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Type A/B Personality, Work-Family and Family-Work Conflict: The Moderating Effects of Emotional Intelligence

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Type A and B Personality, Work-Family and Family-Work Conflict: The Moderating Effects of Emotional Intelligence

ABSTRACT

Many employees experience work-family conflict (WFC) and family-work conflict (FWC), multidimensional states of resource depletion. In this paper, we conceptualize Type A and B personality as resource depletion and resource gain scenarios that have implications for perceptions of WFC and FWC. We draw on conservation of resources (COR) theory to examine the resource loss and gain resulting respectively from Type A and B personality and the resource-generating role of ability-based emotional intelligence (EI) on multiple dimensions of WFC and FWC. Utilizing a sample of 305 managers for 15 ICT organizations in India, we uncover a fine-grained pattern of results indicating that Type A personality represents resource loss while Type B personality represents resource gain in the context of time, strain and behavior based WFC and FWC. We also found that ability-based EI performed restorative and additive resource functions as a moderator in the context of these relationships. The key outcome of the study is that ability-based EI performs an important role in the context of different types of WFC and FWC because it generates resources to address these conflicts.

Keywords: Type A and B Personality. Work-Family Conflict. Family-Work Conflict, Emotional Intelligence. Conservation of Resources

INTRODUCTION

Work-family conflict (WFC), common amongst many working adults across the globe, is defined as "a *form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect*" (Greenhouse & Beutell, 1985, p.77). Since 1985 many papers and meta-analysis (Allen et al., 2000; Michel & Hargis, 2008; Greenhaus & Allen, 2011) have increased our knowledge and understanding around these concepts. Two schools of thought have emerged, one to the effect that work responsibilities impact on family (WFC) and the other that family responsibilities impact on work (FWC).

Over a period of 30+ years, considerable research has been devoted to understanding the antecedents of work-family conflict (Nohe et al., 2015; Rubenstein et al., 2020). Initial studies focused on a variety of antecedents including human capital, dispositional (Allen, 2012), demographic and ability characteristics (Biggart et al., 2010) and contextual (Shockley & Allen, 2013; Kossek et al., 2010) factors. An overemphasis on the investigation of contextual variables such as organisational supports is unwise because many organisations do not provide these types of work arrangements or supports so employees have to rely on their personal resources to cope with WFC (Mansour & Tremblay, 2018). This highlights the issue of personality and while traits have received considerable attention in the wider organisational behaviour literature, they remain less comprehensively investigated in the context of work-family conflict (Wille et al., 2013; Bruck & Allen, 2003). There is support for the view that dispositional variables are stronger determinants of how employees deal with WFC and FWC than contextual factors (Allen, 2012). Andreassi and Thompson (2007), for example, found that personality traits explained more variance in both WFC and FWC than did contextual variables.

Where scholars have investigated the impact of personality on WFC the emphasis has remained primarily on the influence of the Big Five traits (Neuroticism, Extraversion, Openness to Change, Agreeableness and Conscientiousness) rather than other conceptualisations of personality

(Wille et al., 2013; Bruck & Allen, 2003). Although evidence indicates that these traditional personality traits explain the experience of WFC (Watson & Clarke, 1992; Michel et al., 2011; Wayne et al., 2004), the Big Five Personality Traits are not specific to WFC and therefore other conceptualisations of personality might be theoretically more relevant. Interestingly, less attention has been paid to another conceptualisation of personality, i.e., Type A and Type B behaviour (Bruck & Allen, 2003). This is problematic for the field because without investigation of Type A and Type B personality we have an incomplete picture of the relationship between personality and WFC which has the potential to hinder the advancement of knowledge in this area.

Initial conceptualisations of WFC and FWC highlighted its bi-directional nature, in that work can create conflict with family and family can create conflict with work (Frone et al., 1992; Allen et al., 2000). However, what is interesting is the focus on WFC in the literature with significantly less investigation of FWC (Wayne et al., 2017; Powell et al., 2018). Consistent with Netemeyer et al. (1996) we conceptualise WFC and FWC as distinct but related types of inter-role conflict. These concepts emphasise that family and work domains are incompatible (Allen & Martin, 2017) and that the demands of one role make performance of the other role difficult or challenging (Mansour & Tremblay, 2016). This has led to an imbalance in study findings with both Aryee et al. (2005) and Lu et al. (2009) proposing that both WFC and FWC are independent of one another and the presence of one does not indicate the presence or absence of the other. Consequently, they advocated the concurrent investigation of both forms of conflict in order to understand the phenomenon more holistically.

An additional gap in the literature is the tendency to aggregate the different types of WFC and FWC and pay less attention to the predictors of time, strain and behavioural WFC and WFC. There is general acceptance of the categorisation of conflict proposed by Netemeyer et al. (1996) and Greenhaus and Beutell (1985), namely time, strain and behaviour conflict. Time-based conflict focuses on the amount of time devoted to work or family and interference with work or family

related responsibilities. Strain-based conflict highlights the occurrence of stress in one domain that interferes with the other domain whereas behaviour-based conflict highlights the occurrence of behaviour in one domain that interferes with the other domain (Carlson et al., 2000). These dimensions have not gained significant traction in the literature which is unexpected given that the concept of WFC generally was proposed as multidimensional (Carlson et al., 2000; Clark et al., 2019).

A third significant gap concerns the investigation of moderators of personality WFC/FWC links. We propose that ability-based EI is an important moderator in understanding the impact of Type A and Type B personality on WFC and FWC (Davies et al., 1998; MacCann et al., 2020). EI was originally conceptualized by Salovey and Mayer (1990) as the ability to control one's own and other ones' emotions, distinguish between them, and to use it to lead one's actions and thinking. Mayer and Salovey (1997, p.23) developed this idea further and highlighted EI as a set of abilities that includes: "the ability to perceive accurately, appraise and express emotions; the ability to access and generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; the ability to reflectively regulate emotions in ways that promote emotional and intellectual growth".

Ability-based EI incorporates important resources that help explain how individuals experience both WFC and FWC. For example, Lenaghan et al. (2007) found that higher levels of EI proved to be a valuable resource in explaining perceptions of WFC. Research also emphasises the role of EI as an important resource to help managers deal with stress (Kappagoda, 2014; Akintayo, 2010). Theory and empirical research highlights a link between ability-based EI and resource conservation (Park et al., 2014; Tao & Kwon, 2019). Conflict between work and home is fundamentally about the management of a finite set of resources with resources expended in one domain making it difficult to cope in another (Halbesleben et al., 2009). From the perspective of HRD, ability based EI can be developed with strong evidence from recent literatures (Geßler et al., 2020) and in particular meta-analyses (Hodzic et al., 2017; Mattingly & Kraiger, 2018) highlighting

that training and development interventions can enhance ability-based EI. This suggests that HRD has a central role in providing employees with important personal resources to cope with WFC and FWC.

Taking inspiration from those studies which argue that the characteristics of individuals are important in how they respond to WFC and FWC our guiding research questions are: (a) What is the impact of Type A and Type B personality on perceptions of time, strain and behavioural WFC and FWC? (b) To what extent does EI act as a moderator of these relationships? Building on COR theory principles (Hobfoll, 1989; 2011) we propose that employees must address or combat resource loss arising from WFC and FWC through their personality traits and emotional intelligence. We characterise Type A personality as resource loss or depletion so the availability of high levels of ability-based EI represents resource generation or investment and will diminish the positive relationship between Type A and time, strain and behavioural WFC and FWC. We characterise Type B personality as resource gain so the availability of an additional resource, ability-based EI creates a resource caravan, which is beneficial in the experience of time, strain and behavioural WFC/FWC. These conceptualisations of Type A and B correspond with two important principles of COR theory that of resource loss and resource gain which we explain in detail in the theory development section of the paper.

We test our model (Figure 1) using a sample of 305 managers in 15 Information and Communication Technology (ICT) firms in India using a two-stage data collection process to minimize common method bias. This is an important context in which to conduct our study because India, as a highly collectivist society has experienced remarkable changes in the context of work and the need to balance work and family roles (Mishra, 2015; Kang & Sandhu, 2012). There is an increased percentage of dual earners, single-parent households and growing employment of mothers with the result that employees in Indian organisations are challenged to achieve some form

of equilibrium between work and family domains. We suggest that high levels of collectivism will potentially elevate the extent to which WFC and FWC issues are experienced (Jain & Nair, 2017).

