

# The Effect of Work-family Support on Employees' Job Involvement: The Moderating Role of Proactive Personality

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**Keywords:** work-family support, job involvement, proactive personality

**Abstract:** Work-family support is a hot topic in the fields of human resource management, psychology and organizational behavior, and is a common problem faced by organizations and families. With the rapid development of market economy, the accelerated pace of work, the extension of working hours and the increase of work intensity, the content structure of individual family and work field has undergone great changes, work-family support has become particularly important. Studies have shown that the effects of work-family support can be seen not only on employees' work and family, but also on their physical and psychological well-being. Therefore, it is urgent and important to deeply explore the topic of work-family support on employees' job involvement. From the perspective of employees, this paper explores the impact of work-family support on employees' job involvement, and introduces proactive personality as an intermediate variable to analyze whether the impact of work-family support on employees' job involvement can be moderated by proactive personality.

## 1. Introduction

With the development of social urbanization, modernization and market economy and the advent of the era of science and technology, the requirements of enterprises for employees are increasing, and the competition for positions has become fierce. It has become common to work overtime and go home after work. Work and family are the two most important areas of public social activities. People in modern cities have more pursuit of family life satisfaction than in the past. Most people hope to devote more time to family life. However, work and family gradually began to influence each other, and even one party interfered with the normal activities of the other party. At this time, people have to face how to balance the relationship between the two. If it is not handled properly, it will destroy the balance they have tried to maintain, and will have a series of adverse effects on individual work and family roles.

Since the late 1950s and early 1960s, business behaviorists have conducted a lot of discussion on the relationship between work and family. Researchers believe that work and family balance should include subjective balance and objective balance. Subjective balance emphasizes the individual's internal judgment of balance. Work family balance refers to the degree to which the efficiency and satisfaction experienced by individuals in their work and family roles are consistent with their priority roles. Objective balance focuses on judging whether an individual's work family relationship is balanced by realizing individual responsibilities in the field of work and family and performing social functions.

In order to help employees better balance the relationship between work and family and enable employees to better engage in work. In recent years, some scholars have put forward the concept of work-family support. This concept will give more consideration to employees' awareness of the help provided by the enterprise to their families. The research also shows that work-family support can better affect employees' emotion and commitment. At the same time, the enterprise's family support for employees will inevitably have a more positive impact on their daily work. This study will carefully explore the impact of work-family support on employees' job involvement and the regulatory role of proactive personality in this process.

## 2. Work-family support and employee engagement at work

### 2.1. Work-family support

#### 2.1.1. Concept and connotation of work-family support

Family support is one of work-family support. There are four forms of work-family support, including official support and unofficial support in the work field, instrumental support and emotional support in the family field. Instrumental support for family means the behavior and attitude of family members in handling family daily affairs. It reflects that family members are willing to share family affairs, actively help migrant workers in the family to reduce and eliminate excessive family responsibilities and family affairs, and adjust family life to meet the work schedule or work needs of migrant workers (Namra Mubarak, 2021). Emotional support refers to the behavior and attitude of encouragement, understanding, concern and greeting expressed by the family, as well as the guidance for solving problems. Family members are willing to listen to and talk with migrant workers in the family, and give migrant workers suggestions on work.

#### 2.1.2. Study on work family and related variables

In the relationship between family support and work family conflict, spouse support is significantly positively correlated with some work-related outcome variables, such as work achievements, health status, job satisfaction, etc. in general, the higher family support, the better employees' physical health and job satisfaction. At the same time, there is a negative correlation between work-family support and excessive stress and work family conflict, that is, the more family support, the smaller employees' perception of life stress, the smaller the proportion of work family conflict, and family support plays a regulatory role in the impact of work security on life satisfaction. Many studies have shown that both instrumental and emotional family support have an impact on employees' job involvement Sound, but also promote the role. However, not all research results are consistent with people's perception that more family support will better promote employees' work habits. Relevant research conclusions show that family support from spouses is only meaningful in the family field, which points out that too much emotional support from families and friends will actually cause some stress. In families with children, the support brought by children has not been paid attention to. If the number of children in the family is more, their parents participating in daily work will feel more work family conflict. It can be seen that children are inevitable in the family, and the related research on family support can not ignore the impact of children. Based on the above, the chart is drawn as follows (Figure 1):

