WORKPLACE SUPPORT AND WELL-BEING AMONG WORKING PARENTS

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ABSTRACT

Background and Purpose: Workplace support is vital in ensuring positive psychological well-being of working parents. The balancing act between work and family may affect the well-being of working parents due to strenuous responsibilities. Hence, this study intends to examine the relationship between workplace support and the well-being of working parents.

Methodology: The study employs a cross-sectional survey where 146 working parents were recruited. A multiple regression analysis was employed.

Findings: Current study found workplace support was a significant predictor of working parents' well-being ($F(1, 134) = 2.70., p < .01$), while all the predictors variables (organizational [$r = .18, p < .05$], supervisory [$r = .17, p < .05$] and co-worker support [$r = .17, p < .05$]) showed positive significant positive relationship with working parents' well-being.

Contributions: Current research provided insight toward the development of career counselling and understanding of the implication of workplace supports for healthier working parents. Furthermore, this study also contributed to the literature of human development and Super lifespan theory based on the current human development cycle.

Keywords: Workplace support, supervisory support, co-worker support, working parents and psychological well-being.

Cite as: Ying, C. Z., & Mohamad Nor, A. (2023). Workplace support and well-being among working parents. *Journal of Nusantara Studies, 8*(1), 46-67. http://dx.doi.org/10.24200/jonus.vol8iss1pp46-67

1.0 INTRODUCTION

Raising a child is a prodigious responsibility shouldered by the parents. Most parents would sacrifice everything for their child, even if having a child means they will lose their "me" time. Parents are the greatest influencer of their children (Haskins & Jacobsen, 2017). Parents in this digital era are even more aware of their roles in their children's life. However, time and energy spent on their children are somewhat limited due to the increased work responsibility. The increased living expenses force parents to work harder to bring provision. This changes the traditional family system of the father as the main breadwinner and the mother as the main caretaker to a dual-earner family system. The energy needed to care for the children after working hours is similar to having a second shift. It became worst when these responsibilities mean having rest deficit every day (Minnotte, 2014). In the long run, this might affect both the physical and psychological health of the parents. Taking a step back, would parents still able to be a good influence if they are unwell?

Regrettably, parental well-being is often a subject to be ignored as the child is always the priority of everything, where the objective of most past research focused on children's development and well-being (Lv et al., 2018). Inevitably, dual responsibilities are the norm for current society to battle with the increased living cost. The heavily weighted time spent in the workplace is believed to improve parental well-being with adequate workplace support (Zakaria & Ismail, 2017). Workplace support could help working parents manage the negative spillover from either family-to-work or work-to-family (Clark et al., 2015). Despite that, the definition of worksite support is ambiguous. Many of the research consist only of organizational policies and superior support in their study of understanding the worksite support without including co-worker support in the picture (Bansal & Agarwal, 2017; Lee & Duxbury, 1998; Minnotte, 2014). This made the study to be inadequate in understanding workplace support from a holistic perspective. Therefore, this study focuses on examining the relationship between workplace support and the well-being of working parents.

2.0 LITERATURE REVIEW

This section looks into the past literature focusing on the fundamental concepts of the study.

2.1 Life-Span Theory and Working Parent's Stressor

Career development is a lifelong process, where this development started even at the early stage of life. Sharf (2006) believed that the priority of life changed according to age. Furthermore, most individuals carried more than one role in their developmental stage. The age between 25 to 40 years is the period where many people has reached the stage of consolidating their field of career (Sharf, 2006). Most of the individuals who are at this stage of life have greater certainty of what they want and like to do for their career. They also look for career advancement even if this means greater responsibilities.

Middle adulthood is the most active stage of life where the activities that happened in both work and family domains are at their peak (Sharf, 2006). It is a stage where people start to form a new family through marriage or raising the next generation. Among all, parenting seems to be one of the most strenuous tasks (Huffman et al., 2013). The needs of caring for a child from feeding, protecting, and raising incur indescribable stress. It becomes even overwhelming when work responsibilities are added into the context. Hence, despite being the most active and healthiest, the prolonged high responsibilities as a worker and a parent drained all their available resources as a middle adult. These unmanaged experiences might lead to possible burnout or even physical health destruction. Therefore, current research focuses on working parent with at least one child who aged 18 years old and below as these are the time where their parenting role is greatly needed.

