

# Factors Influencing Wellbeing among Working Mothers of Small and Medium Enterprises in Europe: The Moderating Role of Supervisory Support

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## Abstract

**Purpose-** It is known that working mother faces work-family responsibilities that likely affect their well-being. There is also a few research on conflict differentiated by work status and gender or on the moderating role of perceived supervisor support. Therefore, there is a research gap in this topic. The purpose of this research is to examine the working mother's wellbeing among the small and medium enterprises in Europe.

**Design/Methodology-** In this research, independent variables such as job resources, inter-role work and family conflict, working environment and underemployment are being discussed to determine their correlation with employee's wellbeing, based on findings from Eurofound's sixth European Working Condition Survey 2015 (EWCS). Multiple Linear Regression was conducted to investigate the influence between identified variable.

**Findings-** The research found that the roles of supervisory support do affect some of the variables. Appropriate supervisory intervention relieves job stress and increases the wellbeing for employed mother. Wellbeing and work are closely related, in that the bad or good environment of working have a direct impact on employed mother's quality of life.

**Practical Implications-** The study contributes to a better understanding of work-family conflict and their wellbeing. This report could provide valuable insight to organizations on ways to ensure effectiveness and better performance by preventing conflict from occurring.

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## Introduction

In European countries, many organizations have become aware and acquaint with the need to develop an environment that facilitates female's abilities to combine their family and working lives. The rapid growth of women employment rates has definitely expanded the opportunities for female might benefit from; yet, it is broadly demonstrated that woman workers tend to have barely favorable employment and condition of job compared to male counterparts ([Piasna & Drahoukoupil, 2017](#)). In this study, four independent variables were studied which is job resources, inter-role work-family conflict, underemployment and working environment. Female employees' wellbeing especially working mother, can be influenced by innumerable factors surrounding them usually due to the roles play in their life. With the rising of organization studies in Europe, numerous researchers have debated many factors effect on the well-being of female employees. However, most of these studies have certainly confirmed a common tendency linking multinational corporations (MNCs) to working employees in terms of wellbeing as there is small scale available evidence on what has happened to the SMEs. At the outset, the term 'work-family conflict' is often used in argument from the public and within the European Union, where the rectification of family life and work is a new approach priority ([Hagqvist, Toivanen, & Bernhard-Oettel, 2018](#)).

In this day and age, females quite often encounter demanding work condition than men due to the specific infant and maternal factors involved, such as breastfeeding, responsibility of childcare, as well as daily emotional and physical contribution duties at home and work ([Grunow, Begall, & Buchler, 2018](#)). In spite of the obtainable evidence, it appears that the creation of a healthy and positive of well-being has not been high on the agenda of female workers in Europe. Anecdotal of study evidences that proliferate show female employees in sector such as hospitality ([Lucia-Casademunt, García-Cabrera, Padilla-Angulo, & Cuéllar-Molina, 2018](#)), health ([Van der Heijden, Brown Mahoney, & Xu, 2019](#)) and education ([Richards, Hemphill, & Templin, 2018](#)) are working in deleterious working lifestyle and as well continue complaining about their status of wellbeing. Findings regarding those conflict and issues from several industries can be used as a benchmark for this research. In such, because the action that associate interference of work and family vary depending on working conditions, and also with limited research on this topic.

In relation, a combination factors of labor market deregulation and globalization over the last few years has made more pervasive on new formation of work organization. The study of [Lucia-Casademunt et al. \(2018\)](#) which analyses drew on large Europe's datasets, have not provide completed cross-country analyses. Thus, there is plentiful room to further understand how those factors may differently affect the working mothers' wellbeing across Europe. To better understand how employed mother address those problem, the literature gap can be filled by analyzing the European Working Conditions Survey 2015 ([EWCS, 2017](#)), which is a nationally representative dataset of workers among Europe regions.

## Literature Review

### Job resources and Employee's Wellbeing at Work

A 'working mother' is broadly defined as any female employees who receives incomes for her employment, as well as legally responsible to raise at least one child ([Mahana, 2021](#)). Job resources of employed mother connect either negatively or have positive influence on her wellbeing. Moreover, low volume of resources in job, for instance necessary job overtime has been proven for leading a rise in turnover among new mothers within the 6 months postnatal to the baby ([Sinha, 2017](#)). Job resources, which includes various types such as feedback, reward, recognition, skill discretion, support and development at work, have positively related to the working mother's wellbeing. [Fagerlind Ståhl, Ståhl, and Smith \(2018\)](#) study has confirmed the existing of the association, highlighting that low resources in job create emotional exhaustion. [Gomez-Baya and Lucia-Casademunt \(2018\)](#)

also found that low job resources increase demand in job that would literally cause job burnout. In consequence, the increasing in task difficulty and decreasing enthusiasm for work will increase the likelihood of job absenteeism ([Borgmann, Kroll, Mütters, Rattay, & Lampert, 2019](#)).

[Lunau, Bambra, Eikemo, van der Wel, and Dragano \(2014\)](#) illustrated that non-standard time of job decline the wellbeing of employed mother. Epidemiological research indicates that unbalanced shift work contributes to some disruptions of eating and sleeping pattern. Working women who took night shifts could cause irritability when interact with children or spouse during daytime ([Navajas-Romero, Ariza-Montes, & Hernández-Perlines, 2020](#)). All resources in job do exhibit a positive association with job engagement, in turn, also has the postulated favorable relationship with health and wellbeing outcomes among working mothers. Apart from that, obtaining low level of job resources potentially increasing the demand of job, may as well rise the difficulties for working mother to coordinate family schedules ([Steiner, Krings, & Wiese, 2019](#)). In a study of employed women with children under age 16, work with less flexible schedules predicted great depression indirectly on perceptions of low resources in job ([Hatch, Potter, Martus, Rose, & Freude, 2019](#)). Hence, job resources are not only necessary to deal with demand in job, they are also related to the wellbeing outcomes.