[Figure 1 Here]

Our work offers a number of important insights for research on WFC and FWC. First, while previous research has identified personality traits to be important in perceptions of WFC and FWC, few studies reveal that Type A and Type B personality are strong determinants of perceptions of time, strain and behavior based WFC and FWC. Moreover, by highlighting the distinct value of Type A and Type B personality as resource loss and gain scenarios in the context of time, strain and behavioral WFC and FWC we engage with the multidimensional nature of WFC and underscore concerns about collapsing the construct. Indeed, such an approach may potentially have missed important insights concerning the differential impacts of Type A and B personality on perceptions of the different types of WGC and FWC.

Second, our findings further address calls to explain whether ability-based EI matters in the context of WFC and FWC (Aboobaker & Edward, 2019). Given the prevalence of WFC issues found in the modern workforce (Williams et al., 2016) it is important to understand the role of personal resources in mitigating or reducing both WFC and FWC. The potential role of ability-based EI has important practice implications for HRD interventions. EI is an important construct within the wider HRD literatures (Miao et al., 2020) and given the meta-analytic evidence on the value of training for the development of competencies in EI (Mattingly & Kraiger, 2018) HRD practitioners can contribute to ensuring that employees possess the personal resources required to minimise WFC and FWC. We extend understanding of EI as a personal resource in two significant ways. First, we conceptualize ability-based EI following COR theory as an important personal resource that can be used to address the resource loss resulting from WFC and FWC. Second, we conceptualize the combination of Type B and high levels of EI as a resource caravan concept as proposed by Hobfoll (2011). Resource caravans signify that resources move together through the enrichment of initial resources and this

leads to the generation of additional resources. We hope that these insights offer guidance to HRD practitioners to develop appropriate interventions as a way of helping employees cope with time, strain and behavior based WFC and FWC.

Our paper is structured as follows. We first present our theory and the study hypotheses. Then, we describe the study methodology and the data analysis. Finally, we present the study findings and the final section of the paper discusses the research and practice implications, and future research questions.

THEORETICAL BACKGROUND AND HYPOTHESES

The starting point of our research model is Type A and Type B personality as stable personality traits (Friedman & Rosenman, 1959; Friedman, 1974) which represent potential states of resource depletion/loss and gain (Hobfoll et al., 2018). As pointed out in the introduction, research on personality is dominated by the Big Five and while there were some studies in the early 1980's on Type A and Type B personality, this stream of personality and WFC research largely dried up. This perhaps occurred because of concerns about the psychometric properties of the measurement instrument (Ray & Bozek, 1980; Boyd & Begley, 1987), however researchers such as Furnham (1990) argued that the measure had good psychometric properties. Other researchers have highlighted that certain approaches achieve dominance and as a result the literature becomes imbalanced (Garavan et al., 2019). In this study, we used a measure of Type A-B personality (Dhar & Jain, 2001) developed specifically for the Indian context. There is a tradition of using Western developed measures in an Eastern context however this is widely criticized (Gelfland et al., 2017) and researchers have highlighted the need to develop measures that better fit the context (Aycan, 2005). The Dhar and Jain (2001) measure of Type A-B personality is widely used in India and its psychometric properties are considered effective (Madan & Srivastava, 2017). We argue that it is a more valid measure of Type A-B personality given the cultural context of our study and we believe that it has effective application to other Asian contexts with strong collectivist cultures.

Type A is defined by Rosenman, (1977). an action-emotion complex characterized by impatience, sense of time urgency, competitiveness, striving for achievement, aggressiveness, hyper alertness, restlessness, explosive speech, and abruptness of gesture. In contrast, Type B individuals are more relaxed, less competitive, easy-going and less achievement-oriented (Day et al., 2005). Friedman and Rosenman (1974), for example, found that Type A individuals were more focused on accomplishing results to the best of their abilities within tight timelines. Zyzanski and Jenkins (1970) similarly identified Type A individuals as those who are enormously competitive, determined for triumph, assertive, swift, keen, restless, hyper attentive, have uneasiness of facial muscles and experience the time urgency and challenge of responsibility. Glass (1977) found that individuals with Type A personality craved for influence and recognition, have few sources of indulgence other than job-related ones, showed compulsiveness about accomplishing things, were effortlessly provoked to anger by people and things and considered that one can deal with and overcome any barrier with sufficient effort. The majority of studies to date have investigated Type A personality and most of these are relatively dated. Burke et al. (1979) for example identified a positive association between Type A and WFC whereas Bruck and Allen (2003) found that Type A was correlated with overall WFC but not its distinct dimensions. Burke (1988) also found a significant relationship between Type A personality and WFC amongst married police officers while Carlson (1999) found a relationship between Type A personality and behavior-based conflict but it was in the opposite direction to that hypothesized - Type A individuals experience less behavior-based conflict. Moreover, Carlson et al. (1999) also found that Type A was correlated with overall WFC but not to its specific dimensions.

Research on the impact of Type B personality is largely absent from the literature. Type B individuals are more hassle-free, laid-back, contented and easygoing (Ivancevich & Matteson, 1984). Rosenman (1991) proposed that Type A-B personality encompasses three components: (1) competitive spirit, (2) edginess and overstated time urgency and (3) increased amount of rage and

unfriendliness. Glass (1977) also found that the Type B personality individuals were less likely to experience time urgency, were calmer and more composed, more relaxed. They did not get irritated easily and did not believe in fighting competitively but rather they adapted to situations and worked within them. There is some evidence from other areas of work psychology such as role ambiguity and psychological strain that Type B personality individuals were better able to cope with these work conditions (Keenan & McBain, 1979). Type B individuals were less likely to travel more, work extra hours every week and to be more strong-minded and unwavering (Carver et al., 1976; Matthews & Brunson, 1979).

Conservation of Resources, Type A-B and WFC: Resource Loss and Resource Gain

We link Type A-B personality to WFC and FWC through the lens of COR theory and its two principles concerning how resources are allocated (Halbesleben et al., 2014). The resource loss principle emphasises that the loss of resources is more significant than is resource gain and has a disproportionate impact in terms of its degree and speed (Hobfoll et al., 2018). Type A personality represents a resource loss scenario in that it makes it difficult for managers to contend with work-family conflicts. A foundational prediction of our paper is that managers who are categorised as Type A will experience stronger perceptions of WFC and FWC and there will be a positive relationship between Type A personality and time, strain and behavioral WFC and FWC conflict.

The resource investment principle proposes that individuals must invest in resource generating activities. COR theory gives particular emphasis to the resources that are generated (Hobfoll, 1989; Halbesleben et al., 2014). We predict that Type B personality traits are particularly conducive to WFC and FWC because managers with these traits are more composed, experience less time urgency, are more relaxed and less competitive and are better able to adapt to the role demands of work and family. Type B personality is seen as a prototypical personal attribute category of resources (Hobfoll, 1989) because when employees possess the traits associated with Type B they

are better able to cope with competing demands and will be less likely to experience WFC and FWC time, strain or behavioral conflict.

We also propose that managers with Type A personality are more likely to perceive greater levels of FWC than is the case for WFC. We make this prediction based on the argument that managers with Type A personality will prioritise work over family because of their need to achieve and that they take their work more seriously than is the case for Type B personalities (Bruck & Allen, 2003). Managers with Type A personality are more likely to devote scarce resources to address WFC because of their compulsiveness to get work accomplished and their competitive nature. In contrast Type B personality managers will achieve a better balance and will engage in less work activities within a limited time and report less time, strain and behavioural WFC and FWC. Thus, we formulate the following hypotheses:

Hypothesis 1(a): *Type A personality will be positively associated with time, strain and behavioural WFC and FWC*
Hypothesis 1(b): *Type B personality will be negatively associated with time, strain and behavioural WFC and FWC*
Hypothesis 1(c): *The effects of Type A personality will be greater for perceptions of FWC than for WFC whereas the effects of Type B will be same for both perceptions of WFC and FWC.*

The Restorative and Additive Potential of Emotional Intelligence as a Boundary Condition

We link the depleting experience of Type A personality and the investment experience of Type B personality to time, strain and behavioural WFC and FWC through the restorative and additive potential of ability-based EI. This type of intelligence, consistent with Wong and Law (2002), is premised on the ability to accurately sense one's own in addition to the emotions of others, to constructively regulate these emotions and respond in a way that leads to desirable behaviour (Guy & Lee, 2015). Davies et al. (1998) proposed a four-dimensional definition of EI including (a) appraisal and expression of emotion in one self, (b) appraisal and recognition of emotions in others, (c) regulation of emotion in one's self and (d) use of emotions to facilitate performance.