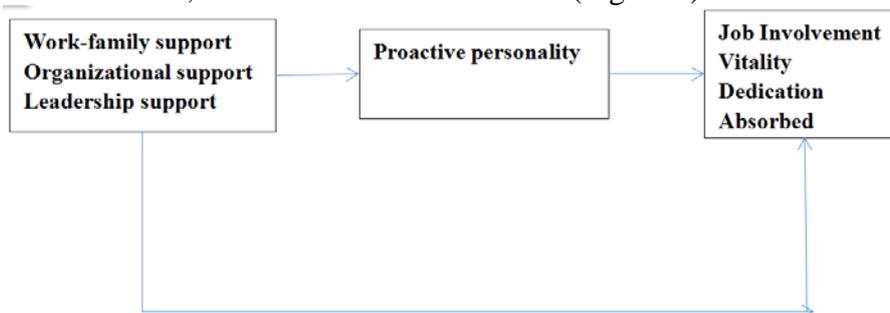


Figure 1 Work-family support influences employee's work engagement model.

### 2.2. Job involvement

#### 2.2.1. Concept and connotation of job involvement

Job involvement is a positive and perfect integration state of individuals in work. It is a perfect link connecting individual characteristics, work factors and work performance. It is an important way for organizations to create competitive advantage. By combing the origin and development of the concept of job involvement, and comparing it with similar concepts such as work involvement, flow and concentration, this paper puts forward the integrated concept of job involvement, that is, a

lasting psychological and behavioral state including positive emotional experience, sensitive cognition and highly stimulated physical state when individuals face work.

### 2.2.2. Study on job involvement and related variables

After the concept of job involvement was put forward, many scholars took it as one of their own research variables, and discussed the factors that can affect job involvement.

The study found that job burnout was negatively correlated with job involvement: The lack of job requirements and job resources can predict job burnout, while the availability of job resources can positively predict job involvement.

(1)Employees’ investment in family is closely related to their investment in work. For male employees, the positive emotions brought by work will increase their attention to their families; For female employees, the negative emotions brought by work will reduce her attention to the family. When she obtains emotions in her family life, her attention to work will increase accordingly.

(2)Employees’ psychological states of meaning, safety and availability have a significant impact on job involvement. Among them, the correlation between psychological significance and work involvement is the highest. Job enrichment is significantly correlated with job role suitability and psychological safety, and self-awareness is significantly positively correlated with job involvement.

(3)Flexibility, extroversion and neuroticism in personality are the basic factors that significantly predict job involvement. Generally speaking, people with high flexibility, high extroversion and low neuroticism are high work participants.

(4)Personal work and life experience, control, reward, honor and values can predict the degree of job involvement. Personal characteristics cannot predict whether there is a job. Job involvement can predict job satisfaction, turnover intention and psychological well-being. It can be seen that the working environment and professional practice ability have a high supporting effect on work investment.

To sum up, the influencing factors can be summarized into three categories, as shown in the table below (Table 1):

Table 1 Three main factors affecting job involvement and related research.

Factor classification	Related research
Individual factors (Personality, Psychology, Efficacy)	Mobility、 Extraversion、 Neuritism
Working factors (Job nature, Leadership support, Interpersonal relationship, Work resources)	Job role adaptation, encouragement among colleagues, availability of work resources, superior support and job richness
Family factors (Husbands, Children, and other relatives)	Family involvement and emotional acquisition

### 2.3. Proactive personality

#### 2.3.1. Concept and connotation of proactive personality

The so-called active personality means that individuals are not restricted by situational resistance, constantly explore new ways, be good at capturing opportunities and take actions to change the behavior tendency of the external environment. It is an individual characteristic that affects the stability of active behavior.

#### 2.3.2. Study on proactive personality and related variables

Many studies have shown that positive personality has an obvious regulatory effect. Positive personality is closely related to many behavioral outcomes, including job performance, career success, leadership, team performance, entrepreneurship and so on. The interaction between job demand and sense of control assumed in the job stress model is only applicable to people with high proactive personality. Proactive personality plays an important regulatory role in people’s ability to cope with pressure, learn and grow to the greatest extent (Kuo, Che-Chun, 2019). Proactive personality will not only affect the objective and quantitative performance indicators, but also affect

the subjective evaluation of superiors. Therefore, whether peer evaluation or superior evaluation, positive personality will affect others' perception of individuals, create positive impressions for them, and then produce many positive results.

