Chinese context, affected by the inherent Chinese organizational culture, employees who work longer hours may be perceived as having higher work enthusiasm. Therefore, these employees are more likely to be favored and rewarded by companies and are more likely to receive facilitation opportunities. However, this requires that employees sacrifice family life to accommodate longer work hours. In fact, in China, most families focus predominantly on work. To do a good job and present high professionalism at work, many employees need support from their families. Such support includes emotional support, the sharing of family affairs, as well as the sharing of family resources and work resources. The more worried employees are about consequences of their careers, the greater the support and sacrifices they may expect from their families, and the more the work-family relationship becomes unbalanced.

5.2.3 Mediating effect analysis of WFB

First, the WFB mediates between management support and JS. Management support affects employees' JS through WFB. Supportive supervisors positively impact the results of employees at the individual and organizational levels. Sargent (2000) empirically found that high work pressure reduces employees' JS while employees supported by high-level supervisors are less affected by work pressure. Weakening work pressure results in less work-family conflicts among employees. Based on the theory of social cognition, Casper et al. (2011) proposed that supervisor support is related to employee organizational commitment and trust. The predictive effect WFB exerts on employees' continuous commitment is more significant with the support of high-level

supervisors. For example, a supportive supervisor may encourage an employee to put aside work at an appropriate time to take care of family matters, thus making it easier for the employee to achieve WFB, and consequently, work satisfaction increases. In China, "human relationship culture" is an important link for an organization and its management. Therefore, management support behaviors can positively affect employees' emotions and behaviors toward the organization. Supervisor support sends signals of importance and trust to employees. These factors result in positive feedback from employees to the organization, and employees will be more confident and actively maintain their work. They achieve a balanced relationship with their families, and through this balanced state, work satisfaction increases.

Second, WFB is important in the relationship between organizational time demand and work and LS. For individual employees, when considerable time has been allocated to one role, it may not be easy to meet the needs of another role. The higher the organization's requirements regarding employees' working hours, the harder it will be for employees to devote enough time to family life, and it becomes difficult to retain balance between their work and family. Once conflicts between work and family arise, employees' JS decreases, which affects their life experience and causes a decline in their LS. Working time is an important predictor of work-family conflict. Employees who are faced with long working hours will experience more work-family conflicts, thereby reducing their own JS and LS (Greenhaus et al., 1987). Keith & Schafer (1980) found a direct correlation between women's levels of work-family conflict and the time their spouse devotes to work each week. This also reflects that when a husband spends too much time in his own career and spends less time to be involved in family activities (e.g., raising children, caring for the elders, and other family responsibilities), family conflicts emerge. These in turn affect employees' work satisfaction and LS. Based on this, this thesis suggests that the independ-

ent variable of organizational time demand affects the employees' WFB, which influences employees' own work and life experience, thereby reducing satisfaction.

Finally, WFB exerts an intermediary effect on career consequences as well as JS and LS. This also confirms the results of the conducted semi-structured interviews. Employees are afraid of a potential negative evaluation by the organization for family reasons, which may negatively affect their career development. If this concern is strong in employees, they generally avoid using flexible work arrangements or avoid spending the required time with their family life. As conflicts intensify, work life and family life become unbalanced, which affects work and LS.

5.2.4 Moderator effect of organizational attributes in the model

The test results showed that in organizations with different attributes, large differences exist in the impact of FFOC on JS. For example, in any enterprise, managers can determine employee salary changes and job facilitations. Employees are at a disadvantaged position relative to managers, and managers commonly hold absolute authority over department concepts and values. This means that whether employees can retain balance between work and family life largely depends on the understanding and support of their managers. In government agencies, influenced by traditional Chinese culture, strict levels of hierarchy exist. Therefore, managers determine the orientation of the FFOC to a large extent. In public institutions, the contrary is true. In China, most public institutions use the country. Non-profit organizations use resources to serve the mass of people. These organizations employ relatively loose management methods, and the concepts of subordinates are not strict. The formation of organizational culture is strongly influenced by the characteristics of the enterprise itself and the inheritance of cultural history.

A good example for this can be found in colleges and universities in China. These mainly rely on state investment, recruit students from the whole of society, charge low fees, and operate

mainly relying on financial appropriations. These are typical non-profit institutions. Therefore, a typical organizational culture of public institutions has formed. The hierarchical concept of colleges and universities is not like that of enterprises and government agencies. Managers are more versed in-service intelligence, and management functions are relatively weak. The status of managers and employees is quite equal. Another example is that government agencies still employ a relatively conservative management system, and working hours and overtime spirit are often important indicators for measuring outstanding work. Interpersonal relationships are also an important factor in determining the career development of employees. Both leaders and employees value "relationships" very much. This causes civil servants to attach great importance to "face-to-face time" with their leaders as well as to time for communication with colleagues. The inherent culture of government agencies is also a manifestation of work attitude. Therefore, most employees of government agencies fear that they will be gradually "marginalized" by their superiors and colleagues if they adopt flexible work arrangements, and then receive negative comments. They carry strong concerns about using such family-friendly policies. Furthermore, civil servants mainly serve society. Society requires employees to be able to handle business efficiently within a short period of time, and imposes strict work process management and timeliness requirements. Therefore, in China, government agencies often impose strict regulations on working hours, even if a corresponding family-friendly system is established. It is also difficult to achieve good implementation. Finally, government agencies and public institutions are similar. Both do not aim to make profits, but instead perform management and services on behalf of the government. In recent years, the Chinese government has required the functions of government agencies to gradually shift from management to service. In certain areas, the boundaries between government agencies and public institutions have become blurred. However, in general, government agencies

still tend to focus on management and public institutions tend to provide services. Public institutions emphasize technology and capabilities, and government agencies emphasize execution and teamwork. Therefore, the career development of employees of government agencies is more susceptible to external influences, such as working hours and work attitudes. Therefore, it can be inferred that civil servants will have stronger scruples about using family-friendly policies.

Therefore, testing the hypotheses showed that to build a supportive FFOC, offer acceptable family-friendly policies, and form a family-friendly work environment, enterprises must consider their own cultural characteristics.