2.2 Job Demands Resources Model

At present, working parents have to deal with dual strenuous responsibilities as explained in the Job Demands Resources (JDR) model. JDR was used to understand the effect of job demands and job resources on various aspects of individual life, for example, work motivation and individual well-being (e.g., Salanova & Schaufeli, 2008; Demerouti et al., 2001). Job demands come in different forms such as time pressure, work task and emotional demand. Coupled with a certain degree of psychological and physical fatigue, job demands require an individual to stay engaged to achieve targets and corporate goals (Demerouti et al., 2001). Job resources also come in different forms such as the social or physical support in an organization (Abdullah et al., 2020; Demerouti et al., 2001). Job resources help in alleviating the physiological and psychological stresses by acting like a cushion to absorb negative costs from job demand. The balance of job demands and job resources help in producing a more functional working environment for employee as they feel being supported without being overly drained.

Most of the descriptions of job demand surrounded workplace responsibilities; nevertheless, work-family conflict should also be viewed as part of job demand. Work-family conflicts carry several negative effects on corporate behaviors such as high company turnover rate, job dissatisfaction and low employee commitment (Hoonakker, Carayon, & Korunka, 2013). Work-family conflicts refer to the inter-role struggles from both work and family domains that are mutually not compatible with one another. It happens in a bidirectional way where it can be either from family-to-work or work-to-family (Hoonakker et al., 2013). Family to work conflicts refers to the phenomena of family requests interfering the work domains (Hoonakker et al., 2013). For illustration, worrying for the sick child at home caused working parents to have difficulty staying focus on their work. These consequently affect their working performance (Bansal & Agarwal, 2017).

On the other hand, work demands will spill over to the family domain. The advancement of technology allows a company to stay connected with their employees wherever they go. One major downside of such development is the increase of organization intrusion to employees' off-hour such as via smartphone applications (such as What's App and WeChat) or email (Haar, 2017). This consequently exacerbates the spillover effect from work to home and creates challenges for employees to balance their work and personal life. These prolonged experiences might not only affect the parents but radiate to their family and lastly the work life. Such experience is shattered not only on individuals' physical but their psychological well-being. As such, parents might no longer capable of managing both domains.

While many studies on job-demand resources focus on workplace demand, there is a need to investigate job-demand resources within the domain of family. It was found that the balance of demands and resources predicted higher perceived parenting success as it helps parents to better manage both domains (Minnotte, 2014). As such, having a supportive family is an example of resources that assist parents to manage work-family issues. Even so, the long hours spent in the workplace suggest workplace support should never be taken lightly. Among all, workplace social support is one of the most important resources. This is because the workplace is made up of a group of people. The main internal workplace stakeholders can be simplified into three levels which are the organization, supervisor and co-worker and they are the main workplace social support (Minnotte, 2014).

The hypothesis of the research is:

H₁: Workplace support is a significant predictor of working parents' well-being.

2.2.1 Organizational Support

Organizational support refers to the larger aspect of social support from the company such as company policies or the work culture (Abidin, Ismail, & Nor, 2019; Minnotte, 2014). It provides a basic structure that guides their employees based on the policies created. Some policies include flexible time arrangements, childcare support, or career break (Ahmad, 2007; Hartung & Hahlweg, 2010). These policies cultivate a family-friendly culture where the workers will be more open in sharing their family matters and being appreciative toward one another family. A worker who works in this encouraging environment will be more comfortable attending to family needs such as receiving call from home during work hours. Subsequently, it decreases the dispute of work-family conflict as family life could integrate into working life (Bansal & Agarwal, 2017). They will also be more likely to enjoy working in that company, as they felt they are taken care.

On the contrary, an organization with less family-friendly policies will produce managers that are more passive toward their co-worker's familial needs. Such organizational culture would place extra emphasis on prioritizing work over family (Radcliffe & Cassell, 2015). Their concept of a good worker is to put one hundred and ten percent of efforts into work and anything aside from the company's work is considered secondary. Working parents who work in such unsupportive environment tend to experience greater work-family conflict (Radcliffe & Cassell, 2015). The long working hours may result in low energy and fatigue leaving the workers with insufficient support and resources to cope with family demands. The inability to attend to the need of their family even if it is an emergency may result in working feeling powerless.

