UNIVERSITY OF OKLAHOMA GRADUATE COLLEGE

THE LAGGED IMPACT OF WORK-FAMILY CONFLICT AND FAMILY-SUPPORTIVE WORK ENVIRONMENTS ON BURNOUT IN EARLY CAREER EMPLOYEES

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Abstract

Family-supportive work environments (FSWE) are employee resources that can reduce interrole conflicts such as work-family conflict (WFC) or family-work conflict (FWC) that lead to employee strain or burnout (Kahn et al., 1964). The current study found WFC mediated the relationship between FSWE and burnout (physical and cognitive) in a time-lagged study of early-career employees. Additionally, WFC was more strongly related to FSWE compared to FWC, given that they are both work-related factors. Lastly, gender (men vs. women) and race (Native American vs. White & Asian employees) were not found to moderate the indirect effect of WFC/FWC on the relationship between FSWE and burnout (emotional, physical, and cognitive). The implications of the current study are reviewed and suggestions are made on how organizations can foster a supportive environment to reduce WFC, FWC, and burnout.

Keywords: Family-Supportive Work Environment, Work-Family Conflict, Family-Work Conflict, Burnout, Early-Career Employees, Native American Employees

Introduction

Burnout is a widespread issue among U.S. employees according to the American Psychology Association 2021 Work and Well-being Survey, which found that three in five employees reported negative impacts from work-related stress, including lack of interest, motivation, or energy (26%), lack of effort at work (19%), cognitive weariness (36%), emotional exhaustion (32%), and physical fatigue (44%) (Abramson, 2022). The current generation of young adults, who have recently entered the workforce, have reported some of the highest stress levels of all age groups over the past several years, both generally and in response to the pandemic (APA, 2022). Additionally, research has shown burnout to be more frequently experienced among early-career employees than those later in their careers (Antoniou et al., 2006; Brewer & Shapard, 2004; Maslach et al., 2001).

Young adults graduating from college and entering the workforce face unique challenges in balancing work and nonwork obligations. As early-career employees, there are several reasons why they may prioritize their work over nonwork obligations. A national survey of early career workers reported great fluctuations in and a lack of control over their work schedule (Lambert et al., 2014). Among early-career hourly workers, 41% reported that they are informed of their work schedule one week or less in advance (Lambert et al., 2014). These early career employees also reported a lack of control in deciding their work hours with only 1 in 5 reporting control over the timing of their hours (Lambert et al., 2014). Less control, flexibility, and prior knowledge of working hours can make it difficult for early-career employees to schedule their personal obligations such as spending time with their families. Early career employees may also face financial burdens or have aspirations for career advancement that require them to prioritize their work over family (Zhang et al., 2012). Moreover, starting a family as an early career

employee is viewed unfavorably in many careers (Cech & Blair-Loy, 2019; Thébaud & Taylor, 2021). With competing demands between work and family for early career employees, it is not surprising they are experiencing high stress. However, few studies have examined this experience, or explored possible resources that may impact negative well-being outcomes for this population of workers.

One potential resource that may alleviate early career workers' conflicting demands and burnout is the presence of a family-supportive work environment (FSWE) in their organizations. Allen (2001) coined FSWE, defining it as "global perceptions that employees form regarding the extent the organization is family-supportive" (p. 416). Allen established the impact of a FSWE, employees' perceptions of that support, and the effects it has on outcomes such as job satisfaction, burnout, organizational commitment, etc. (2001). Her work suggests that organizations should aim to cultivate a culture that recognizes and supports employees' efforts to fulfill both their work and family responsibilities, enhancing a perceived sense of support and ultimately decreasing their conflict and enhancing overall well-being (Maslach et al., 2001). To expand knowledge on the experiences of early career employees and the impact of organizations creating a FSWE, this study aims to investigate FSWE as a predictor of work-family conflict (WFC), family-work conflict (FWC), and burnout among early career employees. Specifically, the current study will examine WFC and FWC as mediators of the relationship between FSWE and burnout in one-year intervals. The current study explores whether WFC is more strongly related to FSWE compared to FWC, given that they are both work-related factors that should be more highly correlated given domain-matching theory (Cohen & McKay, 1984; Gore & Aseltine, 1995).

