

Influential Article Review - How Does Work-Life Balance Impact Family-Work Disputes?

Carlos Evans

Vickie Sanders

Christy Grant

This paper examines management. We present insights from a highly influential paper. Here are the highlights from this paper: This paper investigates the relationship between employees' perception of work-family balance practices and work-family conflicts. It examines the role of challenge stress and hindrance stress as moderators. Based on survey data collected from 841 civil servants in Beijing, we found that perceived work-family balance practices may reduce work-family conflict, while challenge and hindrance work stresses were positively related to work-family conflict. In addition, challenge and hindrance stresses differentially moderated the relationship between perceived work-family practices and work-family conflict. When challenge stress is high then work-family balance practices will reduce work-family conflict. However, under high hindrance stress, work-family balance practices will serve to reduce work-family conflict less. More detailed analysis of the configurational dimensions of work-family balance practices (work flexibility, and employee and family wellness care) are also tested. This study provides additional insight into the management of work-family interfaces and offers ideas for future research. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Work-family balance practices, Work-family conflict, Challenge stress, Hindrance stress

SUMMARY

- The results of the present research make a few contributions to the literature. Firstly, the results demonstrate the link between employees' perception of work-family practices and work-family conflict. Previously, research on work-family interfaces tended to take two approaches: on the one hand, human resource management literature focused on the relationship between work-family practices and organizational performance; on the other hand, organizational behavior researchers studied more extensively the individual antecedents and consequences of work-family conflict.
- However, there has been little research on the linkage between work-family balance practices and work-family conflict. Unlike the general perspective of resource loss in COR, our research is based upon the perspective of resource building. By combining organizational management resources with individual resources, our study focuses on the effect of the perception of work-family practices

in reinforcing individual resources so as to reduce employee work-family conflict. This study achieves the integration of the HRM field, work-family interface and COR theory.

- Secondly, based on COR, we further analyzed organizational resources, and divided work-family balance practices into two dimensional factors. Previous research has either treated work-family practices as a bundle, or focused on only one or two specific practices. For instance, Perry-Smith and Blum studied «work-family human resource bundles», and Christensen and Staines focused on flextime and examined whether it was a viable solution to work-family conflict. Our factor analyses identify two specific dimensions of work-family balance practices: «employee and family wellness care » and «work flexibility ».
- Existing research on work-family balance practices and work-family conflict has mainly focused on Western countries. For many years, there have been well-established policies and practices in both government and private sector organizations aimed at addressing work-family balance. Moreover, employees in these nations prioritize work-family balance when considering their choice of job and workplace . However, it is only in recent years that Chinese researchers have started to work in this field. Besides the theoretical implications, our study results also offer several managerial implications for organizations striving to minimize employee work-family conflict through utilizing work-family balance practices effectively and economically.
- We found that work flexibility had a more salient effect on employee work-family conflict than providing care to both employees and their family. This provides implications for managers contemplating the most effective interventions to reduce employee work-family conflict.
- The study results should be interpreted in the light of several limitations. One of the limitations is the potential common method variance in the measurements. Although we measured the perception of work-family practices and work-family conflict at the individual level, as perceived by employees, employees are indeed the best informants of the actual work-family practices in use, and their own work-family conflict. In addition, to minimize the common variance, we tested the discriminant validity of the independent and dependent variables in the same measure model. All the variables' square of correlation coefficients was smaller than the corresponding AVE, which provide modest support for the discriminant validity of the variables. Thus, common variance may not have caused the differences in the final results .

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Chang, X., Zhou, Y., Wang, C., & Heredero, C. P. (2017). How do work-family balance practices affect work-family conflict? The differential roles of work stress. *Frontiers of Business Research in China*, 11(1), 1–22.

This is the link to the publisher's website:

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INTRODUCTION

In recent decades individuals have experienced increasing levels of job demands and job stress due to broadened job scopes. Increased job responsibilities and extended work hours become more common in the workplace. In the meantime, changes have also occurred in the family—there are more dual career and single parent families, as well as more working adults who are caring for both the elder and younger generations (Neal and Hammer, 2007). Researchers have responded to these trends by investigating work-family or work-family interfaces to understand the factors that may influence or be influenced by work-family balance. However, this line of research has employed different terminologies, levels, and approaches (Maertz and Boyar, 2011).

Research at the individual level, on the one hand, has focused on the constructs of work-family or family-work conflicts/enrichment/facilitation to investigate their antecedents and outcomes (Allen et al. 2012; Byron, 2005; Frone et al. 1992; Greenhaus and Beutell, 1985; Kinnunen and Mauno, 1998; Premeaux et al. 2007). On the other hand, research at the organizational level has focused on the influence of work-family practices/policies on organizations. These studies consider a series of work-family practices as HRM bundles—using different terms such as family-friendly workplace practices (FFWP), work-family programs, and work-family human resource bundles (e.g. Bloom et al. 2011; Beauregard and Henry, 2009; Konrad and Mangel, 2000; Perry-Smith and Blum, 2000). Others mainly focus on special practice areas such as flextime, telework (e.g. Lapierre and Allen, 2006; Madsen, 2003), dependents care (e.g., Berg, et al., 2003), and the positive influence of the practices mentioned above are mostly supported. However, efforts to integrate work-family practices and employee work-family conflict have been sparse.

A closer examination of the empirical literature reveals that work-family balance practices may not always alleviate employee work-family conflict (Kelly et al. 2008). For example, while some studies found significant negative relationships between work-family balance practices and work-family conflict (O'Driscoll et al., 2003; Thompson et al. 1999), others found significant positive relationships (Brough et al. 2005; Hammer et al., 2005) or non-significant relationships (Kossek et al. 2006; Lapierre and Allen, 2006). These inconsistencies in previous research findings suggest that the existing conceptualizations of how work-family balance practices influence work-family conflict may be deficient. Some researchers have found that one explanation of this inconsistency might originate from the “agency and capabilities gap” (Hobson, 2014). They have also discovered that the extent of this gap was somehow dependent upon certain national policy frameworks, organizational/managerial support and the individual’s preferences.

Thus, a primary goal of this research is to explain the inconsistent findings regarding the relationship between work-family balance practices and work-family conflict. In their seminal review article, Kelly et al. (2008) suggest that previous research tended to vary in the measurement of work-family balance practices. Some focused on one or two specific practices such as flextime, telework (e.g. Lapierre and Allen, 2006; Madsen, 2003), and dependents care (e.g. Berg et al., 2003), while others examined multiple practices as predictors—such as family-friendly workplace practices (FFWP), work-family programs, and work-family human resource bundles (e.g. Bloom et al. 2011; Konrad and Mangel, 2000; Perry-Smith and Blum, 2000). In addition, while some previous studies have measured the adoption of work-family practices, others focused on the implementation of such practices as perceived by employees. Kelly et al. (2008) argue that measuring the perceived use of these practices is more meaningful because work-family balance practices will exert an effect on work-family conflict only when they are actually used by employees.

Another possible explanation for the inconsistent findings is that the effectiveness of work-family balance practices in easing work-family conflict depends on the types of stresses that are experienced by the employees. Researchers distinguish between stress that individuals perceive as rewarding (challenge stress) and stress that is viewed as constraining (hindrance stress). This is because these two types of stress are differentially associated with job attitudes and behavioral intentions (Cavanaugh et al., 2000). Despite evidence showing the effect of these two types of stress, there has been no attempt to integrate them with work-family and work-family interfaces to explain the relationships between best practices and perceived work-family conflict.

Building on conservation of resource (COR) theory (Hobfoll, 1989, Hobfoll and Freedy 1993), particularly from the resource building perspective, this paper intends to fill these gaps and make several contributions to the literature. First, we introduce work-family balance practices as a series of managerial policy resources. In addition, based on the literature and managerial practices, we construct and examine two specific dimensions of work-family balance practices through data analysis. These are workplace flexibility, which focuses on providing flexibility at work and enhancing job autonomy, such as telecommuting, workplace flexibility, job autonomy (Leslie et al., 2012; Kossek et al. 2006; Shockley and Allen, 2007; Kahn et al., 1964, p. 19), and employee and family wellness care, that involves the economic and material resources of an employee and their family—such as insurance and allowances—that compensate employees for their devotion to their work and the reduced time they spend with their family (Staines, 1980; Rothbard, 2001), thus preventing resource depletion (Premeaux et al. 2007). Based on these

two dimensions, we examined their differential relationships with work-family conflict, which contributes to a configurational perspective to elaborate the in-depth structures of work-family balance practices.

