

Relationship between Work Culture and Individual Work Performance in a Work-to-Personal Conflict Mediated Model: Moderating Role of Supervisor Support

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Summary

This research work aims to examine how the Individual Work Performance (IWP) of employees is affected in the presence of Work-to-Personal Conflict (WPC) in different Work Cultures (WC). Also, we intend to test if Supervisor Support (SS) can prevent harm caused to IWP of employees when they face WPC situations. Data were collected from 478 employees working in various organizations in the Information Technology industry of India using time-lagged surveys (Study 1, n = 222; Study 2, n= 256). The analysis was carried out using IBM SPSS Statistics Version 22 and IBM SPSS Amos Version 24 software. The results of both studies indicate that WC correlated negatively with WPC, WPC correlated negatively with IWP, and WC correlated positively with IWP. Also, WPC mediated the relationship between WC and IWP. SS could play the role of a moderator only in low WPC scenarios.

Keywords: Interrole Conflict, Work Culture, Work-to-Personal Conflict, Individual Work Performance, Supervisor Support

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Introduction

IWP gained extensive attention among scholars over the past century (Carpini, Parker and Griffin, 2017). Industrial and business psychologists are expressing growing interest in delving deep into understanding IWP (Korauš, Kaščáková and Felcan, 2020) as it is an essential concept to gauge an individual's contribution to the organization (Carpini, Parker and Griffin, 2017). IWP is conceptualized as “things that people actually do, actions they take, that contribute to the organization's goals” (Campbell and Wiernik, 2015). Research shows that the work performance of employees is vulnerable to interrole conflict experienced by them (Wilson *et al.*, 2018). Interrole conflict is based on the theory of role dynamics and is a form of role conflict in which sets of opposing pressures arise from participation in different roles (Greenhaus and Beutell, 1985). A role refers to a set of activities or potential behaviours associated with a particular environment (Rushing, 1965). Participation in multiple roles creates opposing pressures (Greenhaus and Beutell, 1985). Role Conflict is defined as the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other (Rushing, 1965). However, the primary focus of interrole conflict studies has been work-family conflict (Spagnoli, Lo Presti and Buono, 2020; Pradhan and Gupta, 2021; Panda, Jain and Nambudiri, 2022; Yucel, Şirin and Baş, 2023). The remaining life roles have not been taken into consideration as such. Roles like pursuing hobbies, relaxation and leisure activities, participating in community and volunteer activities, etc., have been largely ignored in the studies that assessed interrole conflict (Eby *et al.*, 2005). Few studies tried capturing work-life and work-nonwork constructs but they were done by adapting the items from work-family scales that were not construct validated (Rice, Frone and McFarlin, 1992; Siegel *et al.*, 2005). This points out a significant gap in the literature on interrole conflict studies (Eby *et al.*, 2005; Wilson and Baumann, 2015). The first contribution of the study will be to address this research gap by analyzing the interrole conflict scenario faced by employees when they are not able to pursue activities that interest them (e.g. exercise sessions, learning a new programming language etc.). Wilson and Baumann (2015) brought forward the concept of WPC which refers to the situation when the demands of the work domain of employees interfere with the demands of the personal activities of employees and also developed a scale for capturing WPC situations. The study will use the scale to assess WPC scenarios faced by employees and then test its relationship with the IWP of employees.

To do justice to analyze WPC situations, we refer to literature to understand what past researchers have pointed out as a significant contributor to interrole conflict. WC of organizations can either induce or prevent interrole conflict scenarios (Clark, 2001). This paper will extend the concept by examining the relationship between WC and WPC, which was not explored earlier in interrole conflict studies and this accounts for the second contribution of our study. Since the construct WPC is at its nascent stage and WPC is a situation that can be best felt by employees themselves, after careful consideration, we opted for measuring how employees themselves felt about their participation in professional roles, handling their work assignments etc. in the past three months as has been done in previous studies (Fellnhöfer, Puimalainen and Sjögrén, 2016; van der Lippe and Lippényi, 2019; Tripathi, 2023). SS plays a pivotal role in mitigating the negative effects of interrole conflict (Karatepe and Kilic, 2015). In circumstances where organizations do not have specific policies that can suit the requirements of employees for balancing the needs of different domains of their lives, supervisors can intervene and help them with informal support (Anderson, Coffey and Byerly, 2002). Researchers are keenly studying the role of supervisor support as it is known to improve employee performance. We, therefore, will test the moderating power of SS on the WPC-IWP relationship which accounts for the third contribution of our study.

Theoretical Framework and Hypothesis Development

The concept of Job Demands-Resources (JD-Rs) theory (Bakker, Demerouti and Euwema, 2005; Bakker and Demerouti, 2007, 2014, 2017) highlights that job resources buffer strain associated with job stressors. Accordingly, we considered work roles as job demands, supervisor support as a job resource (Karatepe and Kilic, 2015) and WPC as the stressor.

Also, the underpinnings of the phenomenal theory of role dynamics (Kahn *et al.*, 1964) advocate that employees experience role conflict when they need to deal with incompatible demands from different roles. Borrowing this concept, the study proposes that when incompatible or conflicting demands from different domains of the lives of employees entangle an employee, they suffer from WPC situations.

