



The Association between Team Satisfaction and Work-Family Conflict: The Mediating Role of Flexible Work Options and Job Demands

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Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

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ABSTRACT

This study examined the link between team satisfaction and work-family conflict and explored the mediating effects of flexible work options and job demands in this relationship. It consisted of a survey among employees from five Irish companies. The sample consisted of 220 employees, a response rate of 53%. Overall, findings showed that team satisfaction had a negative association with work-family conflict and negatively predicted work-family conflict; the Beta Coefficient for this regression was $-.17$, $t(199) = -2.547$, $p < .05$. Similarly, team satisfaction demonstrated direct effects = $-.25$, $SE = .09$, $p < .01$, $95\%CI = -.43$ and $-.07$; and total effects = $-.33$, $SE = 0.95$, $p < .001$, $95\% CI = -.52$ and $-.14$ on work-family conflict. The study further found an indirect effect of team satisfaction on work-family conflict through pace of the tasks which is an aspect of job demands; indirect effect = $-.06$, $SE = .032$, 95% (Bootstrap CI) = $-.13$ and $-.01$. Practical implications and future research lines are discussed.

Keywords: *Team satisfaction; work-family conflict; flexible work options; job demands; HR practices; teamwork.*

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1. INTRODUCTION

Teamwork which is dependent on team viability is an aspect in organizational structure which has been adopted by companies to enhance their business performance [1]. Studies show that the use of teams in the workplace is widespread in the UK and USA manufacturing sector [2]. Likewise, a study in the UK manufacturing sector indicates that the more widespread the use of teamwork in organizations, the higher the level of organizational innovation [3]. However, to the best of the researcher's knowledge, there are scarce studies on employees' perceptions of team satisfaction also known as team viability. Teamwork effectiveness is perceived in two dimensions: Team performance and team viability [1]. Team performance is concerned with the extent to which the team meets the required output standards as set by the team, such as 'acceptability of output to customers within or outside the organization who receive team products, services, information, decisions or performance events' [1]. Team viability is concerned with the extent to which the team satisfies its members and maintains the capability and willingness to continue as a group. 'This entails members' satisfaction, participation, and willingness to continue working together' [1]. This study focuses on the later teamwork aspect, i.e., team satisfaction. While team satisfaction is an important aspect in employee and organizational performance, the 2018 Global Talent Trends study indicated that permanent workplace flexibility is an aspect which employees have identified to attract them to seek for a job in a firm. The study found that 51% of employees wish their company offered more flexible work options. The findings also show that 71% of thriving individuals say their company offers them flexible work compared to 32% of non-thriving [4]. The findings further show that companies which give their employees flexible work arrangements help their employees maintain a good work-life balance. With the current changes in workplace conditions, [5] found out that increased pressure to work long hours, work overload, and job demands were associated with among other things greater work-life imbalance. In the same vein, studies show that work pressure and increased job demands especially long working hours have been linked to ill-being, i.e., negative indicators in employee well-being [6], and increased work-life conflict [7]. Other aspects of job demand that are considered negative in the workplace include additional responsibilities and decision-making pressure [7].

This study contributes to the literature by addressing questions on the extent to which employees as stakeholders in a workplace setting perceive teamwork and team satisfaction. In particular, it aims at indicating how team satisfaction works in relationship with other variables that define employee efforts in securing well-being. The study is in line with extant researchers who focus on examining perceptions of HR practices from the perspective of employee themselves [8,9,10,11]. The rationale behind the approach used in this study is that knowledge of the role of teamwork on employees' behavioral and attitudinal outcomes is still evolving due to mixed results as indicated in the extant literature. This study, therefore, contributes to the literature by bringing new findings from employees-lived experience in the Irish setting while using two theoretical perspectives; the Social Exchange Theory [12] and the Job Demand-Resource model [13]. The study also contributes in advancing our understanding of the mediation role of these work-related HR practices. This paper is organized in five major sections. After this introduction, the second part presents the conceptual framework and expounds literature which was necessary for formulation of hypotheses. This is followed by the research paradigm which guides the testing of proposed hypotheses. The methodology employed is also discussed. The discussion on methodology includes sampling procedures, measurement of variables, methods of data collection and data analysis strategies. In the third part of the paper results are presented with comments on their implication. Prior to conclusion, the fourth part presents discussion of findings followed by study limitations and future lines of research. Lastly, the study ends with conclusion.

