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Antecedents and Outcomes of a Fourfold Taxonomy of Work-Family Balance in Chinese Employed Parents

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Abstract

The study provided validity evidence for a fourfold taxonomy of work-family balance that comprises direction of influence (work to family vs. family to work) and types of effect (work-family conflict vs. work-family facilitation). Data were collected from 189 employed parents in China. The results obtained from a confirmatory factor analysis supported the factorial validity of the fourfold taxonomy of work-family balance with a Chinese sample. Child care responsibilities, working hours, monthly salary, and organizational family-friendly policy were positively related to the conflict component of work-family balance; whereas new parental experience, spouse support, family-friendly supervisors and coworkers had significant positive effects on the facilitation component of work-family balance. In comparison with the inconsistent effects of work-family conflict, work to family facilitation had consistent positive effects on work and life attitudes. The implications of findings in relation to China and other countries are discussed in the paper.

Keywords

work-family balance, work-family conflict, work-family facilitation, social support

Most work-family research has focused on negative spillover in terms of work-family conflict, stress, and impaired well-being. Recently, some researchers have conceptualized work-family balance in terms of potentially positive effects of combining work and family roles (Frone, 2003; Greenhaus & Powell, 2006). Frone (2003) conceptualized a fourfold taxonomy of work-family balance that can be classified along two dimensions: (a) direction of influence between work and family roles (work to family vs. family to work), and (b) the type of effect (conflict vs. facilitation). This conceptualization produced four separate constructs: work to family conflict (WFC), family to work conflict (FWC), work to family facilitation (WFF), and family to work facilitation (FWF). A distinction between work to family and family to work has clearly been made in the literature (Mesmer-Magnus & Viswesvaran, 2005). Studies also show that work-family conflict and work-family facilitation are independent constructs rather than opposite ends of a single continuum (Aryee, Srinivas, & Tan, 2005; Grzywacz & Marks, 2000; Voydanoff, 2004). To date, there have been many studies of work-

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family conflict. Yet, empirical studies on work-family facilitation are relatively lacking, and studies investigating both conflict and facilitation are even more rare.

As China is transforming into a market economy-oriented society, social modernization is rapid in both work and lifestyles, resulting in more interference between the work and family domains (Lu, Shi, & Lawler, 2002; Siu, Spector, Cooper, & Lu, 2005). There have been a number of work-family studies conducted in China, but they focused on the conflict side of work-family balance, and results have not always been consistent across these studies, and between Chinese and Western findings (Yang, Chen, Choi, & Zou, 2000; Spector et al., 2004, 2007). Cultural characteristics as well as the macroenvironment in Chinese society may elicit differential opportunities for individuals to achieve work-family facilitation. For instance, the prevailing adoption of the one-child policy in China makes parenting a once in a lifetime experience for most couples. Embedded in the less developed economy and collectivistic culture, people tend to have closer ties to extended family members who provide both material and social support for family responsibilities (Ling & Powell, 2001; Spector et al., 2007). Moreover, there is greater access in China to paid domestic help because of greater income discrepancies between urban residents and migrant workers. Given these facts, it is not clear whether Western theories and results on work-family facilitation also apply to China.

We intended to fill the gap of this knowledge by examining potential antecedents and outcomes of the conflict and facilitation components of work-family balance with a Chinese sample. The current study could contribute to the literature in two ways. First, testing the links of antecedents and outcomes to a more complete work-family balance, especially work-family facilitation, is empirically informative because of the relative scarcity of research on the positive side of work-family balance. Second, since work-family research has been conducted primarily in the west, extending this fourfold taxonomy to a Chinese sample will provide evidence of generalizability to a culturally dissimilar region of the world.

