

Family Supportive Supervisor Behavior as a Moderator of the Relationship between Work Family Conflict and Organizational Commitment for Egyptian Flight Attendants

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Abstract

The main purpose of this paper is to examine the effects of work-family conflict for flight attendants on their organizational commitment by considering family supportive supervisor behavior as a moderator. Flight attendants expose to a severe work environment that affects their personal lives and their organizational commitment. This research hypothesizes that the perceived family supportive supervisor behavior moderates the relationship between work-family conflict and organizational commitment. A self-administered questionnaire was designed to collect empirical data from flight attendants. In order to measure the main constructs of the study: Work-family conflict scale, organizational commitment scale and family supportive supervisor behavior were employed. A total of 208 respondents were selected for the study. Relevant statistical analytical techniques including regression for analysis was then used. The results indicated that there is a negative relationship between the work-family conflict and organizational commitment. Moreover, there is an effect for family supportive supervisor behavior on the relationship of work-family conflict regarding organizational commitment. Finally, the study discusses managerial implications and proposes suggestions for future studies.

Keywords: work-family conflict, organizational commitment, family supportive supervisor behavior, flight attendants

1. Introduction

The workforce composition has witnessed radical changes like the entry of more women into the workforce and increase in the number of dual-earner couples in both developed and developing economies (Cardson 2005; Netemeyer *et al.*, 2005). These changes have resulted conflicts in the work-family domain. Work-family conflict is one of the important topics which aim to understand individuals' roles as a member of a household and an organization, a struggle occurs due to the actions of an individual to meet the requirements of both roles in a limited time (Greenhaus & Beutell, 1985). This limitation of time and resources can cause increased stress, tiredness, fatigue, performance loss, decrease of work satisfaction and organizational commitment (Magnus *et al.*, 2005). Many scholars emphasize that work-family conflict (WFC) has significant effects on the attitudes of employees towards their workplace and their behaviors during work time (Guttek *et al.*, 1991; Frone *et al.*, 1992). Galinsky *et al.* (1996: 113) define work-family conflict as "the psychological point where work roles and family roles intersect".

The concept of work- family conflict is considered to be bi-directionally, that is, work interference with family and family interference with work (Frone *et al.*, 1992; Netemeyer *et al.*, 1996). Work-family conflict has become an important concern in the determination of organizational commitment (Akintayo, 2010). Organizational commitment has become one of the most popular work attitudes considered by practitioners and researchers (Allen & Meyer, 1990; 2000). One of the main reasons for its popularity is that organizations can sustain competitive advantage through groups of committed employees (Akintayo, 2010). Herscovitch and Meyer (2002) defined organizational commitment (OC) as the degree to which an employee accepts the goals and values of the organization and is willing to exert more efforts to help it succeed. Organizational commitment is the employee's commitment to the organization (Jena, 2015). It has two sides, namely the organization's perspective and the employee's perspective (Jena, 2015).

The tourism sector is highly labor intensive with the performance of its human resources being a significant factor in its sustainability (Zopiatis *et al.*, 2014). Consequently, this dependence on human resources for its appropriate growth requires both effective and efficient workforce practices in order for employees to perform at best possible levels, thereby enabling the sector to remain viable in a rapidly changing, and fiercely competitive, global market (Ogbeide & Harrington, 2011). There is a paucity of researches concerning flight attendants' exposure to job stressors and psychological distress outcomes (MacDonald *et al.*, 2003). Ballard *et al.* (2002) suggested that extended absences from home have harmful effects on the close personal relationships of flight attendants and those flight attendants often report feelings of isolation and loneliness.

The work–family conflict–commitment relationship can be conceptualized as a more specific example of the stressor–strain relationship. Past research suggests that social support may both directly mitigate strain and also ameliorate the stressor–strain relationship and as such, support may directly relate to commitment and reduce the relationship between WFC and commitment. Perceptions of support have been argued to be more important than objective indices because it is perceptions that influence cognitive appraisals of situations (Casper *et al.*, 2011). Supervisor work-family support is an employee's perceptions about his supervisor that he cares him in respect to his work-family well-being; it is demonstrated by supervisory helping behaviors to resolve work-family conflicts or attitudes such as empathy with one's desire to keep balance in his work and family life. Family support supervisor behavior (FSSB) is one type of social support and can be identified as those behaviors represent support to the families (Alsam *et al.*, 2013).

However, there are few studies on the influences of work-family conflict on the organizational commitment for flight attendants. Therefore, this research will first explore the relationship between work-family conflict and organizational commitment among flight attendants in Egypt.

Also, the moderating role of FSSB on the relationship between work-family conflict, and organizational commitment will be described, including the reason for this possible moderation. In this way, it will be clear how the direct relationship is influenced by the moderating variable FSSB.