Secondly, instead of measuring the organizations' adoptions of work-family practices, we measure employee perceptions of the actual use of work-family practices. In the public sector, work welfare practices account for a higher proportion of HRM systems (relatively) than that of firms, so the benefit policies themselves are almost equal to employees in the public sector. This in turn allows us to capture how individual perceptions of those practices substantially vary. In fact, human resource management researchers have argued and shown that human resource management practices need to be perceived by employees to be translated into desirable outcomes (Liao et al. 2009). By introducing the context of the public sector and investigating individual perceptions of work-family balance practices, this study also opens up an opportunity to examine individual moderators that may explain the differential effectiveness of work-family practices in reducing employee work-family conflict.

Thirdly, previous studies aligning individual differences with work-family conflict often focused on biographic factors, such as gender and marital status (i.e. Byron, 2005). In contrast to this, our study contributes by introducing work stress—particularly challenge and hindrance stress—into the model, and examines their moderation effects on the relationships between work-family practices and work-family conflict.

CONCLUSION

This current research investigates the relationship between employees' perceived work-family practices (including two dimensional configurations of “employee and family care” and “work flexibility”) and employee work-family conflict. It also examines the role of challenge stress and hindrance stress as moderators. By surveying 841 civil servants in Beijing, we found that practices of work flexibility have a more salient effect in reducing work-family conflict, and that both types of work stress increased work-family conflict. In addition, challenge and hindrance stress differentially moderated the relationship between perceived work-family practices and work-family conflict. High challenge stress consistently helped to strengthen the effectiveness of work-family balance practices in reducing work-family conflict, while high hindrance stress constrained the effectiveness of work-family practices on work-family conflict. This provides additional insight into the management of work-family interface and ideas for future research.

APPENDIX

FIGURE 1

CONCEPTUAL MODEL

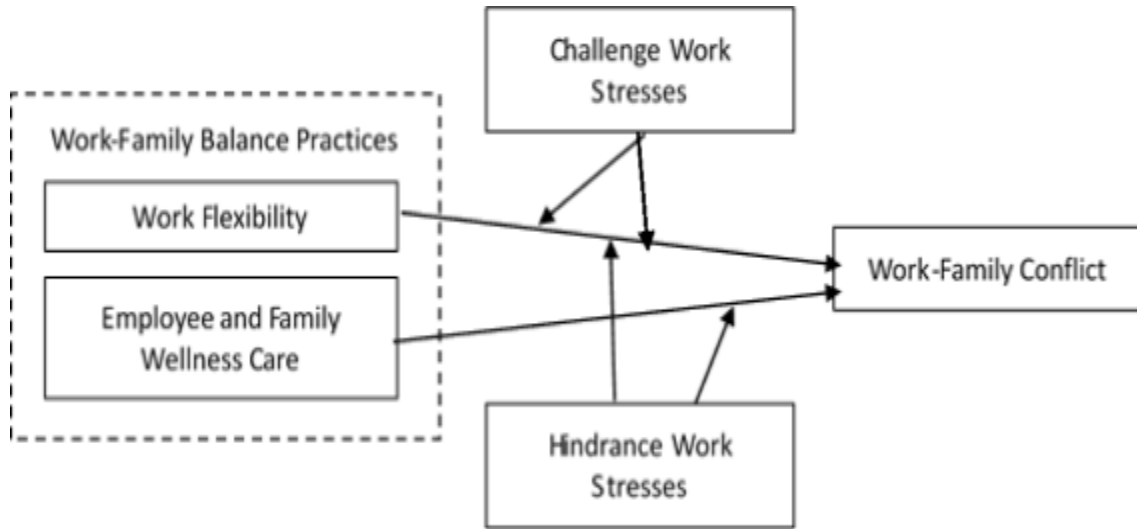


FIGURE 2A
THE MODERATING EFFECT OF CHALLENGE STRESS ON “EMPLOYEE AND FAMILY WELLNESS CARE” AND WORK-FAMILY CONFLICT

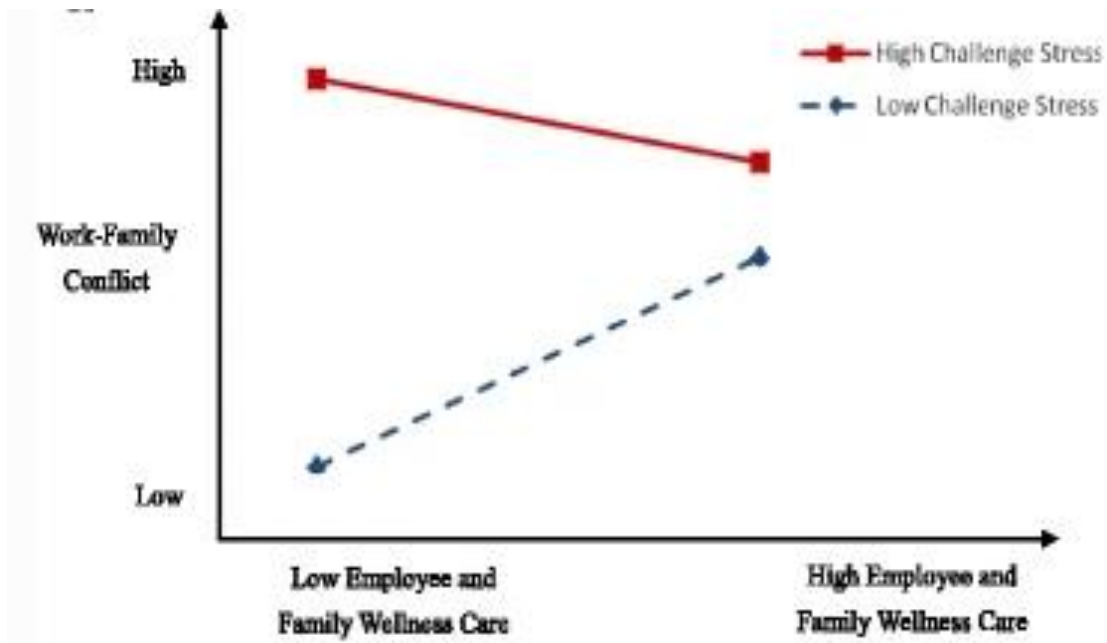


FIGURE 2B

THE MODERATING EFFECT OF HINDRANCE STRESS ON “EMPLOYEE AND FAMILY WELLNESS CARE” AND WORK-FAMILY CONFLICT

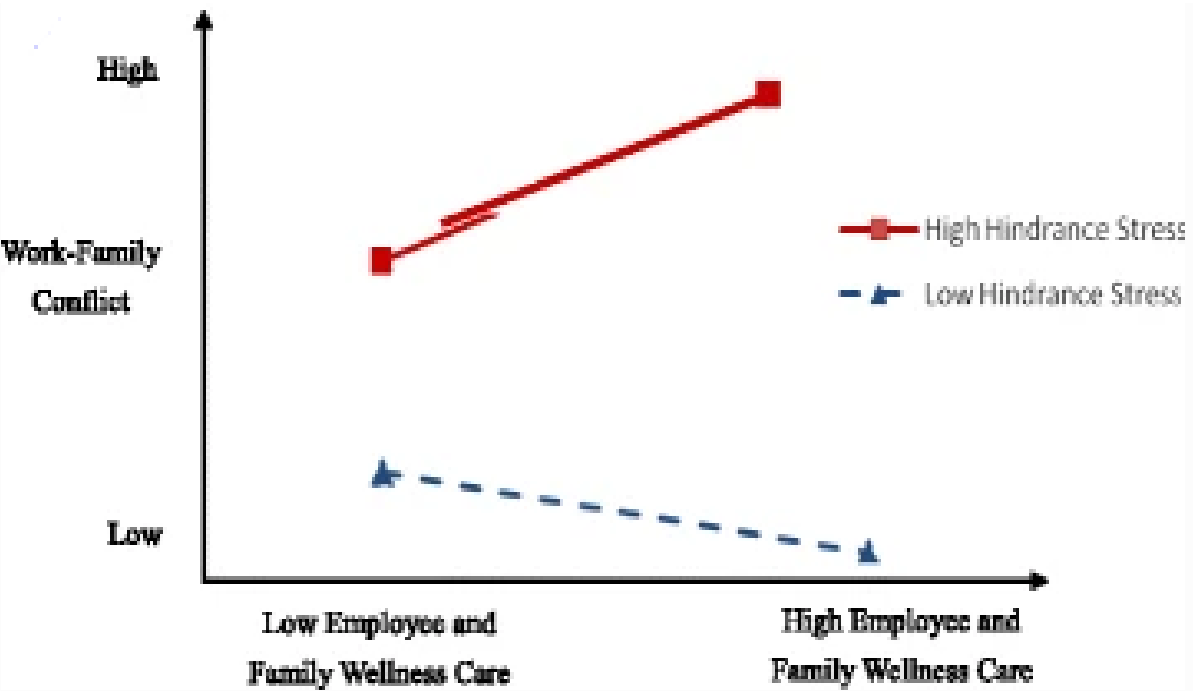


FIGURE 3

- a. THE MODERATING EFFECT OF CHALLENGE STRESS ON “WORK FLEXIBILITY” AND WORK FAMILY CONFLICT
- b. THE MODERATING EFFECT OF HINDRANCE STRESS ON “WORK FLEXIBILITY” AND WORK-FAMILY CONFLICT

