Work-Family Interface Predicting Needs Satisfaction: The Benefits for Senior Management

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Abstract

Work-family conflict and enrichment were used to predict the needs satisfaction of autonomy, competence and relatedness on a sample of 418 New Zealand managers. Work-family and family-work conflict was negatively related to autonomy, while family-work conflict was also negatively related to competence and relatedness. Work-family enrichment was positively related to autonomy, while family-work enrichment was positively related to competence and relatedness. In addition, the findings suggest senior managers will have the freedom and skills from their position to better leverage the work-family interface. Results from interaction effects found senior managers reporting higher satisfaction of needs than junior managers at all levels of the work family interface. Overall, findings support the work-family interface influencing three needs satisfaction.

Key words: Work-family conflict; work-family enrichment; self determination; senior management; well-being.
Introduction

Managing the interface between work and family remains a central challenge for employees and employers (Valcour 2007). The negative aspects of this interaction have been defined as work-family conflict (Greenhaus & Beutell 1985) and the positive as work-family enrichment (Greenhaus & Powell 2006). These differing perspectives on the work-family interface seek to explain fundamental tensions and benefits on an individual’s capacity to coordinate obligations of work and non-work roles (Hoge 2007). Self Determination Theory is a positive psychological motivation theory based on the premise that people actively seek opportunities to satisfy their basic psychological needs for competence, relatedness and autonomy (Deci & Ryan 2000; Greguras & Diefendorff 2009). As employees have these needs meet this cultivates and ultimately culminates in higher psychological wellbeing (Deci & Ryan 2008). Van den Broeck, Vansteenkiste, De Witte and Lens (2008) found that resourcing employee’s jobs aided in meeting the basic psychological needs. However, they also reported that work-home inference depleted job resources for employees, and their ability to have the needs for autonomy, competence and relatedness met. The present study tests the direct effects of work-family and family-work conflict and enrichment towards Self Determination Theory needs satisfaction on a sample of managers. In addition, whether senior managers can leverage their position to buffer conflict and enhance enrichment is also explored.

Work-family conflict

Greenhaus and Beutell (1985) noted that the imbalance between work and family roles and the resultant conflict requires greater attention by researchers. Work-family conflict is a form of inter-role conflict whereby role pressures from the work and family domains are incompatible. Hence participation in one role is made more difficult by participation in other roles, such as work and family (Kahn, Wolfe, Quinn, Snoek & Rosenthal 1964). Boyar and Mosley (2007) described work-family conflict as “the aggregate view of an individual’s perceptions of the interference between work and family domains” (p.268), which relates to scarcity theory which suggests there is an upper limit on an individual’s psychological and physiological resources, and as such competing demands of multiple roles often results in a tug-of-war situation where participation in one role is generally considered to be at the expense of the other role (Wayne, Musisca, & Fleeson 2004). Greenhaus and Beutell (1985) suggested that work-family conflict is characterized by three different types of conflict relating to time, strain and research supports a bi-directionality approach, which recognizes that conflict is commonly experienced concurrently originating in the workplace and the home (Grandey, Cordeiro, & Crouter 2005). Overall, the detrimental consequences of work-family conflict and family-work conflict have been well established, with detrimental influences towards job and life satisfaction (Kossek & Ozeki 1998) and job outcomes (Haar, 2004). In their meta-analysis, Eby, Casper, Lockwood, Bordeaux and Brinley (2005) highlighted the large number of outcomes detrimentally influenced by conflict, and concluded that “research predicted an unfavorable relationship between work and family” (p. 180).

Work-family enrichment

Greenhaus and Powell (2006) suggested that the work family interface may produce positive outcomes for the individual, and defined work-family enrichment as “the extent to which experiences in one role improves the quality of life in the other role” (p.72). Therefore, the workplace can positively influence an employee’s performance in their family role and this is called work-family enrichment. Alternatively, positive experiences in the family role may increase employees coping strategies, resulting in increased efficiency and work productivity, and is termed family-work enrichment (Wayne et al 2004). Development of enrichment has been spurred by the deficiencies of conflict theory which fails to recognize the capacity of work and family domains to have positive and elevating interdependencies (Greenhaus & Parasuraman 1999). Similar to conflict, transferring of experiences between roles supports the notion that enrichment is bi-directional and distinct (Wayne Randel & Stevens 2006) and that experiences in work and family domains can provide an individual with resources which improves performance in the other domain (Grzywacz & Marks 2000). Satisfaction with work and family roles have been found to have additive effects on happiness, life satisfaction, and perceived quality of life (Greenhaus & Powell 2006). Empirical findings also suggest that involvement in multiple roles can improve psychological and mental health by buffering negative effects such as reduced
stress, and have additive and positive influences on relationships, family and life satisfaction (Wayne et al 2006; Haar & Bardoel 2008; Beutell & Wittig-Berman 2008).

