

A Study on the Impact of Knowledge Workers' Work Requirements, Work-Family Conflict and Work Performance: The Moderating Role of Work Autonomy and Family Support

Wei Xiaochan

Baise University, China, Seoul School of Integrated Sciences & Technologies, Korea

Abstract

Based on the continuous display of the value of human resources, employee performance is the focus of improving the company's advantages. Based on the theory of resource conservation, this study collects data from 412 employees in enterprises and uses class regression analysis to conduct hypothesis testing. It aims to reveal the impact of work requirements on work performance, the mediating effect of work-family conflict, and the adjustment of work autonomy and family support. The mechanism of effect. The research results show that: (1) work requirements negatively affect work performance; (2) work-family conflict partly mediates the effect between work requirements and work performance; (3) the effect of work requirements and work-family conflict is affected by work autonomy, family Negative adjustment of support; (4) The mediating effect of work-family conflict is adjusted by work autonomy and family support. The research results have enriched the application fields of resource conservation theory, and expanded practical enlightenment for rationally adjusting work requirements and improving employees' work performance.

Keywords: *work requirements; work autonomy; family support; work-family conflict; work performance*

Introduction

As a key environmental factor, work-family relationship plays a decisive role in work performance (Zhao Fuqiang et al., 2018). Due to increasing competition, knowledge workers need to invest more in their work. When the needs of employees cannot be balanced between work and family, it leads to Work Family Conflict, which leads to increased work pressure, decreased mobility, lax behavior, and job performance. Consequences such as decline have occurred (Jiang Hongyan et al., 2018). With the aging of the population and the increase in the proportion of dual-employee families and other social phenomena becoming normal, the job and family role demand pressures of knowledge workers continue to increase, and the problem of work-family conflicts has become increasingly prominent (Guo Zhucheng et al., 2017).

Human resource management can well balance the work-family relationship of employees, which is the key to improving employees' work performance (Wu Xiaojing, Lin Feng, 2017). Employees need to consume certain resources to complete tasks in the work-family field. Scarce individual resources and their irrational allocation in the work-family field can easily lead to work-family conflicts (Ten and Bakker, 2012), decreased satisfaction, turnover tendency, work Stress (Nohe et al., 2015) and some negative reactions such as performance degradation (Swimberghe et al., 2014). The competitive environment is becoming more and more fierce. Companies want employees to do more role behaviors. Family needs have not been well valued (Jia et al., 2014). Yang Fu, 2016), work-family conflicts are becoming more and more obvious, and companies need to face the resulting problems. The focus of industry concern and academic concern is the proper optimization of the work-family relationship of employees and the satisfaction of work-family requirements (Zhao Fuqiang et al., 2016). The key for a company to achieve good performance is to attach importance to the work and family requirements of employees (Ma Hongyu et al., 2014).

With the continuous development of the knowledge economy era, the flexibility of working time and space has increased (Breevaartet et al., 2014), and employees hope that the working environment can be more autonomous to better complete their work tasks. Work autonomy in work resources (Bakker and Demerouti, 2007) has good intrinsic motivation, which is helpful to the improvement of knowledge workers' work performance. Family support enables employees to gain love and respect, and influence the work field through positive psychological and cognitive methods (Wang Yongli et al., 2012).

Based on the theory of resource conservation, this research attempts to examine the relationship between work requirements, work-family conflicts and work performance, as well as the moderating role of work autonomy and family support, and establish a moderated mediation model to reduce work-family conflicts and effectively stimulate knowledge-based employees to work Performance provides reference and guidance to help companies develop feasible human resource practices, thereby achieving organizational goals and enhancing competitive advantages.