**H1:** Job resources are positively related to the working mother' wellbeing.

### **Inter-role between Work and Family Conflict on Job Wellbeing**

In adults' lives, there are two central domains, work and family. In recent research, there is link connection between those two domains due to the tremendously growing of changes in composition of workforce's demographic ([Dugan & Barnes-Farrell, 2020](#)). The 'inter-role conflict' is identified as a significant source of work stress, where work and family demand's role are mutually incompatible, as it says that meeting the demands in one domain create another difficulties to meet other domain's demand ([Bessa, de Menezes, & Sims, 2009](#)). In the studies done by [Marshall and Tracy \(2009\)](#), conflict of work-family could have adverse consequences, not only on own wellbeing, but also on societal and family wellbeing. In this study, juggling the demand competition of family and job can be challenging for working mothers, and may result in conflict role, principally when employed mother has limited resources in order to meet the daily work's demands as well as family lives.

Nevertheless, health wellbeing is the core capacities of employee's ability to maintain and perform well in their job. To a lesser context, in previous research, [Goodman and Crouter \(2009\)](#) has discussed the extent on postpartum depression, and also given evidence that struggling in merging family and work are associated with elevated depressive symptoms in period of prenatal. There are also numerous longitudinal based studies that demonstrated the conflict role predicts poorer physical and mental health being over time ([He, An, & Zhang, 2019](#); [Kramer, Cho, & Gajendran, 2020](#); [Minnotte & Yucel, 2018](#); [Sinha, 2017](#)). Although these are some essential health dimensions, such judgement is poorly equipped to express human health's complexity. Thus, those female employee with children gained too much demands might perceive sense of role strain and overload, and could acquaintance with lower wellbeing. If the demands of employed women's roles become enormous, a high conflict rate occurs at both home and work can result ([Mensah & Adjei, 2020](#)).

**H2:** The greater the perceived inter-role work-family conflict is, the lower the employed mother's wellbeing.

### **Working Environment and Wellbeing of Employee**

'Working environment' can be defined as the work condition where task is performed as regards to the place, time and work organization ([Eurofound, 2017](#)). Environment of working such as objects or things or even the surroundings are also possible for causing job stress, such as hazards, excessive noise and poor lighting ([Russo, Lucifora, Pucciarelli, & Piccoli, 2019](#)). Previous research done by [Nappo \(2018\)](#) examined the connection between workplace environment and female workers' wellbeing has set on numerous stressors at workplace,

such as lack of workplace flexibility, are correlated with depressive symptoms. In addition, [Meirun et al. \(2020\)](#) indicates that a healthy working environment is where the condition of workplace invests and being care of the workers' mental and physical-related health, as well as creates a domain where all workers could grow professionally while preserve own workstyle balance. A large body of research has indicated that female employees with more children, were more probable to encounter poor wellbeing ([Carlson et al., 2011](#); [Stumbitz, Lewis, & Rouse, 2018](#)). Employee with larger family's background emphasizes the increase of workload, and also linked with substantial difficulty in merging work and family.

Environment in the workplace also plays an essential role to motivate workers ([Navajas-Romero, Caridad y López del Río, & Ceular-Villamandos, 2020](#)). Hence, poor working place will affect working mother's productivity and performance because workplace is an environment for professionals to work together to gain organization's objective. Given the research focus on the effects on wellbeing of working mother, there is somehow lack or limited of study analysis on working environment and health being of new mothers, which need to be rectified. However, some research of the workplace environment impact on health among employees as a category, or among female as a group, with restricted attention to women employee's stage of life-cycle ([García-Cabrera, Lucia-Casademunt, Cuéllar-Molina, & Padilla-Angulo, 2018](#)). The influence of poor work environment is more common among employed mothers than working fathers ([Hagqvist, Gådin, & Nordenmark, 2017](#)), due to the fact that employee with mother role continue to bear day-to-day parenting duty in spite of rising involvement of father with their children.

**H3:** Poor work environment effects on wellbeing of working mother.

### **Underemployment and Wellbeing among Employees**

The 'underemployment' term can be referred as a variety of situation on employment that is unsatisfactory from employee's perspective ([C.-H. Wu, Luksyte, & Parker, 2015](#)). Many studies have found that underemployment could negatively affect employed women's well-being ([Bell & Blanchflower, 2021](#); [Heyes & Tomlinson, 2021](#)). The researches which have examined the underemployment's effect on wellbeing, however, only limited to single dimensions of underemployment, some group of occupation or a single country. Majority of the research determine that wellbeing tends to be low for involuntary part-time working mother than for full-time ([Lunau et al., 2014](#)). In this study, working mother with lifelong care responsibilities most commonly employed involuntarily on part-time basis. Another underemployment type also arises in Europe countries where employed women are working in jobs for either over qualification or being planned in a way that prevent them to fully utilize their discretion, experience or skills ([Heyes, Tomlinson, & Whitworth, 2017](#)). The rate of underemployment is slightly higher for single mothers with children ([Eamon & Wu, 2011](#); [Radcliffe, Cassell, & Malik, 2022](#); [C.-F. Wu, Chang, Rhodes, Musaad, & Jung, 2020](#)). The different dimension of underemployment could strongly negatively impact working mother's wellbeing. Wellbeing of employed mother is also lessen where she believes overqualified of her job or even employed in a job that prevent them to fully utilize knowledge and skills. As previously discussed, female employee with children increasingly rely on participation of workforce in order to provide for her families. Thus, low-paying jobs and short-term employment frequently consequence in material hardship.