Theoretical Framework: Fourfold Taxonomy of Work-Family Balance

According to the dominant conflict perspective in the work-family literature (Edward & Rothbard, 2000; Zedeck & Mosier, 1990), individuals have a fixed amount of psychological and physical resources to expend on their role obligations. Involvement in multiple roles will exhaust these resources and ultimately impair one's role functioning. Underlying much of the research on the conflict dimension of work-family balance (Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985) is the notion that work and family domains have distinct norms and requirements such that satisfaction or success in one domain entails sacrifices in the other (Zedeck & Mosier, 1990). As analyzed by Frone, Yardley, and Markel (1997), demands at work are the main causes of work to family conflict (WFC), whereas demands at home are the major sources of family to work conflict

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(FWC). They showed that work overload and working hours related more strongly to WFC than FWC, whereas parental overload and parenting time related more strongly to FWC than WFC. Frone (2003) also suggested that high social support at work is related to low WFC, and high social support at home is related to low FWC.

Yet, Frone (2003) did not draw any conclusion about putative antecedents of work-family facilitation. Work by Grzywacz and Marks (2000) was one of the few empirical studies that tentatively suggested that work demands and family demands were unrelated to both types of facilitation (WFF and FWF); whereas work-related social support might be positively related to both types of facilitation, and family related social support might be positively related to only FWF. In a further examination of the processes underlying work-family facilitation, O'Driscoll, Brough, and Kalliath (2006) argued that a central construct leading to work-family facilitation is exploitable family and work-related resources, and work-family facilitation is more likely to occur when resources in one domain are exploitable and can be utilized in the other domain. It implies that not all support necessarily leads to work-family facilitation. Only support that can be used to enhance one's psychological functioning in the other domain will elicit work-family facilitation.

In short, empirical evidence suggests that different components of work-family balance are distinct, and each has its own pattern of relationships with other variables. The processes underlying work-family conflict cannot be generalized to work-family facilitation. Our study extends previous work by testing hypotheses generated from work by Frone (2003) as well as O'Driscoll et al.'s (2006) recent theoretical propositions. It is anticipated that work demands will be the most important antecedent of WFC, whereas home demands will be the most important antecedent of FWC; social support may relate to the conflict component of work-family balance, but more importantly, work support will be the most important antecedent of WFF, whereas home support will be the most important antecedent of FWF. It is also expected that the specific characteristics of social support may underpin the operation of work—family facilitation. In particular, resources gained in the work domain that are exploitable and can be utilized in the family domain (and vice versa) will enhance the facilitation component of work-family balance.

Potential Antecedents of Work–Family Balance

In the family domain, child care responsibility has long been treated as a central source of role overload. The younger the child, the more child care demands are placed on the parents. As a result, these elevated parenting demands and daily job activities interfere with each other. For example, Frone and Yardely (1996) found negative relationships of age of youngest child with FWC and WFC. Luk and Shaftter (2002) also found that parental demand was a significant positive predictor of FWC and WFC in Hong Kong. For the first-time parent, the child care demands might be more acute as

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they must readjust their lives to accommodate a child in the home. Most Chinese parents remain first time parents as they do not have additional children, so the impact of the "first child" should be especially prominent in China. Therefore, we propose:

Hypothesis 1: The age of child is negatively related to FWC and WFC.

Presumably, paid domestic help might buffer the effects of work demands on work-family conflict. However, in a Hong Kong sample (Luk & Shaffer, 2002), paid domestic help was found to be linked to a reduction in family role demands, but was not related to FWC or WFC. Spector et al. (2007) also looked at paid help and found weak correlations with WFC. These findings suggest that paid domestic help has little impact on conflict perceived by working parents, so we do not expect that the availability of paid domestic helper will be related to FWC, and this support is not likely to be utilized in the workplace; thus, it should be even less related to FWF. Nevertheless, the current study presents a tentative test of putative antecedents of work-family balance, paid domestic helpers are common in Chinese society, and it's usually treated as a relevant variable, so we included it in our analysis.

Elderly domestic helpers can be a frequent source of support for working parents. Here the elderly domestic helpers could be the wife's or husband's parents who coreside with the family or live near them, and help with child care and/or household responsibilities. This type of family support is more common in Chinese societies than in individualistic western societies (Chen, 1985; Spector et al., 2007). Regarding its relationship with work-family conflict, although similar results were found with elderly domestic help as with paid domestic help (Luk & Shaffer, 2002; Spector et al., 2007), it should be noted that Luk and Shaffer (2002) merely asked whether their parents live with them, and Spector et al. (2007) only measured WFC (time and strain). The current study directly asks whether their parents help with child care and/or household chores and investigates its effect on four components of work-family balance. It is expected that the support from elderly domestic helpers can be instrumental in sharing household chores, resulting in low FWC. The elderly parents may also provide advice and emotional support when needed, which may facilitate the work role, resulting in high FWF.