**Basic psychological needs**

Enrichment has been theoretically associated with psychological wellbeing in terms of Self Determination Theory (Warner & Hausdorf 2009). Self Determination Theory postulates that the enhancement of eudaimonic wellbeing is facilitated by the innate, human potential to seek opportunities and situations that satisfy the basic psychological needs for competence, relatedness and autonomy (Deci & Ryan 2000). Therefore, an employee who has the ability to meet their needs for competence, relatedness and autonomy, will benefit by enhanced psychological wellbeing (Deci & Ryan 2008). Self Determination Theory asserts that optimal functioning can only be met when one has their needs for competence, relatedness and autonomy satisfied (Deci & Ryan 2008). The need for autonomy satisfaction is defined as an inherent desire to act with a sense of freedom, choice and volition, that is, to be the creator of one’s actions and to feel psychologically free from control and others expectations (Deci & Ryan 2000). Autonomous individuals are able to exercise choice in activities and be able to participate, based on the expectations of the self rather than others. The need for competence satisfaction represents the desire to feel capable, master the environment and to bring about desired outcomes (Deci & Ryan 2000). It is prominent in the propensity to explore and manipulate the environment and to engage in challenging tasks to test and extend one’s skill. Finally, the need for relatedness satisfaction is conceptualised as the inherent predisposition to feel connected to others. That is, to be a member of a group, and to have significant emotional ties, beyond mere attachment, to others (Deci & Ryan 2000).

Various studies have confirmed the positive versus negative consequences of the satisfaction versus frustration of the basic psychological needs (Deci & Ryan 2000). The satisfaction of these psychological needs is related to increased wellbeing (Sheldon, Ryan & Reis 1996) vitality (Reis, Sheldon, Gable, Roscoe, & Ryan 2000), positive affect (Sheldon, Elliot, Kim, & Kasser 2001). Van den Broeck, Vansteenkiste, De Witte, Soenens & Lens (in press) found that resourcing employees’ jobs aided in the satisfaction of basic psychological needs, and that work-home inference depleted job resources for employees. However, little research has examined the direct effects of conflict and enrichment on the ability for employees to gain satisfaction of the three needs. Hence, if employees are under stress because of conflict from work or home, there is the likelihood that the needs of competence, relatedness and autonomy satisfaction will not be met, resulting in detrimental outcomes for organizations and employees. However, if employees are able to leverage enrichment, there is a greater chance of psychological wellbeing being enhanced for employees, with beneficial outcomes. Given that the work-family literature shows strong support for conflict being detrimental and enrichment beneficial towards various satisfaction outcomes, similar effects are expected to be observed with the three needs satisfaction. This leads to the following hypothesis:

**H1:** Higher work-family enrichment will be positively linked to (a) autonomy, (b) competence, and (c) relatedness satisfaction.

**H2:** Higher family-work enrichment will be positively linked to (a) autonomy, (b) competence, and (c) relatedness satisfaction.

**H3:** Higher work-family conflict will be negatively linked to (a) autonomy, (b) competence, and (c) relatedness satisfaction.

**H4:** Higher family-work conflict will be negatively linked to (a) autonomy, (b) competence, and (c) relatedness satisfaction.

**Senior management position**

Schieman and Reid (2009) found that those in senior management positions (those with greater job authority) had greater work-home interference and thus enhanced levels of stress. Alternatively, others (Warr 2005) have found that freedom, and decision making latitude, and control over ones’ own (or another’s) work, seemed to be the most influential attributes in positive workplace wellbeing for senior managers. Related to this, Baard, Deci & Ryan (2004) found perceived support of autonomy was linked with greater intrinsic needs satisfaction. Therefore, at senior levels, autonomy and other job resources can aid in assisting in feelings of choice and volition in activities that provide for greater freedom to initiate changes and actions
We suggest that as senior managers have greater autonomy and job resources at their disposal (Schieman & Reid, 2009), they have an ability to develop, and use as a buffer, resources to assist in the management of conflict from within, and outside, of the workplace. For example, senior managers may be able organise meetings and schedules around family issues as they are resourced to do so (Schieman & Reid, 2009). Overall, it may be expected that senior managers will be able to better buffer the detrimental influence of conflict while also leveraging enrichment benefits to achieve greater satisfaction than junior managers, which leads to the following hypothesis.