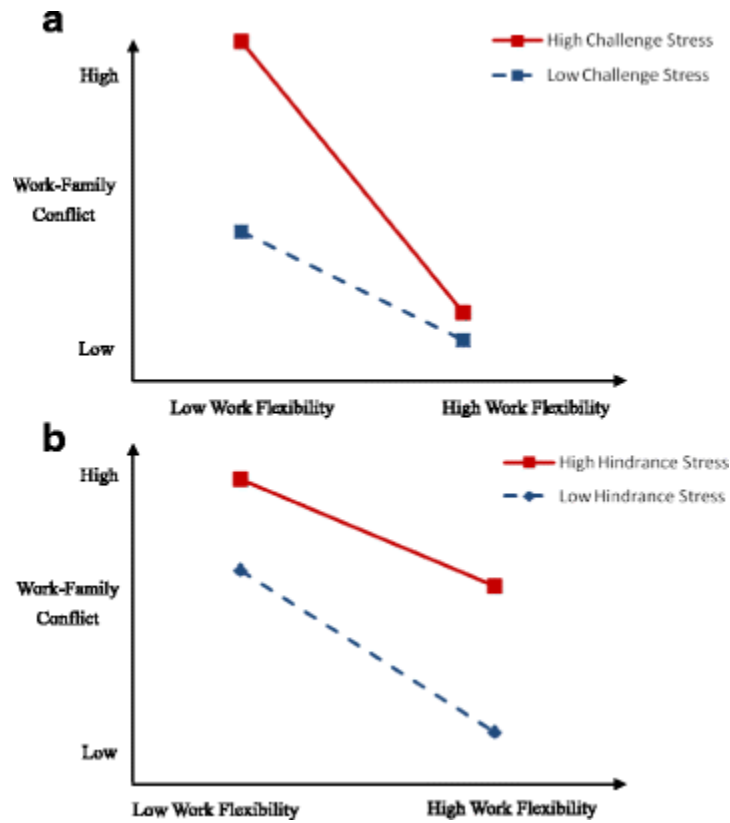


TABLE 1
RESULTS OF EXPLORATORY FACTOR ANALYSIS OF WORK-FAMILY PRACTICES

Items	Factor 1	Factor 2
<i>Employee and family wellness care</i>		
Caring dependents (insurance/medical service)	0.76	0.13
Financial support (loan, mortgage assistance)	0.72	0.23
Family travel allowance	0.71	0.05
Household expenses reimbursement	0.67	0.32
Employee assistance program	0.65	0.37
Supplemental personal insurance	0.53	0.44
<i>Work flexibility</i>		
Telework or telecommuting	0.25	0.83

Responsive shift-work policies	0.19	0.80
Paid holidays	0.12	0.72
Flextime	0.43	0.60
<i>Eigen value</i>	3.26	2.82
<i>Percentage of variance explained</i>	0.30	0.26

TABLE 2
RESULTS OF CONFIRMATORY FACTOR ANALYSIS OF WORK-FAMILY PRACTICES,
WORK STRESS AND WORK-FAMILY CONFLICT

	Perception of work life balance		Work stress		Work family conflict	
χ^2	275.58		116.39		239.43	
<i>CFI</i>	0.96		0.92		0.98	
<i>NNFI</i>	0.95		0.87		0.97	
<i>RMSEA</i>	0.097		0.103		0.109	
<i>AVE</i>	Employee and family care	0.57	Challenge stress	0.57	Time-based	0.98
	Work flexibility	0.68	Hindrance stress	0.36	Strain-based	0.96
					Behavior-based	0.87
<i>Cronbach's alphas</i>	Employee and family care	0.82	Challenge stress	0.78	Time-based	0.95
	Work flexibility	0.79	Hindrance stress	0.55	Strain-based	0.94
					Behavior-based	0.88

TABLE 3
DESCRIPTIVE STATISTICS AND CORRELATIONS ^a

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9
1. Gender ^b	0.42	0.49	1.00								
2. Education ^c	3.08	0.46	0.17**	1.00							
3. Marriage ^d	0.06	0.23	0.00	0.06	1.00						
4. Ln (Age) ^e	0.50	0.22	-0.07*	-0.28*	-0.37*	1.00					
5. Ln (Work time period) ^f	0.35	0.20	-0.07*	-0.30*	-0.31*	0.88**	1.00				
6. Employee and family wellness care	0.01	0.87	-0.07*	-0.02	0.08*	0.01	0.00	1.00			
7. Work flexibility 1	-0.01	0.91	0.03	0.06	0.13**	-0.13*	-0.15*	0.60**	1.00		
8. Challenge stress 2	-0.02	0.67	-0.02	0.11**	0.06	-0.11*	-0.08*	0.16**	0.12**	1.00	
9. Hindrance stress 1	-0.03	0.78	-0.03	-0.07*	-0.07*	0.06	0.06	-0.07*	-0.02	0.22**	1.00
10. Time-based WIF	0.00	1.11	-0.20*	-0.07*	-0.12*	0.13**	0.18**	-0.10*	-0.29*	0.28**	0.42**
11. Strain-based WIF	0.00	1.11	-0.10*	0.00	-0.08*	0.01	0.06	-0.13*	-0.25*	0.31**	0.42**
12. Behavior-based WIF 3	-0.04	1.01	-0.14*	-0.11*	-0.11*	-0.04	0.04	-0.07*	-0.19*	0.21**	0.42**

^a N = 841 civil servants

^b Gender was coded as follows: "male," 0; "female," 1

^c Education was coded as follows: "high school diploma," 1; "associate degree," 2; "bachelor degree," 3; "master degree and above," 4

^d Marriage was coded as follows: "married," 0; "unmarried," 1

^e Age was coded as follows: "below 30," 1; "31-35," 2; "36-40," 3; "41-45," 4; "46-50," 5; "above 50," 6

^f Work time period was coded as follows: “1-10 years,” 1; “11–20 years,” 2; “21–30 years,” 3; “above 30 years,” 4

*p < 0.05

**p < 0.01

Two-tailed tests

TABLE 4
RESULTS OF HIERARCHICAL REGRESSION FOR TIME-BASED WORK INTERFERENCE
WITH FAMILY ^a

Variables	Model 1	Model 2	Model 3	Model 4
<i>Controls</i>				
Gender	−0.20*** (0.08)	−0.18*** (0.07)	−0.19*** (0.06)	−0.19***
Education	0.01 (0.09)	0.02 (0.07)	0.02 (0.07)	0.01 (0.07)
Marriage	−0.08* (0.17)	−0.04 ⁺ (0.15)	−0.02 (0.15)	−0.03 (0.15)
Ln (Age)	−0.11 ⁺ (0.35)	−0.08 ⁺ (0.30)	−0.06 (0.29)	−0.08 ⁺ (0.29)
Ln (Work time period)	0.24*** (0.39)	0.18** (0.33)	0.17** (0.32)	0.18** (0.32)
<i>Independents</i>				
Employee and family wellness care		0.05 ⁺ (0.05)	0.07* (0.05)	0.07* (0.05)
Work flexibility		−0.34*** (0.04)	−0.32*** (0.04)	−0.34***
Challenge stress		0.23*** (0.05)	0.22*** (0.05)	0.22*** (0.05)
Hindrance stress		0.32*** (0.04)	0.29*** (0.04)	0.30*** (0.04)
<i>Interactions</i>				
Employee and family wellness care * challenge stress			−0.13*** (0.05)	
Work flexibility * challenge stress				−0.11***
Employee and family wellness care * hindrance stress			0.11*** (0.04)	
Work flexibility * hindrance stress				0.07* (0.04)

<i>Adjusted R</i> ²	0.08***	0.34***	0.36***	0.35**
<i>R</i> ²	0.08***	0.35***	0.37***	0.36**
ΔR^2 from Model 2			0.02***	0.01**