Further, given differences in the experiences of work-family conflict based on employee gender and race, the current study explores whether gender and race act as moderators within the proposed mediation model. According to social role theory, women face pressure from societal and gendered expectations to conform to social norms (Eagly & Wood, 1999; Eagly & Wood, 2012). These norms are demonstrated in research showing that starting a family and familial obligations are viewed as particularly unfavorable for women's career advancement (Bass, 2015; Cech & Blair-Loy, 2019; Thébaud & Taylor, 2021). Additionally, studies have shown women experience greater levels of WFC, FWC, and burnout (Ahola et al., 2008; Elliot, 2003; Marchand et al., 2018; Purvanova & Muros, 2010; Shockley et al., 2017). These gender differences suggest that the effect of FSWEs on reducing WFC, FWC, and burnout may vary between men and women. Therefore, the current study investigates a gendered moderated mediation model investigating possible differences in the mediating effect of WFC and FWC on the relationship between FSWE and burnout for early career men and women.

Lastly, there is the potential for race to act as a moderator within the proposed mediation model. Tribal Critical Race theory illustrates the lasting impact colonialism and imperialism has on Native American individuals (Brayboy, 2005). Additionally, colonialism and imperialism have been endemic to society and created lasting impacts on the culture within the U.S (Brayboy, 2005). As most American workplaces represent the dominant U.S. culture, it is important to acknowledge that Native American employees may experience a conflict of values and culture between their communities and workplaces, which may impact their work and family experiences. These differences may be driven by particularly strong family and cultural connection, high family involvement in their careers, and a focus on collectivism, which does not correspond to the values of many American workplaces (Clark, 2002; Julien et al., 2017). As

such, the cultural mismatch that may be perceived by Native American employees in their work environments may result in differences within the proposed mediation model across Native American and non-Native American employees.

Interrole Conflict: Work-Family Conflict and Family-Work Conflict

Kahn et al. (1964) lays out the theoretical groundwork for an individual's struggle to meet the pressures and demands of their roles in life. A role is defined as a set of activities and behaviors that must be performed. When an individual cannot meet the demands of their roles, they will begin to experience role pressure and eventual psychological conflict. One specific type of role conflict that can occur is interrole conflict, which occurs when an individual has difficulty performing in multiple roles successfully because of conflicting demands from each role. The pressure to meet the conflicting demands of each role will result in strain on the individual. However, resources can empower individuals to meet the demands of conflicting roles, enabling the individual to cope with the responsibilities and reduce their experienced strain.

Work-family conflict (WFC) and Family-work conflict (FWC) are two forms of interrole conflict that individuals may encounter when facing conflicting demands between their family responsibilities and work obligations. WFC occurs when work demands interfere with an individual's family demands (Gutek et al., 1991). An example of WFC is when an individual works long hours, preventing them from going home and spending time with their family. FWC occurs when family demands interfere with an individual's work demands (Gutek et al., 1991), such as when an individual has to spend several hours cooking and cleaning for their family making them tired the next day at work and unable to perform their job optimally. Research has shown WFC and FWC to be related to many negative consequences for employees because they are struggling to meet the demands of the multiple roles within their lives. A meta-analysis found

many effects related to WFC and FWC, including lower life satisfaction, lower job satisfaction, lower organizational commitment, lower family satisfaction, and greater psychological strain (Allen et al., 2000). Another factor that WFC and FWC increase is burnout or occupational stress (Allen, 2001; Allen et al., 2000; Aryeel, 1993; Bacharach et al., 1991; Blanch et al., 2012; Greenglass & Burke, 1988). In both directions of conflict, the demands of one role interfere with the demands of another role causing strain for the individual because they cannot meet the full spectrum of demands.