Work-to-Personal Conflict (WPC), Work Culture (WC), and Individual Work Performance (IWP)

WPC comes into play when the demands of the professional sphere of employees interfere with the personal activities or interests of employees (Wilson and Baumann, 2015). The concept of WPC was introduced by Wilson and Baumann (2015) which helps capture the interrole conflict scenario faced by employees when they are unable to participate in activities of their choice because of their professional demands. WC represents how employees of an organization behave and the attitudes and beliefs that guide those behaviours (Yohn, 2021). This article will focus on the temporal flexibility and supportive supervision components of WC. Temporal flexibility refers to the variation in working hours and timing of work (Heery and Noon, 2008). Supportive supervision refers to supervisors' understanding and helping behaviour when employees have to balance the responsibilities and requirements of their professional and personal lives (Hammer *et al.*, 2009; Greenhaus, Ziegert and Allen, 2012). Clark (2001) pointed out that WC plays a significant role in reducing role conflict. When WC does not provide flexibility to employees and is not accommodating to the requests of employees, it will generate interrole conflict (Bond, 2004). A WC that gives a tough day to employees because of unending work targets and lack of support from bosses results in total drainage of energy of employees which stops them from taking part in family or personal activities and gradually results in interrole conflict (O'Neill and Rothbard, 2017). Flexible work arrangements, and workplace emotional support induce job motivation among employees and help them to manage their resources well which helps them prevent and reduce interrole conflict scenarios (Ferri, Pedrini and Riva, 2018). Organizations offering family-supportive policies (FSPs) signal to employees that by remaining associated with their employers they will be able to prevent themselves from not getting enmeshed into interrole conflict scenarios (Wayne and Casper, 2016). Based on this, we argue that along with FSPs, if organizations extend support for letting employees participate in activities of their personal interest without having to worry about work outside work hours, WPC situations can be managed well in these organizations. Research also shows that offering career support and flexible work schedules to employees make them feel valued and less stressed that helps them prevent interrole conflict situations (Heras *et al.*, 2021). Drawing on the literature reviewed, we argue that inflexible WC will lead to WPC.

Hypothesis H1: WC will be negatively related to WPC.

Activities or behaviours that are pertinent to the organizational goals come under the umbrella term of IWP (Campbell, 1990). Koopmans *et al.* (2012) developed the IWP Questionnaire (IWPQ) as a self-report questionnaire. Supervisors or peers do not hold a position for judging counterproductive work behaviours as these behaviours are private to employees (Dalal, 2005). Also, in certain circumstances, considering self-reports of behaviours proved to be more viable than ratings given by supervisors or peers (Berry, Carpenter and Barratt, 2012). Past studies point out that individuals tend to rate themselves favourably but several scholars argued that self-evaluations are helpful when anonymity is ensured and/or when employees do not feel the need to unnecessarily overrate their performances (van der Heijden and Nijhof, 2004; Tripathi, 2023). Additionally, recent research also prefers this mode of capturing the self-reported performance of employees as per the contextual necessity (Tripathi, 2023). Research also shows that in jobs involving high levels of complexity, assessing objective measures of performance is not possible and employees can best analyze their behaviours or participation in handling their professional work endeavours (Jaramillo, Carrillat and Locander, 2005). While measuring WPC, we are specifically interested in taking the self-report of employees into account because supervisors sometimes rate them based on their expectations instead of some fixed criteria (Nishiura Mackenzie, Wehner and J. Correll, 2019). The idea behind this is that employees will be able to assess whether they participated and completed their professional roles for three months despite facing WPC situations. In such situations, if an employee is not able to perform well for a couple of days, his performance rating might go down if the other-rating is considered here. This will tarnish the essence of this research work as we want to test how well employees cater to the needs of their professional roles even when they face WPC scenarios. We measured contextual performance of employees using the individual work performance questionnaire (IWPQ) developed by Koopmans *et al.* (2012). The items of the questionnaire suit the context of our research objectives perfectly. An example of one of the items is “Communication with others led to the desired result”. Now, this particular aspect of communicating with others is likely to be not understood properly by any supervisor and will be best analyzed by the employee taking the actions for obtaining the result. Contextual performance can be defined as behaviours that support the organizational, social, and psychological environment in which the technical core must function (Borman and Motowidlo, 1993, p. 73). Examples of contextual performance can be, for example putting in effort for completing tasks, helping peer and team performance, cooperating and communicating etc. (Campbell, 1990; Rotundo, 2002; Koopmans *et al.*, 2012). Interrole conflict leads to emotional exhaustion which results in poor work performance (Karatepe, 2013). Interrole conflict results in an unbalanced state which creates tension among employees which is likely to be detrimental to their work performance (Wilson *et al.*, 2018). Similarly, Soomro, Breiteneker, *et al.* (2018) also pointed out that employee performance tends to go downward because of interrole conflict.