^a N = 841 civil servants, the standard errors are in parentheses

+ p < 0.10; *p < 0.05; **p < 0.01; ***p < 0.001

TABLE 5
RESULTS OF HIERARCHICAL REGRESSION FOR STRAIN-BASED WORK
INTERFERENCE WITH FAMILY ^a

Variables	Model 1	Model 2	Model 3	Model 4
<i>Controls</i>				
Gender	-0.12*** (0.08)	-0.09** (0.07)	-0.10*** (0.07)	-0.10*** (0.07)
Education	0.04 (0.09)	0.04 (0.07)	0.04 ⁺ (0.07)	0.04 (0.07)
Marriage	-0.09** (0.18)	-0.05 ⁺ (0.15)	-0.03 (0.15)	-0.04 (0.15)
Ln (Age)	-0.19** (0.36)	-0.15** (0.30)	-0.14** (0.30)	-0.15** (0.30)
Ln (Work time period)	0.20** (0.40)	0.15** (0.33)	0.14* (0.33)	0.15** (0.33)
<i>Independents</i>				
Employee and family wellness care		0.01 (0.05)	0.02 (0.05)	0.02 (0.05)
Work flexibility		-0.30*** (0.05)	-0.29*** (0.05)	-0.30*** (0.05)
Challenge stress		0.25*** (0.05)	0.24*** (0.05)	0.25*** (0.05)
Hindrance stress		0.35*** (0.04)	0.33*** (0.04)	0.34*** (0.04)
<i>Interactions</i>				
Employee and family wellness care * challenge stress			-0.10*** (0.05)	

Work flexibility * challenge stress				-0.05* (0.05)
Employee and family wellness care * hindrance stress			0.09** (0.04)	
Work flexibility * hindrance stress				0.07* (0.0)
<i>Adjusted R</i> ²	0.02***	0.32***	0.33***	0.32*
<i>R</i> ²	0.03***	0.33***	0.34***	0.33*
ΔR^2 from Model 2			0.01***	0.00*

^a N = 841 civil servants, the standard errors are in parentheses

+ p < 0.10; *p < 0.05; **p < 0.01; ***p < 0.001

TABLE 6
RESULTS OF HIERARCHICAL REGRESSION FOR BEHAVIOR-BASED WORK INTERFERENCE WITH FAMILY ^a

Variables	Model 1	Model 2	Model 3	Model 4
<i>Controls</i>				
Gender	-0.13*** (0.07)	-0.11*** (0.06)	-0.12*** (0.06)	-0.12*** (0.06)
Education	-0.09** (0.08)	-0.08** (0.07)	-0.08** (0.07)	-0.08** (0.07)
Marriage	-0.15*** (0.16)	-0.11*** (0.14)	-0.09** (0.14)	-0.10** (0.14)
Ln (Age)	-0.30*** (0.32)	-0.29*** (0.28)	-0.28*** (0.28)	-0.29*** (0.28)
Ln (Work time period)	0.22** (0.35)	0.18** (0.31)	0.18** (0.31)	0.18** (0.31)
<i>Independents</i>				
Employee and family wellness care		0.05 (0.04)	0.06 ⁺ (0.04)	0.07* (0.04)
Work flexibility		-0.24*** (0.04)	-0.22*** (0.04)	-0.24*** (0.04)
Challenge stress		0.14*** (0.05)	0.14*** (0.05)	0.14*** (0.05)
Hindrance stress		0.38*** (0.04)	0.35*** (0.04)	0.36*** (0.04)

<i>Interactions</i>				
Employee and family wellness care * challenge stress			-0.07* (0.05)	
Work flexibility * challenge stress				-0.06* (0.04)
Employee and family wellness care * hindrance stress			0.10*** (0.03)	
Work flexibility * hindrance stress				0.10** (0.04)
<i>Adjusted R</i> ²	0.06***	0.28***	0.29**	0.29**
<i>R</i> ²	0.06***	0.29***	0.30**	0.29**
ΔR^2 from Model 2			0.01**	0.00**

^a N = 841 civil servants, the standard errors are in parentheses
+ p < 0.10; *p < 0.05; **p < 0.01; ***p < 0.001

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En las últimas décadas, las personas han experimentado niveles crecientes de demanda de empleo y estrés laboral debido a la ampliación del alcance laboral. El aumento de las responsabilidades laborales y las horas de trabajo extendidas se vuelven más comunes en el lugar de trabajo. Mientras tanto, también se han producido cambios en la familia, hay más familias de carrera dual y padres solteros, así como más

adultos trabajadores que están cuidando tanto a las generaciones mayores como a las más jóvenes (Neal y Hammer, 2007). Los investigadores han respondido a estas tendencias investigando interfaces laborales, familiares o familiares para comprender los factores que pueden influir o verse influenciados por el equilibrio entre el trabajo y la familia. Sin embargo, esta línea de investigación ha empleado diferentes terminologías, niveles y enfoques (Maertz y Boyar, 2011).

La investigación a nivel individual, por un lado, se ha centrado en las construcciones de conflictos de trabajo, familia o trabajo familiar, enriquecimiento/facilitación para investigar sus antecedentes y resultados (Allen et al. 2012; Byron, 2005; 1992; Greenhaus y Beutell, 1985; Kinnunen y Mauno, 1998; 2007). Por otro lado, la investigación a nivel organizativo se ha centrado en la influencia de las prácticas/políticas laborales y familiares en las organizaciones. Estos estudios consideran una serie de prácticas laborales y familiares como paquetes de HRM, utilizando diferentes términos, como las prácticas de trabajo familiares (FFWP), los programas de familia laboral y familiar y los paquetes de recursos humanos para la familia laboral (por ejemplo, Bloom et al. 2011; Beauregard y Henry, 2009; Konrad y Mangel, 2000; Perry-Smith y Blum, 2000). Otros se centran principalmente en áreas de práctica especial como el horario flexible, el teletrabajo (por ejemplo, Lapierre y Allen, 2006; Madsen, 2003), dependents care (por ejemplo, Berg, et al., 2003), y la influencia positiva de las prácticas mencionadas anteriormente son apoyadas en su mayoría. Sin embargo, los esfuerzos para integrar las prácticas laborales y familiares y los conflictos entre el trabajo y la familia de los empleados han sido escasos.

Un examen más detallado de la literatura empírica revela que las prácticas de equilibrio entre el trabajo y la familia no siempre pueden aliviar el conflicto entre los empleados, el trabajo y la familia (Kelly et al. 2008). Por ejemplo, si bien algunos estudios encontraron relaciones negativas significativas entre las prácticas de equilibrio entre el trabajo y la familia y los conflictos entre el trabajo y la familia (O'Driscoll et al., 2003; 1999), otros encontraron relaciones positivas significativas (Brough et al. 2005; Hammer et al., 2005) o relaciones no significativas (Kossek et al. 2006; Lapierre y Allen, 2006). Estas incoherencias en los hallazgos anteriores de la investigación sugieren que las conceptualizaciones existentes de cómo las prácticas de equilibrio entre el trabajo y la familia influyen en los conflictos entre el trabajo y la familia pueden ser deficientes. Algunos investigadores han encontrado que una explicación de esta incoherencia podría originarse en la "brecha de agencias y capacidades" (Hobson, 2014). También han descubierto que el alcance de esta brecha dependía de alguna manera de ciertos marcos de política nacional, apoyo organizativo/directivo y las preferencias del individuo.

Por lo tanto, un objetivo principal de esta investigación es explicar los hallazgos inconsistentes con respecto a la relación entre las prácticas de equilibrio entre el trabajo y la familia y los conflictos entre el trabajo y la familia. En su artículo de revisión seminal, Kelly y otros (2008) sugieren que investigaciones anteriores tendían a variar en la medición de las prácticas de equilibrio entre el trabajo y la familia. Algunos se centraron en una o dos prácticas específicas como el horario flexible, el teletrabajo (por ejemplo, Lapierre y Allen, 2006; Madsen, 2003), y el cuidado de los dependientes (por ejemplo, Berg et al., 2003), mientras que otros examinaron múltiples prácticas como predictores, tales como prácticas de trabajo amigables con la familia (FFWP), programas de la familia del trabajo y la familia, paquetes de recursos humanos para la familia de trabajo (por ejemplo, Bloom et al. 2011; Konrad y Mangel, 2000; Perry-Smith y Blum, 2000). Además, mientras que algunos estudios anteriores han medido la adopción de prácticas laborales y familiares, otros se centraron en la implementación de tales prácticas percibidas por los empleados. (2008) argumentan que medir el uso percibido de estas prácticas es más significativo porque las prácticas de equilibrio entre el trabajo y la familia ejercerán un efecto en los conflictos entre el trabajo y la familia sólo cuando realmente son utilizadas por los empleados.