**H4:** Underemployment will have a significant association with working mother's wellbeing.

### **Supervisory Support as Moderator in the Influenced of Job Resources and Wellbeing**

[Norizan Baba, Intan, and Prakash \(2020\)](#) define the 'supervisor support' as perception of workers that their supervisor cares about their work-life as well as wellbeing. Supervisor or managers are very essential source for employed mother who could support them to balance working demands and also roles in family. Some researchers consider that the working mother's wellbeing lies greatly in the hands of top-level supervisors



([Hauff, Felfe, & Klug, 2022](#); [C.-F. Wu et al., 2020](#)). When jobs are high demand and there are limited job resources available, working mother may suffer more stress in work, which results in poor wellbeing. The challenges become more noticeable for female due to assumption of mother role as a primary caregiver in the family. Therefore, supervisory support could act as a resource that buffer the stress and strain caused by such competing demands ([Van der Heijden et al., 2019](#)). On the other hand, the lack of support from supervisor could lead to negative state of psychology, which is depression, helpless and anxiety ([Nappo, 2020](#)). Specially focusing on female, several studies have lack or overlooked supervisory support with work-related sources and also their moderating or direct effects on wellbeing of working mother ([Burchell, 2009](#); [Stumbitz et al., 2018](#)).

**H5:** The positive relationships between job resources and working mother's wellbeing are reinforced by supportive supervision, since the relationships between job resources and wellbeing of employed mother will be stronger when supervisor is more supportive.

## The Interplay of Supervisory Support in the Relationship of Work-Family Conflict and Job Wellbeing

Female employees who have low supervisory support and high conflict roles tend to have poor wellbeing, causing severe health condition and consequently sickness absences ([García-Cabrera et al., 2018](#)). The rising level on job pressures, along with the burden childcare's responsibility and even care for elderly at home, create competing demands between roles of job and family which in turn have an impact among working mothers' overall well-being. Fortunately, the relatively strong supervisory support from leader could improve the environment of work by relieving female employee's stress ([Giannikis & Mihail, 2011](#)), which also soften the inter-role conflict between work and family and subsequently enhanced working mother's wellbeing in the workplace. Leader or manager is in a position that could address complaint from workers and also help them obtain necessary resources. In accordance with the moderating role of supervisory support, [Guerci, Hauff, and Gilardi \(2022\)](#) reported that employed women that have good relationships with leader or supervisors are usually productive and successful at workplace. The supportive environment of working does not only lead to trusting relationship at work, it also enables employed mother to have good health status. When a quantitative and qualitative research study was conducted among employed women by [Hagqvist et al. \(2018\)](#) to analyze the positive spillover of job and family domain, it was found that the involvement of supervision roles helped working women being more effective in their roles in job. A study investigated by [Goodman and Crouter \(2009\)](#) on the lack of supervision that affect inter-role conflict among working mothers also showed that their wellbeing may significantly decrease and rising conflict on working mother with high conscientiousness level.

**H6:** Support from supervisory moderates the negative effect of inter-role work and family conflict role on wellbeing such the relationship is weaker when supervision support is high.

## JD-R Model

This approach analyzes the employed mother's wellbeing in SMEs across Europe using theoretical framework of the job demand-resources (JD-R) model proposed by [Demerouti, Bakker, Nachreiner, and Schaufeli \(2001\)](#). So far, this model has been utilized in predicting commitment of organization ([Anthon & Innstrand, 2016](#)), work engagement ([Borst, Kruyen, & Lako, 2019](#)) and job burnout ([Adil & Baig, 2018](#)). Majority of the researchers have utilized JD-R model to explain the influence of job resources on employees' wellbeing ([Kwon & Kim, 2020](#); [Schaufeli & Taris, 2014](#)). The characteristics of the workplace environment could be grouped in two main categories, which is job demand and job resources. In the research study, the causal interrelations between resources along with wellbeing, even though the effects might diminish or enhance the rely on control degree that employer could apply on work conditions, as well as enjoyed the support from social. Thus, it constitutes an overarching JD-R model that applied irrespective of particular resources and demands involved and many types of occupational settings ([Bakker & Demerouti, 2007](#)). Based on the definition, job demand is

the accumulative assessment of workload and task requirements, which includes work’s conflict role, work overload and pressure in work, and have detrimental effect on workers’ health and wellbeing. Where resources in job refer to all aspects, including organizational (career prospect and opportunity), social (co-worker support), psychological and physical (participation and role clarity) of job, which helps to stimulate the personal development and growth, achieving job goals, as well as reducing the job demands. Another proposition of JD-R model is that lack or poor resources in job preclude the substantial goal of accomplishment, where it is possibly to prompt frustration and failure in job task (Kwon & Kim, 2020). In turn, this could also lead to a reduced in commitment or motivation, and withdrawal from work. The study of JD-R model also has consistently shows that workers achieve their best performances in a resourceful environment of work, since such working condition do facilitate their wellbeing (Bakker & Demerouti, 2017). The model suggests that resources is major predictors that could buffer the unfavorable effect of demand on job. The JD-R model highlights that the inter-role conflict is associated with demand placed on workers and the available resources to them at workplace. Such high level of demands does affect worker’s ability to meet their family obligations. Furthermore, the JD-R model also seems to reflect the complex realities of workers’ working environments and their links to their health and wellbeing as well. The psychological processes such as job demands that chronic, are believed to play a crucial role on the formation of job strain. For instance, painful and repetition task job could consider an environmental demand, where it has a negative impact on job performances (Meirun et al., 2020), and also contributes to the development of many symptoms, such as anxiety and depression (Vignoli, Muschalla, & Mariani, 2017).