The hypothesis of the research is:

H₂: There is a correlation between organizational support and working parents' well-being.

2.2.2 Supervisory Support

Supervisory support is vital support for worker (Abdullah et al., 2020; Mohamad, Ismail, & Mohamad Nor, 2020a). Supervisors are the gatekeeper in cultivating work culture among their team (Minnotte, 2014). They provide immediate working experience to their subordinates. Ladge et al. (2015) suggested that supervisory support come in two different arrangements. Formal arrangement refers to those policies implemented by the company such as parental leaves (Kelly & Kalev, 2006). Informal arrangement is based on the supervisor's flexibility to

allow workers to manage their family issues (Ladge et al., 2015). Workers who work under these supervisors will be more open to share about their family issues. This consequently lowers job strain and produce better work-family life (Bansal & Agarwal, 2017; Minnotte, 2014). Under such circumstances, parental well-being will be taken care of through better management of job tasks.

Contrary, supervisors who are less family-friendly inclined will create greater stress to working parents (Mohamad, Ismail, & Mohamad Nor, 2020b). They will be more rigid in giving ways for their employee to deal with family matters. Workers who work under such management would feel fearful to deal with family matter during working hour (Hochschild, 1997; Lee & Duxbury, 1998). This intensify during family emergency as parents are placed in a difficult position to deal with greater work-family conflicts. They will also influence their subordinate's behavior. Hence, workers who work under such leadership will be antagonistic toward family-friendly concept. They will be discriminated against for presenting themselves as a family person. In the long run, it deteriorated parental well-being as they need to spend more resources to deal with such two distinctive roles (Bansal & Agarwal, 2017).

The hypothesis of this study is:

H₃: There is a correlation between supervisory support and working parents' well-being.

2.2.3 Co-worker Support

Co-worker support is the third workplace support that has often been taken lightly. Working parent interacts the most with their co-worker (Ladge et al., 2015). Supportive co-worker enhances job satisfaction and reduces work-family conflicts (Minnotte, 2012). They provide instrumental support by sharing workload during emergency time off and emotional support through personal relationships (Minnotte, 2012). Workers who shared their personal experiences with their co-workers tend to have better working experiences (Sloan, 2017). The friendship fostered provide a reliable source for parent and subsequently augment individual's positive experience as a worker and a parent (Allard, Haas, & Hwang, 2011).

Conversely, a co-worker who is non-supportive toward the family-friendly concept may create a negative impact to the parent (Allard et al., 2011). Working parents who work in such environment usually suffer higher psychological distress (Allard et al., 2011). This working environment delivers greater discrimination toward working parents. Co-workers in this environment are unsupportive toward the concept of job sharing as they view it as additional

responsibilities (Allard et al., 2011). This enhances work-family conflict, creating an imbalance between work tasks and family responsibilities.

The research hypothesis is:

H4: There is a correlation between co-worker support and working parent's well-being.

2.3 Conceptual Framework

Figure 1 shows the relationship of different type of workplace support (organizational support, supervisory support and co-worker support) and parental well-being. It also shows the role of workplace support in predicting parental well-being.
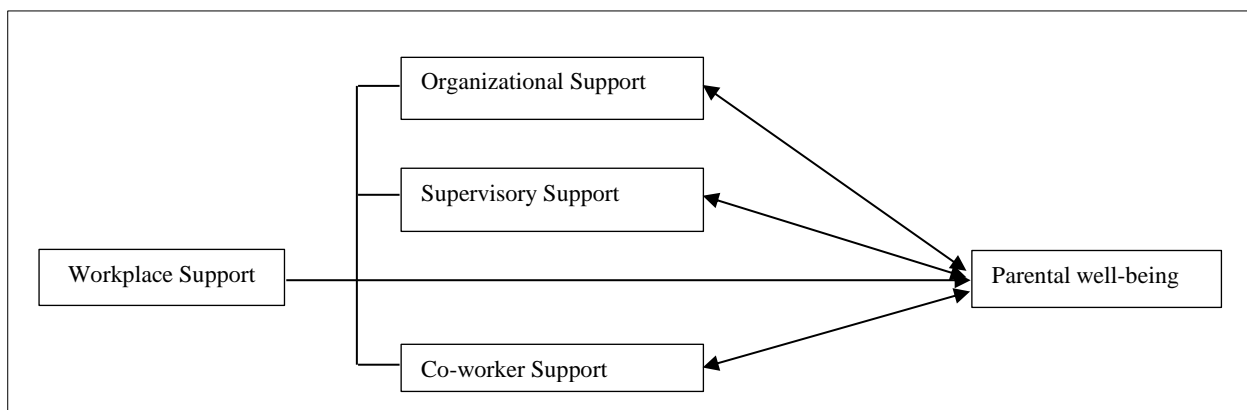