Otra posible explicación de los hallazgos inconsistentes es que la eficacia de las prácticas de equilibrio entre el trabajo y la familia para aliviar los conflictos entre el trabajo y la familia depende de los tipos de tensiones que experimentan los empleados. Los investigadores distinguen entre el estrés que las personas perciben como gratificante (desafío estrés) y el estrés que se considera como restricción (estrés de obstáculo). Esto se debe a que estos dos tipos de estrés están asociados diferencialmente con las actitudes laborales y las intenciones conductuales (Cavanaugh et al., 2000). A pesar de que las pruebas muestran el

efecto de estos dos tipos de estrés, no se ha intentado integrarlos con interfaces de trabajo, familia y familia para explicar las relaciones entre las mejores prácticas y los conflictos laborales y familiares percibidos.

Basándose en la teoría de la conservación de los recursos (COR) (Hobfoll, 1989, Hobfoll y Freedy 1993), particularmente desde la perspectiva del desarrollo de recursos, este documento tiene la intención de llenar estas lagunas y hacer varias contribuciones a la literatura. En primer lugar, introducimos las prácticas de equilibrio entre el trabajo y la familia como una serie de recursos de política de gestión. Además, sobre la base de la literatura y las prácticas de gestión, construimos y examinamos dos dimensiones específicas de las prácticas de equilibrio entre la familia y el trabajo a través del análisis de datos. Se trata de flexibilidad en el lugar de trabajo, que se centra en proporcionar flexibilidad en el trabajo y mejorar la autonomía laboral, como el teletrabajamiento, la flexibilidad en el lugar de trabajo, la autonomía laboral (Leslie et al., 2012; 2006; Shockley y Allen, 2007; Kahn et al., 1964, pág. 19), y el cuidado del bienestar de los empleados y familias, que involucra los recursos económicos y materiales de un empleado y su familia, como seguros y subsidios, que compensan a los empleados por su devoción a su trabajo y el tiempo reducido que pasan con su familia (Staines, 1980; Rothbard, 2001), evitando así el agotamiento de los recursos (Premeaux et al. 2007). Basándonos en estas dos dimensiones, examinamos sus relaciones diferenciales con los conflictos entre el trabajo y la familia, lo que contribuye a una perspectiva de configuración para elaborar las estructuras en profundidad de las prácticas de equilibrio entre la familia.

En segundo lugar, en lugar de medir las adopciones de las organizaciones de prácticas laborales y familiares, medimos las percepciones de los empleados sobre el uso real de las prácticas laborales y familiares. En el sector público, las prácticas de bienestar laboral representan una proporción más alta de los sistemas de recursos humanos (relativamente) que la de las empresas, por lo que las políticas de prestaciones en sí mismas son casi iguales a los empleados del sector público. Esto a su vez nos permite capturar cómo varían sustancialmente las percepciones individuales de esas prácticas. De hecho, los investigadores de gestión de recursos humanos han argumentado y demostrado que las prácticas de gestión de recursos humanos deben ser percibidas por los empleados para traducirse en resultados deseables (Liao et al. 2009). Al introducir el contexto del sector público e investigar las percepciones individuales de las prácticas de equilibrio entre el trabajo y la familia, este estudio también abre la oportunidad de examinar moderadores individuales que pueden explicar la eficacia diferencial de las prácticas laborales y familiares en la reducción de los conflictos entre los empleados, el trabajo y la familia.

En tercer lugar, estudios previos que alinean las diferencias individuales con los conflictos entre la familia y el trabajo a menudo se centraban en factores biográficos, como el género y el estado civil (es decir, Byron, 2005). En contraste con esto, nuestro estudio contribuye introduciendo el estrés laboral — particularmente el estrés de desafío y obstáculo— en el modelo, y examina sus efectos de moderación en las relaciones entre las prácticas laborales y familiares y los conflictos entre el trabajo y la familia.

CONCLUSIÓN

Esta investigación actual investiga la relación entre las prácticas percibidas entre los empleados de la familia laboral (incluidas las configuraciones bidimensionales de "cuidado de empleados y familias" y "flexibilidad laboral") y el conflicto entre el trabajo y la familia de los empleados. También examina el papel del estrés de los desafíos y el estrés de obstáculos como moderadores. Al examinar a 841 funcionarios en Beijing, constatamos que las prácticas de flexibilidad laboral tienen un efecto más destacado en la reducción de los conflictos entre el trabajo y la familia, y que ambos tipos de estrés laboral aumentaron los conflictos entre el trabajo y la familia. Además, el estrés de desafío y obstáculos moderó diferencialmente la relación entre las prácticas laborales y familiares percibidas y los conflictos entre el trabajo y la familia. El alto estrés de los desafíos ayudó constantemente a fortalecer la eficacia de las prácticas de equilibrio entre el trabajo y la familia para reducir los conflictos entre el trabajo y la familia, mientras que el alto estrés obstaculizado limitaba la eficacia de las prácticas laborales y familiares en los conflictos entre el trabajo y la familia. Esto proporciona información adicional sobre la gestión de la interfaz trabajo-familia y las ideas para futuras investigaciones.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Au cours des dernières décennies, les personnes ont connu des niveaux croissants de demande d'emploi et de stress au travail en raison de l'élargissement des possibilités d'emploi. Les responsabilités professionnelles accrues et les heures de travail prolongées deviennent plus courantes en milieu de travail. Entre-temps, des changements ont également eu lieu dans la famille – il y a plus de familles monoparentales et de double carrière, ainsi qu'un plus grand nombre d'adultes qui travaillent et qui s'occupent à la fois des aînés et des jeunes générations (Neal et Hammer, 2007). Les chercheurs ont réagi à ces tendances en étudiant les interfaces travail-famille ou travail-famille pour comprendre les facteurs qui peuvent influencer ou être influencés par l'équilibre travail-famille. Toutefois, cette ligne de recherche a utilisé différentes terminologies, niveaux et approches (Maertz et Boyar, 2011).

D'une part, la recherche au niveau individuel s'est concentrée sur les constructions de conflits travail-famille ou travail familial/enrichissement/facilitation pour étudier leurs antécédents et leurs résultats (Allen et al., 2012; Byron, 2005; Frone et coll. 1992; Greenhaus et Beutell, 1985; Kinnunen et Mauno, 1998; Premeaux et coll. 2007). D'autre part, la recherche au niveau organisationnel s'est concentrée sur l'influence des pratiques et des politiques travail-famille sur les organisations. Ces études considèrent une série de pratiques travail-famille comme des ensembles de GRH, en utilisant différents termes tels que les pratiques familiales en milieu de travail (FFWP), les programmes travail-famille et les ensembles de ressources humaines travail-famille (p. Ex. Bloom et al., 2011; Beauregard et Henry, 2009; Konrad et Mangel, 2000; Perry-Smith et Blum, 2000). D'autres se concentrent principalement sur des domaines de pratique spéciale comme le flexitime, le télétravail (p. Ex. Lapierre et Allen, 2006; Madsen, 2003), les soins aux personnes à charge (p. Ex., Berg et coll., 2003) et l'influence positive des pratiques mentionnées ci-dessus sont principalement appuyés. Toutefois, les efforts visant à intégrer les pratiques travail-famille et les conflits travail-famille des employés ont été rares.

Un examen plus approfondi de la littérature empirique révèle que les pratiques d'équilibre travail-famille peuvent ne pas toujours atténuer les conflits travail-famille des employés (Kelly et coll., 2008). Par exemple, bien que certaines études ont révélé des relations négatives importantes entre les pratiques d'équilibre travail-famille et les conflits travail-famille (O'Driscoll et coll., 2003; Thompson et coll., 1999), d'autres ont trouvé des relations positives significatives (Brough et coll., 2005; Hammer et coll., 2005) ou des relations non significatives (Kossek et coll., 2006; Lapierre et Allen, 2006). Ces incohérences dans les résultats de recherches antérieures suggèrent que les conceptualisations existantes de la façon dont les pratiques d'équilibre travail-famille influencent les conflits travail-famille peuvent être déficientes. Certains chercheurs ont constaté qu'une explication de cette incohérence pourrait provenir de l'« écart entre l'agence et les capacités » (Hobson, 2014). Ils ont également découvert que l'ampleur de cet écart dépendait en quelque sorte de certains cadres politiques nationaux, du soutien organisationnel et managérial et des préférences de l'individu.

Ainsi, l'un des principaux objectifs de cette recherche est d'expliquer les résultats incohérents concernant la relation entre les pratiques d'équilibre travail-famille et les conflits travail-famille. Dans leur article de revue fondateur, Kelly et coll. (2008) suggèrent que les recherches antérieures avaient tendance

à varier dans la mesure des pratiques de équilibre travail-famille. Certains se sont concentrés sur une ou deux pratiques particulières comme le flexitime, le télétravail (p. Ex. Lapierre et Allen, 2006; Madsen, 2003) et les soins aux personnes à charge (p. Ex. Berg et coll., 2003), tandis que d'autres ont examiné de multiples pratiques comme prédicteurs, comme les pratiques familiales en milieu de travail (FFWP), les programmes travail-famille et les ensembles de ressources humaines travail-famille (p. Ex. Bloom et al., 2011; Konrad et Mangel, 2000; Perry-Smith et Blum, 2000). De plus, alors que certaines études antérieures ont mesuré l'adoption de pratiques travail-famille, d'autres ont porté sur la mise en œuvre de pratiques perçues par les employés. Kelly et coll. (2008) soutiennent que la mesure de l'utilisation perçue de ces pratiques est plus significative parce que les pratiques d'équilibre travail-famille n'auront un effet sur les conflits travail-famille que lorsqu'elles sont effectivement utilisées par les employés.