2. LITERATURE REVIEW

Two approaches have been advanced as reasons behind the founding of HR practices. From an employee perspective, HR practices have been found either to signal recognition and commitment among employees and so enhance their well-being [14]. This perspective highlights the "progressive" or "highway" HRM practices beneficial to employees. Alternatively, HR practices have been found as control tools to restrict employee autonomy and thus increase workload which results in lower self-esteem and other negative physical and psychological states [15]. Theoretically this study uses two theoretical

lenses to explain the rationale behind the assessment of the links between flexible work options and job demands in the relationship between team satisfaction and employee perceptions of work-family conflict. The study uses the Social Exchange Theory which presupposes that if employees perceive that they are treated well by their employer, they will in return pay back in positive, beneficial and favorable ways [12,16,17]. The basis for this assertion is the norm of reciprocity theory [16], which makes two minimal demands that (a) people should help those who have helped them, and (b) people should not injure those who have helped them [16]. The norm of reciprocity, therefore, assumes that employers will utilize work-related HR practices which will not harm their employees. These practices are expected to be favorable to the workforce and thus reduce the likelihood of work-family conflict. The study also uses the theory to explain the basis for potential positive aspects when flexible work options are in place. The rationale behind the link between social exchange theory and flexible work options is when the employer allows the employee to exercise choice over the working patterns. In this regard, the employee rather than the employer chooses the working arrangement which increases employee's flexibility in the workplace. Thus, social exchange theory explains employees trading flexibility for effort needed in the workplace [17]. In this regard, employees will increase their work depending on the extent to which there is an exchange of flexibility with the employer. The study also uses the Job Demands-Resource model (JD-R model) [18,19] which provides an explanation on balancing between aspects of the job that help the employee to achieve goals or hinder the employee from achieving desired goals. Studies have classified working conditions into two main categories: job demands and job resources. Job resources are expected to foster and enhance personal growth, learning and development, while job demands require effort and are related to physiological and psychological costs [20]. Job resources which also work as job control, in general include practices that foster employee autonomy; freedom in how to carry out given tasks, performance feedback, learning and development, and social support [21,20]. This model is relevant in this study because when job stressors occur, an employee has to look for resources or ways to adapt to the demanding aspects of the job because job demands imposed on employees may affect their behavioral and affective responses [22,23].

2.1 Team Satisfaction

Implementation of teams has been identified as one of the most common changes in work settings [24]. Most of the studies on teamwork have adopted a 'team-process-output' model as a way of demonstrating how teams work and how teams are effective in various circumstances [25]. Literature shows that substantial amount of studies has focused on potential team process variables such as communication between team members, team reflexivity and self-regulation, and self-leadership of team members [25]. However, studies on the extent to which teamwork is successful, have shown mixed results as far as effectiveness of teamwork is concerned. This mixture is due to the fact that whereas some teams are very successful, others are confronted with a series of failures [26]. It should be noted that the mere presence of teams is not a panacea for all organizational problems [27]. That is why there is a need of examining team satisfaction as an aspect of team process and its links to various employee reactions to HR practices. It is also necessary to note that most of the studies which were interested in predicting how teamwork functions in organizational setting, were accused of neglecting mediating variables which would demonstrate the circumstances under which the predictors would be effective [25]. Still, some studies which included mediation tests showed that the effects of teams still leave a lot to be desired [3]. The bottom line being that teams can perform well in given tasks; however, their performance depends on how much additional tasks are given to them, i.e., task complexity [28]. This study uses team satisfaction as a predictor variable in order to demonstrate its link to work-family conflict.