Family Supportive Work Environments, Work-Family Conflict, and Family-Work Conflict

Allen demonstrated the importance of an employee's perception of a FSWE for many employee outcomes, including reduced levels of WFC (2001). Research has continued to examine the relationship between various forms of familial organizational support and WFC/FWC, including a recent meta-analysis that shows the varying importance of different forms of support, both broad and family-specific, in reducing WFC (Kossek et al., 2011). Specifically, supervisor work-family support and perceived work-family organizational support were more strongly related to WFC compared to general supervisor support and perceived organizational support (POS) (Kossek et al., 2011). Notably, despite the useful meta-analytic findings, within Kossek et al. (2011), only one study evaluated both dimensions of WFC by including FWC. Frye and Breaugh (2004) looked at antecedents of WFC and FWC including family-friendly policies, number of work hours, childcare responsibility, and supervisor support. The findings revealed that family-friendly policies, number of work hours, and supervisor support were found to be significantly predictive of WFC (Frye & Breaugh, 2004). Supervisor support and childcare responsibility were found to be predictive of FWC (Frye & Breaugh, 2004). However, the supervisor support construct was not specific to family support and does not

necessarily reflect FSWEs. This demonstrates a critical need to further evaluate conflict in both directions, including both WFC and FWC, and investigate their relationship to the perception of various forms of family-related support such as family-supportive supervisors and policies. Additionally, the focus of past research has not been on early-career employees who may be perceived to have less WFC and FWC because they do not have visible indicators of conflict such as children. However, due to early-career employees having low scheduling control and prioritizing their work for career advancement or financial gain which affects the time they spend with their parents and other relatives (Zhang et al., 2012), FSWEs may uniquely enable early-career employees to reduce the conflict they experience between their work and family demands.

Levels of Burnout

Burnout is chronic occupational stress that results in emotional exhaustion, physical fatigue, and cognitive weariness (Shirom & Melamed, 2006). Burnout is a pervasive issue within occupational health psychology that results in many negative outcomes, including increased turnover intention, decreased motivation, and job satisfaction all of which are costly to individual employees and organizations (Barthauer et al., 2020; Kim et al., 2017; Roczniewska et al., 2021). While burnout is often perceived to be experienced by those who have been in the workforce for a substantial amount of time, past research indicates that it is more commonly experienced among early-career employees (Maslach et al., 2001). Antoniou and colleagues (2006) evaluated burnout among school teachers and compared older and younger teachers' levels of burnout. For both dimensions of burnout measured, emotional exhaustion and depersonalization, younger teachers reported a higher level of burnout compared to their older colleagues (Antoniou et al., 2006). Specifically, a significant difference occurred between the youngest group (up to 30) and the oldest group (over 51) in their experienced levels of burnout (Antoniou et al., 2006).

Similarly, Brewer and Shapard (2004) conducted a meta-analysis on individuals with various occupations within the U.S. and investigated the relationship between age and experience of burnout. A negative correlation was found between employees' age and burnout, meaning older employees experienced less burnout than younger employees. Additionally, experience within a field had a negative correlation with burnout, meaning individuals who had longer work experience in a particular field reported experiencing less burnout compared to those who had been working in the same field for a shorter period. A limitation of this meta-analysis was the small number of studies (around 30 studies per research question) included, indicating that more research is needed to examine age differences and reasons for the differences in experienced burnout between age groups. This research underscores the need to evaluate the antecedents of burnout for early career employees who experience the most burnout.

Many researchers have evaluated the relationship of both FSWE and WFC/FWC to employee's levels of burnout. Several studies and meta-analyses have associated both WFC and FWC with increased experienced burnout, including emotional exhaustion and depersonalization (Allen, 2001; Allen et al., 2000; Amstad et al., 2011; Aryeel, 1993; Bacharach et al., 1991; Blanch et al., 2012; Greenglass & Burke, 1988). Amstad and colleagues' meta-analysis looked at the association of both WFC and FWC with burnout (Amstad et al., 2011), revealing more studies that focused on WFC compared to FWC, which aligns with previous research methodologies that have combined both conflicts into a single measure (Allen et al., 2000; Amstad et al., 2011). However, both WFC and FWC had a significant, positive meta-analytic correlation with burnout. Thus, the direct relationship between WFC/FWC and burnout has been clearly established across a general population of workers of various ages. However, understanding of this relationship in early career employees has been neglected in past research.