Hypothesis 2a: The availability of elderly domestic helper(s) is negatively related to FWC, and positively related to FWF.

Support from spouses has been found to be important in reducing work-family conflict for dual-career couples (Berkowitz & Perkins, 1984; Rosin, 1990). With spouse support, employees may be less preoccupied with family matters while at work, resulting in low FWC. More importantly, understanding and supportive spouses may make focal employees feel motivated and confident in

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the workplace, and spouses can also provide practical advice and emotional support if focal employees are in the face of adversity at work, resulting in high FWF.

Hypothesis 2b: Spouse support is negatively related to FWC, and positively related to FWF.

In the workplace, one of the major causes of work-family stressors has to do with the perception that insufficient time is available for each aspect of daily living. Many studies have shown that work-family conflict is related to number of working hours (e.g., Bruck, Allen, & Spector, 2002; Byron, 2005; Spector et al., 2004). Although there have been some tests of the proposition that the individualism-collectivism dimension of culture moderates the relationships of work demands with WFC (Yang et al., 2000; Spector et al., 2007), the main effect of working hours on WFC has been consistent. We expect that the actual number of hours at work sets limits to the time available for family and will be a precursor of WFC.

Hypothesis 3: Individuals who have longer working hours report higher WFC.

O'Driscoll et al. (2006) suggested that salary paid to the employees is one of the exploitable resources that increase the possibility of work-family facilitation. Income stability provides a family with security and flexibility in an uncertain economy. Money derived from employment can be used to enhance the quality of family life through the purchase of goods and services that make family life easier and more enjoyable (Miller, 1997). Thus, as an important economic resource obtained from work role, monthly income may reduce WFC and improve WFF.

Hypothesis 4a: Monthly income is negatively related to WFC and positively related to WFF.

Earlier studies on work-family conflict sought to identify the type of family-friendly policies adopted by organizations and to demonstrate the desirable outcomes associated with such policies (Friedman & Johnson, 1997). However, some studies suggest that the success and effectiveness of such policies most likely depends on a family-supportive context (Allen, 2001; Kossek, Noe, & DeMarr, 1999; Thompson, Beauvais, & Lyness, 1999) that truly allows employees to make meaningful and useful choices. Because research findings about family-friendly policies are inconsistent, a hypothesis seems inapplicable here. Yet, whether an employee receives permission for an alternative work arrangement may depend on the supervisor (Powell & Mainiero, 1999; Wang & Walumbwa, 2007). Recently, a survey conducted among Chinese employees in Hong Kong (Siu & Phillips, 2007) revealed that one of the top five factors hindering employees from utilizing Family-Friendly Employment Policies and Practices as reported by the participants was "fear of being seen by boss as less committed." A family-friendly supervisor may not make excessive demands that would cause employees to worry about work at home and allow them to better perform family roles

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(Frone, 2003). Supervisor support with family issues may also increase employees' positive evaluation about work. Thus, family-friendly supervisor may reduce WFC and increase WFF.

Hypothesis 4b: Reporting to a family-supportive supervisor is negatively related to WFC, and positively related with WFF.

Co-worker support is another resource that may help an employee's ability to integrate work and family life. Beehr, Jex, Stacy, and Murray (2000) suggested that the nature of support from coworkers might comprise the general, global emotional, and instrumental types. When the support was focused on helping employees cope with competing work-family demands, coworker support was related to lower WFC (Frone et al., 1997; Thompson & Prottas, 2006). Employees may turn to their coworkers for emotional support, advice and help with family problems, resulting in high evaluation of WFF.

Hypothesis 4c: Working with family-friendly coworkers is negatively related to WFC, and positively related to WFF.