Une autre explication possible des constatations incohérentes est que l'efficacité des pratiques d'équilibre travail-famille pour atténuer les conflits travail-famille dépend des types de stress subis par les employés. Les chercheurs font la distinction entre le stress que les individus perçoivent comme gratifiant (stress de défi) et le stress qui est considéré comme contraignant (stress d'entrave). C'est parce que ces deux types de stress sont différentiels associés aux attitudes professionnelles et aux intentions comportementales (Cavanaugh et coll., 2000). Malgré les preuves montrant l'effet de ces deux types de stress, on n'a pas tenté de les intégrer aux interfaces travail-famille et travail-famille pour expliquer les relations entre les pratiques exemplaires et les conflits entre le travail et la famille perçus.

S'insurgir de la théorie de la conservation des ressources (Hobfoll, 1989, Hobfoll et Freedy, 1993), en particulier du point de vue de la création de ressources, ce document a l'intention de combler ces lacunes et d'apporter plusieurs contributions à la littérature. Premièrement, nous introduisons les pratiques d'équilibre travail-famille comme une série de ressources en politiques de gestion. De plus, sur la base de la littérature et des pratiques managériales, nous construisons et examinons deux dimensions spécifiques des pratiques d'équilibre travail-famille au moyen d'analyses de données. Il s'agit de la souplesse en milieu de travail, qui met l'accent sur la souplesse au travail et l'amélioration de l'autonomie de l'emploi, comme le télétravail, la flexibilité en milieu de travail, l'autonomie de l'emploi (Leslie et coll., 2012; Kossek et coll. 2006; Shockley et Allen, 2007; Kahn et coll., 1964, p. 19), et les soins de bien-être des employés et de la famille, qui impliquent les ressources économiques et matérielles d'un employé et de sa famille, comme l'assurance et les allocations, qui indemnisent les employés pour leur dévouement à leur travail et le temps réduit qu'ils passent avec leur famille (Staines, 1980; Rothbard, 2001), empêchant ainsi l'épuisement des ressources (Premeaux et coll., 2007). Sur la base de ces deux dimensions, nous avons examiné leurs relations différentielles avec les conflits travail-famille, ce qui contribue à une perspective de configuration pour élaborer les structures approfondies des pratiques d'équilibre travail-famille.

Deuxièmement, au lieu de mesurer l'adoption par les organisations de pratiques travail-famille, nous mesurons les perceptions des employés quant à l'utilisation réelle des pratiques travail-famille. Dans le secteur public, les pratiques d'aide sociale au travail représentent une proportion plus élevée de systèmes de MRH (relativement) que celle des entreprises, de sorte que les politiques d'avantages sociaux elles-mêmes sont presque égales aux employés du secteur public. Cela nous permet de saisir comment les perceptions individuelles de ces pratiques varient considérablement. En fait, les chercheurs en gestion des ressources humaines ont soutenu et démontré que les pratiques de gestion des ressources humaines doivent être perçues par les employés comme des résultats souhaitables (Liao et coll., 2009). En introduisant le contexte du secteur public et en étudiant les perceptions individuelles des pratiques d'équilibre travail-famille, cette étude ouvre également la possibilité d'examiner les modérateurs individuels qui peuvent expliquer l'efficacité différentielle des pratiques travail-famille dans la réduction des conflits travail-famille des employés.

Troisièmement, les études antérieures alignant les différences individuelles avec les conflits travail-famille portaient souvent sur des facteurs biographiques, comme le sexe et l'état matrimonial (c.-à-d. Byron, 2005). En revanche, notre étude contribue en introduisant le stress au travail, en particulier le stress de défi et d'entrave, dans le modèle, et examine leurs effets de modération sur les relations entre les pratiques travail-famille et les conflits travail-famille.

CONCLUSION

Cette recherche actuelle examine la relation entre les pratiques professionnelles et familiales perçues des employés (y compris les configurations bidimensionnelles de « soins aux employés et à la famille » et la « flexibilité du travail ») et les conflits travail-famille des employés. Il examine également le rôle du stress et du stress d'entrave en tant que modérateurs. En sondant 841 fonctionnaires à Beijing, nous avons constaté que les pratiques de flexibilité du travail ont un effet plus important dans la réduction des conflits travail-famille, et que les deux types de stress au travail augmentaient les conflits travail-famille. De plus, le stress des défis et des obstacles a modéré différemment la relation entre les pratiques professionnelles et familiales perçues et les conflits travail-famille. Le stress dû aux défis élevés a constamment contribué à renforcer l'efficacité des pratiques d'équilibre travail-famille pour réduire les conflits travail-famille, tandis qu'un stress d'entrave élevé a limité l'efficacité des pratiques travail-famille sur les conflits travail-famille. Cela donne un aperçu supplémentaire de la gestion de l'interface travail-famille et des idées pour la recherche future.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

In den letzten Jahrzehnten haben Menschen aufgrund der erweiterten Arbeitsmöglichkeiten einen steigenden Stellenbedarf und einen stressbedarf erlebt. Erhöhte Arbeitsaufgaben und längere Arbeitszeiten werden am Arbeitsplatz immer häufiger. In der Zwischenzeit hat sich auch in der Familie Veränderungen gegeben – es gibt mehr duale Karriere- und Alleinerziehende sowie mehr berufstätige Erwachsene, die sich sowohl um die ältere als auch für die jüngere Generation kümmern (Neal und Hammer, 2007). Die Forscher haben auf diese Trends reagiert, indem sie Schnittstellen zwischen Beruf und Familie untersucht haben, um die Faktoren zu verstehen, die die Vereinbarkeit von Beruf und Familie beeinflussen oder beeinflusst werden können. Diese Forschungslinie hat jedoch unterschiedliche Terminologien, Ebenen und Ansätze verwendet (Maertz und Boyar, 2011).

Die Forschung auf individueller Ebene konzentrierte sich einerseits auf die Konstrukte von Konflikten zwischen Familie und Familie/Anreicherung/Erleichterung, um deren Vorläufer und Ergebnisse zu untersuchen (Allen et al. 2012; Byron, 2005; Frone et al. 1992; Greenhaus und Beutell, 1985; Kinnunen und Mauno, 1998; Premeaux et al. 2007). Auf der anderen Seite konzentrierte sich die Forschung auf organisatorischer Ebene auf den Einfluss von Praktiken/Politiken in der Familie auf Organisationen. Diese Studien betrachten eine Reihe von Praktiken in der Arbeitsfamilie als HRM-Pakete – unter Verwendung verschiedener Begriffe wie familienfreundliche Arbeitspraktiken (FFWP), Programme für die Familie und Personalpakete in der Arbeitsfamilie (z. B. Bloom et al. 2011; Beauregard und Henry, 2009; Konrad und Mangel, 2000; Perry-Smith und Blum, 2000). Andere konzentrieren sich hauptsächlich auf spezielle Praxisbereiche wie Gleitzeit, Telearbeit (z. B. Lapierre und Allen, 2006; Madsen, 2003), Pflegebedürftige (z.B. Berg, et al., 2003) und der positive Einfluss der oben genannten Praktiken werden meist unterstützt.

Die Bemühungen um die Integration von Arbeits-Familien-Praktiken und Arbeits-Familienkonflikten waren jedoch spärlich.

Eine genauere Betrachtung der empirischen Literatur zeigt, dass Arbeits-Familien-Balance-Praktiken nicht immer Arbeits-Familienkonflikte lindern können (Kelly et al. 2008). Während beispielsweise einige Studien signifikante negative Beziehungen zwischen der Vereinbarkeit von Beruf und Familie und Konflikten zwischen Familie und Familie feststellten (O'Driscoll et al., 2003; Thompson et al. 1999), andere fanden signifikante positive Beziehungen (Brough et al. 2005; Hammer et al., 2005) oder nicht signifikante Beziehungen (Kossek et al. 2006; Lapierre und Allen, 2006). Diese Inkonsistenzen in früheren Forschungsergebnissen deuten darauf hin, dass die bestehenden Konzeptualisierungen, wie Arbeits-Familien-Balance-Praktiken Denkkonflikt zwischen Beruf und Familie beeinflussen, mangelhaft sein können. Einige Forscher haben herausgefunden, dass eine Erklärung für diese Inkonsistenz aus der "Agentur- und Fähigkeitslücke" stammen könnte (Hobson, 2014). Sie haben auch festgestellt, dass das Ausmaß dieser Kluft irgendwie von bestimmten nationalen politischen Rahmenbedingungen, organisatorischer/managementpolitischer Unterstützung und den Präferenzen des Einzelnen abhängt.