The brilliant work presented by Peters and Waterman (1982) in their famous book ‘In Search of Excellence’ changed the perspective of considering profit and stock dividends as the only means of organizational effectiveness and the result of efficient use of resources as a measure of productivity. The book argues how important it is to understand that productivity and effectiveness should be considered in terms of the people of the organization. “Companies that treat people right get enormous dividends: high rates of productivity, low rates of turnover. Companies that treat people poorly experience the opposite-and end up complaining about the death of loyalty and the dearth of talent” (Pfeffer, 1998). Following the recommendation of these notable scholars, this research work also stresses the importance of facilitating work culture (WC) which supports employees to ace in their professional roles and provides enough flexibility to enable them to spend sufficient time for their personal activities. WC leads to

competitive advantage (Scholz, 1987; Sinclair and Sinclair, 2009). WC is extremely important for the performance of employees. WC is responsible for driving the right strategic decisions and performance in any organization (Dubey *et al.*, 2019). Also, good WC imparts a healthy organizational climate which is desirable for the proper functioning of an organization. Culture is considered to be one of the most important drivers of enhanced work performance (Valmohammadi and Roshanzamir, 2015). A drawback of studies investigating the linkage between WC and performance is that culture at a certain point in time is considered, but performance is measured over a long period (Gordon and DiTomaso, 1992). This paper addresses this drawback as IWP of three months is measured, and culture remains more or less the same for three months. Ogbonna and Harris (2000) also referred to the relationship between WC and performance and illustrated how significant this relationship is for managerial considerations. So, past research work, we find evidence that inflexible and unsupportive WC is an antecedent to role conflict (Clark, 2001), and different forms of role conflict, in turn, affect employee performance (Morgeson, Delaney-Klinger and Hemingway, 2005; Netemeyer, Maxham and Pullig, 2005; Karatepe and Tekinkus, 2006; Soomro, Breitnecker and Shah, 2018; Ye, Liu and Gu, 2019; Riberio *et al.*, 2023). Thus, based on the literature review we posit the following hypotheses:

Hypothesis H2: WPC will be negatively related to IWP.

Hypothesis H3: WC will be positively related to IWP.

Hypothesis H4: WPC will mediate the relationship between WC and IWP.

The Moderating Role of SS

SS refers to the perception of employees that their supervisors prioritise their well-being and acknowledge their contributions (Eisenberger *et al.*, 2002). SS facilitates employees to receive concern or assistance from their supervisors that aids their work-related issues and enhances their well-being (Rousseau and Aubé, 2010; Kossek *et al.*, 2011). Studies have shown that SS helps in reducing levels of interrole conflict (Thompson and Prottas, 2006; Thompson, Brough and Schmidt, 2006). Immediate supervisors can play a great role in helping employees not get enmeshed in interrole conflict situations by connecting with them on a personal basis, helping them to schedule work according to their conveniences whenever possible, and arranging appropriate training opportunities for them (Lapierre and Allen, 2006). Also, SS acts as a medium through which the WC facilitates enhanced employee performance (Ulrich, 1998). Research suggests that the supervisor-employee relationship is highly strategic and is capable of enhancing the performances of employees (Ulrich, 2016; Sekhar and Patwardhan, 2023). Supervisory support acts as a catalyst that enables employees to sail through their professional roles which leads to improved employee performance (Panda, Sinha and Jain, 2022). Employee performance increases when employees receive help from upper levels of management (Zeb *et al.*, 2020). Further, when employees receive cooperative and encouraging behaviours from their supervisors, they reciprocate accordingly and focus more on their performance (Park, Kang and Kim, 2018). Also, researchers found positive relationship between SS and employee performance (Chiang and Hsieh, 2012; Talukder, Vickers and Khan, 2018). Thus, we posit the following hypotheses:

Hypothesis H5: SS will moderate the relationship between WPC and IWP such that the relationship will be weaker for higher than for lower levels of SS.

The theoretical framework is shown in Figure 1.

Insert Figure 1 about here

Methods

Data Collection and Analysis Procedure

A multi-wave, multi-study design was followed for collecting data from employees working with different organizations in the information technology industry of India. The organizations are located in different cities in India. For data collection, a purposive sampling technique was used. The study design was such that in Time1 (T1), participants responded to demographic information and the measures of WC, WPC and SS. Next, after a gap of 10 days, at Time 2 (T2), the same participants responded to the measure of IWP. The gap in collecting data for the mediating variable (WPC) and the corresponding effect (IWP) is followed according to the suggestions of Stone-Romero and Rosopa (2007) so that the effect of WPC on IWP can be assessed accurately.

In study 1, questionnaires were sent out to 300 full-time employees of different organizations in India, and we received 262 responses (response rate – 87.33). The same participants were approached for participating in the second part of the survey at Time 2 (T2). At T2, 237 responses were received (response rate – 90.45%). After the exclusion of outliers and incomplete responses, we were left with 222 valid responses (response rate – 84.73%).

In study 2, questionnaires were again sent out to 300 full-time employees of various organizations (other than the ones in which participating employees of study 1 worked). At T1, we received 288 responses (response rate – 96%). Next, at T2, we obtained 264 responses (91.67%). After the exclusion of outliers and incomplete responses, we finally obtained 256 valid responses (response rate – 88.89%).

The analysis was carried out using IBM SPSS Statistics Version 22 and IBM SPSS Amos Version 24 software.