**H5:** Senior managers will be able to leverage the positive influence of work-family and family-work enrichment towards (a) autonomy, (b) competence, and (c) relatedness satisfaction.

**H6:** Senior managers will be able to buffer the negative influence of work-family and family-work conflict towards (a) autonomy, (b) competence, and (c) relatedness satisfaction.

### Method

#### Procedure and Samples

Data were collected from over 250 organizations, spread across a wide regional location in New Zealand. Surveys included a cover letter outlining the survey and its overall aims, and surveys were hand delivered and collected by the researcher. Supervisors and managers were the target of this survey, and a question was included in the front of the survey to confirm they were in a position of authority (supervisor or manager). In total, 600 surveys were distributed and 418 surveys were returned for a response rate of 69.7%. On average, the participants were 37.1 years old (SD=12.8 years), males (57%), married (59%), parents (55%), and union members (11%). Respondents worked 39.9 hours per week (SD=13.3 hours), had job tenure of 5.6 years (SD=6.4 years) and organizational tenure of 8.9 years (SD=8.9 years). Education was well spread with 31.5% holding high school qualifications, 24.8% technical college qualification, 32.3% university degree, and 11.4% with a postgraduate qualification. By industry sector, 64.7% are in the private sector, 29.4% public sector and 6% not-for-profit sector.

#### Measures

**Independent variables:** Work-family conflict and family-work conflict were measured using 6-items from Carlson, Kacmar and Williams (2000). The statements were divided equally (3 each) between work-family and family-work dimensions. Work-family enrichment and family-work enrichment were measured using 6-items from Carlson, Kacmar, Wayne & Grzywac (2006). The statements divided equally (3 each) between work-family and family-work dimensions. We confirmed the separate nature of these dimensions using structural equation modeling (SEM). Studies using SEM typically offer a number of goodness-of-fit indexes suggested by Williams, Vandenberg and Edwards (2009): (1) the comparative fit index (CFI ≥.95), (2) the root-mean-square error of approximation (RMSEA < .08), and (3) the standardized root mean residual (SRMR <.10). The measurement model did fit the data well for a 4-factor solution: CFI = .984, RMSEA = 0.050 and SRMR = 0.0377. Alternative models were run and these models all resulted in a much poorer fit than the hypothesized model. All dimensions of the work-family interface had adequate reliability (work-family enrichment α= .92, family-work enrichment α= .91, work-family conflict α= .82, and family-work conflict α= .86).

**Dependent variables:** The three needs satisfaction was measured using 21-items by Deci, Ryan, Gagné, Leone, Usunov, & Kornazheva (2001), coded 1=not at all true, 5=very true. This measure has been widely used and validated (e.g. Greguras & Diefendorff 2009). Questions followed the stem “How important is the following to you...” and items were spread amongst the three needs. Need for Autonomy Satisfaction 7-items (α = .65), Need for Competence Satisfaction 5-items (α = .63) and Need for Relatedness Satisfaction 8-items (α = .78). Despite the reliability scores for autonomy and competence being below the established acceptable coefficient alpha mark of 0.70 (Nunnally 1978), these scores are similar to others used in the literature (e.g. Greguras & Diefendorff 2009).

**Moderator variable:** Regarding position, Senior Manager was established by respondents noting whether they held a position of senior management in their organization, coded 1=yes, 0=no. Skewness (=.129) showed the senior manager position data was normally distributed.
Control variables: A number of demographic factors common to the work-family literature were controlled for (Voydanoff 2004). Gender (1=female, 0=male), Marital Status (1=married/de facto, 0=single), Total Hours Worked (per week), and Tenure (years employed in organization).

Analysis
Hierarchical regression analyses were computed with autonomy, competence and relatedness as the dependent variables. Control variables (gender, marital status, total hours worked and tenure) were entered in Step 1. Work-family enrichment and family-work enrichment were entered in Step 2 and work-family conflict and family-work conflict were entered in Step 3. These work-family dimensions were entered separately to allow us to compare their influence. The potential moderator variable (senior manager) was entered in Step 4 and the interaction variables (enrichment and conflict dimensions each multiplied by senior manager) were entered in Step 5. The centering procedure (Aiken & West 1991) was followed (interaction variables were z-scored).

Results
Descriptive statistics for the study variables are presented in Table 1 (below).