We utilise the investment principle of COR to argue that the influence of an additional resource can temper the impacts of Type A personality and elevate the value of Type B personality on the relationship between Type A and B personality and time, strain and behavioural WFC and FWC respectively. Ability-based EI is another example within COR theory of a prototypical personal resource (Hobfoll, 1989) in the work domain because of its potential to help managers cope with time, resource and behavioural WFC/FWC. In other words, while WFC/FWC may be inevitable because of Type A personality, high levels of ability-based EI potentially provide managers with a resource that performs restorative functions and enables them to manage WFC better. In the case of Type B personality, ability-based EI performs an additive role in that it will provide an additional resource to manage WFC.

Ability-based EI influences outcomes such as work contentment and on-the-job performance (Sy et al., 2006), the performance of other roles (Wong & Law, 2002), conflict resolution (Jordan & Troth, 2004) and interpersonal relationships (Saklofske et al., 2003). Emotionally intelligent managers are better able to manage their emotions effectively, develop stronger relationships with others and ensure positive outcomes such as wellbeing and hopefulness (Koydemir et al., 2013). Schutte et al. (2002) found that high levels of EI were associated with reduced gloominess, improved hopefulness and enhanced self-worth. Where managers with high levels of ability-based EI encountered difficult circumstances, they were able to maintain a positive relationship and self-worth. Carmeli (2003), in a study of senior managers, discovered that WFC and ability-based EI predicted career commitment and senior managers with high EI experienced less harmful effects of WFC on job dedication. Akintayo (2010) established that Nigerian workers with high levels of ability-based EI were better able to handle their work-family role conflicts. Similarly, Kappagoda (2014) found that Type B personality teachers experienced less WFC and FWC. We propose that, based on these findings and COR theory, managers with high levels of EI will be better able to counteract the negative aspects of Type A personality on time, strain and behavioural based

EI. They will perceive less of the three categories of WFC and FWC than will employees with lower levels of ability-based EI.

Consistent with the resource caravan principle of COR theory, ability-based EI will confer greater benefits for managers with Type B personality. Therefore, Type B personality combined with high levels of ability-based EI will act as co-travellers and they will have particularly beneficial effects on perceptions of WFC and FWC with the consequence that the moderating role of EI will be more significant for Type B managers. Through the utilisation of emotions, managers will be better able to make choices and decisions when time, strain and behavioural WFC emerges. Therefore, based on these arguments we propose the following hypotheses:

Hypothesis 2(a): *Emotional intelligence will moderate the relationship between Type A personality and time, strain and behavioural WFC and FWC such that managers with higher levels of EI will perceive less WFC and FWC*

Hypothesis 2(b): *Emotional intelligence will moderate the relationship between Type B personality and time strain and behavioural WFC and FWC such that managers with higher levels of* emotional intelligence *will perceive less of each.*

Hypothesis 2(c): *The moderating impact of emotional intelligence on the relationship between Type A and Type B personality and time, strain and behavioural WFC and FWC will be more significant for Type B compared to Type A personality.*

The Relative Value of Ability-Based EI on the Type A-B and both WFC and FWC

We highlighted earlier that WFC is conceptualised as bi-directional: work to family and family to work (Netemeyer et al., 1996). Scholars argue the importance of this distinction (Mansour & Tremblay, 2018) so we propose that this distinction is important in understanding the moderating role of ability-based EI as a personal resource on the relationship between Type A and B personality and time, strain and behaviour WFC and FWC. Managers with Type A personality potentially operate in a loss-of-resources spiral (Hobfoll et al., 2018). Consistent with COR theory they will use their limited personal resources gained through EI to focus on having less time, strain and behaviour based FWC. They will prioritise time, strain and behaviour based WFC conflict because the work domain provides them with a sense of achievement and self-confidence (Burke & Weir, 1980). When

they experience work-family interference, they will utilise ability-based EI to address the work issues and ensure less of the three categorises of WFC. Higher levels of ability-based EI act as buffering resource to better cope with time, strain and behaviour based WFC. In contrast, Type B personality managers gain significant resource investment on top of the value of their personality traits and achieve a gain-of-resources spiral (Hobfoll, 1989). Following this line of reasoning Type B personality acts as a personal resource that begets another resource, ability-based EI which leads to a gain of resources. Therefore, managers with Type B personality in combination with higher levels of EI are better able to devote resources to time, strain and behaviour based WFC and FWC. This arises because they are better able to regulate their behavioural and emotional reactions in both situations (Lee, 2017). Thus, we propose the following hypotheses:

H3(a). *Emotional intelligence as a moderator will be more valuable to managers with Type A personality and overall WFC compared to overall FWC.*
H3(b)*. Emotional intelligence as a moderator will be equally valuable to managers with Type B personality and both WFC and FWC.*

METHOD

Sample

Data were collected from fifteen Information and Communication Technology (ICT) firms in the Delhi-NCR region of India. We study managers in these firms because they are more likely to experience higher levels of stress due to the need to complete competitive and challenging work tasks. Study participants held a variety of positions including managers in financial, marketing, information technology, accounting and administrative jobs.

Survey invitations were sent to 360 managers. These managers were selected within each firm utilizing a convenience sample strategy. However, to avoid problems that may arise from convenience sampling, we sought a larger variation in the sample. We ensured that the sample included all the demographic categories of the population (age, income, gender). The data were collected during different days, times and from different location. Complete data were obtained

from 305 study respondents (response rate = 83.71%). The demographic information on the sample was as follows: 58% of respondents categorized themselves as males and the remaining were females. Thirty-four percent of study respondents were ages 21-30; 29% were aged between 31-40; 14% were aged between 41-50; 22% were aged between 51-60 and 1% were over 60 years of age. The human capital information of the sample was as follows: 49% of study respondents had a degree level graduate qualification; 46% had a post-graduate qualification and 5% had a diploma level qualification. In terms of work experience 40% had between 1-5 years; 30% between 6-10; 16% between 11-15; 13% had between 16-20; and 1% had more than 20 years.

Procedure

We sent study participation invitations to 21 firms via email and 17 agreed to a formal meeting and, of those, 15 firms agreed to participate in the study. In order to collect the data, the authors made a prior appointment with a representative from each firm. These representatives were briefed about the purpose of the research, and assured that the study was strictly adhering to confidentiality requirement and informed consent. We agreed with each firm the precise dates and times for survey administration. The first author administered the survey within each firm and all surveys were completed using the English language. Following Podsakoff et al. (2003), we collected the data from study participants in two stages to minimize common method bias. In the first phase, we collected human capital and demographic data and data on the predictor variable - Type A and B personality. Thirty days later, we collected data on the moderating variable (EI) and the dependent variable - perceptions of WFC and FWC. To link the responses from both time periods each questionnaire was given an identification code.

Measures

All perceptual measures were assessed using Likert type scales with 1= *strongly disagree* and 5 = *strongly agree.* All of the scales for the study constructs were selected from the wider literature and we then validated each scale to ensure that it was a good fit within the Indian cultural context.

Table 1 presents the reliabilities and convergent validity analysis for each construct included in the study.

[Table 1 Here]

Emotional Intelligence. We used the self-report WLEIS scale developed by Wong and Law (2002). This scale includes 16-items and has four subscales corresponding to the four components of EI as proposed by Mayer and Salovey (1997). The Coefficient Alpha for EI was 0.80.