Potential Outcomes of Work-Family Balance

Work-family conflict has been found to be associated with a number of possible consequences, including work and life attitudes like organizational commitment, job, career, and life satisfactions (see review by Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). However, results linking WFC with job attitudes have not been consistent in Chinese samples. For example, WFC was found to correlate significantly with job satisfaction in Hong Kong (Chiu, 1998) and Mainland China (Yang, 2005). On the other hand, Aryee and his colleagues (Aryee 1996, 1999) failed to find significant correlations of WFC with career satisfaction and job satisfaction in Hong Kong. In Mainland China, Lu et al. (2002) did not find a significant correlation of WFC with job satisfaction. Furthermore, in a cross-national study, Spector et al. (2007) found that the links between work-family conflict and job attitudes among Chinese and other East Asians are not as strong as those found in individualistic countries. Given these inconsistent findings, we did not propose hypotheses about work-family conflict relations with attitudes.

Further, little is known about the relation of work-family facilitation to role-related outcomes. As discussed by Grzywacz (2002), facilitation between work and family can function as a resource that enables individuals to function more effectively in both domains and enriches their lives. It was suggested that work-family facilitation improves individual-level outcomes such as occupational commitment and job satisfaction (Aryee et al., 2005; O'Driscoll et al., 2006). To date, not many conclusions can be drawn about work-family facilitation (Frone, 2003; O'Driscoll et al., 2006).

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Therefore, we intend to examine relations between work-family facilitation and attitudes.

Hypothesis 5: The facilitation component of work-family balance is positively related to job satisfaction, organizational commitment, career satisfaction, and life satisfaction.

Method

Participants

The sample for the present study was comprised of 100 women and 89 men. All of them were dual-career parents, with a mean age of 36.9 years (SD = 5.1). Each had one child below middle school living with them (two families had twins), with an average age of 9.1 years (SD = 5.1). Participants were drawn from government/public institutions (51.3%), state-owned enterprises (21.2%), private companies (17.5%), and joint ventures or foreign investment companies (10.1%). Their job positions included operational, clerical/administrative support (6.9%), professional/technical (26.6%), first-level manager (17.6%), middle manager (39.9%), and top-level manager (9.0%). Concerning education level, 28.6% of the participants had postgraduate qualifications, 43.4% had a university degree, 21.7% had some college certificates, and 4.8% had certificates of middle school or below.

Measures

Age of child was measured by asking respondents the age of their child in years. Availability of domestic helpers(s) was measured by two questions: asking respondents about whether they had employed a domestic helper, and whether they had elderly family members to help with their household chores. Responses were coded 0 for no and 1 for yes. Working hours was measured by asking respondents the number of hours they worked per week. Monthly income was measured with five categories ranging from less than 1,500 RMB to 10,000 RMB or more. Organizational family-friendly policy was assessed with a single item, "My organization provides work conditions (e.g., flexible schedules, child care facilities, telecommuting programs) that take into account the emergent needs of employees," rated from 1 (strongly disagree) to 7 (strongly agree).

Spouse support was measured by five items developed by Mills, Grasmick, Morgan, and Wenk (1992), which originally evaluated support from general family, and were rephrased here to refer to the spouse. A sample item is "my spouse provides emotional support when things aren't going well for me." Items were rated from 1 (strongly disagree) to 7 (strongly agree). The Cronbach's alpha was .87.

Family-friendly supervision was assessed with five items developed by Anderson, Coffey, and Byerly (2002), assessing the level of family-friendly supervision perceived by the respondents. A sample item is "My supervisor accommodates me when I have family or personal business to take

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care of—for example, medical appointments, meeting with child's teacher, and so forth." Respondents reported on a 7-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The Cronbach's alpha for the scale was .72.

Family-friendly coworkers

Seers, Petty, and Cashman's (1995) scale measuring team-member exchange was rephrased for work-family issues to assess emotional and instrumental support and also the more specific content of their communication about work-family balance. A sample item is "My coworkers create an atmosphere conductive to my work-family balance." Respondents reported on a 7-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The Cronbach's alpha for the scale was .79.