5.3 Theoretical contribution of this research

Studies on family-friendly culture and policies are abundant in the context of European and American countries. However, studies targeting China are rare. Through an empirical analysis of the literature, this thesis focuses on the research of Chinese organizations, expounds the research status of FFOC and family-friendly policies, and empirically analyzes the effects work-family imposes on personal outcome variables (e.g., JS and LS). The positive influence of the FFOC has identified useful explorations for the application of FFOC in China, and also provides theoretical support for follow-up research of FFOC in the Chinese context.

In the past, scholars mainly focused on the influence of FFOC on work-family conflicts and regarded both concepts as relatively independent. Therefore, research on the impact of work-family facilitation is rare. This means that under the influence of FFOC, a reduction of work-family conflict does not imply the realization of work-family facilitation. However, the actual situation is far more complicated. It has been shown that for employees' work-family relationships, conflict and mutual facilitation between work and family can co-exist (Barnett, 1998). This thesis explores the influence of FFOC on work. Empirical analysis showed that in a certain type

of FFOC, colleagues can reduce work-family conflict and improve work-family facilitation. This perspective broadens research on FFOC, and the research conclusions are more important to work-family conflict. Follow-up research can further focus on the positive effects FFOC provides.

Through empirical analysis, the mediating effect of WFB between FFOC on JS and LS has been identified. Management support affects JS and LS through work-family conflict and work-family facilitation. Career consequences and organizational time demands increase through work-family conflict and reduce both JS and LS. This research exposes the influence mechanism and influence path of FFOC and individual variables. It also clarifies the important role FFOC plays in improving WFB, as it can increase employees' work and LS.

This research analyzes and examines the difference in the impact of FFOC on employee JS in organizations with different attributes. The effect of FFOC is largely influenced by the inherent culture of the company and by the overall organizational environment. Therefore, future research can further increase the universal applicability of FFOC under different organizational environments.

5.4 Practical implications

5.4.1 Enterprises should focus on the positive role of FFOC

Enterprises should regard the balanced development of employees' work and family life as an important goal of their soft management. Moreover, the values of employees should be fully respected, and enterprises should pay attention to their family needs as this encourages their employees to serve the enterprise more loyally. In daily life, managers should continuously innovate the ways of communicating with their employees, provide suggestions to help employees more effectively balance work and family responsibilities, and enhance the sense of intimacy and trust between managers and employees. Through "offline" management practices that support

the family needs of employees of different genders, age groups, and career development stages, scientific and effective management plans should be put forward at the level of the individual employee. These should be incorporated this into employees' career and management training in the internal working process, as well as the rules and regulations of the enterprise. Consequently, the enterprise can arrange the work for the employees in a more regular and orderly manner, which can further facilitate the work and LS of the employees.

Organizations should minimize the time requirements for employees to ensure their physical and mental health. For most organizations, an ideal employee is a person who puts work first, to reflect loyalty to the organization. However, if the organization regards working hours as the only criterion for assessing employees' loyalty, employees will be coerced into working overtime. Consequently, working overtime will gradually become the norm and culture, and employees who do not follow this unspoken obligation will experience dissatisfaction from managers, and will be more likely to face negative consequences. In the long run, conflict between employees' work and family life will become increasingly prominent, resulting in the inability of employees' family needs to be met. Eventually, employees will become bored with work and work efficiency will greatly decrease. Therefore, managers should have a good sense of time and family, fully respect employees' personal time, and minimize excessive demands on working hours. At the same time, a relaxed time atmosphere should prevail in the organization as this encourages front-line employees to improve work efficiency and learn to work smarter, instead of simply extend-ing working hours. Consequently, front-line employees can devote their time and energy outside of normal work to their families. This also imposes higher requirements on managers regarding work arrangements and connections.

Employees' career concerns should be eliminated and the use of family-friendly programs should be facilitated. Many management practices have shown that providing family-friendly

programs can increase the competitiveness of organizations, and either attract or retain dedicated and productive employees. An important prerequisite for this is to build a supportive FFOC, so that the existing corporate culture can match family-friendly programs. Employees have career concerns because they believe that making use of family-friendly programs will not be conducive to their career development, or they may be afraid that they pay attention to family life too often, which will have a negative impact on their career development. Therefore, managers should "set an example" for employees and should become a role model in family relations, thus taking the lead in using family-friendly programs and thus dispel employees' career concerns. However, it should be noted that certain employees want to focus on the work area to realize self-worth, so instead of adopting family welfare policies, they will be forced to conform to the pressure. Therefore, when managers intervene in the work-family relationship of employees, they should first make an effort to fully understand the subjective wishes of employees, and then formulate corresponding management strategies on an individual basis.

5.4.2 Importance of WFB

Enterprises should start by helping employees achieve a balance between work and family life to improve employees' JS and LS. Many studies have shown that reducing work and family conflict can improve employee JS and LS. However, only focusing on reducing conflict while ignoring the mutual help of work and family are clearly not sufficiently comprehensive. It is equally important that organizations reduce conflict by intervening in employee work and family relationships. This requires that organizations allow their employees to flexibly allocate work time and space to reduce the conflict between work and family. Moreover, it is necessary to increase the resources employees can obtain in the organization to improve the mutual gain of

work and family life. The generation of resources is an important driving force for the gain process, and includes skills and concepts, physiological and psychological resources, and social capital resources (Greenhaus & Powell, 2006).

The acquisition of these resources not only increases employees' income, but also requires organizations to provide employees with corresponding family friendly welfare policies, such as childcare facilities at the workplace and family support policies. It has been shown that engaging in challenging, autonomous, and changeable work can yield more psychological significance for an individual, enable learning, growth, and competence, and generate pride in work, all of which are beneficial to family life (Wayne, Grzywacz, Carlson & Kacmar, 2007). The gain of work to family benefits from resource-rich work. More work gains for families can be achieved when individuals are engaged in work that is autonomous, diverse, and requires certain professional social skills (Grzywacz & Butter, 2005). Grzywacz & Marks (2000) found that a supportive working culture (reflected in working hours, decision-making power, and work support) has a significant effect on work-family gain. For example, boss support, colleague support, organizational culture support, and family-friendly work environments are associated with more gain. A study used a sample of 230 Chinese married managers and assessed their work-family enrichment. The results showed that perceived service leadership is greatly connected with work-family enrichment, and a working environment where family problems can be shared will affect the work-family enrichment (Zhang, Kwong Kwan Everett, & Jian, 2012).