Table 1. Correlations and Descriptive Statistics of Study Variables

<table>
<thead>
<tr>
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<th>6</th>
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<td>8.9</td>
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<tr>
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<td>.12*</td>
<td>.11*</td>
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<td>5. work-family conflict</td>
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<td>-.33**</td>
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<td>.09</td>
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<td>.27**</td>
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<td>-.34**</td>
<td>.48**</td>
<td>.49**</td>
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</table>

N=418, *p<.05, **p<.01.

Table 1 shows that work-family enrichment is significantly correlated with family-work enrichment (r=.48, p<.01), work-family conflict (r=-.25, p<.01), autonomy (r=.24, p<.01), competence (r=.17, p<.01), and relatedness (r=.19, p<.01). Family-work enrichment is significantly correlated with work-family conflict (r=-.16, p<.01), family-work conflict (r=-.18, p<.01), autonomy (r=.11, p<.05), competence (r=.19, p<.01), and relatedness (r=.27, p<.01). Work-family conflict is significantly correlated with autonomy (r=.45, p<.01), autonomy (r=-.26, p<.01), competence (r=-.24, p<.01), and relatedness (r=-.20, p<.01), while family-work conflict is significantly correlated with autonomy (r=-.33, p<.01), competence (r=-.35, p<.01), and relatedness (r=-.34, p<.01). The three needs are significantly correlated with each other (.47 < r < .55, all p<.01). Amongst the control variables, hours worked is significantly correlated with tenure (r=.27, p<.01), work-family enrichment (r=.12, p<.05), autonomy (r=.17, p<.01), and competence (r=.19, p<.01), and tenure is significantly correlated with work-family enrichment (r=.11, p<.05), work-family conflict (r=-.19, p<.01), autonomy (r=.25, p<.01), and competence (r=.31, p<.01).

Direct Effects
Results of the regressions for the direct effects of enrichment and conflict are shown in Table 2 (below). Towards need for autonomy satisfaction (Table 2), work-family enrichment is
significantly related ($\beta = .22, p< .001$), while family-work enrichment is not ($\beta = -.03$), and Step 2 shows that enrichment accounts for a moderate amount of variance (4%, $p< .01$). This supports Hypothesis 1a but not 2a. Work-family conflict is also significantly related to need for autonomy satisfaction ($\beta = -.10, p< .05$) as is family-work conflict ($\beta = -.25, p< .001$). Step 3 shows that conflict accounts for a larger amount of variance than enrichment (9%, $p< .001$). This supports Hypotheses 3a and 4a. Towards need for competence satisfaction (Table 3), family-work enrichment is significantly related ($\beta = -.13, p< .05$) while work-family enrichment is not ($\beta = .07$), and Step 2 shows that enrichment accounts for a moderate amount of variance (3%, $p< .001$). This supports Hypothesis 2b but not 1b. Similarly, family-work conflict is significantly related to need for competence satisfaction ($\beta = -.24, p< .001$), while work-family conflict is not ($\beta = -.05$), and Step 3 shows that conflict accounts for a larger amount of variance than enrichment (7%, $p< .001$). This supports Hypothesis 4b but not 3b. Finally, towards need for relatedness satisfaction (Table 4), family-work enrichment is significantly related ($\beta = .21, p< .001$) while work-family enrichment is not ($\beta = .06$), and Step 2 shows that enrichment accounts for a moderate amount of variance (6%, $p< .001$). This supports Hypothesis 2c but not 1c. Similarly, family-work conflict is significantly related to need for relatedness satisfaction ($\beta = -.27, p< .001$), while work-family conflict is not ($\beta = -.02$), and Step 3 shows that conflict accounts for similar levels of variance as enrichment (7%, $p< .001$). This supports Hypothesis 4c but not 3c.

Table 2. Regression Analysis for Need for Satisfaction

<table>
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<td>.12*</td>
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<tr>
<td>R² Change</td>
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<td>.11***</td>
<td>.06**</td>
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<tr>
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<td>7.829***</td>
<td>6.213***</td>
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</table>

*p<.05, **p<.01, ***p< .001. Standardized regression coefficients, all significance tests were two-tailed.
Indirect Effects

Results of the regressions for the indirect effects of senior manager position on enrichment and conflict are also shown in Table 2. There is a significant interaction effect towards need for autonomy satisfaction, between work-family enrichment and senior manager (β = -0.14, p < .01), and family-work conflict and senior manager (β = 0.15, p < .01). This interaction block accounts for an additional 3% (p < .01) of the variance towards need for autonomy satisfaction. There is also a significant interaction effect towards need for competence satisfaction, between family-work conflict and senior manager (β = 0.15, p < .01), with this interaction block accounts for an additional 3% (p < .01) of the variance. This provides support for Hypotheses 5a, 6a, and 6b. To facilitate interpretation of the significant moderator effects, plots of the interactions are presented in Figures 1-3.