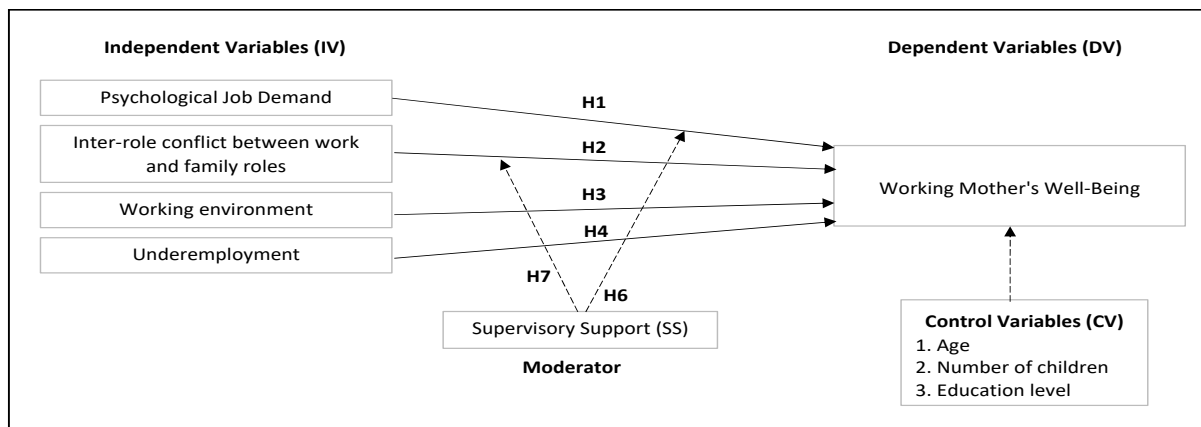


Figure 1 - Conceptual Model

## Method

### Data Source and Study Context

An online dataset ‘European Work Condition Survey 2015 (EWCS)’ from Eurofound was used (Eurofound, 2017). The total amount of interviews collected was nearly 44,000 in 35 countries (28 EU Member States, Turkey, Serbia, Montenegro, Switzerland, Albania, Norway and the Former Yugoslav Republic of Macedonia). The survey study was done by multi-stage, stratified, random samples of the Europe’s working population. The sample technique was stratified and selected among workers of the nations. Primary sampling units were selected in every random stratum of the sampling. By the end, individuals in employment for every randomly drawn household was selected. Interviewer conducted the questionnaire face-to-face at the participant’s home. During the interview, consent was obtained by all participants. Participant who took the interview were well informed of the aim of study as well as results to be recorded into database. From EWCS’s database, a sample of employees work in the SMEs was selected from, and total of 11,167 records were extracted out (Q16a was

selected to identifying SMEs with company size of 10–249 workers), after shelving collectively with missing data. The reduction on size is due to the result of choosing female employees only, and disregarding the male. For the purpose in this study, the sample size only includes employed women in the SMEs group of the data, aged 18-58, (N = 2,507). The gender segment among the collected sample is only for female employee that is married and has at least one child.

The demographic data in Table 1 shows the average age of the sample is 39 years old (M = 38.66, SD = 8.12). From the samples, 52.1% of the working mother had one child living in the same household, as well as others (47.9%) had more than one child. In total, the majority of the working mother held either an upper secondary education (36.1%) or Bachelor holders (19.8%) and Master degree (12.4%), with 8% having a doctorate or equivalent educational level. The demographic data is shown in Table 1 below.

*Table 1- Descriptive Statistics of the total sample (N = 2507)*

<b>Categorical Variables</b>		<b>Frequency (f)</b>	<b>Percent (%)</b>
Education Level	Early childhood education	4	0.2
	Primary education	50	2.0
	Lower secondary education	238	9.5
	Upper secondary education	905	36.1
	Post-secondary non-tertiary education	170	6.8
	Short-cycle tertiary education	311	12.4
	Bachelor or equivalent	497	19.8
	Master or equivalent	312	12.4
	Doctorate or equivalent	20	0.8
Number of Children	1	1307	52.1
	2	935	37.3
	3	224	8.9
	4	34	1.4
	5	5	0.2
	6	2	0.1
Continuous Variables		Statistic	Std. Error
Age	Mean	38.66	0.162
	95% Confidence Interval for Mean	38.35 (Lower Bound)	
		38.98 (Upper Bound)	
	5% Trimmed Mean	38.64	
	Median	39.00	
	Variance	65.932	
	Std. Deviation	8.120	
	Minimum	15	
	Maximum	78	
	Range	63	
	Interquartile Range	11	
	Skewness	0.082	0.049
	Kurtosis	0.306	0.098

## Measurement

### *Independent Variables*

Job Resources. A total of three questions were used to measure the resources receive from workplace, co-worker support and decision authority with five-point Likert scales ranging from ‘never’ to ‘always’ (EWCS, 2017). Cronbach’s alpha was utilized to examine the reliability of the chosen items. The dimension came out to be 0.608 alpha value, however given the few questions number and the nature of the scale’s measurement, the value is still considered as acceptable as in the suggestion of Joseph F, William C, Babin, and Rolph E (2010).

Inter-role work and family conflict. The respondents were required to describe their work situation while having their family responsibilities (EWCS, 2017). The questions were rated using a Likert scale ranging from ‘Always’ (1) to ‘Never’ (5); “How often have you...?”. Alpha value of 0.701 could be defined as acceptable and the chosen 4 items contributed to the reliability of the scale.