The demographic details of the participants of Study 1 and Study 2 are presented in Supplementary Table I. This sample is relevant to our study because studies have reported the presence of interrole conflict scenarios among employees in the information technology industry (Aziz, 2004; Hetland, Sandal and Johnsen, 2007; Dhar and Dhar, 2010; Limaye *et al.*, 2017). The National Association of Software and Services Companies (NASSCOM) highlighted that the IT services exports are significant for India's overall development and have contributed to generating indirect employment for approximately 8 million people (Barnes, 2013). This industry is the biggest employment generator in India and it is expected that 5.4 million people will be employed in IT services in the FY 2022-23 (Government of India, 2023). Given the massive contribution of this industry both in terms of employment and economic growth of the nation, we decided to gather data about WPC situations in this industry so that based on the study results, managerial implications for curbing WPC in the IT industry can be framed.

Measures

Work Culture. WC was measured using an eight-item scale developed by Sue Campbell Clark (2001). However, three items had to be dropped as their factor loadings were less than 0.6 (Hair et. al., 2009). A sample item is “My supervisor understands my family demands.” The scale measures the temporal flexibility and supportive supervision provisions of WC.

Work-to-Personal Conflict. WPC was measured using a five-item scale developed by Wilson and Baumann (2015). A sample item is “My work takes up time that I would like to spend on personal activities.” The scale measures a participant’s self-report of perceived WPC due to the inability to participate in personal activities owing to fulfilling tasks of the work domain.

Individual Work Performance. Fourteen items for measuring Contextual Performance were used from the individual work performance questionnaire (IWPQ) developed by Koopmans et al. (2012). Participants were asked to choose their answers based on their perceived work performance in the past three months. A sample item is “I managed to plan my work so that it was done on time.”

Supervisor Support. SS was measured using four items as followed by Rhoades et al. (2001), adapted from the work of Eisenberger et al. (1986). A sample item of the scale is “My supervisor cares about my opinions.” The scale measures the perception of employees regarding the support received from their supervisors in maintaining their emotional well-being and helping them achieve their professional goals.

For each of the constructs, participants rated all the items on a 5-point Likert scale from “Strongly disagree” to “Strongly agree”.

Control Variables. We controlled for the influence of employees’ gender, age, education level, organizational position and life stage. It was done during testing the proposed model for bias-free estimation of true effects.

Results

Descriptive statistics

Insert Table I about here

All the main variables under the study significantly correlated with each other ($p < 0.01$). Means, standard deviations, and correlations among the variables for both Study 1 and 2 are presented in Table I.

Confirmatory Factor Analyses (CFA)

For the mediation model, the hypothesized three-factor model in which WC, WPC and IWP loaded on their respective factors and for the moderation model, the hypothesized three-factor model in which WPC, SS and IWP loaded on their respective factors demonstrated the best fit to the data in both studies. The results of the CFA are provided in Supplementary Tables VI and VII.

Construct Reliability

Construct reliability was assessed using Cronbach's alpha and composite reliability. A construct is reliable if the alpha (α) value is greater than 0.70 (Hair, Ringle and Sarstedt, 2013). Cronbach's Alpha for each construct in both the studies was found to be over 0.85 [α values of WC, WPC, IWP and SS were 0.909, 0.885, 0.974 and 0.875 respectively for Study 1 and 0.915, 0.882, 0.976 and 0.870 respectively for Study 2]. Composite reliabilities of the constructs were above the 0.70 benchmark, which is in accordance with the recommendations of Hair et al. (2010). Composite reliabilities of WC, WPC, IWP and SS were 0.893, 0.881, 0.974 and 0.877, respectively in study 1 and 0.900, 0.879, 0.976 and 0.872, respectively in study 2.

Convergent and discriminant validity

Following the recommendations of Fornell and Larcker (1981), we computed average variance extracted (AVE) estimates to check for convergent validity of the study constructs. The AVE values for WC, WPC, IWP and SS were 0.636, 0.597, 0.728 and 0.640, respectively in study 1 and 0.651, 0.592, 0.744 and 0.630, respectively in study 2. The values of average variance extracted for the constructs of the study were above the threshold value of 0.50 (Fornell and Larcker, 1981).

Discriminant validity was assessed using Heterotrait-Monotrait (HTMT) Ratio. The ratios of WPC-IWP, WPC-WC, WPC-SS, IWP-WC and IWP-SS are 0.484, 0.506, 0.269, 0.570 and 0.405 respectively for Study 1 and 0.492, 0.544, 0.234, 0.630 and 0.332 respectively for Study 2 which are less than the required limit of 0.85 (Henseler, Ringle and Sarstedt, 2015).

Common Method Variance

Adhering to the suggestions provided by Podsakoff et al. (2003), we performed Harman's one-factor test to check for common method variance (CMV). For the same, all items were loaded onto a single factor and were then constrained to avoid any rotation. The variance explained by a single factor was 29.23% in Study 1 and 30.02% in Study 2 which were below the threshold limit of 50%.

Hypotheses Testing

Examination of the hypothesized direct path between WC and WPC demonstrates a significant and negative effect of WC on WPC in both studies [Study 1: $\beta = -.455$, $p < .001$; Study 2: $\beta = -.500$, $p < .001$], which supports hypothesis H1. Next, analysis of the hypothesized direct path between WPC and IWP demonstrates a significant and negative effect of WPC on IWP in both studies [Study 1: $\beta = -.434$, $p < .001$; Study 2: $\beta = -.451$, $p < .001$] which supports hypothesis H2. Also, examination of the hypothesized direct path between work culture and IWP shows a significant and positive effect of work culture on IWP in both studies [Study 1: $\beta = .539$, $p < .001$; Study 2: $\beta = .601$, $p < .001$] which supports hypothesis H3.