2. Literature Review

2.1 Work-Family Conflict (WFC)

The numbers of dual-income families and single-parent families have increased, resulting in additional damage as parents attempt to take care of their children financially, physically, and emotionally (Wadsworth & Owens, 2007). Recent studies highlight the conflict experienced by individuals between their roles in the family and at work, which is called work-family conflict (Burke & El-Kot, 2010; Anafarta, 2011). It is concluded that long working hours, duty and heavy work load have a direct influence on work-family conflict (Boyar *et al.*, 2008). Greenhaus and Beutell (1985) defined WFC as a form of inter- role conflict in which the role pressures from the work and family domains are mutually mismatched in some respect. Moreover, Netemeyer *et al.* (1996) defines work– family conflict as a form of inter-role conflict in which the general demands of, time dedicated to, and tension created by the job interfere with performing family-related responsibilities, while family–work conflict is a form of inter-role conflict in which the general demands of, time dedicated to, and tension created by the family interfere with performing work-related responsibilities. Work-family conflict can be also defined as the damaging physical and psychological reactions such as fatigue, feelings of frustration and physical health that happen in the family domain when the requirements of the work domain do not match the capabilities, resources or needs of a person (Blomme *et al.* 2010).

WFC has two facets (Gutek *et al.* 1991; Frone *et al.*, 1992): work interfering with family (WIF), and family interfering with work (FIW). The first dimension, which is work-family conflict (WFC), occurs because of the deficiency of the responsibilities of an individual when he/she cannot carry out the duties related to family (Frone & Cooper, 1992). For example, long working hours may prevent an individual attend a special family gathering (Lin *et al.*, 2015). The second dimension which is defined as family-work conflict (FWC) occurs when an individual cannot carry out his/her duties related to work life (Voydanoff, 2005). For example, a meeting with a child’s teacher may prevent an individual from achieving his duty at work (Lin *et al.*, 2015).

According to Greenhaus and Beutell (1985), work-family conflict can be divided into three categories: 1. time-based conflict, 2. strain-based conflict, and 3. behavior-based conflict. Time-Based Conflict occurs when time contributed to one role inhibits participation in another role (Greenhaus & Beutell, 1985). Strain-Based Conflict occurs due to fatigue or anxiety and means that the anxiety occurring in one field affects the role performance in another field (Pleck *et al.*, 1980). Behavior-Based Conflict occurs when certain behaviors required in one role are unsuited with behavioral expectations in another role (Greenhaus & Beutell, 1985).

Mullen *et al.* (2008) revealed that individuals are more likely to experience WFC than FWC. Research has also indicated that these two aspects of work-family conflict have specific antecedents and consequences (Frone *et al.*, 1992; Carlson *et al.*, 2000). Pleck *et al.* (1990) pointed out that certain conditions that contribute most to the work-family conflict were: extreme working hours, scheduling incompatibilities, and physically/psychologically demanding duties that cause fatigue and bad temper. Thus, husband (men) were more likely than wives (women) to expose WFC caused by excessive work time whereas the wives (women) more than husband (men) were more likely to expose WFC caused by schedule incompatibilities (Akintayo, 2010). Michel *et al.* (2011) determined that work role stressors, work role involvement, work social support, work characteristics and employee personality were the antecedents of WFC.

Work -family conflict may also decrease service performance, and reduce employees' job satisfaction or motivate their intention to leave jobs (Karatepe & Sokmen, 2006). Frone and Cooper (1992) found the reasons behind WFC to be long and unsteady working hours, overtime working, autonomy status, the size of the organization, low wages, negative attitudes of management, work relations, promotion, expectations of the family, health status, number of children, age, income, employee performance. Karatepe and Uludag (2008) confirmed that when family conflicts with work, marriage satisfaction decreases, and the intention to quit from work increases. Therefore, long and irregular work hours found in the hospitality industry may prevent employees from dedicating enough time and energy to the fulfillment of family responsibilities (Karatepe, 2009). Studies reveal that work-family conflict causes negative outcomes for both the individuals and the organizations (Anafarta, 2011). There is a positive correlation between work-family conflict and the impacts on individuals, such as drinking alcohol, exhaustion, work depression, work anxiety and physical problems (Warner & Hausdorf, 2009). As for organizations, work-family conflict leads to many other consequences, such as work dissatisfaction, low performance, organizational commitment, irregular attendance at work and high turnover rate (Higgins *et al.* 1992; Netemeyer *et al.*, 1996; Kim *et al.*, 2005; Carlson *et al.*, 2010). Additionally, it is negatively related to employee job satisfaction (Boles *et al.*, 2001). Work-family conflict has been identified as a source of stress that influences well-being (Greenhaus & Parasuraman, 1986; Carlson *et al.*, 2000).