2.2 Work-family Conflict

Research shows that employee well-being and work-family conflict constitute a wide area in the employees' work-life since there are physical and mental outcomes such as illnesses on employees and those connected to them, which should not be overlooked [29]. Furthermore, greater international competition, technological changes which facilitate the expansion of the 'gig' economy, and the development of temporary employments with increased numbers make most of the workplaces potentially insecure [30]. Extant research further shows that the current pace and pressures of work-life constitute one of the greatest sources of employee ill-being since the boundaries between work and home

life continue to disintegrate [29]. Studies show that there is increasing work-home interference [31], which increases work-life conflict. It is claimed in the Strategic HRM literature that application of more HR practices to improve performance has sometimes resulted in work intensification without providing workers with the resources to cope with this challenge [30]. In this regard, the work-life problem is also increased by the work-home interference which refers to a process of negative interaction between work and home domains [32]. It can also be described as a form of inter-role conflict in which the role pressures from the work and the family domains are mutually incompatible so that participation in the home-role conflicts with participation in the work-role [33]. This study, therefore, contributes to the view that organizations should among other things promote friendly HR practices and flexible engagement with potential job stressors to reduce work-family conflict [29]. On the basis of the social exchange theory and the norm of reciprocity and the recent empirical results, this study posits a negative association between team satisfaction and employees' perceptions of work-family conflict. Thus, the following hypothesis:

H1: Team satisfaction will be negatively associated with employees' work-family conflict

2.3 Flexible Work Options

The 8th Survey by [34] study which surveyed 7,300 respondents found out a number of interesting things which highlight the importance of considering flexible work options in achieving work performance and reduce work-family conflict. Among these findings include: (a) 30% of respondents have reported leaving a job because it did not offer flexible work options, (b) Sixteen percent are currently looking for a new job because of flexibility issues, (c) 80% also said they would be more loyal to their employers if they had flexible work options, (d) more than half (52%) of respondents have tried to negotiate flexible work arrangements with their employer. The survey also asked respondents why they seek flexible work options. The responses included top four reported reasons people seek flexible work. These are: (a) work-life balance (75%), (b) family (45%), (c) time savings (42%), and (d) commute stress (41%). This [34] Survey shows that 'work-life balance' (75%) and 'family' (45%) constitute an aspect which majority of the respondents identified as the reason behind their desire or wish to have flexible work options in the

workplace. These findings drive us to examining the link between teamwork (which is increasingly becoming a choice in many organizations [24]) and work-family conflict when flexible work options are in place. The study by [7] showed that long working hours and weekend work were more common in the UK and the pattern of working hours is highly dependent on gender. The report by [35] argues that in most European countries flexible working-time arrangements are settled at the level of the firm and other working arrangements are meant to reconcile work and private life. On the basis of the social exchange theory and recent findings in this area, this study posits that flexible work options will be associated with team satisfaction and work-family conflict. Thus, the following hypotheses:

H2: Flexible work options will mediate the association between team satisfaction and work-family conflict

2.4 Demanding Aspects of the Job

Demanding aspects of the job have been labelled differently to include names such as job demands, role demands, workload demands and work pacing demands. They are also referred to as psychological stressors, which include having to work fast and hard, having too much work to do within too little time, and or having a heavy workload [13,36]. In this regard, the job demands construct is normally used to assess employees' feelings and thinking about demanding aspects of their job or role obligations [22] which lead to work-family conflict. There are scholars who suggest that higher job demands provide an elevated state of arousal in a worker, which in turn make an employee either cope with the situation by modifying his or her work context or cope by upgrading one's skills and abilities in order to match the high job demands [13,22]. In this regard, [13] for example, contends that redesigning one's work processes may allow an increase in decision latitude among many workers and reduce mental strain and so lead to an increased ability to cope with job demands without affecting company output level. In this regard, there are studies which suggest that certain job demands have a positive role in employees' experiences at work [36] and positive job-related attitudes [37]. Nonetheless, other studies suggest that employees' perceptions of work demands may not be beneficial to the employees [38,39]. Such studies have included an examination of employee attitudes towards heavy workloads, conflicting or ambiguous job

roles and job satisfaction [40]. Thus, due to the conflicting results of these studies, it is still unclear whether job demands are experienced as challenging and thus positive in enhancing performance [36] or they are a hindrance at work which may limit performance [41,42] and affect employees' work life. Likewise, since teamworking is becoming more widespread in many organizations in particular the manufacturing sector [2,24,43] and since employees are inspired by the need of collaborative strategies and team efforts in the modern workplace [4], examining the role of job demands in the relationship between team satisfaction and work-family conflict is of great research interest. In this regard, on the basis of the Job-Demand Resource model [13,18,19] and the recent empirical results, this study posits that demanding aspects of the job are associated with team satisfaction and work-family conflict. Thus, the following hypothesis:

H3: Job demands will mediate the association between team satisfaction and work-family conflict

3. METHODOLOGY

3.1 Research Paradigm

Fig. 1 depicts the proposed research model for testing the mediation relationship between flexible work options and job demands on the relationship between team satisfaction and work-family conflict. This model is adopted from the conceptual mediation model by [44,45].