Theoretical Basis and Research Hypothesis

1. Work requirements and work performance

Karasek pointed out that job requirements are the pressure on employees caused by work (Karasek et al., 1979). Bakker et al. believe that work requirements refer to the social, physical or organizational areas of work, requiring individuals to join physical or psychological efforts (Bakker et al., 2005). Bakker research shows that job requirements will directly affect individual job burnout, and indirectly affect spouse job burnout through work-family conflict (Bakker et al., 2008). Campbell believes that job performance is an observable behavior related to organizational goals done by employees, and that performance is a behavior rather than a result (Campbell, 1990). Porter believes that job performance is the completion of the quality and quantity of employees' work (Porter, 2003). Zhou Shimin and others pointed out that stressors and employees' work performance have a significant impact. (Zhou Shimin, 2018).

Individuals will inevitably face pressure from the workplace and family pressure at the same time. Work requires individuals to do physical labor and mental labor at the same time, although sometimes this labor effort can also be a positive factor. When the pressure continues to increase, it is easy to cause conflicts between work and family. Higher-intensity work requirements will bring correspondingly higher losses to the individual mental and physical resources of knowledge workers, which in turn will cause the individual to run out of energy, resulting in a decline in work efficiency and work quality.

Based on the above analysis, this research proposes the following hypotheses:

H1: Work requirements negatively affect work performance.

2. The mediating role of work-family conflict

Greenhaus and Beutell pointed out that work-family conflicts occur between role domains, and in some areas, harmony cannot be achieved. Investing in one of these fields makes it more difficult to invest in other fields (Greenhaus and Beutell, 1985). This research refers to

the conflict caused by work in the family field. The needs of work and family fields have received more attention from employees, and work-family conflict is understood as having an important impact on employees' behavior (Byron et al., 2005). Liu Jialing et al. found that work-family conflict can reduce the work input of service industry employees (Liu Jialing et al., 2019).

The increase in job requirements may increase the chance that the work area may spread to another area (Crouter, 1984), based on the inability to complete tasks in different categories at the same time, resulting in work-family conflict (Boyar et al., 2007). Excessive requirements in the work area lead to a continuous negative impact on employees' family life. As work tasks become heavier and longer working hours, work requirements will lead to work-family conflicts.

Based on the above analysis, this research proposes the following hypotheses:

H2: Work requirements positively affect work-family conflicts.

The positive emotions formed by work-family balance can be extended to work and are related to individual work attitudes and behaviors. (Zhang Qi and Zhang Lin, 2018). According to the theory of resource conservation, based on the scarcity of resources, when resources are invested in work or family to meet the requirements, tasks in other fields cannot be completed at the same time, leading to work-family conflicts. Employee work-family conflict will deplete various resources and lead to negative output effects (Anderson et al., 2002), reducing work performance. When work-family conflicts cause employees to face a role dilemma, in order to reduce the further loss of resources, employees will first retain work resources and reduce energy and time to save family resources. (Liu Jialing and You Shang, 2019) As work-family conflicts continue to intensify, the negative emotional experience generated by work-family conflicts will extend to work and family areas, affecting individual work performance.

Based on the above analysis, this research proposes the following hypotheses:

H3: Work-family conflict mediates the role of work requirements and work performance.

3. Regulating role of work autonomy

Breaugh et al. proposed that work autonomy refers to the degree to which employees can control and decide work methods, standards and arrangements (Breaugh, 1985).

Employees are eager to have higher work autonomy in their work, have autonomy in working hours, working methods and work arrangements, and have a good working environment and atmosphere, so that employees will be more loyal to the organization and work hard (Wang

Yongli et al., 2012). Employees use the external resources they obtain to show the balance of sharing and promoting work and family resources (Tao Houyong et al., 2019). According to the theory of resource preservation, when employees gain more work autonomy, they can fulfill their work and family responsibilities more reasonably and meet the requirements of work and family fields. When work resources are abundant, the ability of employees based on the scope of work to improve can promote the solution of problems in the family field, and the problems caused by family responsibilities can be solved well, which can reduce work-family conflicts.