Work environment. It can be referred as the characteristics environmental of the workplace, along with the associated of task sequence. The questions “Does your main paid job involve...?” were chosen to ask whether the job involves working at very high speed, which reflect psychologically demanding on job characteristic. Another question asked whether the job task involves in conflict situation with some personal values or experiences stress in work (EWCS, 2017). The alpha coefficient (0.658) shows 10 items ratifies a good internal consistency.

Underemployment, where participants answer in the questionnaire indicated the extent to which their skills were comparable with requirements of their job. The respondents were asked to describe their skills in their work. In particular, Likert scale of 1 to 5 was measured with the following question, “To what extent do you agree or disagree with the following statement about your job?” (EWCS, 2017). The item scales had internal consistency ( $\alpha = 0.626$ ), which shows high reliability.

### *Dependent Variables*

Wellbeing. Using index of WHO-5 Well-Being (WHO, 1998), interviewees were asked to indicate their feelings over the past 2 weeks (from EWB1 to EWB5). The last three construct question is reflecting the respondent’s feeling about her job, which indirect but objective measure of wellbeing.

Table 2 - Reliability Statistics of total sample (N = 2507)

Variables	N of Items	Cronbach's Alpha
<b><i>Dependent variable</i></b>		
Wellbeing of Working Mothers	8	0.857
<b><i>Independent variable</i></b>		
Job Resources	3	0.608
Work and Family Conflict Roles	4	0.702
Working Environment	10	0.658
Underemployment	2	0.626
<b><i>Moderator</i></b>		
Supervisory Support	5	0.856

### *Moderator Variables*

Supervisory support, analyses the employees’ perception in relation to their immediate boss in aspects such as work’s feedback, help, respect or recognition using five questions. The scale was created out to 1-5 Likert scale statements on “Please select the response that best describes your work situation” (EWCS, 2017). The computed Cronbach’s alpha for all variables is shown in Table 2.



Table 3 Factor analysis on study variables (N = 2507)

Item Code	KMO	Factor Loadings	Communalities	Variance explained (%)	Eigenvalue
<b>Wellbeing of working mother</b>					
EWB1	0.873**	0.834	0.705	66.99	5.360
EWB2		0.870	0.710		
EWB3		0.846	0.732		
EWB4		0.847	0.674		
EWB5		0.701	0.549		
EWB6		0.683	0.657		
EWB7		0.840	0.702		
EWB8		0.845	0.629		
<b>Supervisory support</b>					
SS1	0.861**	0.740	0.548	64.29	3.215
SS2		0.800	0.640		
SS3		0.871	0.759		
SS4		0.762	0.580		
SS5		0.829	0.687		
<b>Working environment</b>					
WE1	0.697**	0.789	0.648	57.50	5.750
WE2		0.541	0.475		
WE3		0.662	0.491		
WE4		0.582	0.449		
WE5		0.738	0.570		
WE6		0.756	0.584		
WE7		0.699	0.560		
WE8		0.738	0.728		
WE9		0.824	0.753		
WE10		0.602	0.490		
<b>Work and family conflict roles</b>					
WFR1	0.718**	0.668	0.548	53.03	2.121
WFR2		0.750	0.640		
WFR3		0.813	0.759		
WFR4		0.672	0.580		
<b>Job Resources</b>					
JS1	0.606**	0.800	0.640	56.13	1.684
JS2		0.800	0.639		
JS3		0.639	0.408		
<b>Underemployment</b>					
UE1	0.500**	0.855	0.732	73.18	1.464
UE2		0.855	0.732		

\*\*Bartlett' Test significant at  $p < 0.05$

### Control Variables

Control variables are appended to the regressions in order to obtain the effect on wellbeing as pure as possible. The variables consist of the demographics of the participants, which included in the study analysis for filtering out variance in workplace organization.

## Data Analysis

IBM SPSS Statistics version 3.4 was utilized for all analyses. A factor analysis was carried out based on these chosen survey questions (32 items).

Based on Table 3, the summarize results confirmed that factorial analysis was appropriated, where most of the items were closely or exceeded the threshold value of 0.70, implying a high convergent validity in the study research. For ‘wellbeing of working mother’, two components were found that explained 66.99% of the total variance. The first component (which explains 50.65% of variance) is associated with feelings at workplace, whereas another component explains 16.35% of variance is associated with task engagement. The KMO test gave a result of 0.873 and the Bartlett’s test was significant. In this case, for ‘Supervisory Support’, only one component explained 64.29% of the variance with an Eigen value of 3.215. It includes statements that relate to support available to employees from immediate boss or supervisor. Based on factor analysis shows KMO = 0.861 and significant Bartlett’s test for the variable. Furthermore, the same test assumption goes to other variables, where Work and Family Conflict Roles (KMO = 0.718) and Job Resource (KMO = 0.606), show that all values are greater than 0.60 indicating sufficient items for each factor, although one of it, Underemployment (KMO = 0.500), is lesser value still barely acceptable due to some of the zero-order correlations are negative. However, there are enough inter-item correlations of more than 0.3 still eligible for factor analysis. Ultimately, for ‘Working Environment’ also explained the total of 57.50% of the variance. Four items were loaded onto Component 1, which was generally associated to handling of customers or situation during the workplace, and also was the highest percentage of variance (26.41%) across other two components.

Correlations between the variables are shown in Table 4. A moderate positive relationship can be found between job resource and wellbeing ( $r = 0.356$ ), whereas a moderate negative relationship between inter-role conflict work-family and wellbeing ( $r = -0.311$ ). This same goes to variables between underemployment and wellbeing, where  $r = -0.418$  indicated strong negative relationship. Overall, the correlation between the independent variables is low, which is nearly to 0, so it seems there is not a problem of multicollinearity.