Work-family Conflict/Family-Work Conflict. We used the self-report perceptual measure of WFC developed by Carlson et al. (2000). This 18-item scale consists of 6 sub-scales tapping both the direction and dimensions with respect to work interference with family (time, strain and behavior) and family interference with work (time, strain and behavior). The time-based subscale measures a manager's perceptions of the extent to which they experience time-based work-family interference or family-work interference (e.g., "I feel I don't have enough time to fulfill my responsibilities at home due to the time I have to spend on my career"). The strain-based subscale measures the extent to which a manager perceives that he/she experiences strain-based work-family or family-work interference (e.g., "When I get home from work, I am often too frazzled to participate in family"). The behavior-based subscale measures the extent a manager perceives that he/she experiences behavior-based work-family or family- interference (e.g., "Behavior that is effective and necessary for me at home would be counterproductive at work"). When analyzing the data, we used the subscales to achieve a more granular understanding of the impact of our predictor on different dimensions of WFC and FWC. The Coefficient Alphas for the three subscales were 0.70, 0.72 and 0.84 for time, strain and behavior based respectively. The Coefficient Alphas for WFC and FWC were 0.72 and 0.76 respectively.

Type A and Type B Personality. We used the self-report scale developed by Dhar and Jain (2001) which has been previously used in the Indian context (Jain & Pasricha, 2017). The scale consists of two parts; 'A' consisting of 17 items and part 'B' consisting of 16 items. Type-A Personality are

measured for tenseness, impatience, restlessness, achievement orientation, domineering and work alcoholic. Type-B Personality are measured as complacent, easy going, nonassertive, relaxed and patience. Sample items include, "I have always lived the life of deadlines" and "I prefer to complete the tasks at hand slowly". Cronbach Alpha for the two subscales were 0.89 for Type A and 0**.**78 for Type B. Scores for parts A and B were calculated for each individual respondent and where respondents scored higher on part A then we coded that respondent as having Type A personality and where the respondent scored higher on part B the respondent was coded as having a Type B personality. We did not encounter any respondents who achieved the same score for part A and B. Having gone through this procedure we found that 165 respondents were categorized as Type A and 140 as Type B for the purposes of the analysis. A similar approach was taken to identifying Type A and B in Bruck & Allen (2003) and Lee et al. (1990).

Control Variables. We also collected control data as follows: gender age marital status, organization position and tenure, and organization. These variables are typically included in studies of WFC and FWC (Blanch & Aluja, 2009).

RESULTS

Preliminary Analyses

Zero order correlations between variables are presented in Table 2. Prior to analyzing our hypothesized model, we sought to establish the convergent and discriminant validity of our measures by running a Confirmatory Factor Analysis (Campbell & Fiske, 1959). In this model, each item loaded on its appropriate factor. The measurement fit of the model was acceptable (χ^2=382.12; p=0.000, GFI=0.92, CFI=0.95, TLI=0.93, RMSEA=0.062 and SRMR=0.082). In this model all the factor loadings were significant (p<.05), all standardized factor loadings were larger than 0.70 and correlation coefficients among all latent variables were substantially smaller than 1.0. We compared the structural model with an alternative measurement model where all factors were considered as a single latent variable. The results indicated that the hypothesized model (χ^2=348; p≤0.01;

GFI=0.90, CFI=0.92, TLI=0.91, RMSEA=0.7 and SRMR=0.04) was a significantly better fit than the alternative model (χ^2=394; p=.0000; GFI=0.88, CFI=0.89, TLI=0.90, RMSEA=0.8 and SRMR=0.06) thus supporting our hypothesized model.

Table 1 reveals that in terms of the results of our factor analysis, the Average Variance Extracted (AVE) was greater than 0.50 and the valued of the Cronbach Alphas and construct validity were acceptable to proceed with the analysis of the data. In order to ascertain whether the scale items measured the theoretical constructs, we tested the construct validity. We found that the convergent validity was significant with item loadings of 0.70 indicating that about one-half of the item variance (the squared loading) can be attributed to the construct (Fornell & Larcker, 1981) suggesting that in order to assess discriminant validity it is necessary to compare the variance shared between constructs with the AVE for each individual construct. We found in each case that the values for discriminant validity were greater that the correlational values (Table 2). Therefore, our results support the validity and reliability of the constructs used in this study. We also assessed the issue of common method variance (CMV) (Podsakoff et al., 2003). We used Harman's single factor test and found that the first factor accounted for 39.2 percent of the total variance extracted thus indicating that CMV was not an issue. CMC is an issue where one general factor accounts for more than 50% of the variance.

We investigated multicollinearity by generating values of tolerance and Variance Inflation Factor (VIF). The computed values of tolerances were greater than 0.1, and VIFs were less than the cut-off of the value of 5 (Hair et al., 2011).

[Table 2 Here]

Hypotheses Testing

We used moderated regression analyses to test our hypotheses. The analyses were conducted using SPSS and the relevant outputs are contained in Tables 3-5. Hypothesis 1(a) proposed that Type A personality was positively associated with managers' perceptions of time,

strain and behavior- based WFC and FWC. We found that Type A personality (see Table 3) was positively related to managers' perceptions of time (β=0.57; p≤0.01), strain (β=0.60; p≤0.01) and behavior (β=0.31; p≤0.01) based WFC and between Type A personality (see Table 4) and time (β=0.60, p≤0.01), strain (β=0.46, p≤0.01) and behavior (β=0.49, p≤0.01) based FWC. We therefore found support for Hypothesis 1(a). Hypothesis 1(b) proposed that Type B personality was negatively associated with time, strain, and behavior based WFC and FWC. We found that Type B personality (see Table 3) was negatively related to time (β=-0.11; p≤0.05), strain (β=-0.22; p≤0.01) and behavior (β=-0.23; p≤0.01) based WFC and it was also related to time (β=-0.26; p≤0.01) strain β=-0.05; p≤0.01) and behavior (β=-0.45; p≤0.01) based FWC (see Table 4). We therefore established support for Hypothesis 1(b). Hypothesis 1(c) proposed that the effects of Type A personality will be greater for perceptions of FWC than WFC, whereas the effects of Type B will be equal for both perceptions of WFC than FWC. Contrary to our hypotheses (see Table 5), we found that Type A personality was more positively related to perceptions of WFC (β=0.69; p≤0.01) than FWC (β=0.41; p≤0.01) and in the case of Type B personality it was more negatively related to FWC (β=-0.36; p≤0.01) than WFC (β=-0.16; p≤0.01). Thus, Hypothesis 1(c) is not supported.

In order to test the moderating effects of ability-based EI, we first entered the demographic variables in Step 1 followed by predictor variables in Step 2. In Step 3, we entered ability-based EI into the regression model followed in Step 4 by the interaction between predictor variables and moderating variables.

Hypothesis 2(a) and Hypothesis 2(b) proposed that EI would moderate the relationship between Type A and Type B personality and time, strain and behaviour based WFC and FWC. Tables 3 and 4 present the results of the moderation analysis along with Figures 2(a) and 2(b), which present the moderation slopes. We found that EI moderated the relationships between Type A and Type B personality and time, strain and behaviour based WFC (see Table 3) and FWC (see Table 4). The Type A β coefficients for time, strain and behaviour based WFC were .36 (p≤0.01), .28 (p≤0.01)

and -.09 (ns) respectively, and in all cases were lower than the unmoderated regression. The Type B β coefficients for time, strain and behaviour based WFC were -.21 (p≤0.01), -.45 (p≤0.01) and -.53 (p≤0.01), and in all cases were lower than the unmoderated regression. Similarly, the FWC equivalents were .30 (p≤0.01), .28 (p≤0.01) and -.29 (p≤0.01) for Type A, and -.43 (p≤0.01), -.25 (p≤0.01) and -.44 (p≤0.01) for Type B. These results support Hypothesis 2(a) and Hypothesis 2(b).

Hypothesis 2(c) proposed that the moderating effects of overall EI would be greater for Type B compared to Type A personality for time, strain and behaviour based WFC and FWC. When we compared the interaction results, we found that the moderating effect of EI was greater for Type B than for Type A personality. For Type A, the betas reduced from .57 to .36, .60 to .28 and .31 to -.09 for time, strain and behaviour based WFC respectively, with equivalent reductions for FWC of .60 to .30, .46 to .28 and .49 to .29. For Type B the changes were -.11 to -.21, -.22 to -.45 and -.23 to -.53, for time, strain and behaviour based WFC respectively, with equivalent changes for FWC of -.26 to -.43, -.05 to -.25 and -.25 to -.44.