Work autonomy means that the organization can care about and understand the family requirements of employees, and can support and encourage employees in action and spirit. It means that employees' work performance is affirmed and encouraged, and employees gain a sense of accomplishment in the field of work for their own efforts. Work autonomy can promote the completion of work and family tasks and increase the possibility of work performance improvement.

Based on the above analysis, this research proposes the following hypotheses:

H4a: Work autonomy negatively regulates the role of work requirements and work-family conflicts.

H5a: Work autonomy regulates the mediating role of work-family conflict between work requirements and work performance.

4. The moderating role of family support

Work and family support can provide individuals with emotional understanding and task sharing, as a key path for individuals to obtain resource supplements (Song Jiayi et al., 2020). In the family field, knowledge workers expect their family members to give emotional support and recognition, family members can give understanding, and employees can focus more on work. Studies have shown that organizing family support negatively affects work-family conflict (Allen, 2001; Mcnall et al., 2011). Family support can make employees spend less time dealing with family affairs, employees can pay more attention to work requirements, and can devote time to learning; it can meet work needs without causing trouble to the family field and reduce work-family conflict (Tao Houyong et al., 2019).

The research of Grzywacz and Marks found that family support has a positive impact on employee performance (Grzywacz and Marks, 2000). Higher family support means that the family understands the work situation. When higher work requirements cause work-family conflicts, it is helpful for employees to fulfill their family responsibilities. Employees can be

free from family tasks at work and can better meet work needs. In terms of work responsibilities, employees can complete quickly, efficiently and with high quality, and improve work performance.

Based on the above analysis, this research proposes the following hypotheses:

H4b: Family support negatively regulates the role of work requirements and work-family conflict.

H5b: Family support mediates the mediating role of work-family conflict between work requirements and work performance.

In summary, the theoretical model of this research is shown in Figure 1:

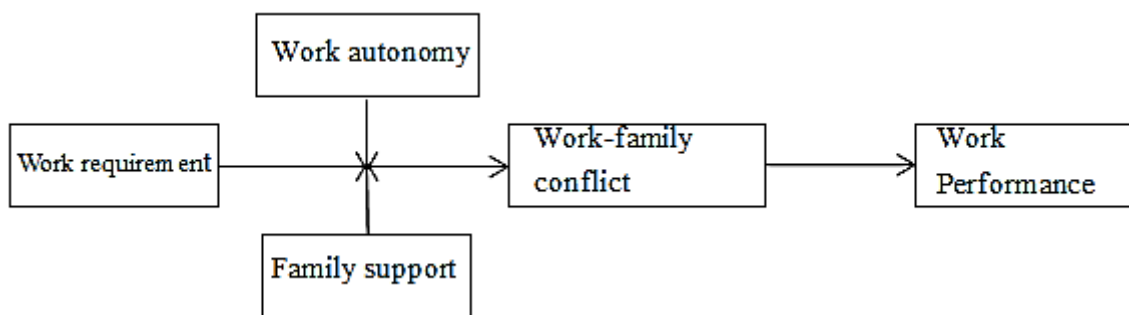


Figure 1 Theoretical model

Research Method

1. Data collection

The object of this research is defined as knowledge-based employees of enterprises, and the data is obtained by questionnaire survey. The industries cover manufacturing, finance, IT, real estate, construction, service industries, etc. The samples come from 24 provinces across the country. This study collected 460 questionnaires, 412 valid questionnaires, the questionnaire effective rate was 89.57%. Among the 412 questionnaires, in terms of gender, 61.7% were male and 38.3% were female; in terms of age, 39.3% were 30 and under, 35.0% were 31-35, 19.4% were 36-40, and 41-45 were 3.9%, 46 years and older accounted for 2.4%; in terms of education, college degree accounted for 6.8%, undergraduate accounted for 73.8%, master's degree students accounted for 18.4%, doctoral students accounted for 1.0%; marital status, unmarried accounted for 24.8%, married accounted for 75.2%.

2. Variable measurement

In this study, mature scales commonly used at home and abroad are cited, and the scales all adopt the Likert 5-point scoring method.