Employees' work-family conflict differs according to some demographic factors (Nart & Batur, 2014). The demographic variables leading to WFC consist of gender, income, lifetime employment status, level of education, marital status, child status, and so on (Zhang & Liu, 2011). Researches that mainly concentrated on gender differences proved that the degree of conflict amongst women is much higher than men (Lo, 2003). A plenty of studies indicated that females may take on much more family responsibility than males, so females are easily restricted by family, which results in FIW (Zhang & Liu, 2011).

Milkie (1999) pointed out that family duty hinders females participating work more, and that females are easier to get work stress and family stress and more difficult to balance work and family as well, and therefore, more likely to experience FIW. Sanik (1993) found out that level of education influences WFC. Furthermore, working hour is positively correlative with WIF (Zhang & Liu, 2011). Childcare responsibility increases the possibility of FIW (Zhang & Liu, 2011). In order to reduce such conflict, some employers have made available to their workers a number of family-friendly employment practices (here after family-friendly practices) such as flexible work hours (Breaugh & Frye, 2008).

2.2 Organizational Commitment

Organizational commitment is fundamental because it depicts the overall effectiveness and success of the organization (Allen & Meyer, 1996). Organizational commitment is an issue of major importance, especially to the management and owners of the organizations (Abdullah & Ramay, 2012). Organizational commitment directly influences employees' performance and effectiveness. (Lashinger, 2001; Meyer *et al.*, 2002; Ricketta, 2002). If an employee is committed to an organization, it would reduce the chances or occurrences of absenteeism and turnover (Igarria & Greenhaus, 1992). Organizational commitment is the sensitivity of responsibility of employees toward their organization (Riaz & Hunjra, 2015). Commitment refers to an employee's willingness to work positively in an organization and his continuation to work for it (Mowday *et al.*, 1982). Porter *et al.* (1974: 605) defined organizational commitment as "the persuasiveness of an individual's identification with an involution in a particular organization".

Organizational commitment has been studied broadly in terms of its components, antecedents, correlates, and consequences (Mathieu & Zajac, 1990). Organizational commitment can be also defined as the degree to which an employee feels with loyalty toward the organization (Azim *et al.*, 2011). Organizational commitment reflects the degree to which the individual adopts characteristics or perspectives of the organization' (O'Reilly & Chatman, 1986). Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization" (Mowday *et al.*, 1982:27).

Meyer and Allen (1991) have reported that organizational commitment consists of affective, continuance, and normative commitment. Affective commitment shows the level to which the individual identifies with the organization (identification, involvement, and emotional attachment) (Meyer & Allen, 1991). Continuance commitment portrays an individual's need to continue working for the organization based on the perceived costs linked with leaving (Allen & Meyer, 1990; Meyer & Allen, 1991).

The difference between affective commitment and continuance commitment is that employees with high affective commitment stay in the organization because they want to, while employees high in continuance commitment stay because they have to (Meyer *et al.*, 1990). Moreover, continuance commitment is the result of an individual's decision to remain with an organization because of the personal time and resources that are already dedicated to the company and because of the financial costs of changing jobs (Commeiras & Fournier, 2001). Finally, normative commitment stands for a perceived obligation to remain in the organization (Meyer *et al.*, 2002). These three dimensions suggest that people stay with their organization because they want to (affective commitment); because they feel they ought to (normative commitment); and because they need to (continuance commitment) (Eslami & Gharakhani, 2012:85).

It is important to study work-family conflict in relation to organizational commitment (Mowday *et al.*, 1982; Allen & Meyer, 2000). Employees are not able to handle work and family roles successfully because of perceptions of inadequate time and energy which could influence their organizational commitment (Wang & Walumbwa, 2007). Meyer *et al.* (2000) found that committed employees are more likely to remain with the organization and struggle towards the organization's mission, goals, and objectives than others. Therefore, if employees experience high levels of family-work conflict, their roles and responsibilities in family life interfere with the work and develop a negative affect towards the organization (Ajiboye, 2008).

Work-family conflict affects organizational commitment in a negative way (Netenmeyer *et al.*, 1996). Akintayo (2010) demonstrated that WFC negatively correlates with affective and normative commitment. Besides, Rehman and Waheed (2012) found that high level of work-family conflict causes low level of organizational commitment.

Depending on this, researcher developed the following hypotheses:

H1: "There is a negative correlation between work-family conflict and organizational commitment."