WFB is an important intermediary between FFOC and work-LS. It has been confirmed that in the direct effect of FFOC on job and LS managerial support has a significant impact, while the dimension of organizational time demands and career consequences have no important influence on job and LS. After the addition of the mediating variable of WFB, the impact becomes significant. FFOC influences both job and LS through the mediating role of WFB. In the process

of constructing the FFOC, an organization should use the probability that it can affect the WFB of employees as evaluation standard. The results of this thesis also provide a reference for the organization to construct a supportive FFOC.

5.4.3 Integrating FFOC into the enterprise environment

It can be concluded that in the Chinese context, organizational attribute is an important variable affecting the cultural effect of work and family. The organizations' own work characteristics and the inherent understanding of historical formation affect the formulation and implementation of the FFOC in an organization. In the Chinese context, it is unrealistic to address FFOC from the traditional culture and inherent organizational culture.

Recently, various organizations in China have begun to focus on this feature and have started to explore a family friendly policy with Chinese characteristics. For example, in government offices, different independent institutions have been interconnected through a network to realize network joint office. This greatly reduces workflow, improves work efficiency, and makes it possible to arrange working hours and places flexibly. In addition, as discussed above, family-friendly policies include two aspects: flexible work arrangements and work family welfare policies. To weaken the difficulties associated with flexible work arrangements, government agencies strengthened the family assistance plan for employees, for example by building a nursery for public servants' children near the office location to resolve worries of civil servants raising their children. Near the office site, a collective residence and community of civil servants should be built to shorten the travel time of civil servants. In addition, government agencies have implemented a series of welfare policies, such as providing material support for caring for sick families and advisory services for children's education. In public institutions, according to the cultural characteristics of the organization, a series of family-friendly policies were formulated that are

easy to implement, such as telecommuting, paid leave when taking care of sick family members, extension of postpartum nursing leave, and production leave.

Moreover, to increase managers' understanding and support for employees' WFB, under the leadership of leaders, the labor union is the main body for implementing the poor family sympathy plan, employee family assistance plan, and elderly care activities. Enterprises in China have also strengthened the management of annual leave and paid leave according to their own specific cultural characteristics. Large enterprises have built childcare institutions at the workplace, and small and medium-sized enterprises have jointly built childcare places according to their locations. Enterprises also increasingly focus on strengthening the cultivation of managers' awareness of family service and changing their ideas, thus increasing the applicability of FFOC in enterprises (these data originate from the network).

5.5 Research limitations and future research perspectives

This research has certain limitations and deficiencies, which are discussed in the following.

First, the sample selection of this thesis bears certain limitations. The limitation to only cover eight regions is imposed by the limited ability to mine data of the researcher. These regions are mainly concentrated in the northern part of China, and the southern region is less represented. The general situation of China's economic development suggests that the economic development in the south exceeds that in the north in terms of speed, pattern, and concept. Moreover, the enterprises in the north do not accept the new concept of the FFOC as much as enterprises in the south, which reduces the representativeness of the research conclusions.

Second, regarding the organizational attributes of the sample classification, only the three categories of enterprises, civil servants, and institutions are assessed. This results in the inability of this thesis to analyze specific industries. different industries cannot be compared in-depth. In

future research, the researcher will collect more samples of other industries and regions to test the applicability of this model for specific industries or regions. According to the basic characteristics of specific industries and regions, the theoretical model of this study will be revised and improved as appropriate, and the conclusions of this study will be expanded and deepened.

Third, the data obtained by the survey method employed in this study are mainly cross-sectional data, the causality of which can only be verified by theoretical assumptions and the degree of data fitting. Therefore, this study cannot control various interfering variables and exclude the adverse effects of causality. While this is a common problem in questionnaire research, various research methods and more complex research designs can be adopted in future studies to avoid these problems as much as possible.

References

Allen T. D., Herst, D., Bruck, C. S., & Sutton, M. (2000). Consequences associ-
ated with work-to-family conflict: A review and agenda for future research.
Journal of Occupational Health Psychology, 5(2), 278-308.

Allen, T. D. (2001). Family-supportive work environments: The role of organi-
zational perceptions. *Journal of vocational behavior,* 58(3), 414-435.

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.

Andreassi J. K., Thompson C. A. (2008). Work family culture: Current Research
and Future Directions. *Handbook of Work-Family Integration*, 331-351.

Aryee, S., Srinivas, E. S., & Tan, H. H. (2005). Rhythms of life: antecedents and
outcomes of work-family balance in employed parents. *Journal of Applied
Psychology,* 90(1), 132-46.

Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004).
Unlocking the mask: A look at the process by which authentic leaders impact
follower attitudes and behaviors. *Leadership Quarterly,* 15(6), 801-823.

Bailyn, L. (1997). The impact of corporate culture on work-family integration, In
S. Parasuraman & J. H. Greenhaus (Eds.), *Integrating Work and Family:
Challenges and Choices for A Changing World,* 209-219.

Balmforth K., Gardner, D. (2006). Conflict and facilitation between work and
family: realizing the outcomes for organizations. *New Zealand Journal of
Psychology,* 35(2), 69-76.

Barnett, R. C. (1998). Toward a review and reconceptualization of the work/family literature. *Genetic Social and General Psychology Monographs*, 124(2), 125-184.

Beauregard, T. A. (2006). Are organizations shooting themselves in the foot? workplace contributors to family-to-work conflict. *Equal Opportunities International,* 25(5), 336-353.

Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review,* 19(1), 9-22.

Beehr, T. A. (1985). The role of social support in coping with organizational stress. In. T. A. Beehr & R. S. Bhagat (Eds.), *Human stress and cognition in organizations*, 375-398.

Behson, S. J. (2002). Coping with family-to-work conflict: the role of informal work accommodations to family. *Journal of Occupational Health Psychology,* 7(4), 324.