Work requirement: The 5-item scale compiled by Boyar et al. (Boyar et al., 2007). Representative items include "My work requires a lot from me", "I am given a lot of work to do" and so on. The Cronbach's α value of this scale is 0.887, and the AVE is 0.618.

Work autonomy: A 7-item scale compiled by Kirmeyer and Shirom (Kirmeyer and Shirom, 1986). Representative items include "I had freedom to decide what to do", "I had freedom to decide how to do my work" and so on. The Cronbach's α value of this scale is 0.895, and the AVE is 0.552.

Family support: A 10-item scale compiled by Li Yongxin and Zhao Na (Li Yongxin, Zhao Na, 2009). Representative items include "family members often provide different opinions and opinions on my work problems", "family members are more interested in the work I do" and so on. The Cronbach's α value of this scale is 0.912, and the AVE is 0.509.

Work-family conflict: The 6-item scale compiled by Grandey et al. (Grandey et al., 2005). Representative items include "My job keeps me from spending time with my spouse or partner", "I spend so much time working that I am unable to get much done at home" and so on. The Cronbach's α value of this scale is 0.892, and the AVE is 0.580.

Work performance: The 6-item scale compiled by Tsui et al. (Tsui et al., 1997). Representative items include "I uphold highest professional standards", "The quality of my work is much higher than the average level" and so on. The Cronbach's α value of this scale is 0.883, and the AVE is 0.559.

Control variables: The four control variables in this study are gender, age, education, and marital status.

Data Analysis

1. Same origin variance test

The data in this study are provided by employees. In order to avoid homologous variance, the Harman one-way test (Podsakoff et al., 1986) method is used to carry out the homologous variance test, and all the variable items are simultaneously subjected to factor analysis, and the characteristic value is found. There are 5 factors > 1 and the variance of the first common factor is explained as 27.876%, which is less than 40%. It can be seen that there is no significant homology variance.

2. Confirmatory factor analysis

In order to judge the discriminative validity of each variable, this study conducted analysis by Amos. The results are shown in Table 1. The five-factor model has a better fit, $\chi^2/df = 1.718$,

RMSEA = 0.042, TLI = 0.951, IFI = 0.947, CFI = 0.951, which proves that the five variables have good discrimination validity.

Table 1 Confirmatory factor analysis

Model	Model composition	χ^2 / df	IFI	TLI	CFI	RMSEA
Five-factor model	A, B, C, D, E	1.718	0.951	0.947	0.951	0.042
Four-factor model	A, B+C, D, E	4.289	0.774	0.756	0.773	0.089
Three-factor model	A, B+C, D+E	5.915	0.661	0.635	0.659	0.109
Two-factor model	A+B+C, D+E	7.782	0.53	0.496	0.528	0.128
Single-factor model	A+B+C+D+E	9.187	0.431	0.392	0.429	0.141

Note: Five-factor model: A represents work requirements, B represents work autonomy, C represents family support, D represents work-family conflict, and E represents work performance.

3. Descriptive statistics and related analysis

From the data presented in Table 2, it can be seen that work requirements and work-family conflict ($r = 0.478$, $p < 0.01$) have a significant positive correlation; work requires work performance ($r = -0.494$, $p < 0.01$) There is a significant negative correlation; work-family conflict and work performance ($r = -0.370$, $p < 0.01$) have a significant negative correlation; the data obtained is supportive for the hypothesis to pass the test.

Table 2 Descriptive statistics and correlation analysis (N=412)

Variable	M	SD	1	2	3	4	5
Work requirement	3.068	0.767	1				
Work autonomy	2.952	0.955	0.039	1			
Family support	3.256	0.718	-0.283**	0.174**	1		
Work-family conflict	2.950	0.736	0.478**	-0.241**	-0.394**	1	
Work performance	3.206	0.750	-0.494**	0.028	0.237**	-0.370**	1

Note: ** means $p < 0.01$.