*Table 4 Linear correlation coefficients between variables*

	EWB	JS	WFR	WE	UE
Y: EWB	1.000				
X <sub>1</sub> : JS	0.356	1.000			
X <sub>2</sub> : WFR	-0.311	-0.107	1.000		
X <sub>3</sub> : WE	-0.152	-0.064	0.402	1.000	
X <sub>4</sub> : UE	-0.418	-0.471	0.151	0.134	1.000

Note:  $p < .001$ , EWB = working mother's wellbeing, JS = job resources, WFR = work-family conflict role, WE = working environment, UE = underemployment

## Results

Multiple Linear Regression was conducted to investigate the effect between identified four independent variables and dependent variable. The regression analysis’s results are presented in Table 5, where the following results indicate that the proposed regression model was found to be statistically significant. Conversely, the value of Durbin-Watson test is 1.871 which is regarded as significant; thus, the data meets the assumption of independent errors. The results also indicated that the range for variance inflation factors (VIF) is from 1.201 to 1.313, shows much satisfactory in which predictors in the data are moderately correlated. Moreover, the p-value for the ANOVA F test is .000, where the model refers as highly significant at  $p < 0.001$ , and can conclude that these all four independent variables predict the wellbeing of working mother. Based on the findings, the table presented the value of  $R^2$  is .269. This means that about 26.9% of the variability of working mother’s

wellbeing is accounted and explained by the four variables in the model, which also understood that the remaining 73.1% of employee’s wellbeing is explained by other factors not captured in the current research.

Based on the regression model, Hypothesis 1 is supported, the relationship states that have higher job resources tend to have higher wellbeing among working mothers. The regression coefficient is positive (0.202), indicating that the resources in job appeared to be positively related to well-being of working mother, and statistically significant. Furthermore, Hypothesis 2 predicts that the more conflict on work and family roles, the lower the wellbeing among working mother. This relationship is statistically significant (Sig. = 0.000). However, the negative regression beta coefficient (-0.252) shows an inverse relationship. The third hypothesis predicts that wellbeing of working mother is negatively influenced by working environment. As a result, Hypothesis 3 is accepted with p-value of 0.037. It can be further inferred that there is a significant correlation. In model, the regression coefficient shows -0.228, an inverse relationship between working environment and wellbeing, provided support that mothers who work under bad working conditions might encounter poorer wellbeing. Lastly, underemployment shows significant influence on the wellbeing of working mother (p = 0.00). It has the strongest impact with coefficient value of -0.285 among other variables. The negative direction of sign is indicating that working mothers are very probable to have a lower level of wellbeing if the level of underemployment is increasing. The influence does supports Hypothesis 4, which predicted the underemployment, brought serious impact on health of an individual.

*Table 5 Result of Regression Model (N = 2507)*

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.519 <sup>a</sup>	0.269	0.268	0.65177	1.871

a. Predictors: (Constant), JS, WFR, WE, UE  
 b. Dependent Variable: Working Mother's Wellbeing (EWB)

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	391.894	4	97.974	230.633	.000 <sup>b</sup>
	Residual	1062.855	2502	0.425		
	Total	1454.750	2506			

a. Dependent Variable: Working Mother's Wellbeing (EWB)  
 b. Predictors: (Constant), JS, WFR, WE, UE

<b>Coefficients<sup>a</sup></b>							
Model		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		Beta	Std. Error			Tolerance	VIF
1	(Constant)			41.931	0.000		
	JS	0.202	0.015	10.411	0.000	0.778	1.285
	WFR	-0.252	0.019	-13.432	0.000	0.829	1.207
	WE	-0.228	0.014	-11.066	0.037	0.833	1.201
	UE	-0.285	0.015	-14.567	0.000	0.761	1.313

a. Dependent Variable: Working Mother's Wellbeing (EWB)  
 Note: significant at p < 0.05

Nevertheless, the analysis of hierarchical multiple regression was utilized to test and estimate the direct and moderating effects proposed in Hypotheses 5 and 6. From Table 6, the three control variables were entered as control variables. In Model 1, under the coefficient table, statistically significant associations with wellbeing can be found for educational level ( $\beta = -0.086, p < 0.05$ ), whereas non-significant for both age ( $\beta = 0.014, p > 0.05$ ) and number of children ( $\beta = 0.003, p > 0.05$ ). The data from the hierarchical regression model shows that neither age nor number of children accounted for significant variance in wellbeing as control variables. However, in Model 2, the three main effects which is job resource ( $\beta = 0.002, p < 0.05$ ), work-family conflict role ( $\beta = -0.258, p < 0.05$ ) and supervisory support ( $\beta = 0.235, p < 0.05$ ), were significant determinants of working mothers' wellbeing, accounting for a significant of the variance beyond the control variables ( $R^2 = 0.248, p < 0.05$ ).

Furthermore, Table 6 also presented the results of hierarchical regression to test the supervisory support moderating effect on job resource and working mothers' wellbeing. A hierarchical regression model with job resource in Model 2 and the interaction variable (JS X SS) in Model 3. Based on the results of the test ( $\beta = -0.010, p = 0.448$ ), it concludes that supervisory support did not moderates the relationship between job resource and wellbeing of working mothers. The interaction effect does not statistically significant to the wellbeing of working mothers due to the p-value is more than 0.05. Hence, Hypothesis 5 was not supported by this finding. As can be seen that, there is a significant slightly increase value in R2 and Adjusted R2 could be proved as an indicator of the moderation effect, however do not bring great impact on the influence. The overall results suggest that supervisors are less important, as the associations between the job resource and wellbeing has not differ, regardless perceive support from their supervisors. Meanwhile, in order to test the moderating effect of supervisory support on the relationship between inter-role conflict of work-family and working mothers' wellbeing, the hierarchical regression model was run with work-family conflict role in Model 2 and the interaction variable (WFR X SS) in Model 3. Based on the results of the data, the significant of p-value less than 0.05 conclude that supervisory does moderate the influence. From the findings, the result ( $\beta = -0.121$ ) concluded that the interaction of supervisor support significantly influences the negative effect of work-family conflict roles, such that the relationship will weaken when mother received high supervisory support. In contrast to expectation, the findings of the result indicate the study sample support the sixth hypothesis. Among the six hypotheses of the study, only five hypotheses were supported.