Figure 1: Conceptual framework

3.0 RESEARCH DESIGN

In this study, a quantitative cross-sectional correlation research design is employed as it allowed the researchers to develop a clearer picture of the characteristics and outcomes associated with the target group, in a specific point of time. This allows researcher to draw interpretations from the existing differences between the phenomena that were less likely to be manipulated. With this, the current study will be able to explore the relationship of workplace supports in alleviating working parents' psychological well-being.

3.1 Sample of Study

This study took place in Kuala Lumpur, Malaysia. As calculated by a statistical calculator, G*Power, 89 served as the minimum number for multiple regression. Working parents with a child who is aged 18 years old and below tended to experience greater stress (Sharf, 2006). With the needs of nurturing and earning money for the young that are fully dependent on them placed in an extremely high work-family conflict (Sharf, 2006). Cluster sampling was adopted

to recruit the participants, 95 females and 51 males. Four of the 11 parliamentary constituencies were chosen using random selection where each of the districts will have an equal chance of being selected. An invitation email was sent out to participants who worked or stay in these areas. 95 females and 51 males were filtered based on the requirements to increase the precision of the analysis. These requirements include, (1) Malaysian who is at least 18 years old, (2) has at least one child whom is 18 years old or below, and (3) currently employed under an organization with a superior.

3.2 Instruments of Study

This study employs the use of demographic questionnaires, a workplace support questionnaire and Mental Health Continuum Short Form (MHC-SF). Demographic questionnaire was developed to collect demographic information of the participants. The questions included gender, ethnicity, age, occupation, positional ranking in a company, participant's income relative to spouse, number and age of child. Meanwhile the workplace support questionnaire was adopted from workplace support questionnaire developed by Skinner (2005) to investigate workplace related support in Alcohol and other Drugs (AOD) field. It used a holistic perspective in evaluating the existence workplace support by checking support resources from both horizontal aspect and vertical aspect. Researcher used four from the six sub-scales from the questionnaire and replace the wording of "AOD" with "family-family policies" to better fit the questionnaire into the targeted sample. It was tested in the local community and gain the reliability test result of $\alpha = .91$.

The questionnaire is rearranged into three sections. The first section was organization support scale that consists of five items combined scale from workplace support and workplace condition. It showed a good reliability of $\alpha = .80$ when it was tested in the local community. Second section was supervisory support which consisted of four item and showed a good reliability result of $\alpha = .87$ in the local community. Third section was six items co-worker support scale with a good reliability of $\alpha = .89$ when it tested in local community.

To analyze individual sub-sectional, the total of the section would be summed up. The higher score indicated higher perceived support received which the rating will be inclined toward "strong agree". On the other hand, the lower score indicated lower perceived support received and the rating would incline toward "strong disagree". All scores from the subsections were totaled up to find general workplace support score. The formula of the general workplace support was showed as per below:

Organization Support + Supervisory Support + Co-worker Support = Workplace Support

Mental Health continuum short form (MHC-SF; Keyes, 2009) consisted of 14-items scale used to measure the psychological well-being of working parent. It was developed to study psychologically well-being from various perspective. MHC-SF were test repeatedly on subject who aged 18 and above and produced a fairly good number of reliability result of $\alpha = .65$. In current community, the reliability score was excellent, $\alpha = .95$. The scale was a 6-likert scale test which one represented never and six represented every day. The participants were advised to response according to their feeling in the near past month. Individual with high total score (those who rated mostly on "every day" or "almost every day") indicated that they have flourishing mental health (Keyes, 2018). On contrary, individual will be considered experiencing languishing mental health if their rating inclined toward "never" or "once or twice" during the past month where their total score can be relatively low (Keyes, 2018).