2.3 Family supportive supervisor behavior

FSSB is a type of social support (Alsam *etal.*,2013), it refers to discretionary supportive behaviors showed by supervisors to employees' family roles (Russo *etal.*,2018). Hammer *etal.*(2009) clarified it as the behavior represents support to the families of the workers. FSSB is composed of four dimensions; emotional support, role modeling behaviors, instrumental support, and creative work-family management (Johnson,2014). Under the broader dimension of FSSB the four dimensions are arranged hierarchically (Hammer *etal.*, 2007). The first dimension is emotional support, it concerns the perceptions of the subordinate that they are being cared for by their supervisor, that their feelings are being considered, and that they feel comfortable communicating with their supervisors when needed (Meier,2013).

Alsam *et al.* (2013) indicated that the emotional support includes communication indicating care and concern regarding employees' nonwork life. It also involves the degree to which supervisors make employees relax to discuss the family related issues, give respect, better understanding and show sympathy towards family obligations. The second dimension is instrumental support, which refers to the day-to-day assistance and resources that supervisors provide to their employees to facilitate the management of work–family demands (Lapierre & Allen, 2006). General supervisor support has been conceptualized to involve emotional support in the form of general expressions of concern and instrumental support in the form of tangible assistance by the supervisor (Hammer *et al.*, 2009).

The third dimension is role modeling behavior it is the supervisor's behavior towards their subordinates in such a way that to showing how to tackle the work and family requirements at the same time through modeling behaviors at their workplace (Alsam *et al.*, 2013). It refers to exemplary behaviors enacted by supervisors that can be a source of inspiration for employees because they are perceived as conducive of desirable work–family outcomes (Koch & Binnewies, 2015).

Finally, creative work–family management consists of innovative actions initiated by supervisors with the goal to restructure work in a way that can both reduce individuals' work–family conflict and improve organizational outcomes (Hammer *et al.*, 2009). FSSB facilitates an employee's ability to successfully manage work and family domain role expectations (Crain & Stevens (2018). In addition, it can help with an employee's desire to seek balance between work and family responsibilities (Alsam *et al.*, 2013). Empirical evidences provided that FSSB are positively linked with task performance (Bagger, 2014) in another study it is proved that FSSB are also linked with organizational citizenship behavior and with job and family satisfaction as well as with work–family balance (Bagger, 2014).

In addition, with the use of two family-friendly employment practices such as “flexible working hours and request for family leave”. FSSB are negatively related to higher turnover intentions (Frye, 2004) associated with increased work–family conflict and family–work negative spillover as well. Moreover, FSSB have been conceptually linked with team performance and cohesion (Alsam *et al.*, 2013). By reviewing the above-mentioned outcomes, it is concluded that FSSB are crucial to employees' work/ family outcomes.

H2: Perceived Family Supportive Supervisor Behavior moderates the effect of work–family conflict on organizational commitment, such that the negative effect of work–family conflict on organizational commitment is weaker among travel attendants with higher Perceived Family Supportive Supervisor Behavior (figure 1).

3. Methods

3.1 Sample and procedure

This study integrates quantitative approaches. A structured questionnaire was handed out to a randomly selected sample of 300 flight attendants working at Egyptian airline companies both public (Egypt Air) and private (Nile Air and Air Arabia and Emirates) airlines.

The anonymity of the participants was guaranteed, the survey input process was internet based. Only 208 responses were collected with a response rate 69.3% of the total sample.

3.2 Measurement

This study used a self-administrated questionnaire of flight attendants. In designing the survey instrument, the relevant studies were canvassed to follow the questionnaires. Already established tools have been followed to collect data. The survey contains four sections.

Section A contains the demographic information of the respondents, which include: Age, gender, marital status, educational qualification, working experience (in years), position held, etc.

Section B is based on the Organizational Commitment scale (Meyer, Allen 1991). This scale has 25 items and is subdivided for three sub dimensions as follow:

1-Affective Commitment (the eight items of Meyer and Allen (1991) was used to measure affective commitment, e.g., 'I do not feel like 'part of the family' at my organization' (reversely coded question).

2-Continuance Commitment (to tap continuance commitment the Powell-Meyer (2004) version of the Meyer-Allen (1991) items was adapted. This scale consists of nine questions, and has two subscales, measuring the high-sacrifice (HiSac) and the low alternatives (LoAlt) dimension of continuance commitment, e.g., 'For me personally, the costs of leaving this organization would be far greater than the benefits'.

3-Normative Commitment, the eight items of Meyer and Allen (1991) was employed to measure normative commitment, e.g., 'I think that people these days move from company to company too often'.

Section C is based on Work-Family Conflict Scale developed by Carlson, Kacmar, & Williams, 2000. This scale has 18 items, 9 for FIW (family interference with work), 9 for WIF (work interference with family), and has three subscales for each (time based, strain based, behavior based). An example for an item regarding time based FIW: 'I have to miss family activities due to the amount of time I must spend on work responsibilities.