Work-to-family conflict and family to-work conflict

Ten items taken from Netemeyer, Boles, and McMurrian (1996) were used to measure WFC and FWC, with 5 items for each construct. Response options ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item for WFC is "The demands of my work interfere with my home and family life." This scale had a Cronbach's alpha of .86. A sample items for FWC is "the demands of my family or spouse/partner interfere with work-related activities." This scale had a Cronbach's alpha of .72.

Work-to-family facilitation and family to-work facilitation

Eight items from Grywacyz and Marks (2000) and one item we developed from a pilot study were used to measure the facilitation dimension of work-family balance. We dropped from the WFF scale the item "the skills you use on your job are useful for things you have to do at home" because factor analysis indicated a low factor loading of .30, and deletion of this item improved the scale reliability from .44 to .79. The item we developed is "because of work, I can better savor family life." Thus, in the end we used four items for WFF and FWF, respectively. This four-item WFF scale has a Cronbach's alpha of .79. A sample item for FWF is "The love and respect you get at home makes you feel confident about yourself at work." This four-item scale has a Cronbach's alpha of .75. We conducted a confirmatory factor analysis to evaluate the factor structure of the work-family balance items. The comparative fit index for the hypothesized four-factor model was .90 and the root-mean-square error of approximation was .076. The standardized parameter estimates for item loadings ranged from .48 to .86. These results provided evidence for the factorial validity of the fourfold taxonomy.

Job satisfaction was assessed with five items developed by Anderson et al. (2002). Response options ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item is "The work I do on my job is meaningful to me." The Cronbach's alpha for the scale was .81.

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Affective organizational commitment was measured with the five items developed by Meyer, Allen, and Smith (1993). Response options ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item is "I really feel as if my organization's problems are my own." The Cronbach's alpha for the scale was .92.

Career satisfaction was measured with a three-item scale used by Martins, Eddleston, and Veiga (2002). Response options ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item is "in general, I am satisfied with my career status." The Cronbach's alpha was .93.

Life satisfaction was measured by the frequently adopted five-item scale developed by Diener, Emmons, Larsen, and Griffiin (1985). Response options ranged from 1 (strongly disagree) to 7 (strongly agree). A sample item for is "I am satisfied with my life." Deletion of the item "conditions of my life are excellent" led to improvement of reliability coefficient from .58 to .79, we therefore used a four-item scale in our analysis.

Results

The descriptive statistics, zero-order correlations, and Cronbach's alphas for the study variables are presented in Table 1. As shown in this table, the magnitude of the correlation between the conflict components was .31 ($p < .01$) whereas that between the facilitation components was higher ($r = .61$, $p < .01$). Correlations of WFC with WFF, although negative, were rather modest with correlations not larger than −.27, further supporting the idea that conflict and facilitation are distinct constructs rather than ends of a single continuum.

In addition to zero-order correlation results, regression analyses were conducted to test the hypotheses predicting work-family balance, where each component of work-family balance was regressed on all the antecedent variables. The results are presented in Table 2. Among family domain antecedents, child age was negatively related to WFC ($\beta = -.17$, $p < .05$) and to FWF ($\beta = -.16$, $p < .05$; $r = -.15$, $p < .05$), but not to FWC as stated in Hypothesis 1. Hypotheses 2a which states that elderly domestic helper will be related to low FWC and high FWF received partial support: elder domestic help was related to reduced conflict rather than enhanced facilitation. Further, spouse support was positively related to FWF ($\beta = .18$, $p < .01$) and WFF ($\beta = .28$, $p < .01$), but not significantly related to FWC ($\beta = -.12$, p = ns). Therefore, Hypothesis 2b was partially supported.