Hypothesis 3(a) proposed that EI as a moderator would be more significant to managers with Type A personality in the context of the relationship between Type A personality and WFC compared to FWC. Table 5 presents the results of the moderation analysis along with Figure 3, which presents the moderation slopes.

[Table 3 Here]

[Table 4 Here]

[Table 5 Here]

[Figure 2(a), 2(b) and 3 here]

The results reveal that the moderating effects of EI for Type A were β=-0.69; p≤0.01 v β=-0.32; p≤0.01 for WFC compared to β=0.41; p≤0.01 v β=-0.12; p≤0.05 for FWC. Therefore, we found support for Hypothesis 3(a). Hypothesis 3(b) proposed that EI as a moderator will be equally valuable for managers with Type B personality in the context of the relationship between Type B

personality and both WFC and FWC. We found that EI was a more significant moderator for Type B personality WFC relationship (β=-0.16; p≤0.01 v -.36; p≤0.01) compared to Type B FWC relationship (β=-0.36; p≤0.01 v β=-0.49; p≤0.01). Therefore, Hypothesis 3 (b) is not supported.

DISCUSSION

This research was inspired by two important contemporary developments: the recognition that work-family conflict issues are an important concern for organizations across the globe and growing academic and practitioner interest in ability based EI an important resource in the workplace. Adopting a multi-dimensional view of work-family conflict, we utilized COR's resource allocation principles to predict the impact of Type A and Type B personality on time, strain and behavior based WFC and FWC and to propose that ability-based EI would act as an important restorative and additive resource in the context of the focal relationships investigated.

We utilized COR theory to propose Type A and Type B personality and ability based EI as resource loss and resource investment scenarios and gathered data from over 300 managers working in ICT in India. We found that Type A personality represents a resource loss scenario whereas Type B represents a resource investment. Our results reveal that Type A personality is positively related to manager perceptions of time, strain and behavior based WFC/FWC, which contrasts with the findings for Type B personality, where we found that it was negatively associated with time, strain and behavior based WFC and FWC. Taken together, these results indicate strong support for our COR theory informed hypotheses and indicate the predictive ability of both types of personality to explain perceptions of time, strain and behavioral based WFC and FWC. Moreover, we found support for the predictions about the restorative and additive resource value of ability-based EI in moderating the relationships between Type A-B personality and time, strain and behavioral based WFC and FWC. We noted some important nuances in terms of this moderating role. For example, ability-based EI played an equally important moderating role for the relationship between both Type A and B personality and time, strain and behavioral based WFC. In the case of

FWC, Type B personality ability-based EI played a very significant additive moderating role in the link with FWC compared to WFC. We note that these results were generated in a unique cultural context - India where the challenges of striking a balance between work and family roles are challenging in a collectivist society. In addition, we focused on managers working in ICT so there is a need to be cautiously aware of the importance of that context when it comes to future research directions.

Theoretical Contribution

Work-Family Conflict. While scholars have emphasized the need to study the antecedents of WFC and FWC, researchers have focused primarily on the investigation of WFC (Aboobaker & Edward, 2019; Andreassi & Thompson, 2007) rather than FWC (Mansour & Tremblay, 2016), they have adopted an aggregation approach to WFC/FWC resulting in limited investigation of the time, strain and behavioral components. Furthermore, they have concentrated more on contextual rather than dispositional antecedents (Shockley & Allen, 2013; Kossek et al., 2010). In our study, we probed WFC and FWC and the three dimensions of time, strain and behavioural based conflict and as a result we identified important effects that would have been missed by focusing on an aggregated approach to WFC. We uncovered for example that Type A personality is particularly relevant in explaining strain based WFC and time-based FWC and that Type B personality was particularly relevant in explaining perceptions of behaviour based FWC but of less value in explaining strain based FWC. We hope that these study findings encourage more work on these empirically neglected dimensions of WFC and FWC.

Personality. We sought to expand the investigation of personality as an antecedent of time, strain and behavior-based WFC and FWC by moving beyond the focus on the Big Five. Our results emphasize the importance of considering other personality constructs when investigating WFC and FWC. We specifically responded to the contradictory findings on the role of Type A personality in explaining WFC (Bruck & Allen, 2003; Carlson, 1999) and the dearth of research on Type B

personality and WFC. Thus although prior work has suggested that Type A and Type B personality is effective in explaining WFC our results suggest it has value in explaining both WFC and FWC. Overall, our results broaden understandings of the role of personality traits in influencing perceptions of WFC (Burke et al., 1979; Bruck & Allen, 2003; Blanch & Aluja, 2009). The selection of Type A and B personality is interesting in the context of COR theory because each personality type represents a different resource scenario. Therefore, our results contribute to the literature on the role of dispositional variables such as personality in explaining WFC and FWC personality therefore scholars can increase understanding of these different personality constructs in future research by incorporating both the Big Five and Type A-B in the same study.

Ability-based Emotional Intelligence. Our findings on the moderating role of ability-based EI suggest that scholars should embrace EI as a potential restorative and additive concept in the context of the modern workplace to address WFC and FWC issues. To date, EI research in the context of WFC and FWC is nascent suggesting that there is significant potential for theory testing studies that address its role in the context of dispositional characteristics and WFC/FWC. When scholars have studied ability-based EI, they have primarily investigated it as a predictor or mediator rather than a boundary condition. Our research suggests significant benefits of ability-based EI for both Type A and B personality and that it has important restorative and additive functions. We also found that ability-based EI has value in a non-Western context (Bhalla & Kang, 2018; Bhararti & Mala, 2016) and provided support for its generalizability as a personal resource available to managers in the context of WFC and FWC.

Conservation of Resources. We utilized COR to explain both the direct impacts of Type A and B personality and ability-based EI on WFC and FWC, therefore our research highlights some important insights concerning the theoretical lens we used. Halbesleben et al. (2014) and Hobfoll et al. (2018) have suggested that COR theory has significant explanatory value in clarifying the value of multiple resources. Specifically, by revealing the links between Type B personality and ability-

based EI we provide some support for the more recently introduced "resource caravans" concept (Hobfoll et al., 2018). This is defined as a pattern of resources and our findings highlight that ability-based EI has additive value in the context of both WFC and FWC. Our findings also speak to the concept of multifinality where the same resource (Type B and/or ability-based EI) can achieve multiple forms of WFC and FWC. Our findings also speak to another important concept within COR theory specifically the notion that where individuals experience resource loss as in the case of Type A personality they can cope with it via substitution (Hobfoll, 1989). Therefore, in the context of our study findings ability-based EI constitutes a substitution strategy where it can alleviate the negative impacts of Type A on both WFC and FW.

Limitations and Future Research Directions

The study findings should be considered in the light of a number of limitations. First, our study context in terms of the country, sector and category of employee raises issues concerning the generalizability of our study findings. We particularly encourage extension to additional populations. Future research should investigate the focal relationships in Western context and with different categories of employees. Indian society is highly collectivist (Jain & Nair, 2016) which may have influenced perceptions of work-family conflict. In addition, there is scope to investigate categories of employees such as working mothers, lower status employees, minorities, females and employees from lower socio-economic categories. These categories of employees may not have the resources of EI to deal with WFC/FWC in the same way as higher status employees have (Thoits, 1992). It would also be useful to investigate the impacts of employee characteristics that we did not collect in this study such as number of dependents, the marital status of the respondent, the number of children and whether the respondent was a single parent or not. Managers have potentially more flexibility than lower skilled, lower wage employees who typically will have tighter work regimes. In these situations, these categories of employees may have less EI resources and may have to draw of other resource categories to alleviate WFC and FWC. We also conducted our study in

the ICT sector where there are distinct cultural norms and work-family policies. It is possible that the relationships investigated will operate differently in organizations with different cultural norms about work-family issues. It should also be noted that the Covid 19 pandemic is an important new context in which to conduct research on WFC and FWC (Vaziri et al 2020).

Second, we used a measure of Type A-B personality specifically designed for the Indian context (Dhar & Jain, 2001). We found that the measure had strong reliability and its use in other studies has demonstrated similarly strong reliability (Madan & Srivastava, 2017). We argue that our measure speaks to the need to utilize measures in organisational psychological and behavioral research (Gelfand et al., 2017) we are conscious that its use may limit the generalizability of our findings to Western contexts.