Based on the model depicted in Fig. 2, this study tests the hypotheses and runs mediation analysis with the view that (1) Team satisfaction (X) is hypothesized to predict work-family conflict (Y), and (2) Flexible work options and job demands as mediators (M) are hypothesized to mediate the association between team satisfaction and work-family conflict. The mediation test is carried out using PROCESS in SPSS version 25 which allows the researcher to test for Total effects, Direct effects and Indirect effects in a regression-based approach [44,45].

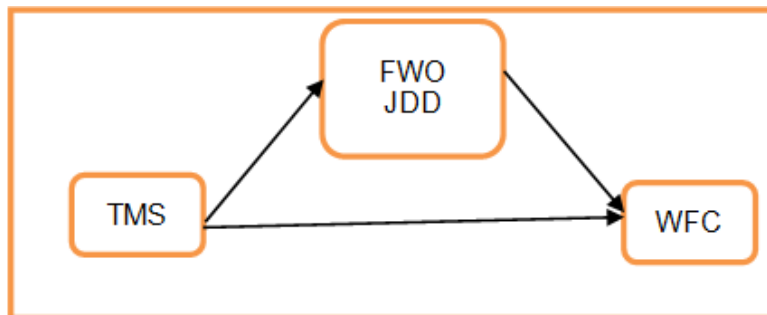


Fig. 1. Conceptual model depicting association between team satisfaction and work-family conflict and mediating role of flexible work options and job demands

Figure, adopted from [44,45]

Notes: FWO = Flexible Work Options; JDD = Job Demands; TMS = Team Satisfaction; WFC = Work-family Conflict

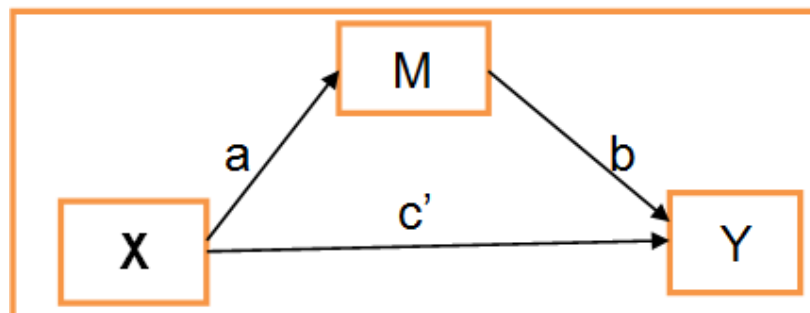


Fig. 2. Simple mediation model

Fig. 2, adopted from [44,45]

3.2 Sampling and Data Collection

This study is based on data gathered through a survey of employees working in firms which were identified in a larger firm level study [46] where High Performance Work Systems (HPWS) were in use. The original study by [46] included 132 firms. These 132 firms were invited to participate in this study at employee level. The five companies came from the manufacturing, financial services, transport and communication sectors. A random sample of employees from these companies represented production, maintenance, service and clerical areas, as well as employees from administrative and executive areas. The survey was distributed to approximately 40 to 100 employees across each of the companies. A total of 220 responses were received and the overall response rate (weighted) was 53 per cent. This response rate is favorable when it is compared to similar HPWS-related studies which had response rates ranging from 6 per cent to 28 percent and had an average of 17.4 per cent [47]. However, more recent studies have shown an increase in response rate in HPWS-related studies. A study by [48], for example, had a response rate of 28.7 per cent, [49] had a response rate of 30.7 per cent and [41] had a response rate of 34.2 per cent. It was difficult to compute any measures of a non-response bias since there was no available data for the non-responding employees. The sample consisted of 67 per cent male. In terms of education level, 33 per cent of the sample had completed their secondary level education. In terms of occupational type, the technician category was the smallest with a 7 per cent of the total sample, the professional group was the largest accounting for 30 per cent of the respondents. The mean age was the group of employees between 31- 40 years. The majority of the respondents (85%) were of Irish origin.