3.3 Validity of Workplace Support Questionnaire

The author sourced an expert to validate the adapted questionnaire. This expert was a senior lecturer in University Malaya who specialized in the area of career, family and women counselling and psychology. Her area of research also heavily inclined toward organization support on working mother. Expert validation and pilot test were also conducted to test the validity. Exploration Factor Analysis (EFA) was run to check the inter-correlated variables and found five items in organizational support subscale, four items in supervisory support subscale and six items in co-worker subscales were selected.

30 working parents who fulfilled the requirements were selected and consent forms, demographic questionnaire, workplace support questionnaire and MHC-SF questionnaire were distributed. Feedback form for each questionnaire and general feedback form were used to capture the suggestions. The responses collected were analyzed using Statistical Package for Social Science (SPSS 25). Cronbach's Alpha was used to test the reliability of workplace support scale and MHC-SF scale (Tavakol & Dennick, 2011). The acceptable range was from .70 to .95 (Tavakol & Dennick, 2011). Organizational support scale ($\alpha = .82$), supervisory support scale ($\alpha = .89$) and co-worker support ($\alpha = .88$) scale were analyzed individually to check the reliability of each scale before grouping them under workplace support scale. MHC-SF scale was also analyzed with Cronbach Alpha, $\alpha = .97$. Factorial Analysis were conducted

on workplace support questionnaire to analyze and cluster items under similar factor enhancing the scale validity.

3.4 Study Procedures

This research was reviewed and approved by Research Operational Reviewing Board of Educational Psychology and Counselling Department, Faculty of Education, University of Malaya, with the reference number of UM.P/PP(IT)/ 644/2. This research was conducted with two different methods, which were a paper-and-pencil questionnaire and an online questionnaire that was created with Google Form. Both type of questionnaires consists of consent letter, demographic questionnaire, workplace support questionnaire, and MHC-SF questionnaire. The participants were required to read the consent letter that explains the research detail and their rights. The contact information of the Research Operational board and the research individuals also provided for participants to exercise their rights. Both methods took approximately 10 to 15 minutes to complete.

3.6 Data Analysis

All data were computed and analyzed using SPSS 25. The total of each scale was calculated by summing up all the items. There were four items used for the organizational support and supervisory support analysis. The total maximum sum for these 5-point Likert scale was 20 and the minimum sum was four. The total maximum sum for the six items 5-point Likert co-worker support subscale was 30 and the minimum sum was six. MHC-SF, on the other hand, would have the total sum ranged from 0-70. The score of workplace support was computed by summing up the total score of organizational support subscale, supervisory support subscale and co-worker support subscale. Therefore, the total sum could expect to range from 14 to 70.

Multiple regression was used to analyze the relationship of workplace in predicting parental well-being and allows researcher to make a predictive analysis (Field, 2011). Moreover, linear or multiple regression is robust enough to overcome the violation of normality in the data (Field, 2011). It allowed the researcher to analysis multiple predictors (organizational support, supervisory support and co-worker support) with a single outcome (working parent well-being).

There were four assumptions that required fulfilment in order to ensure the reliability and validity of this statistical test. The four assumptions mentioned by Osborne and Waters (2002) were normality test, homoscedasticity, multicollinearity and linearity assumption. The homoscedasticity and linearity of parental well-being as dependent variable were met. Its

assumptions of normality also showed approximately assumed. The assumption of multicollinearity of all predictors was met.

Bivariate correlation test was used to analyze the relationship between control variables and predictors. This step was taken to control the possible confounding variables that might possibly affect the accuracy of result. Only youngest child age showed significant negative correlation with parental well-being (r = -.19, p < .05). There was no significant correlation found between control variables, outcome variables and predictors.

4.0 ANALYSIS AND DISCUSSION

4.1 Reporting of Findings

As showed in Table 1, 77.40% of participants were Chinese, 15.80% Malay and 6.80% Indian. The average age of participants were 39.55 years old. 73.30% of them worked in the white-collar industry, 21.90% worked as professionals and 4.80% worked in the blue-collar industry. 27.40%, 47.90% and 24.70% of them were primary, secondary and equal earners of the family. Majority of them have two children (44.52%) with most of their youngest children age (M = 6.26, SD = 4.95) raged around one to three (38.36%).