Third, our study relies heavily on self-reports so we particularly encourage replication utilizing data on ability-based EI utilizing multi-source reports and objective reports, and the use of controlled experiments. We acknowledge that this will prove difficult given the nature of the study variables. An important issue in the context of COR theory concerns the importance of dyadic resource crossover (Hobfoll et al., 2018) therefore what is the role of leaders in the context of moderating the impacts of Type A-B personality in influencing WFC and FWC outcomes? Do leaders through their own ability-based EI influence the relationships investigated in this study? What is the role of cultural practices and what role does organisational level EI play in explaining these relationships?

Finally, our study separated in time the measurement of the predictor and control variables from the moderator and dependent variables. However, it is important to understand the value of ability –based EI as a personal resource over time. COR theory for example suggests that continual reliance on a personal resource may lead to employees perceiving greater levels of WFC and FWC.

Beyond these limitations, we would encourage more research that investigates the relative predictive power of the Big Five in comparison to Type A and B personality in addition to the

interaction of these dispositional variables with other types of resource moderators (Hyde et al 2020; Wille et al., 2013). We revealed that ability-based EI and the resources it generates can matter to all types of WFC and FWC but more work is required to identify its relative value to each dimension of WFC/FWC. In addition, there is major scope to investigate the value of personality in the context of Covid 19. For example, researchers can explore the following questions: Have levels of WFC and FWC changed during the pandemic? To what extent have the different categories of WFC and FWC changed during the pandemic and have some categories assumed greater importance? Are there differences in the experience of WFC and FWC for employees in extremely integrated (where there is regular performance of work related to one's job while at home) or segmented work and family situations (Allen et al 2014)? Have particular groups such as mothers and single parents experienced greater WFC and FWC? Have high levels of EI assumed greater importance as a personal resource in coping with these issues in the context of the pandemic? These intriguing questions can be explored in the context of Covid 19.

Practical Implications

HRD, learning and development practitioners are increasingly interested in the role of ability-based EI and the development of interventions and training programs to enhance it. It appears that EI is good for both individuals and organizations (Brunetto et al., 2012; Lee, 2017). Our study findings offer guidance to HRD, learning and development professionals.

Of particular significance is that our findings highlight that ability-based EI can function as a restorative resource to address resource loss situations and as an additive resource to address resource gain situations. Managers in our study benefited from high levels of ability-based EI and it suggests that managers and organizations can reap its benefits in managing WFC and FWC. However, the development of EI through organisational interventions and training activities will likely require an ongoing investment of resources to assess the needs of managers in this area and the development of appropriate interventions. EI training interventions can help managers and

employees to be more skilled in utilizing in utilizing EI strategies when they encounter WFC and FWC issues. These training interventions can include workshops, mentoring supportive coaching and the development of a positive culture to decrease the perceptions of WFC and FWC. The meta evidence (Hodzic et al., 2017; Mattingly & Kraiger, 2018) suggest that when designing these programs HRD practitioners should be focused on helping managers to understand their emotions and to develop strategies to control their emotions in conflict situations. Our findings also have implications for the way in which organizations undertake the socialization of managers and the development of EI. Furthermore, organizations can use socialization and induction processes to make managers aware of how their personality characteristics are important in terms of how they respond to WFC issues. These HRD implications are potentially more challenging in the context of the global pandemic. For example, the delivery of HRD interventions to provide employees with insights of their EI characteristics is potentially more difficult to undertake in an on-line delivery situation. In addition, there may be a need for HRD practitioners to develop more customized and individualized solutions to provide better support to employees with different family situations given that the experiences of these groups will likely diverge.

Finally, there may be value in HRD professionals focusing on the development of organisational cultures where WFC and FWC issues are addressed and supported and where EI is promoted to combat work-family conflicts. While we positioned ability-based EI as a personal resource that can help address WFC and FWC it will likely be most effective where it is supported by a culture than encourages the demonstration of EI and supports the individual.

CONCLUSION

In this paper we investigated the relationship between Type A and B personality and both WFC and FWC and the moderating role of ability-based E in the context of managers working in ICT in India. From our results remerged a differentiated view of the impacts of Type A and B as resource loss and gain scenarios respectively. Type A personality is positively related to time, strain and

behavior based WFC and FWC whereas Type B is negatively related to these types of work-family conflict. Ability based EI performs both restorative and additive functions in the context of both personality types. We hope that this delineation of the value of Type A and B personality as an alternative to the focus on the Big 5 will inspire future research on WFC and FWC in organizations.