Regarding workplace antecedents, Hypothesis 3, which states that working hours will lead to WFC, received support. We found working hours was positively related to WFC ($\beta = .27$, $p < .01$). However, monthly salary was positively related to both WFC ($\beta = .17$, $p < .05$) and FWC ($\beta = .18$, $p < .05$), but not to WFF ($\beta = .05$, p = ns), providing mixed support for Hypothesis 4a. Family-friendly policies

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was positively related to WFC (β = .26, p < .01). Family-friendly supervisor was negatively related to WFC (β = −.26, p < .01) but not to WFF (β = .09, p = ns). Yet correlation results indicated significant links with WFF and FWF (rs = −.22, p < .05). These provide support for Hypothesis 4b. Hypothesis 4c regarding family-friendly co-workers received support in that family-friendly co-workers was negatively related to WFC (β = −.16, p < .05) and positively related to WFF (β = .39, p < .01). An unexpected positive relationship was also found between family-friendly coworkers and FWF (β = .44, p < .01).

To test the outcome hypotheses predicting job satisfaction, affective organizational commitment, career and life satisfaction, we conducted regression analysis where the fourfold taxonomy of work-family balance was entered simultaneously. The results are presented in Table 3. Regarding the investigation of the relationship between work-family conflict and outcome variables, WFC was negatively related to only life satisfaction (β = −.14, p < .05); it was positively related to organizational commitment (β = .22, p < .01) and job satisfaction (β = .15, p < .05). Hypothesis 5 regarding work-family facilitation received strong support, both WFF (β = .37, p < .01) and FWF (β = .26, p < .01) were related to job satisfaction, and WFF was positively related to organizational commitment (β = .19, p < .05), career satisfaction (β = .36, p < .05), and life satisfaction (β = .40, p < .01).

Discussion

The current study examined antecedents and outcomes in relation to a fourfold taxonomy of work-family balance in dual-career parents in China. The results of the confirmatory factor analysis demonstrated the factorial validity of the fourfold taxonomy of work-family balance in a Chinese sample. The findings generally supported the relative salience of family and work antecedents and resources in relation to work-family balance. In the family domain, age of the child was negatively related to WFC only but not to FWC. It appears that one-child policy made parenting an especially rare experience for Chinese parents. During their child's infancy and childhood years, the work-family map is likely to be structured in favor of the family, especially the child, so they feel that work interferes with family. Results showed that age of child was also related to FWF. This might suggest that new parental involvement be associated with positive affect and rewards of parenting experiences that can be transferred to work.

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Table 1
Descriptive Statistics, Correlations, and Reliabilities for Analysis Variables (N = 189)

Variable	*M*	*SD*	1	2	3	4	5	6	7	8
1. Gender (1 = M; 0 = F)	0.47	0.50	—							
2. First child age	9.11	5.08	−.01	—						
3. Paid domestic helper	0.42	0.70	.00	−.02	—					
4. Elderly domestic helper	0.40	0.64	−.02	−.38**	−.25**	—				
5. Spouse support	6.00	1.53	−.03	.01	−.03	−.03	(.87)			
6. Working hours	43.35	8.18	.28**	−.15*	.04	.01	.04	—		
7. Monthly income	2.76	1.12	.23**	−.07	.35**	−.07	−.01	.20**	—	
8. Family-friendly policies	4.02	1.64	.27**	−.00	.05	.05	.10	.19*	.18*	—
9. Family-friendly supervisor	5.01	0.82	.15*	−.03	.07	.02	.04	.10	.18*	.37**
10. Family-friendly co-workers	5.31	0.68	−.06	.02	−.10	.12	.15*	.10	−.05	.36**
11. Work-family conflict	3.39	1.22	.25**	−.17*	.02	−.08	−.09	.33**	.22**	.14
12. Family-work conflict	2.54	0.90	.03	−.05	.00	−.13	−.13	−.11	.15*	−.02
13. Work-family facilitation	5.29	0.91	.09	.07	−.03	.02	.23**	.01	.01	.10
14. Family-work facilitation	5.74	0.73	.00	−.15*	−.15*	.15*	.34**	.02	−.09	.13
15. Job satisfaction	5.74	0.69	.09	−.11	−.01	.07	.20**	.21**	.11	.25**
16. Organizational commitment	5.24	1.25	.21**	−.09	.11	.01	.11	.23**	.21**	.33**
17. Career satisfaction	5.28	1.09	.11	.09	.13	−.09	.13	.11	.14	.22**
18. Life satisfaction	4.92	1.01	−.11	.22**	.13	−.15*	.27**	−.05	.05	.13

Note. Cronbach's alpha reliabilities are in parentheses on the diagonal where appropriate.
* $p < .05$. ** $p < .01$.