*Table 6 Hierarchical Regression on Moderating Effect of Supervisory Support*

Model Summary								
Model	R	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
1	.087 <sup>a</sup>	0.008	0.006	0.008	6.376	3	2503	0.000
2	.498 <sup>b</sup>	0.248	0.246	0.240	266.347	3	2500	0.000
3	.499 <sup>c</sup>	0.249	0.246	0.001	1.109	2	2498	0.027

a. Predictors: (Constant), Number of Children, Age, Education

b. Predictors: (Constant), Number of Children, Age, Education, SS (supervisory support), WFR (work family role conflict), JS (job resource)

c. Predictors: (Constant), Number of Children, Age, Education, SS, WFR, JS, WFRXSS, JSXSS

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.033	3	3.678	6.376	.000 <sup>b</sup>
	Residual	1443.716	2503	0.577		
	Total	1454.750	2506			
2	Regression	360.707	6	60.118	137.376	.000 <sup>c</sup>
	Residual	1094.042	2500	0.438		
	Total	1454.750	2506			
3	Regression	361.678	8	45.210	103.318	.000 <sup>d</sup>
	Residual	1093.071	2498	0.438		
	Total	1454.750	2506			

a. Dependent Variable: Working mother's wellbeing

b. Predictors: (Constant), Number of Children, Age, Education

c. Predictors: (Constant), Number of Children, Age, Education, SS, WFR, JS

d. Predictors: (Constant), Number of Children, Age, Education, SS, WFR, JS, WFRXSS, JSXSS

Coefficients <sup>a</sup>				
Model		Beta	t	Sig.
1	<b>Control Variables</b>			
	(Constant)		27.049	0.000
	Age	0.014	0.713	0.476
	Number of Children	0.003	0.139	0.889
	Education Level	-0.086	-0.318	0.000
2	<b>Control Variables + Main effects</b>			
	(Constant)		20.821	0.000
	Age	0.022	1.252	0.211
	Number of Children	0.009	0.514	0.607
	Education Level	-0.044	-2.419	0.016
	JS	0.200	9.545	0.000
	WFR	-0.258	-14.461	0.000
3	<b>Control Variables + Main effects + Interaction Effect</b>			
	(Constant)		11.173	0.000
	Age	0.022	1.270	0.204
	Number of Children	0.010	0.569	0.569
	Education Level	-0.043	-2.404	0.016
	JS	0.207	4.788	0.000
	WFR	-0.201	-4.785	0.000
	SS	0.355	3.685	0.000
	JS X SS	-0.010	-0.013	0.448
	WFR X SS	-0.121	-1.490	0.003

a. Dependent Variable: Working mother's wellbeing

Notes: JS = job resource, WFR = work-family conflict role, SS = supervisory support, JSXSS = interaction effect of job resource and supervisory support, WFRXSS = interaction effect of work-family conflict roles and supervisory support, N = 2507, Significant at p-level < .05



## Discussion

Presently, studies on the employee's wellbeing in the business sector are somewhat scarce. This may be due to reasons, as suggested by [Aryan and Kathuria \(2017\)](#) deals with a complex, dynamic and varied sector, with a great potential to adapt to new economic and social realities. In Europe, small and medium enterprises (SMEs) compose with the dominant form of business organisations. The prominence and social contribution of SMEs do reflect the rapid involvement of female into the labor market. Furthermore, majority of mothers are working in the SMEs and more than half of these working mothers work full-time, hence understanding their wellbeing requires exploration and deep analysis on both family and work factors. With references to the research study, the data's analysis has delivered strong and convincing evidence that those influencing factors varies across the Europe nations, and which is associated with the employed mothers' wellbeing at the organization level. By using the regression model, five out of six research hypotheses proposed are confirmed.

According to [Grover, Teo, Pick, and Roche \(2017\)](#), a multidimensional establish requires some aspects, where job resources traditionally is being studied as social support. It could also be referred as psychological resources that individuals receive from their network for overcoming some stressful situation. In this study research, although working mothers might experience more demanding in work, but these employed mothers would also have more resources available to cope with them. Somehow, employed mothers who receive less resources might interfere in balancing roles, because the excessive job task together with less resources available could reduce employed mothers' time spends on their family matters. These working mothers are likely to abandon their profession in search for lesser stressful and demanding options. Possible risk factors will increase dissatisfaction on job and manifests a lower organizational commitment, which directly related to the objectives of the study research, a poorer wellbeing.

Surprisingly, the work-family conflicts are slightly little among employed mothers in this research study. It could likely be because of the cross-sectional of the study design. Besides, higher chances probably can be seen in the selection process on gender composition, where the study samples results collected only mothers that are working, along with a lower proportion of women employed compared to men in Europe, somehow all these aspects might influence the level reported. According to study done by [Duong, Hussain, and Subramaniam \(2020\)](#), women entry into professional and managerial positions is gradually expanding as the level of education increases, whereby the higher the position, due to the tendency for them more devoting into the work, lead to more conflicts between work and life. One of the concerns to these employed mothers is they may face greater risk on wellbeing, as their job quality will lead them to face elevated level of interface conflict role of work-family.