Past research has also demonstrated a relationship between various forms of family-directed organizational support and burnout, psychological strain, or other measures of well-being (Allen, 2001; Blanch et al., 2012; Cook, 2009; Haar & Roche, 2010; Odle-Dusseau et al., 2013). Allen (2001) found that FSWEs predicted employee job satisfaction. Odle-Dusseau (2013) evaluated the ability of FSWE to predict psychological strain (anxiety and depression) over the course of three months within three different models. The first model, called the overall static model, aimed to determine whether FSWEs at time point one could serve as a predictor for psychological strain at time point two. The second model, referred to as the change model with lagged effects, assessed whether FSWEs could predict changes in psychological strain between time point one and time point two. Lastly, the final model, known as the Change model, with change as a predictor, sought to establish whether changes in FSWEs from time point one to time point two could predict psychological strain at time point two. The findings showed that FSWE predicted psychological strain three months later in all three models, demonstrating consistent support for FSWE predicting an individual's experienced strain.

Research has also specifically examined at the ability of FSWE to predict burnout as an outcome of employee well-being. Blanch and Aluja (2012) found that supervisor support could predict an employee's level of burnout within their cross-sectional design. However, within the study, the supervisor support construct was not related to family-related outcomes for employees (Blanch & Aluja, 2012). Instead, the supervisor support construct used measured supervisors' concern for general well-being and helpfulness for employees to perform their jobs (Blanch & Aluja, 2012). Some past research has evaluated the association of family-specific support with employees' experience of burnout, however. For instance, Haar and Roche conducted a study with a cross-sectional design evaluating burnout among employees in New Zealand (2010). The

results of their hierarchical regression model showed that FSWE predicted job burnout (Haar & Roche, 2010). Another study conducted within the United States similarly evaluated job burnout and FSWE (Cook, 2009), finding that the pathway between FSWE and burnout was significant within a larger mediation model (Cook, 2009). However, it should be noted that these two studies did not evaluate burnout on multiple dimensions, instead focusing on emotional exhaustion.

A limitation of previous research on the antecedents of burnout is that past studies did not examine relationships over time, or only evaluated these relationships over a few months. Thus, there remains a need to evaluate the roles of WFC, FWC, and FSWE on the long-term causation of burnout. Further, few past studies included multiple facets of burnout, limiting understanding of how burnout may manifest. Lastly, past research has generally neglected early-career employees, leaving a gap in understanding factors influencing burnout early in individuals' careers.

Organizational Support Theory

The dynamic of organizational support theory (OST) offers a theoretical explanation for why an employee's perception of a FSWE would shape employees' experience of WFC, FWC, and burnout. OST posits that employees develop perceived organizational support through the personification of the organization (Eisenberger et al., 1986). According to Levenson, the personification of organizations occurs because employees see the actions of the organization's agents, such as supervisors, as actions of the organization itself (1965). Many factors bolster this personification including; that the organization has a legal, moral, and financial responsibility for the action of its agents; the organization's guides to behavior are created through organizational norms, precedents, traditions, and culture; and how the organization exerts power over its

employees through individual agents (Levinson, 1965). When an organization is personified, its employees can perceive how they are being treated - positive or negative - as a reflection of how the organization values them (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). As a result, when an organization strives to demonstrate favorable treatment toward its employees, it instills a sense of value and appreciation in them.

According to social exchange theory, an individual will value a resource more when they believe there was a choice to give the resource (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). This indicates that organizations can demonstrate that they value their employees' well-being and increase employees' POS through voluntary action (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Actions that can increase POS include but are not limited to, providing resources such as childcare, showing concern for employees, increasing pay, and creating better working conditions. A recent meta-analysis showed POS was negatively associated with various forms of strain such as fatigue, burnout, anxiety, and headaches (Rhoades & Eisenberger, 2002). This illustrates that when organizations produce POS for their employees it enhances their well-being by alleviating strain.