Section D: FSSB was measured using Hammer et al. (2009) fourteen-item FSSB measure. This measure assesses four dimensions of FSSB [emotional support, instrumental support, role modeling behaviors, and creative work-family management]. Items were rated on a 5-point scale ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*.

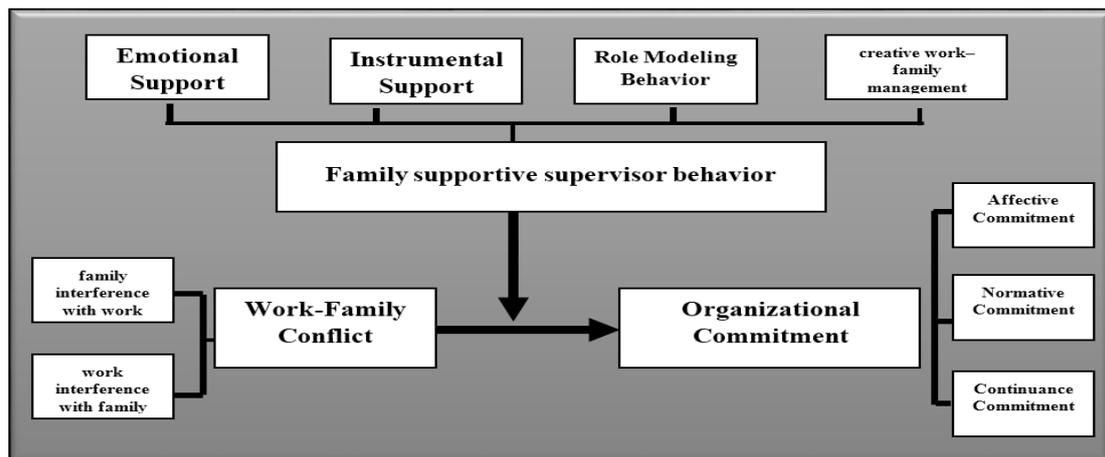


Fig.1: The research model

3.3 Reliability and validity analysis

Regarding reliability, the Cronbach’s alpha coefficient is calculated for all constructs, as it noticed from table (1) the Cronbach’ s Alpha of work-family conflict was 0.858 and organizational commitment was 0.722 and Family supportive supervisor behavior was 0.821 Cronbach’ s Alpha for all the study constructs exceeded 0.70 which means that results are reliable (Hall, 2008). Table 1 lists the reliability statistics for each construct.

Table (1): Reliability of the study variables

Scale	Cronbach’s alpha
Work- Family conflict	0.858
Organizational Commitment	0.722
Family supportive supervisor behavior	0.821

4. Results

Study data were obtained from 208 flight attendants employed at private airlines in Egypt. The majority of the study participants were female (61.7%). The mean age of study participants was 28.9 years (SD 1.5), ranging from 19 to 35 years. On average, participants had worked 5.0 years (SD 5.0) as flight attendants. Tenure with the present organization was 3.6 years (SD 1.7). Mean time worked per week was 32.2 hr (SD 2.3). Most study participants (85.1%) had no children, 4 participants (8.5%) had one child, 2 participants (4.3%) had two children, and 1 participant (2.1%) had three or more children. Among all participants, 38.1% lived alone, and 48.9% lived with a partner. A total of 6 participants (12.7%) lived as a single parent or with a person other than a partner or child.

Table (2) shows the means and standard deviation of measurement variables the exploration of descriptive statistics about the research variables. The mean value of work-family conflict is 4.1585, this value represents that the entire sample’ work-family conflict is very high. On the other hand, the mean value of organizational commitment is 2.8723. This value of the mean is representing low level of commitment of the entire samples. Similarly, the mean value of family supportive supervisor behavior is 2.4189 which indicate low level of the entire support of supervisor towards its subordinates. Standard deviation of work-family conflict is 1.53179 which means the value is ± 1.53179 disperse from the mean.

Also, the standard deviation of organizational commitment is .47964 which means the value is $\pm .47964$ disperse from mean of organizational commitment. Finally, the standard deviations of FSSB are 0.5051 which means the value are ± 0.915 disperse from the mean of FSSB.