As expected, the domains of working environment are crucial determinants of health. Working mothers are more sensitive to low decision authority and facing high demand in job, therefore increasing anxiety and depression. Several research have focused on working mothers in the field of academic, where the findings proposed that a slower in career progress has been attributed to employed mother in medicine field ([Bernburg, Vitzthum, Groneberg, & Mache, 2016](#); [Hsieh, Chen, Wang, Chang, & Ma, 2016](#); [Papathanasiou et al., 2017](#)). Female workers, are vulnerable to hide the feeling of job insecurity as well as their emotions, hence reported poor wellbeing. Research results show that working mothers who work in such unpleasant circumstances in working environment, were considered as potential source of poor wellbeing. Employed mothers particularly feel stress about maintaining roles as good employees, while at the same time, trying to fulfil their family responsibilities.

While increasing globalization of the modern workplace across Europe, the prevalence of disguised employment should be considered, which organizations should involve in the mitigating the negative consequences of underemployment on subjective wellbeing among employed mothers. Hence, the issue of

underemployment could be seen as representing the form of underutilization of labour force ([Bell & Blanchflower, 2021](#)). Majority female are accommodated outside the labour market, due to reason that they have heavy domestic responsibilities. Even when these mothers decide to participate into labour market, the presence of young children in household and domestic workload may restrict their opportunities on searching suitable employment. In this present study, the underemployment is defined more into 'skill-underemployed', where the job does not afford workers available opportunity to put their training use and skills. According to [Verma and Mulani \(2018\)](#), the positive effect of employment on the wellbeing of employed women mostly came from position and power. Employment naturally will enhance working mothers' sense of self-worth and this provides a better psychological wellbeing. The recognition in society and sense of achievement enables working mothers to consider their employment as psychologically satisfying. Taken as a whole, the research results in this study revealed that underemployment strongly associated with self-reported of poor wellbeing among employed mothers in Europe, and provide various supports on the assumption that underemployment does bring harm to the health.

Additionally, social support is already included in the job resources, hence an additional moderating support from supervisor does not bring great impact on the relationship. The lack of significant relationship of supervisory support between job resources and wellbeing could be because of gender stereotype such as the presence of feminine characteristics. In Europe, majority employed female view that the action of receiving or asking for support from others shows as a sign of weakness ([Ng, Lam, & Feldman, 2016](#)). These employed women believed that developing independent habits could help them grow stronger in effect of reaching their greatest potential in the workplace. In this research study, some mothers may not admit their issue on struggling for balance, because these working mothers may worry that others might view them as not carrying out their femininity role appropriately. Another explanation might be majority study respondents have completed their highest degree study, hence their high education level perhaps lead them to a better position of job. Another possibility is that majority of employed mothers were still launching their careers and reported facing less family responsibilities. Mothers that have care responsibility of only one child might not bring big impact and interfere with their responsible on job task, and hence explain the lack of significant into the relationship.

Finally, the effect of inter-role family-work conflict on wellbeing is moderated when supervision is involved. The control over conflict role may enrich employed mother's wellbeing, as well as cushioning the negative influence ([Neto, Chambel, & Carvalho, 2018](#)). Working mothers with greater work demands might often reflect some adverse in their relationships at home, facing more conflict role of work-family, and this in turn related to lower wellbeing. The results are in line with previous study of [Borgmann et al. \(2019\)](#) where mothers who are working might experience lower satisfaction level as they have dual roles which also results in the depletion of her mental. It also been explicitly mentioned that these mothers who working seek support from others within the organization, will acquire a feeling of value, belongings and being in member of a team ([Che, Zhou, Kessler, & Spector, 2017](#); [Uysal Irak, Kalkışım, & Yıldırım, 2020](#)). In this research, the finding results revealed that supervisory support could alleviate the issues faced by working mothers, where their support could be a better deal with the problems arise from conflict of work and family.

Hence, it is the significant managerial interest to decrease the work-family conflict of employed mother. Previous research has showed various ways for organizations to provide support between work-family to working mothers ([Masterson, Sugiyama, & Ladge, 2021](#)). One of the study significances is to rise the number of this research is paramount in the future, as more and more female employees especially working mothers have already aware of their right in achieving satisfactory on life quality. A key managerial implication from this study, is to find more suitable method to promote the vital of working mother's wellbeing. The evidence of the positive correlation of predictors toward wellbeing is expected to become a strong valid reference for company such as SMEs to support and raise awareness among employed mothers. For example, company should offer

workers with family friendly policies rather than the usual approach “one size fits all”. As company that persists on the traditional approach might face the risk of failing to meet the workers’ needs, as well as high possibly to incur a considerable loss of valuable financial resources. Therefore, these findings in this report can act as a foundation block to examine work life balance together with conflict from life cycle perspectives could offer valuable insights for both company and policy makers alike. All companies should get more knowledge on how they approach the complexities and problem of modern day living for their workers, and also put more attention on specific target groups with special made work life balance initiatives for them.

## Conclusion

Overall, the research study contributes to previous studies on the condition with extending knowledge of specific target, as well as contextual factors which regards with the risk of experiencing interference on working mothers in Europe, and also how the interference related to their wellbeing. The research also adds to previous knowledge by showing the essential of gender context on how employed woman especially working mothers in Europe experience interference and effect on wellbeing. Respectively, the conclusion is that all four factors are vital foremost for the measure of wellbeing, to give emphasize to the important of employed mother’s wellbeing in future studies. In consequence, a clear priority is needed for future work. For example, labour policies and social welfare, or others that related to employers, are also required to prioritize another group of working mothers who also careers of other family members such as children with disability, or care on aging parents in household. Family members with special care needs is an essential topic to be included into the research and explored further on future studies.

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