Mediation Model

Based on interrole conflict theory, an individual can use the availability of a resource to reduce the perceived conflict between work and family, which will help to alleviate strain. Additionally, employees will feel they can meet the demands of multiple roles when the work environment promotes POS. Past research supports the relevance of this theory to WFC, showing that the perception of available resources can help to reduce the conflict and strain the individual experiences. Mauno and colleagues (2005) evaluated a potential mediation model where work-family conflict mediated the relationship between supportive work-family culture and self-

reported distress. Although hypothesized that there would be a full mediation, results showed that partial mediation produced the best fit within the model, demonstrating both direct and indirect relationships (partial mediation by WFC) between supportive work-family culture and self-reported distress (Mauno et al., 2005). Snow and colleagues (2003) tested a mediation model in which work stressors (employee role and work-family role stressors) mediated the relationship between social support and psychological symptoms (anxiety, depression, and somatic complaints). The employee role stressor variable assessed the demands within their work role and the work-family stressor variable assessed the conflicting demands between an individual's work and family life (Snow et al., 2003). Cross-sectionally the hypothesis was proven, and work stressors had a mediating effect on the relationship between social support and psychological symptoms (Snow et al., 2003).

The direction of FSWE predicting WFC and FWC (rather than the reverse) has been well established within the work and family literature as seen in Kossek and colleagues' meta-analysis (2011). The meta-analysis synthesized the literature of numerous studies that investigated the relationship between various forms of familial organizational support and WFC/FWC (Kossek et al., 2011). Kossek and colleagues (2011) found a negative meta-analytic correlation between familial organizational support and WFC/FWC. Thompson et al. (2004) can provide further support for the relationship between familial organizational support and WFC because they used longitudinal data. The longitudinal study found that supervisor support was negatively associated with individuals' WFC 18 months later (Thompson et al., 2004). Lastly, past research that evaluated WFC as a predictor of POS was not found to be statistically significant (Zhang & Wu, 2018). Given these findings, the current study will continue to evaluate FSWE predicting WFC and FWC within a larger mediation model, and in a time-lagged

study to provide further insights into the role of WFC/FWC as mediators in the relationship between FSWE and burnout.

Consideration was given to how FSWE additionally acts as a moderator such that the impact of WFC and FWC on burnout would vary depending on the level of FSWE. For example, a high family-supportive work environment may buffer the negative effects of WFC/FWC on burnout making the relationship weaker in supportive environments. However, the overlap of FSWE as both a predictor and a moderator could create redundancy within the proposed model. FSWE is already expected to explain the variance in WFC/FWC and burnout and adding FSWE as a moderator within the model would make it difficult to distinguish its impact as a predictor. Additionally, theories of interrole conflict and organizational support highlight the framework of support reducing an individual's conflict and strain rather than buffering the impact of conflict on an individual's strain. Lastly, much empirical research has demonstrated that various forms of family support act as an antecedent to WFC, FWC, and burnout. These empirical studies include longitudinal research that helps to demonstrate the directionality of organizational family support as an antecedent of WFC (Thompson et al., 2004) and burnout (Odle-Dusseau et al., 2013).

Although these previous studies examined the experience of stressors as a mediator between support variables and strain variables, various characteristics limit the scope of impact of their findings, including the breadth of the WFC/FWC and burnout constructs, lack of focus on early career employees, and cross-sectional data collection. While the measures used by these studies assessed the bidirectional nature of WFC which includes FWC, they did not specifically distinguish these two types of conflict in their models. The current study model includes separate constructs representing both directions of family-work strain to create a greater understanding of the unique roles of each variable within a mediation model. Additionally, past studies have only