Among all workplace support (M = 53.56, SD = 9.24), co-worker support (M = 20.82, SD = 4.76) shows the highest means score, followed by organizational support (M = 18.39, SD = 3.46). Supervisory support (M = 14.35, SD = 2.88), on the other hand, displayed the lowest means score among all types of workplace support. Parental well-being was scored in the position that was slightly higher than the median score (M = 41.75, SD = 14.29).

Table 2 also showed that parents aged between 30 to 39 years old account for the highest number of having the youngest children of age 1 to 3 years old. Working parents who aged ranged 40 to 45 years old were found to be the second-highest in having youngest children aged four to six years old. This number was even 8% higher than those parents who aged ranged from 30 to 34 years old**.**

Table 1: Descriptive Analysis of the Demographic Characteristics and Variables (N =146)

Demographic characteristic and variables		*M*	*SD*	*n*
Gender				
	Male			51
	Female			95
Age		39.55	6.55	
	25 - 29			6
	30 - 34			27
	35 - 39			43
	40 - 44			41
	45 - 49			14
	50 - 54			14
	55 and above			1
Race				
	Malay			23
	Chinese			113
	Indian			10
Occupation				
	Professional			32
	White-collar			107
	Blue-collar			7
Relative Income		1.97	.72	
	Primary earner			40
	Secondary earner			70
	Equal earner			36
Number of Children		1.90	.86	
	1			51
	2			65
	3			25
	4			4
	6			1
Age of Youngest Child		6.26	4.95	
	1-3			56
	4-6			40
	7-12			26
	13-18			24
Workplace Support		53.56	9.24	
Organization Support		18.39	3.46	
Supervisory Support		14.34	2.88	
Co-worker Support		20.82	4.76	
Parental Well-being		41.75	14.29	

Table 2: Table of age breakdown (N =146)

Working Parent Age Group	Youngest Child Age Group			
	1-3	4-6	7-12	13-18
25 - 29	6	0	0	0
30 - 34	18	9	0	0
35 - 39	18	19	6	0
40 - 44	13	12	13	3
45 - 49	1	0	7	6
50 - 54	0	0	0	14
55 and above	0	0	0	1
Total number of children	56	40	26	24

4.2 Hypothesis Testing for Correlation of Workplace Support and Parental Well-Being

Table 3 showed there was a significant positive correlation between organizational support and working parent well-being ($r = .18$, $p < .05$). Supervisory support also showed significant positive correlation with parental well-being ($r = .17$, $p < .05$). Furthermore, a significant positive correlation was found between co-worker support and working parent well-being ($r = .29$, $p < .01$). These supported H_2, H_3 and H_4 that were proposed for this study. The findings suggested that, regardless of the types of support, working parents will experience better psychological well-being when they perceived greater support in the workplace.

Table 3: Bivariate Correlation Table of Organization Support, Supervisory Support and Co-Worker Support with Parental Well-Being

	Parental Well-being		
	r	p (2-tailed)	*N*
Organizational Support	.18	.05	146
Supervisory Support	.17	.05	146
Co-worker Support	.29	.01	146

Table 4 suggested that workplace support was a significant predictor of working parents' well-being while holding constant for all potential confounding variables, $F(1, 134) = 2.70.$, $p < .01$, R^2 change $=.182$. This supported the first hypothesis proposed. Although it was a significant model, table 4 showed only co-worker support was a significant predictor of parental well-being ($\beta = .28$, $t (145) = 2.81$, $p < .01$). This model suggested 18.20% of parental well-being is predicted by co-worker support, F change $(1, 134) = 4.53$, $p < .01$. This meant every single support given by co-worker, parental well-being will be improved by 0.83.

Table 4: Summary of Simple Regression and Multiple Regression Analyses for Workplace
Support (Organizational, Supervisory and Co-worker Support as Predictor Variables) in
Predicting Parental Well-Being (N=146)

	Simple Linear Regression			Multiple Linear Regression		
	b	(95%CI)	*p* value	Adjusted R^2	(95%CI)	*p* value
Organizational Support	.29	(-.58, 1.15)	> .01	-	-	-
Supervisory Support	-.07	(-1.18, 1.05)	> .01	-	-	-
Co-worker Support	.83	(.25, 1.41)	< .01	-	-	-
Workplace Support	-	-	-	.11	(4.88, 62.84)	.01

Note:

a. Organizational support, supervisory support and co-worker were entered into second block thought force entry method while holding constant for all control variables in first block.

b. R^2 = 0.18, The model reasonably fits well. Model assumptions are meet with no multicollinearity problem (Organizational support (VIF = 1.03), supervisory support (VIF =1.06), co-worker support (VIF = 1.13), and workplace support (VIF = 1.09)).