Figure 1 (below) shows that at low levels of work-family enrichment, there is a significant difference between respondents with senior managers reporting significantly higher levels of need for autonomy satisfaction than junior managers. When levels of work-family enrichment increase to high, junior managers report a significant increase in need for autonomy satisfaction while senior managers report only a slight increase. However, overall, senior managers report higher levels of need for autonomy satisfaction than junior managers at all levels of work-family enrichment, which support the hypothesized effects.

Figure 2 (below) shows that at low levels of family-work conflict, there is a significant difference between respondents with senior managers reporting significantly higher levels of need for autonomy satisfaction than junior managers. When levels of family-work conflict increase to high, junior managers report a significant decrease in need for autonomy satisfaction while senior managers report only a much shallower reduction. Overall, senior managers report higher levels of need for autonomy satisfaction than junior managers at all levels of family-work conflict, which support the hypothesized effects.

Figure 1. Interaction towards Need for Autonomy Satisfaction

Figure 2.
Finally, Figure 3 shows that at low levels of family-work conflict, there is a significant difference between respondents with senior managers reporting significantly higher levels of need for competence satisfaction than junior managers. When levels of family-work conflict increase to high, junior managers report a significant decrease in need for competence satisfaction while senior managers report a much shallower reduction. Overall, senior managers report higher levels of need for competence satisfaction than junior managers at all levels of family-work conflict, which support the hypothesized effects.

Overall, the regression models for the three needs were significant: need for autonomy satisfaction ($R^2 = .28$, $F = 9.775$, $p< .001$), need for competence satisfaction ($R^2 = .24$, $F = 7.829$, $p< .001$), and need for relatedness satisfaction ($R^2 = .20$, $F = 6.213$, $p< .001$). Finally, the variance inflation factors (VIF) were examined for evidence of multicollinearity, which is evident at VIF scores of 10 or higher (Ryan 1997). The scores from the present study were all below 1.5, indicating no evidence of multicollinearity unduly influencing the regression estimates.
Discussion

Valcour (2007) argued that balancing work and family remains a central challenge for employees and organizations and the present study explored this interface towards the three needs satisfaction. The current study found that conflict and enrichment differed in the way they impacted on managers’ ability to have the three needs satisfaction met. While all conflict and enrichment variables were significantly correlated with all three needs satisfaction, their influence in the prediction models varied. With enrichment, work-family enrichment was only significantly related to autonomy, while family-work enrichment was significantly related to relatedness and competence. These findings suggest that managers may have a greater ability to control work priorities, and leverage this, for example, by being able to work flexible hours when necessary. As such, enrichment from the work role may be the strongest predictor of autonomy satisfaction due to the ability of managers to leverage their work positions to enhance their satisfaction towards acting with freedom and choice (Deci & Ryan 2000). The findings with family-work enrichment linking solely towards need for relatedness satisfaction, suggest that supportive relationships at home aid in developing positive relationships and connections in the workplace, which in turn enhances satisfaction with a managers connections to others such as co-workers (Deci & Ryan 2000). Furthermore, family-work enrichment was significantly related to the need for competence satisfaction, and this signifies that supportive home relationships may encourage managers to take on additional competence enhancing activities, such training and development, in turn aiding in fulfilling their need for competence at work. This might also relate to managers feeling especially satisfied in mastering aspects of their lives that are outside the workplace, where they might be assumed to have a level of established mastery due to their managerial positioning.

The influence of conflict on the three needs satisfaction was similar to that of enrichment. Both work-family conflict and family-work conflict were negatively related to meeting the need for autonomy, suggesting that the stress and strain associated with conflict, from work or home, regardless of the amount of job authority, is detrimental to autonomous satisfaction and thus wellbeing (Schienman & Reid, 2009). Consequently, the conflict from either role appears to reduce manager’s satisfaction towards acting with freedom, choice, and control, and might indicate that the time and strain of such roles reduces manager’s ability to act with greater autonomy. The effects of conflict towards needs satisfaction of related and competence was similar to enrichment, in that only the family-work dimension was significant. Consequently, home conflict arises relationships at work are not enhanced, suggesting that the strain of home life interferes with the ability to make meaningful connections at work, which reduces the associated satisfaction. Furthermore, the influence on the need for competence could be due to managers being overwhelmed with family issues which ultimately affect their ability to undertake further training and development, thus reduced their satisfaction with competence satisfaction.