Ein vorrangiges Ziel dieser Forschung ist es daher, die inkonsistenten Erkenntnisse über den Zusammenhang zwischen der Vereinbarkeit von Beruf und Familie und Konflikten zwischen Familie und Familie zu erklären. In ihrem bahnbrechenden Review-Artikel legen Kelly et al. (2008) nahe, dass frühere Forschungen dazu neigten, bei der Messung von Praktiken im Arbeits-Familien-Gleichgewicht zu variieren. Einige konzentrierten sich auf ein oder zwei spezifische Praktiken wie Gleitzeit, Telearbeit (z. B. Lapierre und Allen, 2006; Madsen, 2003) und Pflege von Angehörigen (z. B. Berg et al., 2003), während andere mehrere Praktiken als Prädiktoren untersuchten – wie familienfreundliche Arbeitspraktiken (FFWP), Programme für Die Familie und Personalpakete in der Familie (z. B. Bloom et al. 2011; Konrad und Mangel, 2000; Perry-Smith und Blum, 2000). Während einige frühere Studien die Anwendung von Praktiken in der Familie gemessen haben, konzentrierten sich andere auf die Umsetzung solcher Praktiken, wie sie von den Arbeitnehmern wahrgenommen werden. Kelly et al. (2008) argumentieren, dass die Messung der wahrgenommenen Anwendung dieser Praktiken sinnvoller ist, da Die Praktiken der Vereinbarkeit von Beruf und Familie nur dann Auswirkungen auf Konflikte zwischen Beruf und Familie haben, wenn sie tatsächlich von Mitarbeitern genutzt werden.

Eine weitere mögliche Erklärung für die inkonsistenten Ergebnisse ist, dass die Wirksamkeit von Arbeits-Familien-Balance-Praktiken bei der Linderung von Konflikten zwischen Familie und Familie von den Arten von Belastungen abhängt, die von den Mitarbeitern erfahren werden. Die Forscher unterscheiden zwischen Stress, den Individuen als lohnend wahrnehmen (Herausforderungsstress) und Stress, der als einschränkend angesehen wird (Hindernisstress). Dies liegt daran, dass diese beiden Arten von Stress differenziert mit Arbeitseinstellungen und Verhaltensabsichten verbunden sind (Cavanaugh et al., 2000). Trotz der Auswirkungen dieser beiden Arten von Stress wurde nicht versucht, sie in die Schnittstellen zwischen Familie und Familie zu integrieren, um die Beziehungen zwischen bewährten Praktiken und wahrgenommenen Konflikten zwischen Arbeit und Familie zu erklären.

Aufbauend auf der Theorie der Ressourcenerhaltung (COR) (Hobfoll, 1989, Hobfoll und Freedy 1993), insbesondere aus der Sicht des Ressourcenaufbaus, beabsichtigt dieses Papier, diese Lücken zu schließen und mehrere Beiträge zur Literatur zu leisten. Erstens führen wir Arbeitsfamilienbalancepraktiken als eine Reihe von Management-Politikressourcen ein. Darüber hinaus konstruieren und untersuchen wir anhand der Literatur und der Managementpraktiken zwei spezifische Dimensionen von Work-Family-Balance-Praktiken durch Datenanalyse. Dabei handelt es sich um Flexibilität am Arbeitsplatz, die sich auf flexibiltäde Arbeit und die Verbesserung der Arbeitsplatzautonomie konzentriert, wie Z. B. Telearbeit, Flexibilität am Arbeitsplatz, Arbeitsplatzautonomie (Leslie et al., 2012; Kossek et al. 2006; Shockley und Allen, 2007; Kahn et al., 1964, S. 19), und die Wellness-Pflege der Arbeitnehmer und Familienangehörigen, die die wirtschaftlichen und materiellen Ressourcen eines Arbeitnehmers und seiner Familie – wie Versicherungen und Zulagen – umfasst, die die Arbeitnehmer für ihre Hingabe an ihre Arbeit und die verkürzte Zeit, die sie mit ihrer Familie verbringen, entschädigen (Staines, 1980; Rothbard, 2001), wodurch ressourcenerabschöpfend verhindert wird (Premeaux et al. 2007). Basierend auf diesen beiden Dimensionen untersuchten wir ihre unterschiedlichen Beziehungen zu Konflikten zwischen Familie, was

zu einer Konfigurationsperspektive beiträgt, um die detaillierten Strukturen der Arbeits-Familien-Balance-Praktiken zu erarbeiten.

Zweitens messen wir, anstatt die Annahmen von Praktiken in der Familie zu messen, die Wahrnehmung der Arbeitnehmer über die tatsächliche Anwendung von Arbeitsfamilienpraktiken. Im öffentlichen Sektor machen die Arbeitssozialpraktiken (relativ) einen höheren Anteil der HRM-Systeme aus als die der Unternehmen, so dass die Leistungspolitik selbst fast den Arbeitnehmern im öffentlichen Sektor entspricht. Dies wiederum ermöglicht es uns, zu erfassen, wie die individuelle Wahrnehmung dieser Praktiken erheblich variieren. Tatsächlich haben Forscher des Personalmanagements argumentiert und gezeigt, dass die Praktiken des Personalmanagements von den Mitarbeitern wahrgenommen werden müssen, um in wünschenswerte Ergebnisse umgesetzt zu werden (Liao et al. 2009). Durch die Einführung des Kontexts des öffentlichen Sektors und die Untersuchung individueller Wahrnehmungen von Arbeits-Familien-Balance-Praktiken eröffnet diese Studie auch die Möglichkeit, einzelne Moderatoren zu untersuchen, die die unterschiedliche Wirksamkeit von Arbeits-Familienpraktiken bei der Verringerung von Konflikten zwischen Arbeitnehmern und Familien fragen.

Drittens konzentrierten sich frühere Studien, die individuelle Unterschiede auf Konflikte zwischen Familie und Familie ausrichteten, häufig auf biografische Faktoren wie Geschlecht und Familienstand (d. H. Byron, 2005). Im Gegensatz dazu trägt unsere Studie dazu bei, dass Arbeitsstress – insbesondere Herausforderung und Behinderung – in das Modell eingeführt wird, und untersucht deren Mäßigungseffekte auf die Beziehungen zwischen Arbeits-Familien-Praktiken und Konflikten zwischen Familie und Familie.

SCHLUSSFOLGERUNG

Diese aktuelle Forschung untersucht den Zusammenhang zwischen den wahrgenommenen Arbeitsfamilienpraktiken der Mitarbeiter (einschließlich zweidimensionaler Konfigurationen von "Arbeitnehmer- und Familienpflege" und "Arbeitsflexibilität") und Konflikten zwischen Der Familie und Familie. Es untersucht auch die Rolle von Herausforderungsstress und Hindernisstress als Moderatoren. Durch die Befragung von 841 Beamten in Peking stellten wir fest, dass Die Praktiken der Arbeitsflexibilität einen stärkeren Effekt bei der Verringerung von Konflikten zwischen Familie und Familie haben und dass beide Arten von Arbeitsstress einen verstärkten Konflikt zwischen Familie und Familie haben. Darüber hinaus milderten Herausforderungs- und Hindernisstress die Beziehung zwischen wahrgenommenen Arbeits-Familienpraktiken und Konflikten zwischen Familie und Familie. Hoher Herausforderungsstress trug konsequent dazu bei, die Wirksamkeit der Praktiken der Vereinbarkeit von Beruf und Familie bei der Verringerung von Konflikten zwischen Familie und Familie zu stärken, während hoher Stress die Wirksamkeit von Praktiken in der Familie bei Konflikten zwischen Familie und Familie einschränkte. Dies bietet zusätzliche Einblicke in das Management von Work-Family-Interface summieren und Ideen für die zukünftige Forschung.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Nas últimas décadas, os indivíduos têm experimentado níveis crescentes de demandas de trabalho e estresse no trabalho devido à ampliação dos escopos de trabalho. O aumento das responsabilidades no trabalho e o horário de trabalho estendido tornam-se mais comuns no local de trabalho. Enquanto isso, mudanças também ocorreram na família — há mais famílias de pais solteiros e de carreira dupla, bem como mais adultos trabalhadores que estão cuidando tanto das gerações mais velhas quanto das mais jovens (Neal e Hammer, 2007). Os pesquisadores têm respondido a essas tendências investigando interfaces trabalho-família ou trabalho-família para entender os fatores que podem influenciar ou ser influenciados pelo equilíbrio trabalho-família. No entanto, essa linha de pesquisa tem utilizado diferentes terminologias, níveis e abordagens (Maertz e Boyar, 2011).