Table (2): Mean and Standard Deviation of the study variables

Scale	Mean	SD
Work- Family conflict	3.1730	1.53179
Time-based work interference with family	2.9391	1.44891
Time-based family interference with work	4.5785	3.41419
Strain-based work interference with family	3.0181	1.27120
Strain-based family interference with work	2.6486	.92047
Behavior-based work interference with family	2.9119	.80072
Behavior-based family interference with work	2.9420	1.14425
Organizational Commitment	2.8723	.47964
Affective Commitment	2.7109	.38725
Continuance Commitment	2.7863	.73722
Normative Commitment	3.1196	.53968
Family supportive supervisor behavior	2.4189	0.5051
Emotional support	2.6481	.33479
Instrumental support	2.0981	.53721
Role modeling behaviors	2.9191	.83946
Creative work-family management	2.0103	.30927

In this study, correlation was measured between independent variables (work-family conflict) and dependent variable (organizational commitment) moderating variable (FSSB). Correlation is a statistical tool by which we can estimate the nature of the relationship between two or more variables. The standard range of correlation is from -1 to +1, the positive sign represents that the variables have a positive relationship with each other. If one variable is increasing or decreasing, then the other variable is also increasing or decreasing in the same direction. And negative sign represents that the variables have a negative relationship with each other. If one variable is increasing, then the other variable is decreasing in the opposite direction and vice versa. It is noted that, WFC ($r = -0.426$ $P < 0.01$) were negatively related to organizational commitment. Furthermore, WFC ($r = -0.431$ $P < 0.01$) were negatively related to FSSB. As shown in table 3 the components of organizational commitment have different correlation with work-family conflict. The affective and normative component correlates negatively to work-family conflict, while continuance commitment does not show any significant correlation with this variable.

Table (3): inter-correlations between the study variables

	Affective Commitment	Continuance Commitment	Normative Commitment	Commitment	Work- Family Conflict
Affective Commitment	1				
Continuance Commitment	.433**	1			
Normative Commitment	.813**	.626**	1		
Commitment	.796**	.864**	.915**	1	
Work- Family Conflict	-.726**	.005	-.608**	-.426**	1
FSSB	-.431**	.061	-.521**	-.395**	-.431**

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

The results also determined that there is a significant difference ($p = .000$) in flight attendants commitment scores between males and females in the population as shown in table 4. This indicates that males were more likely to be committed to their organization compared to females in this sample. Similarly, the Mann-Whitney U test was performed in order to clarify if there is a significant difference between male and female flight attendants in their work-family conflict, the result showed a significant difference ($p = .000$) and indicated that female flight attendants have more conflict between work and family more than male flight attendants.

Table (4): The Difference between Male and Female regarding their organizational commitment and work family conflict

	Gender	Mean Rank	Sum of Ranks	Mann-Whitnev U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Commitment	Male	125.47	4642.50	2387.5	17093.5	-2.355-	.019
	Female	99.96	17093.50				
Work-family conflict	Male	92.14	15756.00	1.05	1.576	-6.507-	.000
	Female	161.62	5980.00				

Table 5 shows the differences in flight attendants' commitment and WFC according to their marital status. There is a significant main effect of marital status on WFC, $p < .001$, indicating that married participants exhibited greater WFC compared to single and separated one. Moreover, results in table 5 identified differences in flight attendants commitment according to their marital status, single participants exhibited greater commitment compared to married and separated ones.

Table (5): The Difference in Flight Attendants commitment and work family conflict Scores According to marital status

	Age	Mean Rank	Chi-Square	df	Asymp. Sig. (2-tailed)
Commitment	Single	166.50	13.946	2	.001
	Married	71.50			
	Separated	102.96			
Work-family conflict	Single	54.50	8.725	2	.013
	Married	126.50			
	Separated	105.99			

Test hypotheses: WFC and organizational commitment

Table 6 shows that the effects of independent variable on the dependent variable, such as the work family conflict have the significant negative effect on organizational commitment ($\beta = -0.562$, $p < 0.01$). The value of $r^2 = 0.53$ It shows that work-family conflict explained 53% variance in organizational commitment. The overall fitness of the regressed model is obtained from value of $F = 0.36$. According to the result of the regression analysis between work family conflict and organization commitment the first research hypothesis is accepted.

Moderation analysis

Moderated regression analysis seeks to determine the change in R^2 that results during a hierarchical test of three regression equations. In table 6, hierarchical regression analyses were used to test the moderation effect of FSSB between the dependent and independent variable. In the first regression the dependent variable of organizational commitment is regressed on work family conflict as the independent variable. Results indicate that work family conflict has the negative impact on organizational commitment ($R^2=.53 \beta=- 0.562,p<0.01$) that as the work family conflict increases the organizational commitment decreases (Table 6, column 1). This is followed by a second regression of organizational commitment with both the independent variable of work family conflict and the moderator variable of FSSB. The results shown in table 6 column 2 indicate a lower R^2 of 0.49 ($\beta=- 0.631,p<0.01$). In the third regression, in addition to the independent and moderator variables, the cross-product term of the independent variable and the moderator is also entered. This results in an improved lower R^2 to 0.40 (Table 6, column 3) and the beta coefficients indicate that there is both a significant direct effect of the independent variable of work family conflict on organizational commitment as well as a moderation effect of FSSB. The decrease in R^2 from 0.53 to 0.40 ($\beta=- 0.376,p<0.01$) is statistically significant $\pm F = 0.63; p < 0.01$.