In addition to the direct effects of the work-family interface, the present study also tested the potential moderating effects of management position. In terms of senior management levels, our findings give support to the premise that those in senior management roles would be more able to manage the boundary between work and family. Senior managers were more able to buffer conflict, and leverage enrichment, particularly in relation to autonomy and competence. This is consistent with literature that emphasizes the advantage of greater autonomy and job resources culminating in beneficial wellbeing outcomes, for those in senior management positions (Warr 2005). However, our findings further extend these outcomes by the examination of work-family enrichment and conflict. Findings demonstrate that work-family enrichment enhances the meeting of autonomy needs for senior managers, who maintain higher levels of autonomy satisfaction at all levels of conflict, above those of junior managers. This provides additional effects from enrichment for senior managers, which has previously been unexplored. However, these beneficial effects should not be surprising. Work-family enrichment theory suggests that skills, abilities, and values from one role can be applied effectively in another role and this instrumental category provides clear applications towards this finding. It suggests that senior managers will have greater workplace skills that can aid their personal autonomous beliefs, and further their abilities and values may uphold the importance of autonomy, allowing them to attain greater benefit towards autonomy than their junior colleagues.
The effects of senior management position on the relationships between family-work conflict and autonomy and competence satisfaction were similar. In both these interactions, senior managers maintained higher levels of autonomy and competence satisfaction at all levels of family-work conflict, compared to junior managers. As such, senior managers were better able to buffer the influence of conflict entering the workplace from the family boundary, potentially due to their greater access to resources in order to manage this conflict. The ability to buffer the negative aspects of conflict in reducing autonomy and competence needs being met is likely due to senior managers being more able to leverage their position, perhaps through being able to take time out of their work schedule to deal with family emergencies immediately. Unlike junior managers who may need to seek the approval and validation of a superior, perhaps senior managers are better equipped through the legitimacy of their position to handle these conflicts efficiently. As such, the impairment of family-work conflict on satisfaction with freedom and control and maintaining mastery of their environment is easier for senior managers who may also have greater experience, expertise, skills and knowledge to buffering these effects. Furthermore, Haar, Spell & O'Driscoll (2004) found work-family practice knowledge was related to greater benefits and perhaps senior managers are more likely to have intimate knowledge of policies to enable them to buffer these types of conflict.

Given the shortage of quality leadership and management, further research could expand the Self Determination Theory by examining the role of autonomy support to see whether this improves the ability of managers, including junior managers, to buffer conflict and enhance enrichment effects towards the satisfaction of the three needs. In particular, by providing for resources that allow for the better management of conflict and enriching effects in junior managers may encourage participation into higher management positions (Spreitzer 2006), thus reducing the shortage of quality leaders and managers. Overall, consistent with Self Determination Theory’s claim that the satisfaction of each of the three basic needs contributes to individuals’ flourishing (Deci & Ryan 2000), our study provides impetus for organizations to consider how managers, at different levels within an organization, might want to assess and regulate the need supportive character of their work environments. Hence, our findings provide further evidence that supporting managers in navigating the work and home interface can flow onto meeting their need satisfaction and ultimately their wellbeing. This may also enhance managers ability to function at an optimal level and, therefore, help to reduce costs associated with stress, turnover, and increase productivity, again especially in light of the looming management shortage (Spreitzer 2006).

One limitation of the present study was the use of self-reported data collected at a single point of time, raising concerns towards common method variance. A One Factor Test was conducted Harman’s as a rudimentary check for common method variance and the resulting factor analysis (unrotated) resulted in 10 factors, the largest accounting for 19.4% of the variance, providing little evidence of common method variance (Podsakoff & Organ 1986). Furthermore, the use of SEM on the work-family variables does somewhat mitigate this factor (Kenny 2008), as does testing interaction effects, which are not as susceptible to method variance compared to main effects (Evans 1985).

Overall, the present study meets calls for greater exploration of the work-family interface towards the three needs satisfaction, and provides additional benefits by showing that higher managerial position may provide greater benefits for achieving needs satisfaction and ultimately greater wellbeing. Clearly the work-family interface can play a significant and important role in influencing the three needs satisfaction, and further research is needed to improve the generalizability of these findings.
References