5.0 DISCUSSION

This study indicated that there is a significant relationship between all types of workplace support and working parents' well-being (Hartung & Hahlweg, 2010; Klein, 2016; Ladge et al., 2015; Minnotte, 2014). JDS suggested when resources are enough to cope with demands, it would alleviate the psychological tension and improve working parents' well-being (Demerouti et al., 2001; TaŞTan, 2014). Workplace policies help parents to manage their work and family responsibilities effectively. The shared burden relieved working parents and contribute to better well-being which then fosters a positive perspective of life (Deci & Ryan, 2008; Huppert, 2009). Parents with healthy well-being will create positive functioning relationships in the family (Watanabe et al., 2017).

Nevertheless, workplace support would only be comprehensive when it embraces all internal stakeholders. This means workplace supports could only bring greater effect when the organization, supervisor, and co-worker collaborates. When organization design a family-friendly policy, they set a baseline for their company culture (Ladge et al., 2015). This vision will then embrace by the supervisor and subsequently affect the working culture among the co-workers (Minnotte, 2014; Allard et al., 2011). With this supportive and understanding environment, workers who would display better well-being as the clash of both domains will be eased. This working environment acknowledges their struggle as working parents and they feel greater grace is given to them to juggle such responsibilities.

Although all types of workplace support showed a positive correlation with parental well-being, only co-worker support is found to be the significant predictor of parental well-being when tested in the multiple regression model. It accounted for the highest variance in the relationship with working parents' well-being. This suggested working parents acquired better psychological well-being when they perceived greater co-worker support. Perhaps organizational and supervisory support provided are too superficial to give significant impacts on individuals. Allard et al. (2011) also found workers tend to receive more supports from their co-workers as compared to their higher management. Co-workers are a group of individuals with who the worker works closely. Indeed, such frequent interaction will foster the emotional bond that grows beyond the initial task-based relationship (Sloan, 2017). This affective commitment between co-workers fosters the development of understanding and tolerance. Subsequently, it made co-worker support outperform other workplace support in helping parents to manage work and family conflicts.

Current research gave a new glimpse of viewing the importance of relationships among co-workers. Sloan (2017) suggested that the relationship between co-workers affected ones' job satisfaction. This gave the organization a new direction in improving its family-friendly policies. It was found that employees were normally not given enough opportunity to connect with their fellow co-workers (Sahni, 2020). Hence, the adverse impact happened in times of challenge (Sahni, 2020). Therefore, organizations could invest in programs that cultivate friendship between co-workers such as peer mentoring programs.

The coronavirus disease (COVID-19) outbreak in the year 2020 had woke the world in accessing their workplace support system. The strict lockdown was implemented by many counties to cope with the widespread COVID-19. The emergency switch of telework allows continuous business activities but it also led to the unprecedented blend of work and life (Belzunegui-Eraso & Erro-Garcés, 2020; Sinclair et al., 2020). Work-family conflicts increased dramatically as parents not only need to make new work adjustments, they still need to care for their young who are also stuck at home along with the increased home chores (Sinclair et al., 2020). Furthermore, many of them need to deal with the increased job insecurities (American Psychological Association, 2020). During this difficult time, organizational and supervisory support were found to be extensively crucial in alleviating worker well-being (Sinclair et al., 2020).

The pandemic works as the catalyst for the birth of the affective relationship of the supervisor and management team. With the acceleration of technology used and the change of work nature during the pandemic, organizational culture and behavior are expected to have a

great shift (Carnavale & Hatak, 2020). Every new policy and support implemented by companies will affect their worker immediate working experience. For example, allowing longer lunch breaks for those workers who need to prepare meals for their young. This helps to ease the tension of workers in balancing work and family responsibilities. As this study was carried out before the pandemic, further research could be done to investigate the relationship between workplace support and parental well-being post-COVID-19.