The results indicated that family supportive supervisor behavior (FSSB) moderated a relationship of work family conflict as well as organizational commitment. As increases Family supportive supervisor behavior it weakens the effect of work family conflict on organizational commitment. Thus, the second formulated hypothesis was also confirmed.

Table (6): Hierarchical Regression Analyses - work family conflict

	Work family conflict on Organizational commitment (model 1)	Work family conflict and FSSB on Organizational commitment (model 2)	Interaction (model 3)
R^2	0.53	0.49	0.40
Adjusted R^2	0.51	0.48	0.39
Beta value	-0.562	-0.631	-0.376
F value	0.36**	0.42**	0.63**
Standard error	0.06	0.15	0.08
Unstandardized coefficient is significant at 0.01			

5. Discussion

The current study determines the impact of WFC on organizational commitment among Egyptian flight attendants. The main purpose of this quantitative study was to find out the problems faced by flight attendants with the work-family conflict perspective, then they reach at a point not to be committed to their organization where they work. The findings of this study confirm that work family conflicts have negative relations with organizational commitment which supports the first research hypothesis. It is also confirmed that work family conflicts are very significant predictors for managers to understand why the level of commitment of employees is not sufficient. Regression analysis revealed a significant negative relationship between WFC and organizational commitment.

This translates into 53 % of variance caused by WFC on organizational commitment, expressing a significant negative relationship with organizational commitment in flight attendants. Work family conflicts for this study were caused due to three factors, Pay, incentives and time. It is observed that these three factors are equally important, and management of organization should give due consideration to cater these three factors in order to avoid work family conflicts. These findings support Akintayo's (2010) results that reported a negative impact of WFC on organizational commitment in industrial workers of Nigeria. Findings are also constant with other studies demonstrating that work family conflict has an effect on several variables like commitment, and style of leadership (Rehman and Waheed, 2012) and that WFC mainly is negatively related with commitment (Ansari, 2011; Rehman and Waheed, 2012). According to Rehman and Waheed (2012) it is the inter-role conflict which reasons role pressures from the work and family domains which accordingly results in low organizational commitment.

Although much has been written on the relationship between work family conflict and organizational commitment the possible role of FSSB as a moderating variable appears to have received less attention. The moderating role of FSSB on the relationships between work family conflict and organizational commitment was also investigated within the current study and these effects proved as the better solution for the above-mentioned problems. The results suggest that the effect of work family conflict on organizational commitment is not just direct but is also moderated by FSSB. Thus, the second formulated hypothesis was also confirmed. Results revealed that flight attendants with high work family conflict and hyperbolize family supportive supervisor behavior tend towards increasing the organizational commitment. FSSB are positively related to higher organizational commitment (Bagger, 2014) associated with increased work family conflict. FSSB should be seen as a critical resource for managing work and family stress. Supervisors who engage in family supportive behaviors will have an engaged workforce, resulting in positive job outcomes. Explicitly, these findings add to existing evidence suggesting that managers should be trained on how to exhibit each of the four dimensions of FSSB (emotional support, role modeling, instrumental support, and creative work-family management; Hammer *et al.*, 2011; Odle-Dusseau *et al.*, 2012). As Matthews *et al.* (2014) suggest, FSSB could also be used in the selection process. By selecting supervisors that already exhibit FSSB, an organization can save time and money in training these behaviors. This will in turn decrease the time it takes to see the positive benefits of FSSB for employees and the organization.

Participants who perceived greater support from supervisors may respond with emotional attachment and high commitment to their organization because they want to rather than because they have to. Researchers have consistently found that FSSB is associated with reduced work-family conflict (Thomas & Ganster, 1995; Hammer *et al.*, 2009; Lapierre & Allen, 2006; Kossek *et al.*, 2011; Bagger & Li, 2014; Las Heras, Trefalt, & Escibano, 2015 and Crain *et al.*, 2014).

Odle-Dusseau *et al.* (2012) expect significant relationships connate to employee perceived FSSB and increasing the organizational commitment. Study further found married participants to have high level of WFC as compared to single and separated one and low level of commitment. This finding is in line with Chan and Ao (2019) who reported that married individuals face dual challenges of marital life and workplace which results in low commitment and effectiveness both at home and workplace. The results confirmed that female participants have high level of WFC and low level of commitment as compared to male. The reason could be the traditional dual role of women as they manage their household along with job responsibilities, this result agree with Medina-Garrido *et al.* (2019) study.