To test Hypothesis 4, we included WPC as a mediator in the relationship between work culture and IWP in a structural model. The results show a positive and significant indirect effect of the impact of work culture on IWP in both studies [Study 1: $\beta = .123$, $p < .001$, Confidence Interval: Lower Bound = 0.035, Upper Bound = 0.270; Study 2: $\beta = .131$, $p < .001$, Confidence Interval: Lower Bound = 0.048, Upper Bound = 0.270], which supports hypothesis H4. Furthermore, the direct effect of WC on IWP in the presence of the mediator was also found to

be significant in both studies [Study 1: $\beta = .314, p < .001$; Study 2: $\beta = .368, p < .001$]. Hence, the results show that WPC partially mediates the relationship between WC and IWP.

To test our hypothesis H5, we included the interaction of SS with WPC in the relationship between WPC and IWP in a structural model. The results show a negative and significant moderating impact of SS in the relationship between WPC and IWP in both studies [Study 1: $\beta = -.201, p < .05$; Study 2: $\beta = -.155, p < .05$] which supports hypothesis H5.

The results of testing for hypotheses H1 – H5 are presented in the supplementary tables.

 Insert Figure 2 about here

 Insert Figure 3 about here

The moderation slope analyses are presented in Figure 2 and Figure 3.

Discussion

Reflection on the Outcomes and Theoretical Contributions

The results of both studies showed similar trends. The results confirmed that WC is negatively related to WPC, which is in accordance with studies that have discussed the association between work culture and interrole conflict (Westring and Ryan, 2010; Perreault and Power, 2021). Also, we found that WPC correlates negatively with IWP, which is similar to the results of past research confirming that interrole conflict is negatively related to employee performance (Ilies *et al.*, 2007). Also, we found that work culture is positively related to IWP, which pertains to earlier research that highlighted the importance of work cultures for facilitating superior employee performances (Greenhaus and Powell, 2006; Heery and Noon, 2008; Hammer *et al.*, 2009). Next, we found that WPC mediates the relationship between WC and IWP. The results showed that partial mediation exists as both the direct and indirect effects were significant at $p < .001$. Theoretically, these results add new perspectives to the interrole conflict literature as these relationships with WPC are new to the interrole conflict literature.

Additionally, we found that SS moderates the relationship between WPC and IWP. In low WPC situations, employees who receive high SS, perceive to perform substantially better than those employees who receive less SS. However, in high WPC situations, the role of SS as a moderator was not pronounced. The important theoretical contribution of this moderation result is that WPC is detrimental to the productivity of organizations and help provided to employees falls weak in WPC scenarios. Therefore, proactive measures must be planned so that employees do not get enmeshed in WPC situations.

Managerial Implications

The managerial implications presented in this article stem from the intersection of the literature reviewed for the study and the statistical results obtained from the study. First, acknowledgement of the needs of personal activities and interests of employees must prevail in organizations and most importantly, employees should not be judged or stopped for taking

personal breaks if they have earlier availed of some leaves/breaks due to family reasons. In circumstances when employees need to sacrifice their personal time to ensure the success of some organizational task, managers must come forward and let the employees know that they understand their personal toll for contributing to the organizational growth (Carucci, 2019) and wherever possible reward them with sufficient time to spend time for themselves. This might help employees to not perceive these interrole conflict situations as WPC and instead, they will feel assured that for the overall good of the organization they have compromised with their personal time but the organization is kind enough to acknowledge their sacrifices and will later provide them with time to spend for themselves.

Second, there will be many employees who live away from their families owing to their professional commitments or may not have immediate families of their own. It will not be rational to consider that these employees enjoy ample free time and can be easy options to manage the workload of employees who take leaves owing to family reasons. Those employees might have scheduled their time outside work for their hobbies, friends, personal work, community work, etc. which is necessary for their well-being.

Third, discussing with employees on a regular basis about what they need help or flexibility to avoid interrole conflict situations, will help employees not get enmeshed into WPC situations before they turn out to be intractable problems (Rimm, 2019).

Fourth, facilitating a highly flexible WC will act as an added investment for the organization which in turn will contribute to improved organizational performance (Beauregard and Henry, 2009).

Limitations and Implications for Future Research

The study has been carried out by capturing responses from employees working with different organizations in the Information Technology industry of India. As a result, the study cannot comment on the generalizability of the results in other industries and thus, future studies can carry out the research in similar lines with other industries. Also, only the role of SS as a moderator has been tested in the study. Future studies can employ other help provisions received by employees (e.g. perceived organizational support, co-worker support etc.) or personality traits of employees (e.g. core self-evaluation, general self-efficacy etc.) as moderators to test how they can shield employee performance from the consequences of WPC. Furthermore, future studies can carry out these types of studies in longitudinal designs to assess the sustainability of the relationships between these variables considered in the study. Essentially, future studies must be carried out using the construct 'WPC' such that interrole conflict studies become comprehensive of the issues faced by employees in balancing their professional, family and personal roles.