3.3 Data Analysis

Data analysis in this study included the examining and testing if the data was suitable for factor analysis. Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was used. This test indicates the extent of common variance among the variables, that is, indication of underlying or latent common factors. The test similarly assesses the extent of multicollinearity problems. According to recommendations by [50], a researcher should accept values greater

than 0.5 as barely acceptable, and any values below 0.5 are unacceptable. Values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good and values between 0.8 and 0.9 are excellent, and values above 0.9 are superb [51]. Table 1 presents KMO statistic for the scales which were analyzed in this study. Each of the scales was identified as suitable for factor analysis. Principal components analysis was used for Exploratory Factor Analysis for all the measures. For factor loadings, the Kaiser-Guttman rule was used, i.e., factors with initial eigenvalues greater than 1 were used to show total variance explained. If only one factor was loaded with Eigenvalue greater than one, this factor met the assumption of unidimensional latent structure. Likewise, items which met the recommendations by [52] were used for computing the measures. In terms of scale reliability coefficients (Cronbach's Alpha) - all multiple item measures adopted in this study were computed. This study maintained [53] recommendations that reliabilities which are less than 0.6 are considered poor, those in the 0.7 range are acceptable, while those above 0.8 are good. The main analytical procedures that were employed in this study include correlation and multiple regression analysis.

3.4 Measurement of Variables

Five measures were used in this study to determine various associations as proposed in the study model.

3.4.1 Team satisfaction

Six items were used to capture employees' satisfaction with work team which is also termed team viability [1,25]. The leading question was, "How satisfied are you with the following aspects of your job?" Answers were anchored on a 5-point Likert-type scale where 1 = Very satisfied and 5 = Very dissatisfied. Sample items included: 1. Your team leader, 2. The way team members work together, 3. The selection process for team leaders. This measure was reverse coded therefore the higher the score value the lesser the level of team satisfaction. Only one component was extracted in the factor analysis. All the items were above the established minimum in factor loading as recommended by [52]. They ranged from .635 to .804. The total variance explained on the factor loading which had Eigenvalue of greater than 1 was 57%. The Cronbach's alpha was .85.

Table 1. KMO statistic for multiple scales used in this study

SN	Measure	KMO statistic	Significance
1.	Team Satisfaction	.854	.000
2.	Flexible Work Options	.720	.000
3.	Job Demands	.784	.000
4.	Work-Family Conflict	.877	.000

Table 1, Source: Survey data

3.4.2 Flexible work options

This measure used four items to capture employees' perceptions of flexible work options. The leading question was "To what extent do you agree with the following statements?" Responses were anchored on a 5-point Likert-type scale where 1 = Strongly disagree, and 5 = Strongly agree. Thus, the higher the score value, implies the higher the availability of flexible work options. Sample items included: (1). I am able to work from home in normal working hours, (2). I am able to reduce my working hours. Only one factor loading was extracted. All the items were above the threshold level as recommended by [52]. The items ranged from .625 to .824. The total variance explained was 55% on the latent common factor with Eigenvalue greater than 1. The Cronbach's alpha for this measure was .72.

3.4.3 Job demands

(c) Job demands was measured by adopting [54] eight item scale which assesses employees' views about demanding aspects of their job. Examples of items included (a) Do you have to work fast? (b) Do you have too much work to do? Response options ranged from (1) Never to (5) Always. Two factor loadings with initial eigenvalues greater than 1 were extracted. All items were above the established minimum factor loading. They ranged from .508 to .863. The two factor loadings extracted correspond to the nature of the original measure. Total variance explained by the two factor loadings was 62%. Therefore, two measures of job demands were computed: (a) workload of tasks (b) pace of tasks. The workload of task dimension consisted of four items; Cronbach's alpha was .81. The pace of task dimension likewise consisted of four items; Cronbach's alpha was .75.