Table 1 (*Continued*)

9	10	11	12	13	14	15	16	17	18
(.72)									
.38**	(.79)								
−.18*	−.16*	(.86)							
−.05	−.16*	.31**	(.72)						
.22**	.42**	−.17*	−.25**	(.79)					
.22**	.48**	−.21**	−.27**	.61**	(.75)				
.33**	.55**	.01	−.18*	.52**	.47**	(.81)			
.45**	.37**	.13	−.09	.26**	.24**	.49**	(.92)		
.26**	.34**	−.08	−.19*	.38**	.24**	.44**	.37**	(.93)	
.17*	.31**	−.22**	−.16*	.46**	.33**	.33**	.22**	.59**	(.79)

The results indicated that paid domestic help had no significant impact on work-family balance; however, elder domestic help negatively related to both types of work-family conflict (WFC and FWC), and spouse support was positively associated with both types of work-family facilitation (WFF and FWF). Elderly domestic helpers and spouses appear to act as more central parties in focal employees' family role set than paid domestic helpers do. In addition, more importantly, only spouse support, the closest of all these relationships, positively related to work-family facilitation. It may be that spouses' expectations constitute the role obligations felt by focal employees, with

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understanding and recognition from spouses, focal employees are more likely to evaluate their own family role performance in a positive way. Furthermore, the resources, experiences, and skills acquired from work may help employees receive more respect, and seek more support from their spouses.

Table 2
Antecedents of Work-Family Balance (N = 189)

Variable	Standardized betas			
	Work-family conflict	Family-work conflict	Work-family facilitation	Family-work facilitation
Family domain				
First child age	−.17*	−.12	.07	−.16*
Employed domestic helper	−.11	−.11	−.00	−.08
Elderly domestic helper	−.16*	−.17*	−.01	.03
Spouse support	−.10	−.12	.18**	.28**
Work domain				
Working hours	.27**	−.15	−.03	−.04
Monthly salary	.17*	.18*	.05	−.03
Family-friendly policy	.24**	.05	−.08	−.07
Family-friendly supervisor	−.26**	−.02	.09	.07
Family-friendly coworkers	−.16*	−.11	.39**	.44**
R^2	.29	.10	.23	.36
Adjusted R^2	.25	.05	.19	.32
F	7.88**	2.14*	5.67**	10.76**

* $p < .05$. ** $p < .01$.

In the workplace, employees who worked longer hours experienced higher WFC. Monthly salary was found to be positively related to both components of work-family conflict. Jobs that offer more money are usually more demanding, but the link between money and FWC was unexpected. Perhaps the greater demands of jobs with higher pay in terms of hours and responsibility made it more likely that the home would interfere with work. Furthermore, we found that money was unrelated to either type of work-family facilitation, which suggests that money can buy more goods and services for the family, but they do not lead to integration of work and family life.

Family-friendly policies were found to appear conjointly with high WFC. This result may occur because the demanding organizations are more likely to have family-responsive policies. Family-friendly supervision made an independent contribution to employee perceptions of WFC. It is well established in the literature that family-friendly supervision enables employees to take time out for family issues and does not pressure them to work long hours. However, the correlation results indicated a positive relation, not significant though, between family-friendly supervision and working hours. It seems that family-friendly supervision does not necessarily let employees work less. Perhaps family-friendly supervisors trigger a psychological contract for employees who have family responsibilities; therefore, employees may be willing to work long hours and report less WFC. Family-friendly coworkers seem more effective than a family-friendly supervisor in enhancing the facilitation component of work-family balance, as indicated by the much larger correlations of family-friendly coworkers than supervisors (rs in the .40s vs. .20s, respectively). Particularly, in a collectivistic society, the strong and greater positive influence of family-friendly coworkers suggests

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that sharing, recognition, and support of highly relevant coworkers about focal employees' efforts in balancing work and family, contribute very much to their perception of work-family balance. The link of family-friendly coworkers with FWF may occur as the employees with supportive families tend to be more popular among coworkers.