attempted to look at narrow measures of distress or physiological symptoms (depression or anxiety). The current study model focuses on three facets of burnout encompassing emotional, physical, and cognitive symptoms of an employee's well-being. Further, existing research has often overlooked the crucial aspect of understanding how family support can effectively lead to lowered perceptions of WFC/FWC and burnout among early-career employees. Young professionals just embarking on their career journeys may encounter WFC in distinct ways compared to their older counterparts, which, in turn, may result in heightened strain and burnout. Notably, recent studies have shed light on the unprecedented stress experienced by today's younger generation, with early-career professionals being more susceptible to experiencing burnout (APA, 2022; Maslach, 2017). Consequently, the current study endeavors to address this notable gap by examining the influence of organizational familial support on early-career employees, a demographic that has been relatively underexplored in prior investigations. Lastly, a limitation in previous studies is an assessment of the relationships cross-sectionally, meaning limiting understanding of directionality of the relationships. Snow and colleagues' (2003) study looked at a time-lagged model, which found that work-related stressors (Time 1) partially mediated the relationship between social support (Time 1) and psychological symptoms (Time 2), but the time-lagged study was limited in its use of two-time points that were only four months apart. Thus, a greater understanding of these relationships could result through the use of longer time lags to detect the effect of support on stressors and strain.

Thus, the current study evaluates early career employees' perceptions of available family-supportive resources in helping to reduce the individual's experienced conflict and strain over time to test a mediation model across three-time points, each separated by one year. A higher employee perception of the availability of FSWE will reduce their experience of WFC and FWC

over time due to employees recognizing and potentially utilizing organizational resources to assist in balancing roles. In turn, when an employee experiences less WFC and FWC, lower burnout (physical, emotional, and cognitive) is likely to occur over time.

Hypothesis 1: WFC and FWC (Time 2) will mediate the relationship between FSWE (Time 1) and burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) over time.

Domain Matching

Domain matching is the idea that two constructs are more likely to be related or predictive of each other when they are within the same domain. Research across many areas within psychology has supported the idea of domain matching (Amstad et al., 2011; Byron, 2005; Gore & Aseltine, 1995; Michel et al., 2010). Specifically, many have proposed various matching hypotheses or theories that suggest support is more effective in reducing stress when it matches the stress an individual is experiencing. Researchers have proposed a matching theory of social support that examines how matches or mismatches between different types of stress and social support affect the stress-buffering process (Gore & Aseltine, 1995). Cohen and McKay proposed a matching hypothesis that types of social support will only be effective in lowering stress if they meet the needs of the individual or match the needs of the individual (Cohen & McKay, 1984). Matching within these theories assumes that social support is most effective in reducing the effects of a stressor when there is a match between features of the support and the stressor (Cauce et al., 1992; Cohen & McKay, 1984; Gore & Aseltine, 1995; Jackson, 1992). The current study has evaluated FSWE as a form of support that can reduce the effects of a stressor, WFC and FWC, which will reduce the strain or burnout the individual experiences.

Recognizing the multifaceted nature of the interplay between work and family, it is crucial to delve into both distinct aspects of conflict, WFC and FWC, within research. These two constructs encapsulate unique challenges arising from the bidirectional influence between professional responsibilities and family obligations. Through a nuanced examination of WFC and FWC, a deeper understanding can be gained regarding the specific factors influencing each domain, including their antecedents and resulting outcomes. While past research has tended to amalgamate these two constructs, separating the two constructs allows for a more comprehensive analysis of the intricacies of work-life balance and the distinct ways in which work and family dynamics impact individuals. Thus, it enables a targeted examination of how work-related factors impact family and vice versa and their impact on individual-level factors such as burnout.

While it is expected that both WFC and FWC may be associated with FSWE, existing research has discerned distinct antecedents for each of these conflict dimensions. Bryons' (2010) meta-analysis found that antecedents specific to the workplace exhibit a stronger association with WFC than FWC. Specifically, the study revealed that employees who had less supportive co-workers or supervisors or less flexible schedules experienced more WFC than FWC (Bryons, 2010). While a study such as this shows the merits of distinguishing WFC from FWC, further research is needed on family-specific organizational support. Drawing upon the domain matching of the previous research findings, it is reasonable to assume that FSWE, being a work-related factor, would be a stronger predictor of WFC than FWC. Further, the mediating influence of WFC is likely to be more pronounced than that of FWC in the relationship between FSWE and burnout.