Conclusion

This research work highlights the importance of acknowledging and incorporating WPC in interrole conflict studies. Additionally, the article urges that organizations must function in a manner that prevents WPC from building up among their employees as the results of the study show that WPC is detrimental to employee performance. The results confirmed the negative relationships between WC and WPC, and WPC and IWP; positive relationship between WC and IWP. Furthermore, the moderation results showed that SS was effective in low WPC scenarios for boosting the perceived performances of employees. However, in high

WPC situations, the intervention of SS did not create a substantial difference in the perceived performance of employees which indicates that WPC has to be curbed for promoting employee performance. Based on the study results, the theoretical contributions of the work are discussed in the article. Additionally, managerial implications for preventing WPC situations and promoting a flexible and supportive WC for ensuring enhanced employee performance are presented in the article. Finally, the article discusses the limitations of the work and how future studies can be carried out based on this work.

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Table I*Means, standard deviations, and correlations of variables*

Variable		<i>M</i>	<i>SD</i>	WC	WPC	IWP	SS	Gender	Age	EL	OP
1. WC	Study 1	2.18	.813								
	Study 2	2.21	.842								
2. WPC	Study 1	3.84	.809	-.453**							
	Study 2	3.86	.801	-.487*							
3. IWP	Study 1	2.24	.898	.536**	-.449**						
	Study 2	2.28	.926	.595**	-.457**						
4. SS	Study 1	2.13	.763	.270**	-.236**	.373**					
	Study 2	2.12	.743	.218**	-.205**	.305**					
5. Gender	Study 1	1.26	.438	-.032	-.002	.039	.038				
	Study 2	1.27	.445	-.041	.011	-.010	.040				
6. Age	Study 1	2.05	.588	.031	.112*	-.072	-.008	.003			
	Study 2	2.08	.598	.103	.072	-.003	-.058	.005			
7. EL	Study 1	2.39	.582	-.065	.121*	-.143*	-.037	.189**	.300**		
	Study 2	2.39	.578	-.007	.102	-.076	-.054	.165**	.337**		
8. OP	Study 1	1.15	.361	-.025	.118*	-.127*	-.008	-.021	.646**	.316**	
	Study 2	1.15	.356	-.021	.088	-.107*	-.007	-.006	.568**	.286**	
9. LS	Study 1	2.14	1.153	-.076	.105	-.074	.018	.021	.617**	.305**	.689**
	Study 2	2.18	1.129	-.043	.090	-.050	.008	.030	.611**	.284**	.676**

Note. M and SD are used to represent mean and standard deviation, respectively. Life Stage (1 = Single, 2 = Married and living with spouse/In a Live-in Relationship with significant other, 3 = Family with Young Children, 4 = Family with Adolescents). Gender (1 = Male, 2 = Female). Age (1 = 18-25, 2 = 26-35, 3 = 36-45, 4 = 46-55, 5 = Above 55). Education Level (1 = Higher Secondary, 2 = Graduation, 3 = Post Graduation, 4 = Doctorate, 5 = Post Doctorate). Organizational Position (1 = Fresher, 2 = Probation Period, 3 = Junior Level, 4 = Middle Level, 5 = Senior Level).

Study 1: N= 222; Study 2: N = 256

**indicates $p < .05$, one-tailed.*

***indicates $p < .01$, one-tailed.*

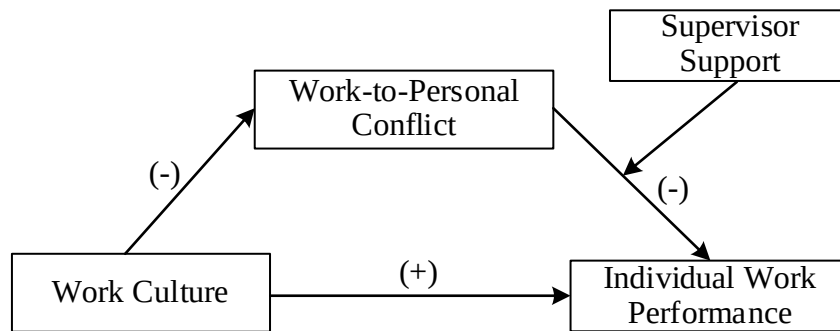
Figure 1*Theoretical Framework*

Figure 2

Slope analysis for the moderation of SS between WPC and IWP (Study 1)