Bian J., & Qian Y. (2019). The influence of work-family culture on employees' work engagement—the mediating effect of work-family conflict. *Enterprise Economics,* 38(4), 109-115.

Blum, M. L., Naylor, J. C., & Naylor, J. C. (1968). *Industrial psychology; Its theoretical and social foundations.* Harper & Row.

Bond F.W., Bunce D. (2003). The role of acceptance and job control in mental health, job satisfaction, and work performance. *Journal of Applied Psychology,* 88(6), 1057-1067.

Bragger, D. N., Rodriguez-Srednicki, O., Kutcher, E. J., Indovino, L., & Rosner,

E. (2005). Work-family conflict, FFOC, and organizational citizenship behavior among teachers. *Journal of Business & Psychology,* 20(2), 303-324.

Burke R. J. (1988). Some antecedents and consequences of work-family conflict. *Journal of Social Behavior & Personality,* 3(4), 287-302.

Bussing A., Bissels, T., Fuchs, V., & Perrar, K. M. (1999). A dynamic model of work satisfaction: qualitative approaches. *Human Relations,* 52(8), 999-1028.

Butts, M. M., Casper, W. J., & Yang, T. S. (2013). How important are work-family support policies? a meta-analytic investigation of their effects on employee outcomes. *Journal of Applied Psychology,* 98(1), 1-25.

Byron K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior, 67(2), 169-198.*

Cameron, K., & Dutton, J. (Eds.). (2003). *Positive organizational scholarship: Foundations of a new discipline.* Berrett-Koehler Publishers.

Campbell, J. P., Dunnette, M. D., Lawler, E. E., & Weick, K. E. (1970). Managerial performance, behavior and effectiveness. *New York, NY: McCraw-Hill. STRU'ITON AND PELTON: SALESPERSON SOLIDARITY,* 173.

Carlson D. S., Grzywacz J. G. & Zivnuska S. (2009). Is work-family balance more than conflict and enrichment. *Human relations; studies towards the integration of the social sciences,* 62(10),1459-1486.

Casper, W. J., Harris, C., Taylor-Bianco, A., & Wayne, J. H. (2011). Work-family conflict, perceived supervisor support and organizational commitment among Brazilian professionals. *Journal of Vocational Behavior,* 79(3), 640-652.

Cheng Q., & Li X. (2009). The influence of corporate employee personality attitude on job satisfaction. *Chinese Journal of Health Psychology,* 12(2), 1501-

1502.

Cheung F. M., & Halpern, D. F. (2010). Women at the top: powerful leaders define success as work- family in a culture of gender. *American Psychologist,* 65(3), 182-193.

Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBS, and performance. *Social Science Electronic Publishing.* 93(5), 1082-1103

Cinamon R., Gali, Rich, & Yisrael. (2002). Gender differences in the importance of work and family roles: Implications for work-family conflict. *Sex Roles.* 47, 531-541

Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior,* 58(3), 348-365.

Cui X., Zhang Y., & Qu J. (2012). Labor relations atmosphere and employee job satisfaction: the moderating effect of organizational commitment. *Nankai Management Review* (2), 12. 19-30.

De Janasz, S., Behson, S. J., Jonsen, K., & Lankau, M. J. (2013). Dual sources of support for dual roles: how mentoring and work-family culture influence work-family conflict and job attitudes. *The International Journal of Human Resource Management,* 24(7), 1-19.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *J Appl Psychol,* 86(3), 499-512.

Denison, D. R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm

wars. *Academy of management review*, *21*(3), 619-654.

Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of personality assessment*, *49*(1), 71-75.

Diener, Ed. (1984). Subjective well-being. *Psychological Bulletin,* 95(3), 542-575.

Dikkers J., Geurts S., Dulk L. D. (2004). Relations among work-home culture, the utilization of work-home arrangements, and work-home interference. *International Journal of Stress Management,* 11(4), 323-345.

Dikkers, J. S. E., Geurts, S. A. E., Dulk, L. D., Peper, B., Taris, T. W., & Kompier, M. A. J. (2007). Dimensions of work-home culture and their relations with the use of work-home arrangements and work-home interaction. *Work & Stress,* 21(2), 155-172.

Duncan, K. A., & Pettigrew, R. N. (2013). Research Brief No. 12-The effect of work arrangements on perceived work-family balance. *Population Change and Life Course Strategic Knowledge Cluster Research/Policy Brief*, *1*(4), 1-4.

Dunn J. D. & Stephens, E. C. (1972). Management of Personnel: Manpower Management & Organization Behavior. *N.Y.: McGraw-Hill.*

Easterlin, R. A., Morgan, R., Switek, M., & Wang, F. (2012). China's life satisfaction, 1990-2010. *Proceedings of the National Academy of Sciences of the United States of America,* 109(25), 9775-9780.

Eaton, S.C. (2003). If you can use them: Flexibility policies, organizational commitment, and perceived performance. *Industrial Relations,* 42(2), 145-167.

Eddleston, K. A., & Powell, G. N. (2012). Nurturing entrepreneurs' work-family

balance: A gendered perspective. *Entrepreneurship theory and practice*, 36(3), 513-541.

Efron B. (1979). Bootstrap methods: Another look at the Jackknife. *The Annals of Statistics,* 7, 1-26.

Feng X Li Z., Gao Y., Mei S., & Wei D. (2005). The influence of economic income and marriage and family on life satisfaction of the elderly. *Chinese Public Health (12)*, 1426-1427.

Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobserv- able variables and measurement error: algebra and statistics. *Journal of Marketing Research (JMR),* 18(1), 39-50.

Fried Y., & Ferris G. R. (1987). The validity of the job characteristics model: a review and meta-analysis. *Personnel Psychology,* 40(2), 287-322.

Friedlander, F. (1963). Underlying sources of job satisfaction. *Journal of Applied Psychology*, *47*(4), 246-257.

Frone C. (2003). Relation of behavioral and psychological involvement to a new four-factor conceptualization of work-family interference. *Journal of Busi- ness & Psychology,* 17(4), 515-535.