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FIGURE 1: RESEARCH MODEL

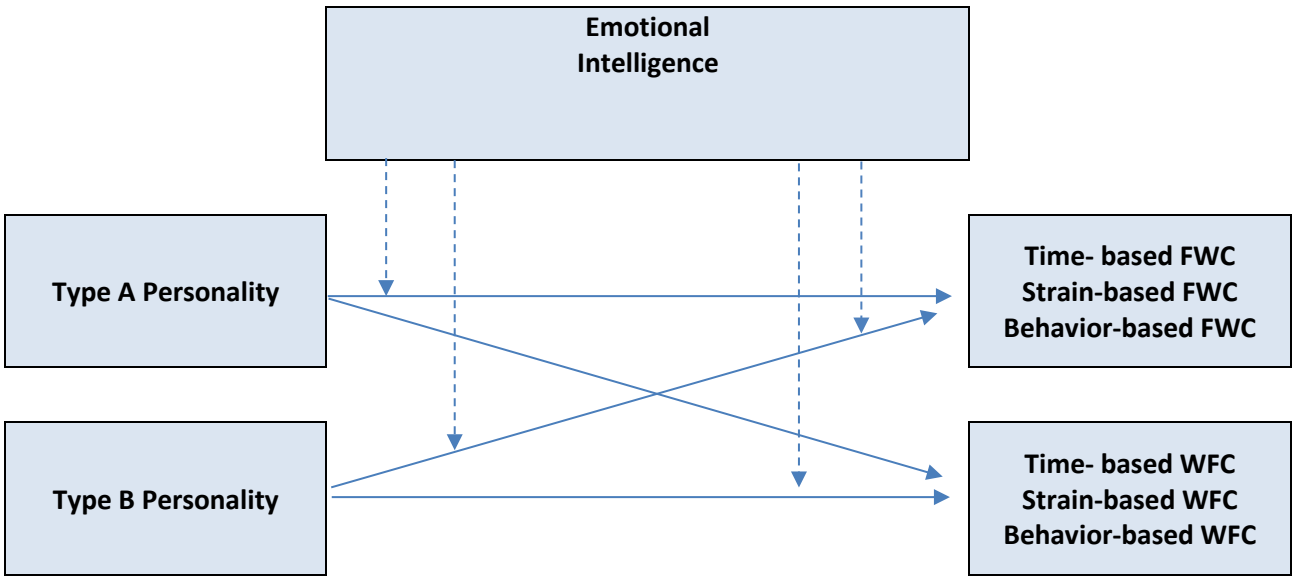


Figure 2 (a): WFC-Types Moderation Slopes

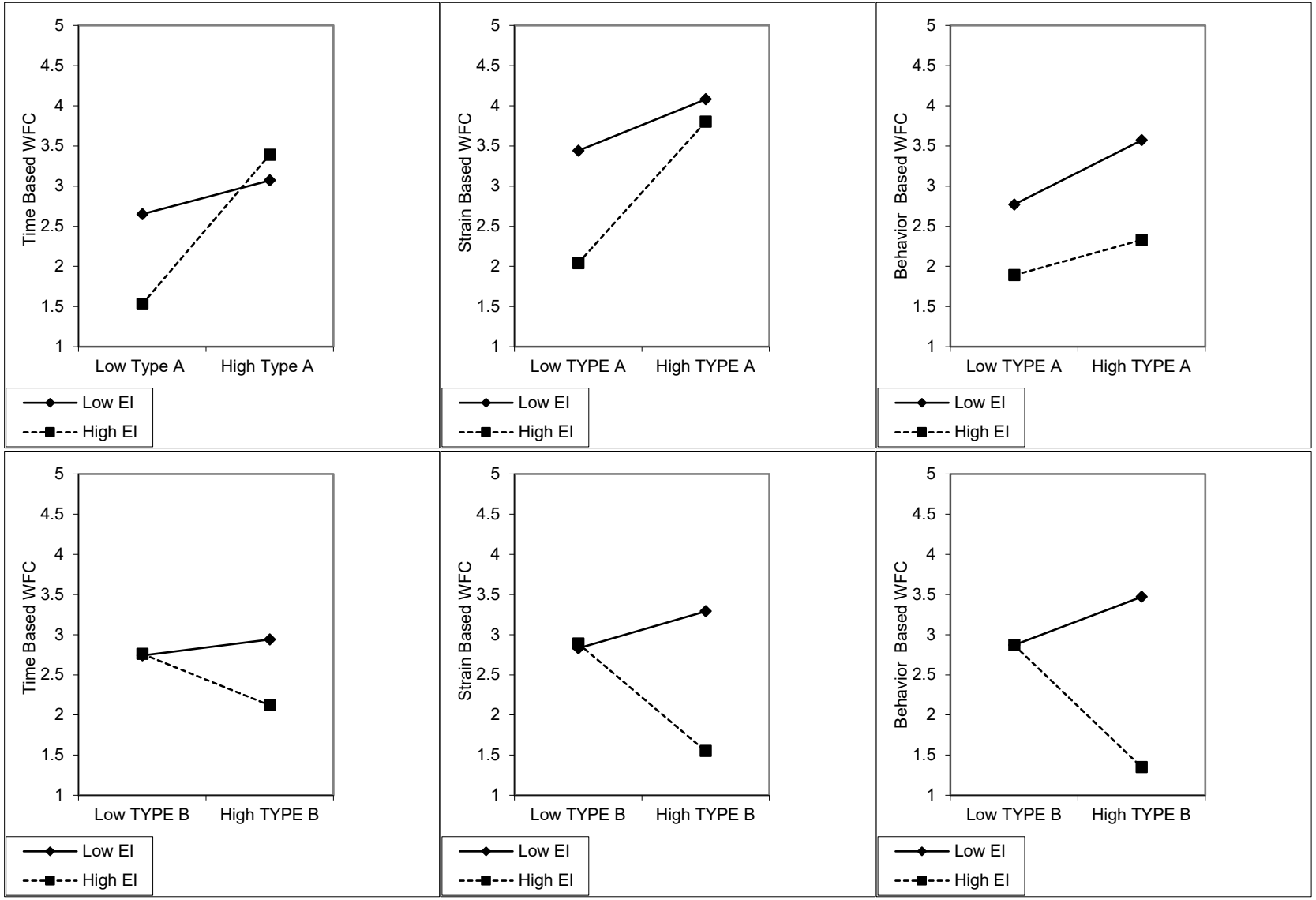


Figure 2 (b0: FWC-Types Moderation Slopes

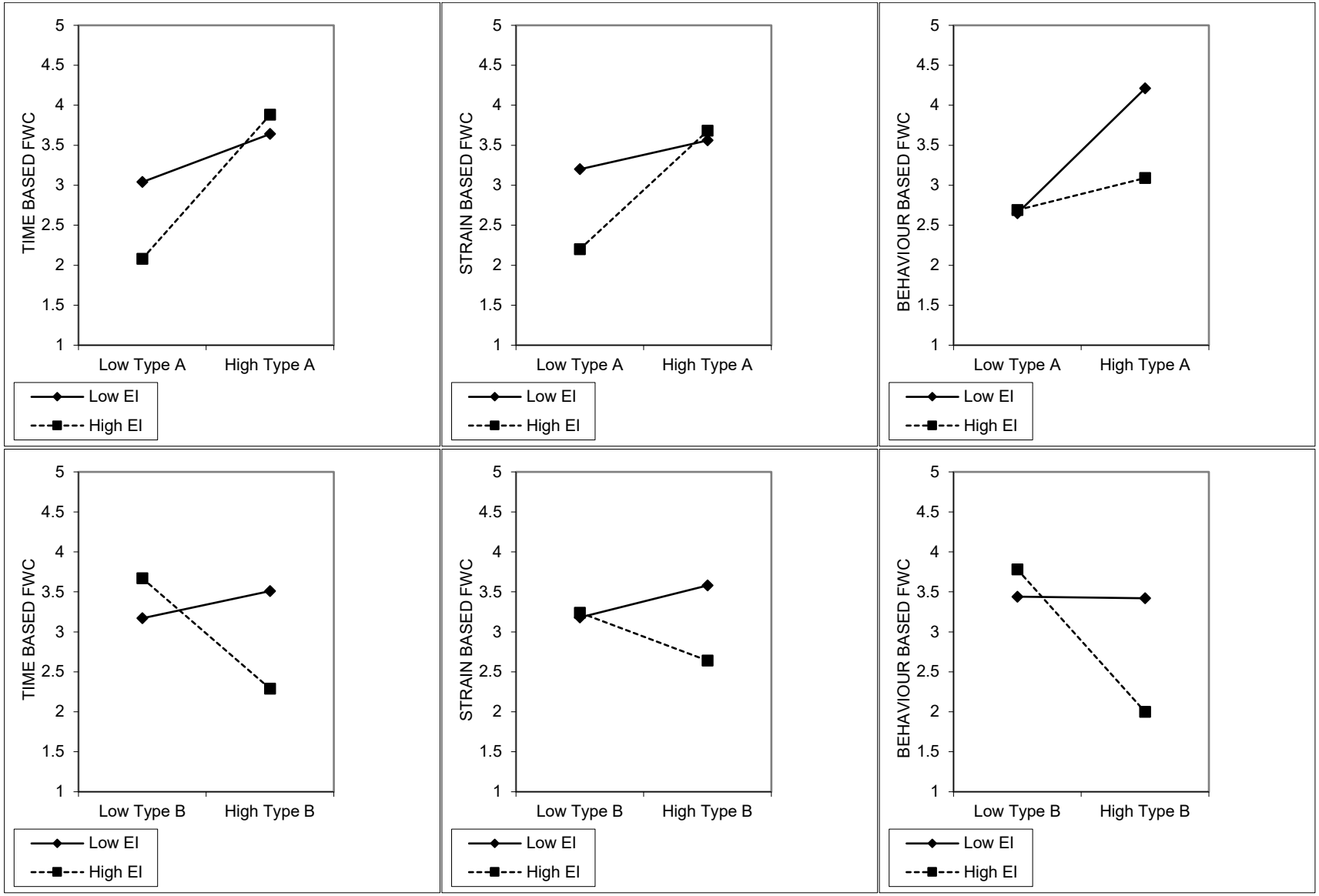


Figure 3: WFC & FWC Moderation of EI

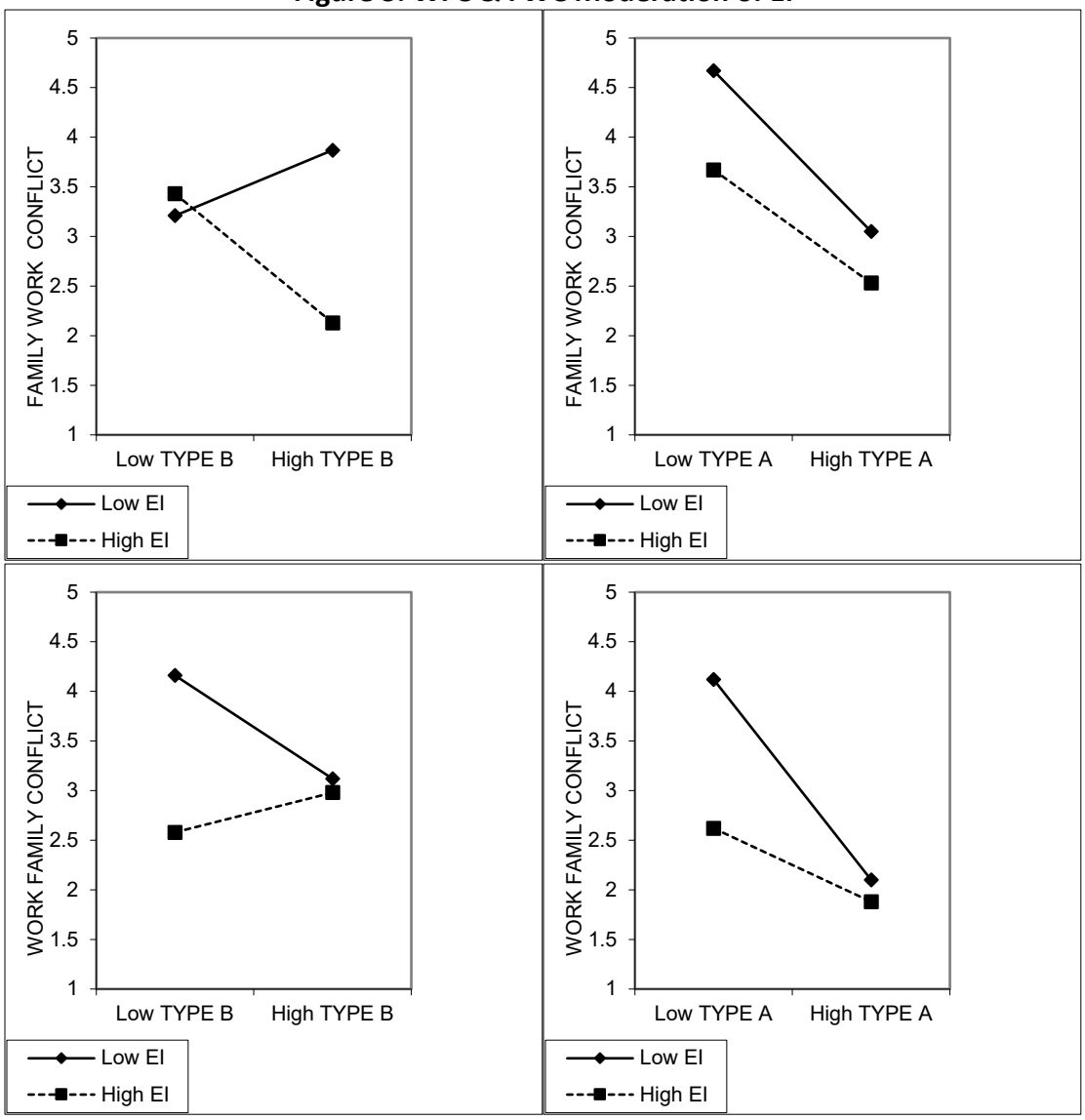


Table 1: Reliability and Convergent Validity Analysis					
S.No.	**Item**	**Factor Loading Range**	**Cronbach alpha**	**AVE**	**CR**
1	Type A Personality	0.70-0.85	.89	.80	.85
2	Type B Personality	0.76-0.80	.78	.71	.83
3	Emotional Intelligence	0.76-0.81	.80	.72	.82
4	Work-Family Conflict	0.71-0.83	.72	.74	.77
5	Family-Work Conflict	0.74-0.78	.76	.74	.74
6	Time based Work-Family Conflict	0.73-0.80	.70	.71	.70
7	Strain based Work Family Conflict	0.75-0.78	.72	.73	.74
8	Behavior based Work Family Conflict	0.77-0.83	.84	.80	.82

Source: Authors' Survey

Table 2: Fornell-Larcker Criterion: Descriptive statistics, correlations, and discriminant validity (N=305)										
Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
1.Gender	1									
2.Experience	.03	1								
3.Type A	.05	.19*	**.89**							
4.Type B	-.00	-.00	-.11*	**.84**						
5.EI	-.12	-.15*	-.25**	.17*	**.84**					
6.TIME	.07	.09	.56**	-.11*	-.20**	**.84**				
7.STRAIN	.04	.16*	.60**	-.21**	-.42**	-.35**	**.85**			
8.BEHAVIOR	.03	.23**	.30**	-.23**	-.53**	.32**	.41**	**.89**		
9.WFC	.02	.19	.69**	-.16*	-.42**	.74**	.69**	.72**	**.87**	
10.FWC	.07	.16*	.41**	-.37**	-.38**	.57**	.58**	.69**	.58**	**.86**
Mean	1.42	1.43	3.26	3.24	4.12	3.22	3.26	4.11	3.88	4.24
SD	.49	.82	1.02	.48	1.24	.96	.68	.94	.82	.44

Note: Pearson correlations: *p ≤ 0.01 **p ≤ 0.01; Discriminant Validity (Square root of AVE) is shown in bold diagonally

Table 3: Moderated Regression Analysis: Time-Strain-Behavior Based WFC										
	Criterion: Time-Based WFC				Criterion: Strain-Based WFC				Criterion: Behavior-Based WFC	
Variables	**Beta**	**Adj R^2**	**F Change**		**Beta**	**Adj R^2**	**F Change**		**Beta**	**Adj R^2**	**F Change**
Step1										
Control Variables		0.03	1.96			0.04	3.28			0.06	4.79
Gender	0.07				0.02				0.03		
Marital Status	-0.03				0.05				0.03		
Experience	-0.02				0.04				0.20**		
Age	0.13*				0.18**				0.05		