4. Hypothesis testing

(1) Main effect and intermediate effect test

This study uses the class regression method to verify the effect of job requirements and job performance. As shown in Table 3, work requirements significantly positively affect work performance (model 2, $\beta = -0.49$, $p < 0.001$). It can be seen that H1 has been verified.

Drawing lessons from Baron and Kenny's mediation effect test steps (Baron and Kenny, 1986), using the class regression method to test the mediation effect of work-family conflict, the results are shown in Table 3: (1) Work requirements significantly negatively affect work Performance (model 2, $\beta = -0.49$, $p < 0.001$); (2) work requirements significantly positively

affect work-family conflict (model 5, $\beta=0.463$, $p < 0.001$), H2 passed Verification; (3) Regression of work requirements and work-family conflicts to work performance at the same time, work performance is significantly negatively affected by work-family conflicts (model 3, $\beta= -0.159$, $p<0.01$), and compared to the model 2. The impact of job requirements on job performance is significantly reduced (model 3, $\beta= -0.416$, $p<0.001$). Combining H1 and H2, it can be seen that the work-family conflict partially mediates the impact of work requirements on work performance, and H3 is verified. Table 3 Mediating effect regression model (N=412)

Table 3 Mediating effect regression model (N=412)

Predictor variables	Work performance			Work-family conflict	
	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	-0.099*	-0.095*	-0.071	0.157**	0.153***
Age	-0.163**	-0.085	-0.075	0.137**	0.064
Education	0.09	0.021	0.018	-0.082	-0.017
Marital status	-0.011	-0.082	-0.09*	-0.116*	-0.048
Work Requirement		-0.49***	-0.416***		0.463***
Work-family conflict			-0.159**		
F	4.664**	30.183***	27.56***	5.628***	27.788***
R's square	0.044	0.271	0.29	0.052	0.255
Adjusted R's square	0.034	0.262	0.279	0.043	0.246

Note: *** means $p < 0.001$, ** means $p < 0.01$, * means $p < 0.05$.

(2) Regulation effect test

In order to verify the moderating effect of work autonomy, according to the suggestions and methods of Aiken and West (Aiken and West, 1986), centralize work requirements and work autonomy, construct interactive items and do data analysis. As shown in Table 4, the interaction term (model 3, $\beta= -0.092$, $p<0.05$) significantly negatively affects work-family conflict, and work autonomy has a negative regulatory effect. This shows that H4a is supported. In order to verify the moderating effect of family support, the work requirements and family support were processed centrally, and the interaction items were constructed and then regression analysis was performed. As shown in Table 4, the interaction term (model 4, $\beta= -0.085$, $p<0.05$) significantly negatively affects work-family conflict, and family support has a negative regulatory effect. It can be seen that H4b is supported.

In order to understand in more detail the mode of influence of moderation, it can be seen from Figure 2 that in an environment of low work autonomy, work requirements positively affect work-family conflicts. When the level of work autonomy increases, the influence gradually weakens. As a result, fake 4a is further verified. It can be seen from Figure 3 that in

a low family support environment, the positive impact of work requirements on the relationship between work and family conflicts is stronger. When the level of family support increases, the impact gradually weakens. As a result, fake 4b is further verified.

Table 4 Regression model of adjustment effect (N=412)

Predictor variables	Work performance		Work-family conflict		Work performance	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender	-0.092*	-0.1*	0.13**	0.157***	-0.068	-0.069
Age	-0.085	-0.076	0.055	0.046	-0.078	-0.071
Education	0.02	0.015	-0.014	0.001	0.019	0.013
Marital status	-0.081	-0.116*	-0.055	0.02	-0.091*	-0.104*
Work Requirement	-0.492***	-0.451***	0.474***	0.386***	-0.415***	-0.407***
Work autonomy	0.037		-0.259***		0.004	
Work requirement × Work autonomy	0.003		-0.092*			
Work-family conflict					-0.153**	-0.112*
Work-family conflict × Work autonomy					0.061	
Family support		0.138**		-0.292***		0.104*
Work requirement × Family support		0.071		-0.085*		
Work-family conflict × Family support						0.075
F	21.597***	23.67***	27.8***	28.709***	20.93***	21.816***
R's square	0.272	0.291	0.325	0.332	0.294	0.302
Adjusted R's square	0.26	0.279	0.313	0.321	0.28	0.288

Note: *** means $p < 0.001$, ** means $p < 0.01$, * means $p < 0.05$.