Frone M. R., Yardley J. K., Markel K. S. (1997). Developing and Testing an Inte- grative Model of the Work - Family Interface. *Journal of Vocational Behavior,* 50(2), 145-167.

Gordon, J. R., Whelan-Berry, K. S., & Hamilton, E. A. (2007). The relationship among work-family conflict and enhancement, organizational work-family culture, and work outcomes for older working women. *Journal of occupa- tional health psychology,* 12(4), 350.

Greenhaus J. H., Allen, T. D., & Spector, P. E. (2006). Health consequences of work-family conflict: the dark side of the work-family interface. *Research in Occupational Stress and Well Being,* 5, 61-98.

Greenhaus J. H., Collins, K. M., & Shaw J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior,* 63(3), 510-531.

Greenhaus J. H., Ziegert, J. C., & Allen, T. D. (2012). When family-supportive supervision matters: Relations between multiple sources of support and work-family balance. *Journal of Vocational Behavior,* 80(2), 266-275.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, 10(1), 76-88.

Greenhaus, J. H., Bedeian, A. G., & Mossholder, K. W. (1987). Work experiences, job performance, and feelings of personal and family well-being. *Journal of Vocational Behavior,* 31(2), 200-215.

Grzywacz J. G., & Butler, A. B. (2005). The impact of job characteristics on work-to-family facilitation: testing a theory and distinguishing a construct. *Journal of Occupational Health Psychology,* 10(2), 97-109.

Grzywacz, J. G., & Bass, B. L. (2003). Work, family, and mental health: Testing different models of work‐family fit. *Journal of marriage and family*, 65(1), 248-261.

Grzywacz, J. G., & Marks, N. F. (2000). Family, work, work‐family spillover, and problem drinking during midlife. *Journal of Marriage and Family*, 62(2), 336-348.

Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology,* 5(1), 111-126.

Hackett, R. D., Farh, J. L., Song, L. J., & Lapierre, L. M. (2003). LMX and organizational citizenship behavior: Examining the links within and across Western and Chinese samples. *Dealing with diversity,* 1, 219-231.

Hammer L. B, Kossek B., & Bodner T. (2013). Measurement development and validation of the Family Supportive Supervisor Behavior Short-Form (FSSB-SF). *Journal of Occupational Health Psychology,* 18(3), 285.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work. New York: John Wiley & Sons.

Hill, E. J. (2005). Work-family facilitation and conflict, working fathers and mothers, work-family stressors and support. *Journal of Family Issues,* 26(6), 793-819.

Hill, R. T., Matthews, R. A., & Walsh, B. M. (2016). The emergence of family‐specific support constructs: Cross‐level effects of family‐supportive supervision and family‐supportive organization perceptions on individual outcomes. *Stress and Health*, *32*(5), 472-484.

Hobfoll, Stevan, E. (1989). Conservation of resources. a new attempt at conceptualizing stress. *Am Psychol,* 44(3), 513.

Hodson R. (1995). Gender differences in job satisfaction: Why aren't women more dissatisfied. *Journal of Social Psychology,* 135(2),143-51.

Hoppock, R. (1935). *Job satisfaction.* Harper.

Hu B., & Chen J. (2003). An Empirical Study on Job Satisfaction of Mental Work-
ers. *Scientific Research Management,* 24(4), 6. 139-144.

Huang Y. (2021). Research on the influence of non-working time electronic com-
munication on the work withdrawal behavior of grassroots civil servants.
(Doctoral dissertation, Harbin Normal University).

Huebner E.S., Drane W., & Valois R. F. (2000). Levels and demographic corre-
lates of adolescent life satisfaction reports. *School Psychology International,*
21(3), 281-292.

Jahn, E. W., Thompson, C. A., & Kopelman, R. E. (2003). Rationale and construct
validity evidence for a measure of perceived organizational family support
(POFS): because purported practices may not reflect reality. *Community
Work & Family,* 6(2), 123-140.

Janasz, S., Behson, S. J., Jonsen, K., & Lankau, M. J. (2013). Dual sources of
support for dual roles: how mentoring and work-family culture influence
work-family conflict and job attitudes. *The International Journal of Human
Resource Management,* 24(7), 1-19.

Jin S., & Tian L. (2003). A study on the relationship between middle school stu-
dents' values, self-concept, and life satisfaction. *Psychological development
and education,* 19(2), 57-63

Judge T. A., Ilies, R., & Zhang, Z. (2012). Genetic influences on core self-eval-
uations, job satisfaction, and work stress: Behavioral genetics mediated
model. *Organizational Behavior and Human Decision Processes,* 117(1),
208-220.

Judge T. A., Locke E. A., CC Durham, C, C, & Kluger, A, N. (1998). Dispositional

effects on job and life satisfaction: the role of core evaluations. *Journal of Applied Psychology,* 83(1), 17-28.

Keith, P. M., & Schafer, R. B. (1980). Depression in one- and two-job families. *Psychological Reports,* 47(2), 669-739.

Kong H. (2013). Relationships among work-family supportive supervisors, career competencies, and job involvement. *International Journal of Hospitality Management,* 33(1), 304-309.

Korabik, K., Lero, D. S., & Ayman, R. (2003). A multi-level approach to cross cultural work-family research: A micro and macro perspective. *International Journal of Cross-Cultural Management,* 3(3), 289-303.

Kossek, E. E. & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139-149.

Kossek, E.E., Colquitt, J.A, & Noe, J.A. (2001). Caregiving decisions, well-being, and performance: The effects of place and provider as a function of dependent type and work-family climate. *Academy of Management Journal,* 44(1), 29-44.

Lapierre, L. M., & Allen, T. D. (2006). Work-supportive family, family-supportive supervision, use of organizational benefits, and problem-focused coping: implications for work-family conflict and employee well-being. *Journal Occupational Health Psychol,* 11(2), 169-181.

Lewis D. S., French E., Steane P. A. (1997). Culture of Conflict. *Leadership & Organization Development Journal,* 18(6), 275-282(8).

Li C. (2013). The influence of multiple roles on college teachers' work-family conflict. *Journal of Southwest Agricultural University (Social Science Edition) (01)*, 160-165.