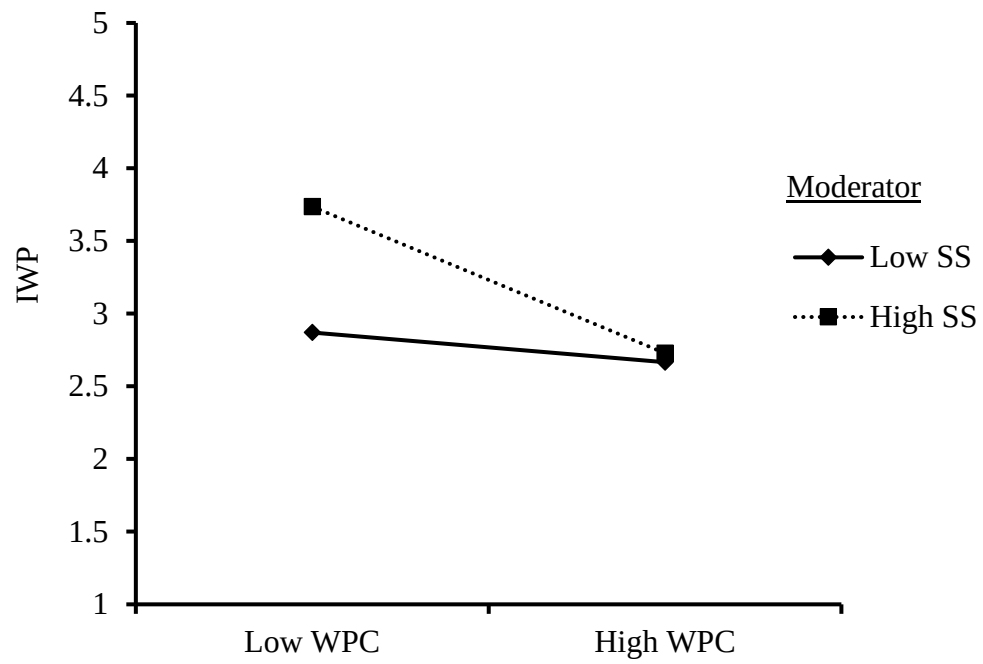
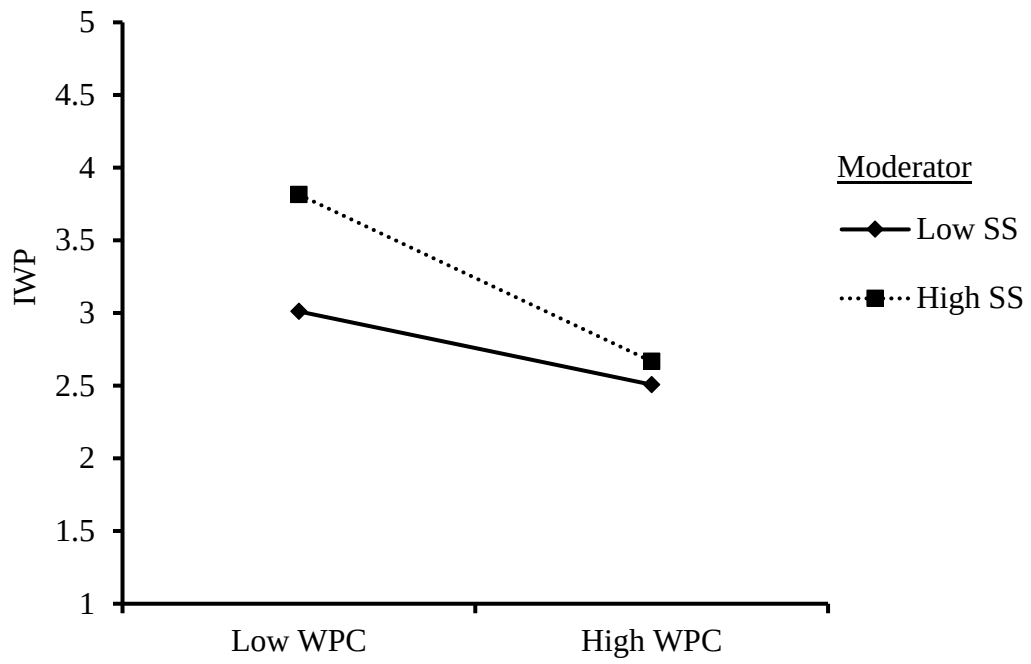


Figure 3

Slope analysis for the moderation of SS between WPC and IWP (Study 2)



Supplementary Table I

Demographic Characteristics

Category	Study 1 (n = 222)		Study 2 (n = 256)	
	Frequency	(%)	Frequency	(%)
<i>Gender</i>				
Male	165	74.30	187	73
Female	57	25.7	69	27
<i>Age (in years)</i>				
18 – 25	29	13.1	32	12.5
26-35	157	70.7	175	68.4
36-45	32	14.4	45	17.6
46-55	4	1.8	4	1.6
<i>Life Stage (LS)</i>				
Single	100	45	106	41.40
Married/ Living with significant other	26	11.7	37	14.50
Family with young children	62	27.9	75	29.30
Family with adolescents	34	15.3	38	14.30
<i>Educational Level (EL)</i>				
Diploma	5	2.30	5	2
Graduation	131	59	152	59.40
Masters	80	36	92	35.90
Doctorate	6	2.7	7	2.70
<i>Organizational Position (OP)</i>				
Junior level	53	23.87	70	27.34
Middle level	113	50.90	121	47.26
Senior level	56	25.22	65	25.39

Supplementary Table II

Standardised Regression Weights – Study 1

1 st Hypothesized Path				2 nd Hypothesized Path				3 rd Hypothesized Path			
IV → DV	β	C.R.	<i>p</i>	IV → DV	β	C.R.	<i>p</i>	IV → DV	β	C.R.	<i>p</i>
WC → WPC	-.455	-7.625	***	WPC → IWP	-.434	-7.214	***	WC → IWP	.539	9.593	***
Age → WPC	.103	1.246	.213	Age → IWP	.045	.546	.585	Age → IWP	-.045	-.582	.560
LS → WPC	-.048	-.558	.577	LS → IWP	.043	.497	.619	LS → IWP	.113	1.390	.164
OP → WPC	.053	.589	.556	OP → IWP	-.104	-1.156	.248	OP → IWP	-.129	-1.537	.124
EL → WPC	.064	.987	.324	EL → IWP	-.094	-1.442	.149	EL → IWP	-.101	-1.665	.096
Gender → WPC	-.027	-.445	.656	Gender → IWP	.052	.859	.390	Gender → IWP	.070	1.233	.218