A pesquisa em nível individual, por um lado, concentrou-se nas construções de conflitos trabalho-família ou trabalho familiar/enriquecimento/facilitação para investigar seus antecedentes e desfechos (Allen et al. 2012; Byron, 2005; Frone et al. 1992; Greenhaus e Beutell, 1985; Kinnunen e Mauno, 1998; Premeaux et al. 2007). Por outro lado, a pesquisa no nível organizacional tem focado na influência das práticas/políticas trabalho-família nas organizações. Esses estudos consideram uma série de práticas de família de trabalho como pacotes de HRM — usando diferentes termos, como práticas familiares no local de trabalho (FFWP), programas de família de trabalho e pacotes de recursos humanos da família do trabalho (por exemplo, Bloom et al. 2011; Beauregard e Henry, 2009; Konrad e Mangel, 2000; Perry-Smith e Blum, 2000). Outros se concentram principalmente em áreas de prática especial como flexitime, teletrabalho (por exemplo, Lapierre e Allen, 2006; Madsen, 2003), os cuidados dependentes (por exemplo, Berg, et al., 2003), e a influência positiva das práticas mencionadas acima são apoiados em sua maioria. No entanto, os esforços para integrar práticas trabalho-família e conflitos entre trabalho e família têm sido escassos.

Um exame mais aprofundado da literatura empírica revela que as práticas de equilíbrio trabalho-família nem sempre podem aliviar o conflito trabalho-família dos funcionários (Kelly et al. 2008). Por exemplo, enquanto alguns estudos encontraram relações negativas significativas entre práticas de equilíbrio trabalho-família e conflitos trabalho-família (O'Driscoll et al., 2003; Thompson et al. 1999), outros encontraram relações positivas significativas (Brough et al. 2005; Hammer et al., 2005) ou relacionamentos não significativos (Kossek et al. 2006; Lapierre e Allen, 2006). Essas inconsistências em achados anteriores da pesquisa sugerem que as conceituações existentes de como as práticas de equilíbrio trabalho-família influenciam o conflito trabalho-família podem ser deficientes. Alguns pesquisadores descobriram que uma explicação dessa inconsistência pode se originar da "lacuna de agências e capacidades" (Hobson, 2014). Eles também descobriram que a extensão dessa lacuna dependia de alguma forma de certos quadros de política nacional, apoio organizacional/gerencial e preferências do indivíduo.

Assim, um dos principais objetivos desta pesquisa é explicar os achados inconsistentes sobre a relação entre as práticas de equilíbrio trabalho-família e o conflito trabalho-família. Em seu artigo de revisão seminal, Kelly et al. (2008) sugerem que pesquisas anteriores tendem a variar na medição das práticas de equilíbrio trabalho-família. Alguns se concentraram em uma ou duas práticas específicas, como flexitime, teletrabalho (por exemplo, Lapierre e Allen, 2006; Madsen, 2003), e os dependentes cuidam (por exemplo, Berg et al., 2003), enquanto outros examinaram múltiplas práticas como preditores — como práticas familiares no local de trabalho (FFWP), programas de família de trabalho e pacotes de recursos humanos da família de trabalho (por exemplo, Bloom et al. 2011; Konrad e Mangel, 2000; Perry-Smith e Blum, 2000). Além disso, enquanto alguns estudos anteriores mediram a adoção de práticas trabalho-família, outros se concentraram na implementação de práticas como percebidas pelos colaboradores. Kelly et al. (2008) argumentam que medir o uso percebido dessas práticas é mais significativo porque as práticas de equilíbrio trabalho-família exercerão um efeito sobre o conflito trabalho-família somente quando elas são realmente usadas pelos funcionários.

Outra possível explicação para os achados inconsistentes é que a efetividade das práticas de equilíbrio trabalho-família na flexibilização do conflito trabalho-família depende dos tipos de estresses vivenciados pelos colaboradores. Os pesquisadores distinguem entre o estresse que os indivíduos percebem como gratificante (desafio de estresse) e estresse que é visto como constrangedora (estresse de obstáculo). Isso porque esses dois tipos de estresse estão diferencialmente associados a atitudes de trabalho e intenções comportamentais (Cavanaugh et al., 2000). Apesar das evidências mostrarem o efeito desses dois tipos de estresse, não houve tentativa de integrá-los com interfaces trabalho-família e trabalho-família para explicar as relações entre as melhores práticas e o conflito trabalho-família percebido.

Com base na teoria da conservação de recursos (COR) (Hobfoll, 1989, Hobfoll e Freedy 1993), particularmente do ponto de vista da construção de recursos, este artigo pretende preencher essas lacunas e fazer várias contribuições para a literatura. Em primeiro lugar, introduzimos práticas de equilíbrio trabalho-família como uma série de recursos de política gerencial. Além disso, com base na literatura e nas práticas gerenciais, construímos e examinamos duas dimensões específicas das práticas de equilíbrio trabalho-família por meio da análise de dados. Trata-se de flexibilidade no local de trabalho, que se concentra em proporcionar flexibilidade no trabalho e melhorar a autonomia do trabalho, como teletransporte, flexibilidade no local de trabalho, autonomia do trabalho (Leslie et al., 2012; Kossek et al. 2006; Shockley e Allen, 2007; Kahn et al., 1964, p. 19), e cuidados com o bem-estar dos funcionários e familiares, que envolvem os recursos econômicos e materiais de um funcionário e sua família — como seguros e subsídios — que compensam os funcionários por sua devoção ao seu trabalho e pelo tempo reduzido que passam com sua família (Staines, 1980; Rothbard, 2001), impedindo assim o esgotamento dos recursos (Premeaux et al. 2007). A partir dessas duas dimensões, examinamos suas relações diferenciais com o conflito trabalho-família, o que contribui para uma perspectiva configuracional para elaborar as estruturas aprofundadas das práticas de equilíbrio trabalho-família.

Em segundo lugar, em vez de medir as adoções das organizações de práticas trabalho-família, medimos a percepção dos funcionários sobre o uso real das práticas trabalho-família. No setor público, as práticas de bem-estar do trabalho representam uma proporção maior dos sistemas de RHM (relativamente) do que as das empresas, de modo que as próprias políticas de benefícios são quase iguais aos empregados do setor público. Isso, por sua vez, nos permite captar como as percepções individuais dessas práticas variam substancialmente. De fato, pesquisadores de gestão de recursos humanos têm argumentado e demonstrado que as práticas de gestão de recursos humanos precisam ser percebidas pelos funcionários para serem traduzidas em resultados desejáveis (Liao et al. 2009). Ao introduzir o contexto do setor público e investigar percepções individuais das práticas de equilíbrio trabalho-família, este estudo também abre uma oportunidade para examinar moderadores individuais que possam explicar a eficácia diferencial das práticas trabalho-família na redução do conflito trabalho-família dos funcionários.

Em terceiro lugar, estudos anteriores alinhando diferenças individuais com conflitos entre trabalho e família muitas vezes se concentraram em fatores biográficos, como gênero e estado civil (ou seja, Byron, 2005). Em contraste com isso, nosso estudo contribui introduzindo o estresse no trabalho — particularmente desafio e estresse de obstáculo — no modelo, e examina seus efeitos de moderação nas relações entre práticas trabalho-família e conflito trabalho-família.

CONCLUSÃO

Esta pesquisa atual investiga a relação entre as práticas familiares percebidas pelos funcionários (incluindo configurações bidimensionais de "cuidado empregado e familiar" e "flexibilidade de trabalho") e conflito trabalho-família dos funcionários. Também examina o papel do estresse de desafio e o estresse de obstáculos como moderadores. Ao examinar 841 funcionários públicos em Pequim, descobrimos que as práticas de flexibilidade do trabalho têm um efeito mais marcante na redução do conflito entre o trabalho e a família, e que ambos os tipos de trabalho aumentam o conflito entre trabalho e família. Além disso, o estresse de desafio e impedimento moderava diferencialmente a relação entre práticas percebidas de trabalho-família e conflitos trabalho-família. O alto estresse de desafios ajudou consistentemente a fortalecer a eficácia das práticas de equilíbrio trabalho-família na redução do conflito trabalho-família,

enquanto o alto estresse de impedimento restringiu a eficácia das práticas trabalho-família no conflito trabalho-família. Isso fornece uma visão adicional sobre a gestão da interface trabalho-família e ideias para pesquisas futuras.