Li D., Chen T. Wu Z., Xiao J., Fei A., & Wang Y. (2006). The living and psychological conditions of the urban elderly and their changes with age. *Chinese Journal of Gerontology (10),* 1314 -1316.

Li R., & Zhang J. (2005). Analysis of employee life satisfaction in Chongqing and its related factors. *Journal of Southwest Normal University (Natural Science Edition) (03),* 556-559.

Liang R. (2009). Study on the relationship between work family conflict, job involvement and job satisfaction of female medical staff, Doctoral Dissertation, (Northeast Normal University)

Liu S. (2010). Research on the relationship between organizational support, work-family conflict and work engagement. (Doctoral dissertation, Hunan Normal University).

Liu S. Chen L., & You X. (2017). The relationship between gratitude and life satisfaction: Multiple mediation exploration. *Psychological Science (04),* 954-960.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology. *Chicago: Rand McNally.* 1297-1347.

Lu J., & Shi K. (2001). The structure of job satisfaction and its relationship with sense of fairness and turnover intention. *Chinese Psychological Society.* 361-362.

Luan M. (2008). The role of family-friendly programs and FFOC: a study based on work-family facilitation. (Doctoral dissertation, School of Science, Zhejiang University).

Luthans F., Avolio B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: measurement and relationship with performance and satisfaction. *Personnel Psychology,* 60(3), 541-572.

Lyness K. S. (2005). The relationships of national gender equality and organizational support with work-family balance: A study of European managers. *Human Relations,* 58(1), 33-60.

Ma K., & Wang C. (2003). The latest research progress of organizational stress management. *Psychological Science,* 26(5), 864-865.

Major, D. A., Fletcher, T. D., & Germano, D. (2010). The influence of work‐family culture and workplace relationships on work interference with family: a multilevel model. *Journal of Organizational Behavior,* 29(7), 881-897.

Marks S.R., MacDermid S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and Family.* 58(2), 417-432.

Mauno, S., Kinnunen, U., and Pyykko, M. (2005). Does work-family conflict mediate the relationship between FFOC and self-reported distress? Evidence from five Finnish organizations. *Journal of Occupational and Organizational Psychology,* 78, 509-530.

Mauno, S., Kiuru, N., & Kinnunen, U. (2011). Relationships between FFOC and work attitudes at both the individual and the departmental level. *Work and Stress,* 25(2), 147-166.

Mcmanus K., Korabik K., Rosin H. M., & Kelloway, E. K. (2002). Employed Mothers and the Work-Family Interface: Does Family Structure Matter. *Human Relations,* 55(11), 1295-1324.

Mesmer-Magnus, J. R., &; Viswesvaran, C. (2006). How family-friendly work environments affect work/family conflict: A meta-analytic examination. *Journal of Labor Research,* 27(4), 555-574.

Mottaz C J. (1987). Age and Work Satisfaction, *Work & Occupations an International Sociological Journal*, 14(3),387-409.

Naithani, P. (2010). Overview of work-life balance discourse and its relevance in current economic scenario. *Asian Social Science,* 6(6), 148-155.

Odle-Dusseau H. N., Britt, T. W., & Greene-Shortridge, T. M. (2012). Organizational work-family resources as predictors of job performance and attitudes: The process of work-family conflict and enrichment. *Journal of Occupational Health Psychology,* 17(1), 28-40.

O'Driscoll, M. P., Poelmans, S., Spector, P. E., Kalliath, T., Allen, T. D., Cooper, C. L., & Sanchez, J. I. (2003). Family-responsive interventions perceived organizational and supervisor support, work-family conflict, and psychological strain. *International Journal of Stress Management,* 10(4), 326-344.

Parasuraman, S., Purohit, Y. S., Godshalk, V. M., & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior,* 48(3), 275-300.

Perlow, L. A. (1995). Putting the work back into work/family. *Group and Organization Management,* 20(2), 227-239.

Perrigino, M. B., Dunford, B. B., Troup, M., Boss, R. W., & Boss, D. S. (2019).

Work-family culture within hospitals: An interdepartmental analysis of employee engagement and retention. *Health care management review,* 44(4), 296-305.

Porter L. W., Lawler E. E. (1969) Managerial Attitudes and Performance. *Industrial & Labor Relations Review,* 23(1), 199-203.

Powell G. N., Greenhaus J.H. (2006). Managing incidents of work-family conflict: A decision-making perspective. *Human Relations,* 59(9), 1179-1212.

Qian Y. (2018). Research on the influence of the FFOC of the Agricultural Bank of China on the work input of frontline female employees. (Doctoral dissertation, Heilongjiang Bayi Land Reclamation University).

Rathi, N., & Barath, M. (2013). Work‐family conflict and job and family satisfaction. *Equality Diversity & Inclusion an International Journal,* 32(4), 438-454.

Russo, M., & Buonocore, F. (2012). The relationship between work-family enrichment and nurse turnover. *Post-Print,* 27(3), 216-236.

Sahibzada K., Hammer L. B., Neal D. & Kuang. (2005). The moderating effects of work-family role combinations and work-family organizational culture on the relationship between family-friendly workplace supports and job satisfaction. *Journal of Family Issues,* 26(6), 820-839.

Sargent, L. D., & Terry, D. J. (2000). The moderating role of social support in Karasek's job strain model. *Work & Stress,* 14(3), 245-261.

Shao Y., Liao S., Zhong H., & Lu R. (2015). Work engagement status and related factors of nurses in Zhanjiang City, Guangdong Province. *Environmental and Occupational Medicine (05),* 415-420.

Shen C. (2014). The mechanism of boundary elasticity in the work-family balance of dual-earner couples. (Doctoral dissertation, Central China Normal University).

Shin, D. C., & Johnson, D. M. (1978). Avowed happiness as an overall assessment of the quality of life. *Social indicators research*, *5*(1), 475-492.

Shockley, K.M., & Allen, T.D. (2007). When flexibility helps? Another look at the availability of flexible work arrangements and work-family conflict. *Journal of Vocational Behavior,* 71(3), 479-493.