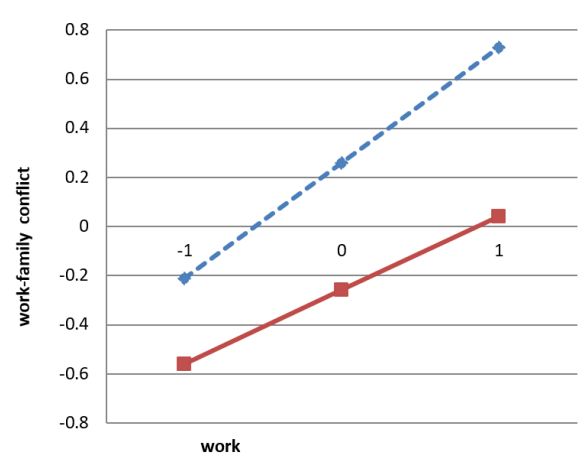


Figure 2 Diagram of the moderating effect of work autonomy

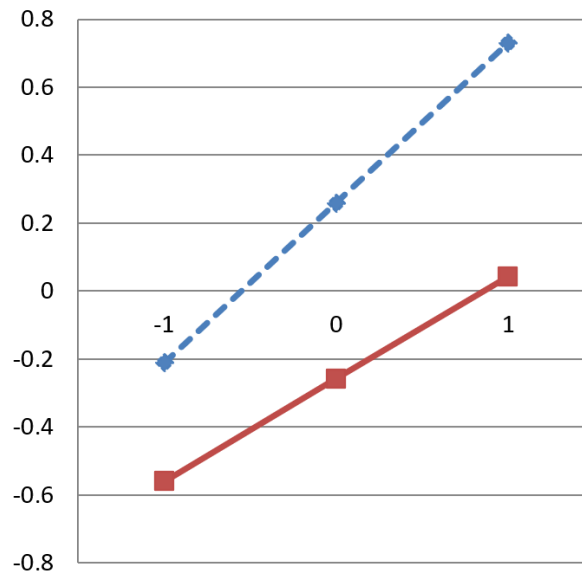


Figure 3 Diagram of the moderating effect of family support

(3) The mediating effect test with adjustment

There is a regulated intermediary verification, using the method of Wen Zhonglin and others: (Wen Zhonglin and others, 2014)

$$Y = c_0 + c_1 X + c_2 U + c_3 UX + e_1$$

$$W = a_0 + a_1 X + a_2 U + a_3 UX + e_2$$

$$Y = c'_0 + c'_1 X + c'_2 U + b_1 W + b_2 UW + e_3$$

When job autonomy is a moderating variable, it can be seen from Table 4 that (model 1) equation 1 $c_1 = -0.492$, and $p < 0.001$, $c_3 = 0.003$, $p > 0.05$, indicating that the main effect of job requirements on job performance is significant. (Model 3) In Equation 2, $a_1 = 0.474$, and $p < 0.001$, $a_3 = -0.092$, and $p < 0.05$. (Model 5) In Equation 3, $b_1 = -0.153$, and $p < 0.01$, $b_2 = 0.061$, and $p > 0.05$. Satisfying $c_1 \neq 0$, $a_3 \neq 0$ and $b_1 \neq 0$ is significant, c_3 is not significant, it means that the direct effect of the model has not been adjusted, and the work autonomy adjusts the first half of the path of the model. Therefore, Hypothesis 5a is supported.