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$

Supplementary Table III

Standardised Regression Weights – Study 2

1 st Hypothesized Path				2 nd Hypothesized Path				3 rd Hypothesized Path			
IV → DV	β	C.R.	<i>p</i>	IV → DV	β	C.R.	<i>p</i>	IV → DV	β	C.R.	<i>p</i>
WC → WPC	-.500	-9.112	***	WPC → IWP	-.451	-8.100	***	WC → IWP	.601	11.893	***
Age → WPC	.108	1.475	.140	Age → IWP	.097	1.313	.189	Age → IWP	-.035	-.524	.600
LS → WPC	-.025	-.318	.750	LS → IWP	.032	.397	.692	LS → IWP	.096	1.315	.189
OP → WPC	.013	.169	.866	OP → IWP	-.135	-1.724	.085	OP → IWP	-.123	-1.753	.080
EL → WPC	.069	1.181	.238	EL → IWP	-.033	-.546	.585	EL → IWP	-.055	-1.023	.306
Gender → WPC	-.021	-.387	.698	Gender → IWP	-.002	-.032	.975	Gender → IWP	.021	.412	.680

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$

Supplementary Table IV

Mediation Analysis Summary

Mediation Analysis Summary					
Relationship	Direct Effect	Indirect Effect	Confidence Interval		Conclusion
WC → WPC → IWP (Study – 1)	0.314 ($p < 0.001$)	0.123 ($p < 0.001$)	LB = 0.035	UB = 0.270	Partial Mediation
WC → WPC → IWP (Study – 2)	0.368 ($p < 0.001$)	0.131 ($p < 0.001$)	LB = 0.048	UB = 0.270	Partial Mediation
<i>Note.</i> LB = Lower Bound; UB = Upper Bound					

Supplementary Table V

Moderation Analysis Summary

IV → DV	Study 1			IV → DV	Study 2		
	β	C.R.	p		β	C.R.	p
InterWPCxSS → IWP	-.201	-3.169	.002	InterWPCxSS → IWP	-.155	-2.608	.009
SS → IWP	.232	3.930	***	SS → IWP	.193	3.466	***
WPC → IWP	-.303	-4.952	***	WPC → IWP	-.357	-6.219	***
Age → IWP	.018	.238	.812	Age → IWP	.091	1.278	.201
LS → IWP	.084	1.012	.311	LS → IWP	.063	.794	.427
OP → IWP	-.126	-1.496	.135	OP → IWP	-.158	-2.106	.035
EL → IWP	-.092	-1.511	.131	EL → IWP	-.029	-.505	.614
Gender → IWP	.037	.659	.510	Gender → IWP	-.015	-.280	.779

Note. IV = Independent Variable; DV = Dependent Variable. *** $p < 0.001$; InterWPCxSS represents the multiplication of the mean centered values of WPC and SS

Supplementary Table VI*Confirmatory Factor Analyses (Alternative Model Testing) for the mediation model*

Models		χ^2/df	CFI	TLI	SRMR	RMSEA
3-Factor model where WC, WPC and IWP load on its respective factors	Study 1	1.297	0.987	0.984	0.077	0.037
	Study 2	1.400	0.985	0.982	0.074	0.040
2-Factor model where WC and WPC load on one factor	Study 1	2.723	0.925	0.908	0.147	0.088
	Study 2	2.898	0.931	0.915	0.134	0.086
1-Factor model where WC, WPC and IWP load on one factor	Study 1	5.350	0.890	0.768	0.111	0.140
	Study 2	5.960	0.818	0.778	0.105	0.139

Note. For the CFA, we considered the recommendations of Hu and Bentler (1999), the prescribed threshold values of χ^2/df (< 3), Tucker-Lewis Index (TLI; > 0.90), Comparative Fit Index (CFI; > 0.90), Standardized Root Mean Square Residual (SRMR; < 0.09) and Root Mean Square of Approximation (RMSEA; < 0.06) for evaluating the model fits.

Supplementary Table VII*Confirmatory Factor Analyses (Alternative Model Testing) for the moderation model*

Models		χ^2/df	CFI	TLI	SRMR	RMSEA
3-Factor model where WPC, SS and IWP load on their respective factors	Study 1	1.018	0.999	0.999	0.036	0.009
	Study 2	1.096	0.996	0.995	0.035	0.019
2-Factor model where WPC and SS load on one factor	Study 1	3.078	0.906	0.885	0.105	0.096
	Study 2	3.343	0.908	0.888	0.099	0.096
1-Factor model where WC, WPC and IWP load on one factor	Study 1	4.114	0.855	0.824	0.112	0.119
	Study 2	4.632	0.857	0.826	0.113	0.119

Note. For the CFA, we considered the recommendations of Hu and Bentler (1999), the prescribed threshold values of χ^2/df (< 3), Tucker-Lewis Index (TLI; > 0.90), Comparative Fit Index (CFI; > 0.90), Standardized Root Mean Square Residual (SRMR; < 0.09) and Root Mean Square of Approximation (RMSEA; < 0.06) for evaluating the model fits.