Shu X., & Liao J. (2003). Empirical research on job stressors and job satisfaction of state-owned enterprise managers. *Industrial Engineering and Management (02)*, 34-37.

Sieber S. D. (1974). Toward a theory of role accumulation. *American Sociological Review,* 39(4), 567-578.

Smith K., Hulin. (1969). The measurement of satisfaction in work and retirement: a strategy "for the study of attitudes. *Chicago: Rand McNally and Company,* 166-188.

Starrels, M. E. (1992). The evolution of workplace family policy research. *Journal of Family Issues,* 13(3), 259-278.

Tang Ha. (2008). Work-family balance of enterprise employees. (Doctoral dissertation, Central China Normal University).

Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal,* 43(2), 178-190.

Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work-family conflict and strain: *A control perspective. Journal of*

Applied Psychology, 80(1), 6-15.

Thompson C. A., & Prottas D. J. (2006). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of Occupational Health Psychology,* 11(1), 100-117.

Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work-family benefits are not enough: The influence of FFOC on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior,* 54(3), 392-415.

Valcour M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied Psychology,* 92(6), 1512–1523.

Voydanoff P. (2004). The effects of work and community resources and demands on family integration. *Journal of Family and Economic Issues,* 25(1), 7-23.

Voydanoff, P. (2005). Social integration, work‐family conflict and facilitation, and job and marital quality. *Journal of marriage and family,* 67(3), 666-679.

Vroom V. H. (1969). Ego Involvement, job satisfaction, and job performance1. *Personnel Psychology,* 15(2), 159-177.

Wang Y., & Ye M. (2011). Structural verification of work-family balance and its causal analysis. *Management Review, (11)*, 92, 101-109.

Wayne, J. H., Grzywacz, J. G., Carlson, D. S., & Kacmar, K. M. (2007). Work-family facilitation: A theoretical explanation and model of primary antecedents and consequences. Human resource management review, 17(1), 63-76.

Wayne, J. H., Grzywacz, J. G., Carlson, D. S., & Kacmar, K. M. (2004, May). Defining work-family facilitation: A construct reflecting the positive side of

the work-family interface. *In annual meeting of the Society for Industrial and Organizational Psychology,* Chicago, IL.

Wayne, J. H., Randel, A. E., & Stevens, J. (2006). The role of identity and work-family support in work-family enrichment and its work-related consequences. *Journal of Vocational Behavior,* 69(3), 445-461.

Wharton, A. S., & Blair-Loy, M. (2002). The "overtime culture" in a global corporation: A cross-national study of finance professionals' interest in working part-time. *Work and Occupations,* 29(1), 32-63.

Wu Z. (2020). The reference significance of the work-life balance plan for optimizing the welfare of civil servants in my country. *China's collective economy* , 34(4), 165-168

Xie J., Ma H., Tang H., & Jiang H. (2017). Family-supportive supervisor behavior and marital satisfaction of dual-earner couples: A positive spillover-crossover model. *Acta Psychologica Sinica* (03), 359-369.

Xing Z., Zhang Y., & Tang Z. (2001). Research on employee satisfaction in state-owned large and medium-sized enterprises. *Psychological Science,* 24(2), 191-193.

Yammarino F. J., & Dubinsky A. J. (1994). Transformational leadership theory: using levels of analysis to determine boundary conditions. *Personnel Psychology,* 47(4), 787-811.

Yang J. (2018). Boundary and Transboundary: The Transformation of Work-Family Relationship Model. *Exploration and Contention* (10), 62-71+142.

Yang S. (2017) Research on the impact of work-family balance human resource

practices on employee performance. (Doctoral dissertation, Wuhan University of Technology).

Zeng L., & Yan L. (2013). Reliability and validity of the Chinese version of the work-family balance scale. *Chinese Journal of Clinical Psychology (06),* 988-991.

Zhang H., Kwan H. K., Everett A. M., (2012). Servant leadership, organizational identification, and work-to-family enrichment: The moderating role of work climate for sharing family concerns. *Human Resource Management,* 51(5), 747-767.

Zhang L., & He, L. (2002). The relationship between abstract and specific physical self-esteem evaluation methods and life satisfaction. *Journal of Beijing Sport University.* 320-323.

Zhao F., Chen Y., & Hu W. (2019). A study on the impact of WFB-HRP on job performance in the Chinese context: the role of family-work promotion and psychological capital. *Nankai Management Review,* 22(6), 11, 165-175.

Zhao H., Wayne S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: a meta-analysis. *Personnel Psychology,* 60(3), 647-680.

Zhao X., & Yang Y. (2014). Multi-level evaluation index system for the cultural effect of family-friendly organizations. *Soft Science* (10), 117-120.

Zheng X., Zheng X., & Chen L. (2006). Research on the impact of work-family conflict on R&D personnel on their work attitude. *Scientific Research (S2),* 540-545.

Zhu N., & Zhou L. (2010). Research on the relationship between work-family

culture, organizational commitment and turnover intention. *Nanjing Social Sciences,* 6, 44-50.

Appendix

工作家庭文化的影响研究问卷

尊敬的先生／女士：

本调查问卷是为了完成一项学术研究。请根据您的感知和实情回答下述问题。您的回答有助于我们进行分析和研究。我们向您承诺，所获得的数据只进行学术研究，绝不会对外泄露。问卷系匿名回答，更不会询问你的隐私和敏感问题。感谢您的支持和帮助！

第一部分：背景信息

1. 性别

　○女性

　○男性

2. 年龄

　○25

　○26~30

　○31~35

　○36~40

　○40~45

　○46

3. 教育水平

　○大学专科

　○大学本科

　○研究生(硕士)

　○研究生(博士)