Organization	0.01				0.02						
Step 2											
Predictor Variable											
Type A	0.57**	0.30	133.73		0.60**	0.36	172.94		0.31**	0.10	31.72
Type B	-0.11*	0.01	3.94		-0.22**	0.05	14.90		-0.23**	0.04	17.34
Step 3											
Moderator											
EI	-0.20**	0.04	12.56		-0.42**	0.18	65.97		-0.53**	0.28	117.17
Step 4											
Interaction											
Type A*EI	0.36**	0.13	45.13		0.28**	0.08	25.66		-0.09	0.01	3.02
Type B*EI	-0.21**	0.05	14.30		-0.45**	0.20	77.44		-0.53**	0.28	115.64
Note: **p ≤ 0.01; **p ≤ 0.05											

Table 4: Moderated Regression Analysis: Time-Strain-Behavior Based FWC										
	Criterion: Time Based FWC				Criterion: Strain Based FWC				Criterion: Behavior Based FWC	
	Beta	Adj R^2	F Change		Beta	Adj R^2	F Change		Beta	Adj R^2	F Change
Variables										
Step1										
Control Variables		0.03	3.31			0.03	2.63			0.06	4.79
Gender	0.12				0.02				0.03		
Marital Status	0.00				0.11				0.03		
Experience	0.00				-0.07				0.20**		
Age	0.16*				0.15**				0.05		
Organization	0.11				-0.09						
Step 2										
Predictor Variable										
Type A	0.60**	0.37	64.98		0.46**	0.25	43.24		0.49**	0.27	51.72
Type B	-0.26**	0.06	21.34		-.05**	0.00	0.60		-0.25**	0.20	77.23
Step 3										
Moderator										
EI	-0.18**	0.22	35.54		-.22**	0.28	55.97		-0.27**	0.38	67.17
Step 4										
Interaction										
Type A*EI	0.30**	0.43	14.14		0.28**	0.43	45.66		0.29**	0.17	33.02
Type B*EI	-0.43**	0.26	5.44		0-.25**	0.20	27.36		-0.44**	0.32	81.36
Note: **p ≤ 0.01; **p ≤ 0.05											

Table 5: Moderated Regression Analysis: WFC and FWC							
	Criterion Variable: WFC				Criterion Variable: FWC		
	Beta	**ΔR^2**	**F Change**		**Beta**	**ΔR^2**	**F Change**
Variables							
Step 1							
Control Variables		0.05	3.66			0.04	3.07
Gender	0.01				0.06		
Marital status	0.05				-0.03		
Experience	0.12				0.05		
Age	0.13				0.11		
Organization	0.02				-0.01		
Step 2							
Predictor Variable							
Type A	0.69**	0.48	278.42		0.41**	0.17	62.38
Type B	-0.16*	0.02	8.64		-0.36**	0.13	46.88
Step 3							
Moderator							
EI	-0.43**	0.18	68.07		-0.38**	0.15	52.13
Step 4							
Interaction							
Type A*EI	0.32**	0.10	33.89		0.12*	0.02	4.28
Type B*EI	0.36**	0.13	47.75		-0.49**	0.24	97.03
Note: **p ≤ 0.01; **p ≤ 0.05							