3.4.4 Work-family conflict

Work-family conflict was measured by adopting 5-item measure of Work-Family Conflict developed by [55]. The measure is used to assess the extent to which work interferes with

family life. Responses in this measure were obtained by using a 5-point Likert-type scale where 1 = Strongly disagree and 7 = Strongly agree. The lead question was "To what extent do you agree with the following statements?" Sample items included: 1. The demands of my work interfere with my family life, 2. The amount of time my job takes up makes it difficult to fulfil family responsibilities. Only one factor loading with Eigenvalue greater than 1 was extracted with all the items being above the threshold level as recommended. They ranged from .847 to .905. The total variance explained was 77%. The Cronbach's alpha was .93.

3.4.5 Conflict control variables

A number of control variables were identified in this study model. These were: Type of company: i.e., the sector from which the employees were drawn from. Age of participants: This were put in groups: (Under 20, 21-30, 31-40, 41-50, 51-60, 60+). Education: this was controlled for using two dummy variables: one for those with a primary degree or higher, and one for those who had completed second level (excluding from the analysis those educated above second level but below degree level). Gender was coded as 1 for male and 0 for female. Occupation: these were 1. General Skilled, 2. Skill Craft, 3. Technician, 4. Administrative, 5. Professional, & 6. Supervisory Administration. Country of origin: 1. White, 2. West-Euro exc. Irish, 3. Irish, 4. East-Euro Exc. Irish, 5. Black/Africa, and 6. Asian.

4. RESULTS AND DISCUSSION

Table 2. presents the results for the means, standard deviations, the number of respondents, and correlations among the variables in the study. The multiple regression analysis examined the extent to which employees' team satisfaction, flexible work options, and job demands explain employees' perceptions of work-family conflict. Table 3 provides details of the results of the regression analysis. Hypothesis 1 predicted that team satisfaction will be negatively associated with work-family conflict. After controlling for

Table 2. The means, standard deviations and correlations^{ab} for the study variables

	Mean	SD	N	1	2	3	4	5	6	7	8	9	10
Gender	.68	.47	219	1									
Age	3	1.1	219	.12	1								
Education	3.8	1.2	216	-.22**	-.16*	1							
Occupation	3.9	1.7	212	-.23**	.05	.34**	1						
Country - Origin	2.8	.69	219	-.05	.08	-.12	.10	1					
Team S.	3.4	.75	217	-.01	-.17*	.06	.04	.011	.85				
Flexible Options	2.4	.87	216	-.09	-.07	.14	-.03	-.21**	.08	.72			
Job - Workload	3.4	.76	218	-.03	-.15*	.09	.10	-.15*	.02	-.02	.81		
Pace of Tasks	2.6	.73	218	.02	.10	.04	.13	-.05	-.14*	.01	.45*	.75	
Work-F Conflict	3	1.04	219	.17**	.16*	-.13	.05	-.07	-.27**	-.13	.29**	.38**	.93

**Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed). ^aCoefficient alpha for multiple-item measures only are provided in the diagonal. ^bPairwise deletion of missing values reduced the Sample size from 220 to numbers ranging from 212 to 219 across various measures

company, age, occupation type, education, and gender; team satisfaction was negatively related to work-family conflict ($b = -.23, p < .05$), supporting hypothesis 1.

Mediation tests were carried out (with bootstrapped confidence intervals for Indirect effects) using PROCESS. This approach was used to test for Total effects, Direct effects and Indirect effects of team satisfaction (X) on work-family conflict (Y). Three variables were used as mediators (M). These were flexible work options (M1), job demands related to task-workload (M2), and job demands related to pace of tasks (M3). Four covariates which met conditions for correlational mediation analysis through PROCESS such as being categorical and being non-dichotomous/binary were identified. These were age, education, occupation type, and country of origin. Normally, mediation analysis is used to assess whether a mediator carries the influence of an independent variable to a dependent variable. Specifically, this analysis allows researchers to focus not on individual paths in the mediation model (Fig. 2, paths a and b), but instead focus on the product term (ab), under the logic that this product is equal to the difference between the total and direct effect [56]. This study therefore used PROCESS Version 3.5.