〇其他

4. 工作年限

　〇1 年至 5 年

　〇6 年至 10 年

　〇11 年至 15 年

　〇16 年至 20 年

　〇21 年至 25 年

　〇26 年至 30 年

　〇31 年以上

5. 单位性质

　〇企业

　〇事业单位

　〇政府机构

6. 岗位属性［单选题］＊

　〇基层员工

　〇中层管理者

　〇高层管理者

7. 平均每周工作时间

　〇少于 40 小时

　〇41~45 小时

　〇46~50 小时

　〇51 小时及以上

8. 配偶工作状况

○无工作

○有工作

○无配偶

9. 有几个子女需要抚养

○无

○1 个

○2 个

○3 个及以上

10. 需要赡养老人数

○无

○1 个

○2 个

○3 个

○4 个

11. 您所在的省份［填空题］*

_____

下面是研究相关变量的量表。请您根据所在组织的实际情况，以及现实体验进行判断，并在相应数字上划○，评价标准如下：

数字的具体含义说明：**1=非常不符合 2=不符合 3=有点不符合 4=一般 5=有点符合 6=符合 7=非常符合**

"非常不符合"指该问项所描述的状况和您实际情况完全一直，以此类推。"一般"是指针对该问项所描述的状况您认为不确定，居于中间状况。

工作家庭文化

Item	Option						
总体来说，我们单位的管理者对家庭相关的需要还是很通融的。	①	②	③	④	⑤	⑥	⑦
单位的领导鼓励主管们关注员工的家庭和个人困难。	①	②	③	④	⑤	⑥	⑦
单位的中层管理者很关心员工照料子女的责任。	①	②	③	④	⑤	⑥	⑦
当发生冲突时，如果员工把家庭放在首要地位，管理者都表示理解。	①	②	③	④	⑤	⑥	⑦
单位鼓励员工积极的平衡工作和家庭生活的关系。	①	②	③	④	⑤	⑥	⑦
单位的中层管理者很关心员工照料老人的责任。	①	②	③	④	⑤	⑥	⑦
如果员工因为家庭原因想改做轻松一点的工作单位是支持的。	①	②	③	④	⑤	⑥	⑦
我们单位里允许在工作时间讨论家庭问题。	①	②	③	④	⑤	⑥	⑦
我们单位的员工比较容易协调工作和家庭关系	①	②	③	④	⑤	⑥	⑦
我们单位鼓励员工明确何时应该放下工作关注家庭生活。	①	②	③	④	⑤	⑥	⑦

在我们单位里，在工作日请假去处理有关于家庭的事情是很困难的。	①	②	③	④	⑤	⑥	⑦
在单位里，许多同事对男同事因为照顾孩子而请假感到不满。	①	②	③	④	⑤	⑥	⑦
在单位里，许多同事对女同事因为照顾孩子而请假感到不满。	①	②	③	④	⑤	⑥	⑦
为了能在单位里领先，员工每周的工作时间 50 小时以上，包括在工作地点和家里。	①	②	③	④	⑤	⑥	⑦
员工经常需要把工作在晚上或周末带回家去做。	①	②	③	④	⑤	⑥	⑦
在单位里，人们认为参与了工作家庭计划的人对职业的态度没有不使用计划的人认真。	①	②	③	④	⑤	⑥	⑦
因为家庭原因而推辞升职或换岗会严重影响在单位里的职业发展。	①	②	③	④	⑤	⑥	⑦
在单位里，如果员工采用弹性工作时间，那么他的晋升的机会不如其他的人。	①	②	③	④	⑤	⑥	⑦
在单位里，一般认为员工应该把工作放在家庭之前。	①	②	③	④	⑤	⑥	⑦
在单位里，要想被高层管理者赏识，员工必须遵循工作第一、家庭第二的原则	①	②	③	④	⑤	⑥	⑦

工作家庭平衡

Item	Option						
回到家后，工作中的烦恼或难题仍然缠绕着我	①	②	③	④	⑤	⑥	⑦
繁忙的工作使我难以抽出时间参与家庭活动	①	②	③	④	⑤	⑥	⑦
工作如此劳累，使我没有精力处理家庭事务	①	②	③	④	⑤	⑥	⑦
工作压力使我在家里变得急躁易怒	①	②	③	④	⑤	⑥	⑦

个人烦恼或家庭问题使我工作时心不在焉	①	②	③	④	⑤	⑥	⑦
家庭压力使我在工作中变得急躁易怒	①	②	③	④	⑤	⑥	⑦
家务杂事扰得我无法保证工作必须的睡眠	①	②	③	④	⑤	⑥	⑦
因为我需要对家庭生活尽到责任，影响我专心致志的工作	①	②	③	④	⑤	⑥	⑦
经常与家庭成员进行沟通交流，有助于我解决在工作中碰到的问题	①	②	③	④	⑤	⑥	⑦
来自家庭成员的爱，以及他们对我表示尊重，能够让我自信的面对工作中的任何问题	①	②	③	④	⑤	⑥	⑦
通过家庭生活，我会得到放松。能够以饱满的精力面对第二天的工作	①	②	③	④	⑤	⑥	⑦
在工作中做事得到的经验，可以用于解决家庭事务	①	②	③	④	⑤	⑥	⑦
在工作中获得的技能和知识，能应用于我的家庭生活	①	②	③	④	⑤	⑥	⑦
工作中处理事务，使我在家庭生活中变得风趣幽默	①	②	③	④	⑤	⑥	⑦

工作满意度

Item	Option						
绝大多数时间里，我对工作充满热情。	①	②	③	④	⑤	⑥	⑦
我非常满意目前从事的工作	①	②	③	④	⑤	⑥	⑦
通过工作，我能够获得乐趣，这种乐趣真实感强烈	①	②	③	④	⑤	⑥	⑦
上班真的无聊，感觉时间漫长，没有结束的时候	①	②	③	④	⑤	⑥	⑦

我的工作让我感到心情沮丧，难以获得快乐的感觉	①	②	③	④	⑤	⑥	⑦

生活满意度

Item	Option						
我现在的生活很好，绝大多数方面达到了我的心理预期。	①	②	③	④	⑤	⑥	⑦
我的生活条件很优越。	①	②	③	④	⑤	⑥	⑦
我非常满意自己的生活。	①	②	③	④	⑤	⑥	⑦
我的生活满足了我的需求，获得了自己梦想的东西。	①	②	③	④	⑤	⑥	⑦
如果一切可以重来，我还会重复现在的生活，并不会去想要做出任何改变。	①	②	③	④	⑤	⑥	⑦