This study has expanded the JDR model by assessing the workplace support and psychological well-being of working parents in managing their work and family responsibilities. In the past, the JDR model was commonly limited to workplace issues; the demands and resources are often found beyond the workplace. When job demand was extended to the family domain (Minnotte, 2014), job resources should also be extended to investigate in the family sector. Moreover, other factors such as personal resources and spouse support could also be included as the control variables of the study as they might act as the cofounding variables that affect the relationship between the two variables. Besides, future research could extend further on working parents' psychological well-being from two different groups according to child's age. Parents of the different age groups of children might face different psychological threats due to the different child's developmental needs (Alexander & Baxter, 2005; Ravenswood, 2008). With this, it creates greater knowledge on understanding those factors that increase their psychological threat.

Since it is unavoidable for us to separate work and family, it will be good if we could focus on the positive outcome of integrating these two domains. Work-family enrichment focused on the positive contributions from each domain and integrate them to strengthen each other (Wang, Shelley Tien, & Wu, 2018). It was found to increase working parents' job satisfaction and work effectiveness (Guoxia & Erhua, 2017). During the pandemic, many starts to realize the importance of work-family management. As compared to work-family enrichment, work-family management takes an advanced step in redesigning the workplace to help employees to cope with conflicting work-life demands (Sinclair et al., 2020). However, the basic requirement of both is well-managed resources. Workplace support reacts like a sponge that absorbs overwhelming experiences. With adequate support received, working parents have greater relief in balancing work and family demands. Subsequently, it promotes better parental well-being.

Super's lifespan theory suggested while individuals age between 25 to 40 years old want work stability with potential career advancement, they also want to build their own family at this point in their life (Sharf, 2006). In this study, the researcher found that working parents

aged between 35 to 39 years old showed the highest number of having children below six years old. Furthermore, this research also found that there is a significant negative correlation between working parents' well-being and the age of the youngest child ($r = -.19$, $p < .05$). This suggested that the younger the age of the child, the greatest the threat poses to parental well-being. Therefore, consistent with Super's lifespan theory, middle adulthood is the most hectic period in a human's life cycle as the involvement in home and work domains are the peak.

Fascinatingly, working parents who aged ranged 40 to 45 years old were found to be the second-highest in having young children aged between four to six years old. This number was 8% higher than those between 30 to 34 years old. Such phenomena might cause by the increased number of late marriages. Indeed, the average age of first marriage increased from 25.5 years old to 29 years old for men and 22.0 years old to 26 years old for women in years 2017 (Noor Hafiza, 2017; Nation, 2018). This increased the average parents' age for children below six years old as compared to the previous generation. The change extends the initial timeline proposed by Super's lifespan theory. They have to deal with longer work-family conflicts even they are at their late middle adulthood as they are still tied up with the responsibility of nursing their young children.

This research adapted and adopted a workplace support questionnaire by changing the terms to "family-related" to facilitate the questions to be more directed to family-related issues. This thus made the questionnaire more accurate in measuring the family-friendly related workplace support as compared to the general workplace support questionnaire. A factor analysis was carried out to analyse the adopted questionnaire. With the Varimax rotation method, it was found that most of the items were correctly clustered into three main components which are organizational support, supervisor support, and co-worker support. This newly adopted and adapted questionnaire provides counsellors a new instrument in measuring perceived family-friendly workplace support. However, current research acted as the empirical study, duplication of current research is needed to check the reliability and validity of the scales. The dominating race by Chinese participants posted potential cultural biases on the reliability of the scale. Hence, more research on investigating the multicultural adaptability of this questionnaire.

Although this study has extended the understanding of JDR Model in workplace supports and parental wellbeing, future research could further examine this model from family domain. When job demand was extended to the family domain (Minnotte, 2014), job resources should also be extended to investigate in the family sector. Factors such as personal resources and spouse support could also be included as the control variables of the study as they might act as

the cofounding variable that affects the relationship between workplace support and parental psychological wellbeing among working parents.

6.0 CONCLUSION

The objective of this study is to investigate the relationship between workplace support and wellbeing among working parents from a holistic environment. This is because working parents play an essential role in developing society. They are not only the leading workforce that generates the highest percentage of national income but also the main caretaker that raises the future generation. Having healthy well-being is essential for working parents to ensure these two domains function properly. Prompt measurements should be taken to address these phenomena, especially in this current situation that is so volatile. Happy work, productive worker; happy parents, functioning family. A safer and healthy working system should be developed to ensure these key assets are protected.

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