6. Conclusion and Implications

The research concluded that the flight attendants face problems, due to the conflict between their work and their family's duties. WFC was found to have a significant impact on organizational commitment of flight attendants. Considerable negative relationship exists between WFC and organizational commitment. Organizational commitment of flight attendants can be increased by lowering down the level of work family conflicts. Supervisors should carry out their duties properly by increasing their FSSB, in such a way they will assist their subordinates and will reduce the WFC as well as will increase the organizational commitment. These results have implications for airlines to design workloads that reduce WFC between employees and increase organizational commitment. This research study contributed to broad the spectrum of understanding about the highlighted problems of flight attendants and the one possible solution by providing them support from their seniors.

An effective human resource management should place more importance on flight attendants FSSB in direction to increase their organizational commitment. In addition, gender and marital status of flight attendants had influenced on work and family preferences. In female or married participants work family conflict is higher than male or single and separated participants. Hence, this finding may help to establish different strategies for the assistance of female and married flight attendants. Moreover, management should appoint the leaders have qualities to support their subordinates in the tough schedules and have great listening power so that to provide comfort when employees talk about their conflicts between work and family. Management should make the policies in which employees feel relax and perform responsibilities other than work. They should also conduct the programs and training to mentoring the existing leaders or boss so that they may able to motivate their subordinates and prove as a role model for their subordinates. Most important issue such as enough communication of both the supervisor and the employee to get behind the power distance. In order to ensure high commitment among flight attendants, FSSB should be considered as an important retention strategy and one of the key challenges in airlines.

7. Further research

Although, the current study added a considerable contribution to the literature, further studies can further be extended with the enclosure of moderation effect of other variables like culture and ethnicity using larger samples. It is important also to understand the effect of having children on the commitment of the flight attendants.

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سلوك المشرف الداعم للأسرة كمعدل لعلاقة النزاع بين العمل والأسرة والالتزام التنظيمي لمضيفي الطيران المصريين

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الملخص العربي

الغرض الرئيسي من هذه الدراسة هو تحديد الأثر الذي يسببه النزاع بين العمل والأسرة على الإلتزام التنظيمي للمضيفين الجويين المصريين من خلال دراسة سلوك المشرف الداعم للأسرة كمعدل لهذه العلاقة. يتعرض مضيفي الطيران لبيئة عمل قاسية تؤثر على حياتهم الشخصية والتزامهم بالعمل تجاه شركات الطيران التي يعملون بها. يفترض هذا البحث وجود تأثير سلبي للضغوط الحياتية والتمثلة في متطلبات العمل وحقوق الأسرة والتي يعبر عنها بمتغير (النزاع بين العمل والأسرة) على التزام هؤلاء المضيفين الجويين في العمل والذي يعبر عنه بمتغير (الإلتزام التنظيمي). كما يفترض حلا لهذه المشكلة من خلال اختبار متغير (سلوك المشرف الداعم للأسرة) كمتغير معدل للعلاقة بين متغيري الدراسة (النزاع بين العمل والأسرة والالتزام التنظيمي). تم تصميم استبيان لجمع البيانات اللازمة للدراسة من خلال المضيفين الجويين المصريين، تم استخدام مقياس النزاع بين العمل والأسرة، ومقياس الإلتزام التنظيمي وسلوك المشرف الداعم للأسرة. تم توزيع الاستبيان على مجموعه بلغ عددها ٢٠٨ فرد للمشاركة في هذه الدراسة. كما تم استخدام الأساليب التحليلية الإحصائية ذات الصلة باختبار فروض الدراسة بما في ذلك تحليل الانحدار. وقد تم إثبات فروض الدراسة من خلال النتائج التي أكدت على وجود أثر سلبي لمتغير (نزاع العمل والأسرة) على متغير (الإلتزام التنظيمي). علاوة على ذلك، فقد أكدت النتائج على الدور الهام الذي يقوم به سلوك المشرف الداعم للأسرة في التقليل من الأثر السلبي لمتغير (النزاع بين العمل والأسرة) على (الإلتزام التنظيمي) للمضيفين الجويين، الأمر الذي يمكن معه القول أن سلوك المشرف الداعم للأسرة يعتبر معدلا للأثر السلبي للنزاع بين العمل والأسرة على الإلتزام التنظيمي حيث يقوم بتقليل هذا الأثر السلبي.

الكلمات المفتاحية: النزاع بين العمل والأسرة، الإلتزام التنظيمي، سلوك المشرف الداعم للأسرة، المضيفين الجويين.