To sum up, from the empirical research results, proactive personality has a positive impact on personal job performance, career success, team performance and entrepreneurial intention. These research results have practical application value in organizational work. Combined with the variables studied in this paper, it can be concluded that people with high positive personality have a more positive coping attitude, which helps to reduce the symptoms of emotional exhaustion, cynicism and low personal achievement, so as to improve job involvement.

### **3. Study on the impact of work-family support on employees' job involvement**

#### **3.1. Work-family support has a positive effect on proactive personality**

Proactive personality has a significant positive correlation with the mental health level of the subjects, and proactive personality has a significant positive correlation with psychological well-being. Understandably, due to these positive psychology and the mood of the individual acquired from the performance of the work role, based on the social exchange theory and reciprocity, proactive personality can make the individual to the work to produce positive emotions and positive behavioral responses, which will enable people to work harder, in return for benefits from the work. When they want to maintain and improve these states, they will continue and more actively perform their job responsibilities. Some empirical studies show that employees with proactive personality usually have better work results, higher satisfaction and work harder.

#### **3.2. Proactive personality has a positive effect on job involvement**

In the past, the discussion on work family support was mainly about the level of work family conflict. However, with people's attention to work family balance, the research on the mediating role of positive personality has gradually sprung up in recent years. This paper discusses the work family balance of Chinese enterprise employees from the perspective of informal support. Through empirical research, it is found that positive personality plays an intermediary role in the impact of work family culture and family friendly program on job satisfaction and job involvement. Specifically, the two sub dimensions of management support and career development in work family culture affect employees' proactive personality, and then affect employees' job satisfaction.

#### **3.3. The Moderating Effect of Proactive personality on work-family support and job involvement**

Proactive personality plays a moderating role in the influence of leadership support on job engagement, that is, the work and family support provided by leaders to employees is partly through proactive personality to improve employees' job engagement. When the work organization and leadership provides the family support, no matter whether these support really been adopted by employees, employees are likely to experience from the move to the organization and leadership of themselves as members of the family responsibility is understanding and support, and would think that the organization and leadership is supportive family, resulting in a positive mood, and the migration of the mood in your daily work.

Although work-family support has a direct positive effect on job involvement, the role of proactive personality in this process should not be ignored. Leaders should pay more attention to helping employees fulfill and perfect their family roles, so as to promote the generation of proactive personality, and make individuals have stronger positive emotions and positive behavioral responses to work, so that individuals can work harder and pay back their benefits from work with higher work input.

### **4. Conclusion**

This study focuses on work-family support, discusses the impact of perceived work-family

support on employees' work engagement, and examines the moderating role of proactive personality in work-family balance. The main conclusions are as follows:

1) Work-family support is manifested as organizational support and leadership support, among which employees participating in this survey have higher feelings of leadership support.

2) Work-family support has a positive impact on employees' job involvement. The higher the work-family support, the higher the job engagement.

3) Work-family support has a positive effect on proactive personality of employees. The higher work-family support, the greater the role of proactive personality.

4) Proactive personality partially moderates the relationship between work-family support and job involvement.

## **Acknowledgements**

First of all, I would like to thank my mentor for his erudition, wisdom, dedication and honesty during his study in the University. Every time I met and communicated, my tutor made professional explanations in simple language and the spirit of cordial care and encouragement, which left a deep impression on me and benefited a lot from it. In the process of writing my thesis, my tutor's valuable revision suggestions, many patient exchanges and guidance and my valuable spirit are my examples.

In addition, I would also like to thank the school of foreign languages for providing a good learning environment and receiving the careful guidance of many professional teachers. I would also like to thank the teachers for their guidance and help in learning. At the same time, I made a group of like-minded friends here, which made my college life rich and colorful. These are the precious memories of my life.

Finally, I would like to thank my parents for their spiritual and material support and all my family and friends for their encouragement. It's your love that keeps me moving forward. I sincerely thank all those who care and help me!

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