Correlation results in this study showed some significant associations between study variables. Team satisfaction, for example, was negatively correlated with perceptions of work-family conflict, ($r = -.27, P = .000$). This suggests that satisfaction with teamwork has a negative association with work-family conflict perceptions. Thus, team satisfaction will more likely reduce employees' work-family conflict perceptions. Another significant association is that job demands (workload of the tasks and pace of the tasks) were positively correlated with perceptions of work-family conflict. Workload was positively correlated with work-family conflict ($r = .29, P = .000$), and pace of the tasks was similarly correlated with work-family conflict, ($r = .38, P = .000$). This is an indication that an increase in job demands is likely going to increase work-family conflict. The multiple regression analysis examined the extent to which team satisfaction, flexible work options and job demands explain perceptions of work-family conflict. The results of the analyses indicate that team satisfaction was a significant predictor of work-family conflict. This supported Hypothesis 1 which predicted that team satisfaction will be negatively associated with work-family conflict. Thus, besides the negative correlation between team satisfaction and perceptions of work-family conflict, the study further found that team satisfaction predicts

Table 3. Multiple regression analysis on work-family conflict

Variables	Model 1		Model 2	
	Work-Family Conflict			
Step 1: Control Variables	B(SE)	β	B(SE)	β
Gender	.24 (.159)	.11	.18 (.145)	.83
Age	.10 (.070)	.11	.10 (.066)	.10
Education	-.09 (.066)	-.10	-.10 (.060)	-.11
Occupation type	.09 (.047)	.14	.05 (.044)	.07
Country of origin	-.19 (.114)	-.12	-.11 (.109)	-.07
D_Company 1	.11 (.194)	.04	.12 (.179)	.05
D_Company 2	-.05 (.284)	-.01	.09 (.260)	.02
D_Company 3	-.35 (.278)	-.09	-.28 (.253)	-.07
D_Company 4	-.19 (.204)	-.07	-.12 (.186)	-.05
Step 2: Independent Variables				
Team satisfaction	-	-	-.23* (.091)	-.17*
Flexible work options	-	-	-.05 (.078)	-.04
Job Dd – workload of tasks	-	-	.28** (.099)	.21**
Job Dd – pace of tasks	-	-	.33*** (.109)	.23***
ΔR ²	-	-	.18***	-
Model R ²	.085*	-	.26***	-
Adjusted R ²	.04*	-	.21***	-
Model F	1.960*	-	4.117***	-
N	199	-	199	-

Notes: D_Company 5 is omitted in this regression since it is a reference group. N = 199; *** $p < 0.001$; ** $p < .01$, * $p < 0.05$; all tests are 1-tailed

Table 4. Results for mediation analysis

Variable	b(SE)	b(SE)	b(SE)
	Direct effects	Indirect effects	Total effects
DV = Work-Family Conflict			
Team Satisfaction (X)	-.252 ^{**} (.090) 95%CI [-.43, -.07]	-.06 (.032) 95% CI [-.13, -.01]	-.329 ^{***} (.095) 95% CI [-.52, -.14]
Mediators (M)			
Flexible Work Options (M ₁)		-.003 (BootSE = .010) BootCI [-.028, .015]	
Workload of Tasks (M ₂)		-.015 (BootSE = .020) BootCI [-.057, .023]	
Pace of Tasks(M ₃)		-.06 (BootSE = .032) BootCI [-.13, -.01]	
Covariates			
Age			.10 (.066)
Education			-.11 (.064)
Occupation			.07 (.045)
Country of Origin			-.18 (.11)

Notes: N = 200; Level of Confidence for all confidence intervals = 95.00; Number of bootstrap samples for percentile bootstrap confidence intervals = 5000; DV= Dependent variable; X = Independent variable(s); M = Mediator(s)

work-family conflict. The Beta Coefficient for this regression was $-.17$, $t(199) = -2.547$, $P = .012$. Practically this prediction means that a change by one standard deviation in team satisfaction entails a negative change of $.17$ in the measure of work-family conflict.

When the study tested the Total effects of team satisfaction on work-life conflict the results were as follows; Total effect = $-.33$, SE = 0.95 , $P = .0007$, 95% CI = $-.52$ and $-.14$. These results indicate that team satisfaction has a negative total effect on work-family conflict. This implies that the more employees are satisfied, the less they perceive work-family conflict. These results support making an inference of Total effects since we are 95% confident that the effect of team satisfaction on work-family conflict lies (in the interval estimate) somewhere between $-.52$ to $-.14$ and there is no plausible reason not to rule out that the total effect is not zero. With regard to the results for the test of Direct effects of team satisfaction on work-family conflict, the Direct effect = $-.25$, SE = $.09$, $P = .0059$, 95%CI = $-.43$ and $-.07$. These results indicate that there is a negative Direct effect of team satisfaction on work-family conflict. This implies that team satisfaction is related to work-family conflict independent of the mechanisms represented by either flexible work options or job demands. In other words, team satisfaction negatively affects work-family conflict independent of the effects of flexible work options or job demands on work-family conflict. The mediation results for the test