When family support is the moderating variable, it can be seen from Table 4 that (model 2) equation 1 has $c_1 = -0.451$, and $p < 0.001$, $c_3 = 0.071$, and $p > 0.05$, indicating that the main effect of job requirements on job performance is significant. (Model 4) In Equation 2, $a_1 = 0.386$, and $p < 0.001$, $a_3 = -0.085$, and $p < 0.05$. (Model 6) In Equation 3, $b_1 = -0.112$, and $p < 0.05$, $b_2 = 0.075$, and $p > 0.05$. Satisfying $c_1 \neq 0$, $a_3 \neq 0$ and $b_1 \neq 0$ is significant, and c_3 is not significant, indicating that the direct effect of the model has not been adjusted, and the family supports the first half of the path of the adjustment model. Therefore, Hypothesis 5b is supported.

Research Conclusion and Discussion

Based on the theory of resource conservation, knowledge-based employees' work requirements have a negative effect on work performance, work-family conflict plays an intermediary role, and the intermediary role is regulated by work autonomy and family support, and work performance is affected by work-family conflict. Based on 412 employee questionnaire data, this research conducted empirical analysis and testing on the theoretical model. The results show that job requirements negatively affect job performance, and work-family conflict has an intermediary effect. When work autonomy and family support are low, the impact is especially prominent.

1. Theoretical significance

First, expand the scope of factors affecting work performance. Based on the theory of resource conservation, this study further deepens the theoretical research on work autonomy and family support, and explores the moderating effect of work autonomy and family support on employees' work performance, and enriches the theoretical guidance for diversified ways to improve work performance. Second, based on work autonomy and family support can supplement resources and have a positive impact on work performance, indicating that employees can respond to external resources to better complete their roles and tasks, and work efficiency and quality have been effectively improved. Starting from the theoretical level, external resources should be paid more attention to and used rationally. Third, the survey data is provided by multi-regional, multi-industry, and multi-subject employees, paving the way for the promotion of the conclusion that work requirements affect work performance through work-family conflicts, and that work autonomy and family support play a moderating role.

2. Management Enlightenment

Firstly, work autonomy is closely related to employee performance. Because there are many factors that cause changes in employee performance, managers can not only pay attention to the reasons that affect performance changes from the perspective of employees, but also motivate employees to improve performance by shaping positive work resources and environments. Organizations should give employees a higher level of work autonomy, and rationally arrange employee positions and responsibilities, so as to better fulfill work and family requirements, avoid conflicts, and increase work performance.

Secondly, family support is closely related to employee performance. In the family field, family members can provide more family support to support the completion of work tasks, and at the same time facilitate the fulfillment of family responsibilities, improve work performance, and achieve a virtuous circle.

Finally, the management needs to pay attention to the work and family requirements of employees. When employees sacrifice family responsibilities in order to complete work tasks, employees can improve work performance in the near future. In addition to paying attention to the work efficiency and quality of employees, the management should also focus on whether the tasks of employees cause conflicts between their work and family, resulting in a decline in work performance.

3. Research limitations and prospects

First of all, all data are mainly obtained from employees' self-evaluation, and there is a lack of other evaluation data. Although the deviation of the homologous method in this study is controlled, future research can conduct in-depth discussions on the relationship between variables through the method of other-evaluation research in order to improve the accuracy of the research conclusions.

Secondly, this study explores the mediating effects of work-family conflict in the model, and the moderating effects of work autonomy and family support, which represent the existence of other mediating and moderating variables. Therefore, in the future, we can explore the intermediary and adjustment mechanism between the two from other work resources or theoretical perspectives.

Finally, the future direction should thoroughly explore other antecedent variables that influence changes in employee performance.

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WeiXiaochan(1988-), female, from Guigang, Guangxi, Ph.D candidate at Seoul School of Integrated Sciences & Technologies, Lecturer at School of Management Science and Engineering, Baise University. This dissertation is part of my doctoral dissertation.

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