Despite the commonly held assumption that work-family conflict is negatively related to work-related outcomes, our study suggested that WFC was positively related to job satisfaction and organizational commitment and not related to career satisfaction. This result may be caused by the potential problems with multicolinearity because the correlation between WFF and FWF was high. However, even by just examining the zero-order correlation matrix, we failed to find significant negative correlations of WFC with job satisfaction, organizational commitment, and career satisfaction. These results may be attributed to Chinese collectivistic culture that values loyalty and relationships at work. Another important social virtue of Confucianism is "forbearance" (Hwang, 1997): the employees who practice Confucian forbearance will likely tolerate WFC rather than express dissatisfaction or low commitment. Our results also corroborate the Spector et al. (2007) findings that the links between work-family conflict and job attitudes among Chinese are not as strong as those found in individualistic countries. This is not to say that Chinese people are immune to work-family conflict. Actually, our study showed that WFC was negatively predictive of life satisfaction. In Chinese society, WFC, instead of FWC, may represent a primary threat for an individual's overall sense of well-being (Aryee et al., 1999). Of greater importance were the outcomes of work-family facilitation. The results showed that both WFF and FWF were positively related to job satisfaction. Control over work and family roles may enhance performance, leading to self-esteem and receipt of valued material rewards and, ultimately, job satisfaction. WFF had a positive relation to career satisfaction; this suggests that WFF per se indicates favorable rewards and benefits from involvement in the work role and leads to positive evaluation about general career choice and progress. WFF was also found to predict life satisfaction. In a dynamic economy, WFF may be more critical in constructing overall self-efficacy or mastery that has direct implications for an individual's overall satisfaction.

Table 3
Outcomes of Work-Family Balance (N = 189)

	Standardized betas			
Variable	Job satisfaction	Organizational commitment	Career satisfaction	Life satisfaction
Work-family conflict	.15*	.22**	.02	−.14*
Family-work conflict	−.06	−.06	−.11	.00
Work-family facilitation	.37**	.19*	.36**	.40**
Family-work facilitation	.26**	.16	−.01	.05
R^2	.33	.12	.16	.23
Adjusted R^2	.32	.10	.14	.21
F	22.61**	6.27**	8.56**	13.83**

* $p < .05$. ** $p < .01$.

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Limitations of our study should be noted. First, paid and elder domestic help were measured by two individual dichotomously scored items that may not discriminate among various degrees of the quality of domestic help. Second, organizational family-friendly policy was measured with a single item that might not completely cover the entire domain of such policies. Third, this study was cross-sectional that limits the ability to draw causal conclusions. Despite these methodological shortcomings, this study takes an important step in testing how family demands and resources combine with work demands and resources to influence a fourfold taxonomy of work-family balance. The findings of our study supported Frone's theoretical propositions in that demands relate to work-family conflict, but not to work-family facilitation; social support relates to conflict, but more importantly, it relates to facilitation. Yet, the results only partially support the domain specificity hypothesis, as age of child was found to be related to WFC, instead of FWC; spouse support has positive effects on FWF, but also on WFF, and the same pattern was also found with family-friendly coworkers. Reflecting on O'Driscoll et al.'s (2006) propositions about family and work-related resources that may lead to work-family facilitation, we found that it is not "what" but "who" that matters, as social support from certain sources better predicts facilitation. These findings expand a general theoretical proposition about a beneficial role of social supports in enhancing work-family facilitation by differentiating the effects of social support by sources. New parenting experiences were also found to relate to FWF. If this result was replicated, particularly in a Western context, it might suggest that new parental involvement would also be associated with positive affect and rewards of parenting experiences. Last but not least, our study finds somewhat different relationships with Chinese employees than has been found among Western employees. We believe our results can be generalized further within Greater China, and maybe even other Asian countries such as Korea or Singapore, because they share high collectivism (Oyserman, Coon, & Kemmelmeier, 2002). Such knowledge is also needed for future research to further investigate the fourfold taxonomy of work-family balance in both Chinese and Western societies.

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