of Indirect effects of team satisfaction on work-family conflict showed that only pace of the tasks was a significant indicator of an indirect effect; Its Indirect effect = $-.06$, SE = $.0316$, 95% (BootstrapCI) = $-.1312$ and $-.0085$ (Lower and Upper bootstrap CI respectively). Flexible work practices and task workload did not have significant indirect effects since the 95% Bootstrap CI included a zero [Flexible work practices Indirect effect = $-.003$, SE = $.0101$, 95% BootLLCI = $-.0276$, and BootULCI = $.0149$; workload Indirect effect = $-.015$, SE = $.0198$, 95% CI = $-.0568$ and $.0230$]. These results indicate that the effect of team satisfaction on work-family conflict can be said to be transmitted through the pace of the tasks as a mediator. Thus, this study establishes an indirect effect of team satisfaction on work-family conflict via pace of the tasks aspect of job demands.

5. LIMITATIONS AND FUTURE LINES OF RESEARCH

One limitation that can be conceived of this study is on the power of generalization from sample to population of the study. Based on the sample size of the study (N = 220) which is similar to studies of this kind, such as [9] whose sample consisted of 155 engineers drawn from 19 different companies and industries, the sample in this study was drawn mainly from Irish companies and 85% of the respondents were of Irish origin. In this regard, making generalizations of the findings in this study should be made

cautiously since research implications can be different from one country to another or from one culture to another. Another limitation of the study could be that inferences on mediation studies are best appropriate in experimental designed studies [57]. This study is non-experimental and is not based on laboratory experiments. Thus, to some researchers it may not be in line with the scholars who recommend experimental, laboratory-based and longitudinal studies in order to make inferences on mediation results [57]. In this regard, interpretations of this study must be made with caution of the above concern. However, this study is consistent with mainstream scholars who consider mediation tests as indicators of causal models when no experiments can be made. The study used the percentile bootstrap confidence interval technique which is more widely recommended method for inference about the indirect effect in mediation analysis [58]. However, since this study could not explicate all relevant pathways in mediation analysis, and since new data come and new tests are invented, this study recommends that future research should opt for experimental and laboratory designed approaches in order to increase validity and the power of generalizations among variables that have been examined in this study.

6. CONCLUSION

The findings in this study demonstrate that team satisfaction is negatively associated with work-family conflict. Team satisfaction has also demonstrated to have indirect effects on work-family conflict via pace of the tasks which is an aspect of demanding aspects of the job. It has also negative direct effects and total effects on work-family conflict. These findings have practical implications to organizations and to employees who are the fulcrum of HR practices as experienced by them. While the design of the study does not allow us to claim a causal relationship between team satisfaction and work-family conflict, this study however, provides useful insights for any company seeking to improve employees' well-being by enhancing teamworking and thus mitigate the impact of demanding aspects of the job on employee work-life balance. These results challenge policy makers, management practitioners, and researchers to think of teamwork and team satisfaction in a more expansive way than it has been the norm until now. While every company has its own ways of managing people, these results suggest that companies may also find

more effective ways of enhancing employees' perceptions of teamwork and maintain employees' capability and willingness to work as a group and ultimately reduce work-family conflict. This study used the Social Exchange Theory which is a valid SHRM perspective in the HRM practices–employee–organization performance linkages. It used also the Job Demand - Resource model which likewise considers the extent to which employees perceive HR practices as resources or demands which can limit or enhance their performance. These theories and the methodology used demonstrate to management practitioners and policy makers that there is always a desire to a 'win-win situation' between employers and employees when it comes to utilization of HR practices in the workplace. In this regard, this study's perspective highlights more the "progressive" or "high way" HRM practices which are beneficial to employees, and at the same time highlight HR practices which can be control tools and which restrict employee autonomy and thus increase workload and pace of tasks which results in work-life conflict.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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