Hypothesis 2: FSWE (Time 1) will demonstrate a stronger negative relationship with WFC (Time 2) compared to FWC (Time 2).

Hypothesis 3: The mediating effect of WFC (Time 2) on the relationship between FSWE (Time 1) and Burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) will be stronger than the mediating effect of FWC (Time 2) on the relationship between FSWE (Time 1) and Burnout (Time 3).

Gender as a Moderator

Within the proposed mediation model there are potential gender differences that could change the strength of the relationship between FSWE, WFC, FWC, and burnout. The social role theory of gender, often called social role theory, can help to explain the reasons for these gender differences in work and family domains. Social role theory posits that there has been a gendered division of labor that is perpetuated by socialization and societal expectations, which ultimately shape gender roles and stereotypes (Eagly & Wood, 1999; Eagly & Wood, 2012). Over time, individuals tend to conform more closely to these gender roles and stereotypes as they become internalized into their self-concept (Eagly & Wood, 1999; Eagly & Wood, 2012). External factors, including societal pressures and rewards, drive individuals to adhere to these gender roles and stereotypes (Eagly & Wood, 2012). While numerous factors have contributed to the endurance of these gender roles and stereotypes, social role theory also suggests that these roles can evolve (Eagly & Wood, 1999; Eagly & Wood, 2012).

In contemporary society, while women have increased access to traditionally male domains such as realms of high education and a variety of employment opportunities, these additional roles by women have not substantially altered the dated societal expectations placed on women. Early in their careers women unequally struggle with the social pressure to follow the traditional gender norms and start a family. However, starting a family is viewed as unfavorable to career advancement specifically for women (Cech & Blair-Loy, 2019; Thébaud & Taylor,

2021). Cech and Blair-Loy evaluated the career trajectory of STEM professionals who were also new parents (2019). New mothers, compared to new fathers, were more likely to leave STEM, switch to part-time work, and exit the workforce (Cech & Blair-Loy, 2019). In a qualitative study on motherhood in academia, many respondents expressed their perceptions that mothers were viewed as less hirable (Thébaud & Taylor, 2021). Moreover, the women who participated reported fears of motherhood and stress relating to how motherhood would delay or hinder their careers (Thébaud & Taylor, 2021). Contrastingly men reported little to no consideration of the impact of parenthood might have on their careers (Thébaud & Taylor, 2021). Another qualitative study interviewed 60 young couples, between the ages of 25 and 34, in heterosexual relationships who do not yet have children (Bass, 2015). Within the sample, women expressed worry or concern about parenthood and maintaining their current career path (Bass, 2015). Contrastingly, for men when discussing their career aspirations, considerations of parenthood were not brought up until the researcher mentioned them (Bass, 2015). When asked about balancing the two, the men's answers conveyed that they had not seriously considered how parenthood could affect their careers (Bass, 2015). Balancing the aspiration to start a family with the commitment to advance in their careers poses a unique challenge for young women in the workplace due to societal and cultural pressures to conform to perceived gender and a desire to maintain personal career goals. In organizational settings lacking support, navigating this conflict becomes demanding, which could result in added strain for women in the early stages of their careers.

Gender Differences Literature

Numerous studies have undertaken the task of comparing the experiences of WFC and FWC between genders. A recent meta-analysis, which sought to provide a comprehensive overview, unveiled complex findings. Although, on average, women tended to report higher

levels of both WFC and FWC, it's worth noting that the effect sizes associated with these differences were rather modest. This observation prompted the authors to raise a compelling question regarding the existence of a significant gender disparity in these conflicts (Shockley et al., 2017). Nonetheless, a noteworthy study revealed that irrespective of whether the participants were parents, women consistently reported experiencing more WFC than men (Elliott, 2003). Considering that my participants primarily consisted of early-career employees who, for the most part, did not have children, this finding holds particular relevance. It underscores the potential for gender disparities in experiences of WFC and FWC, even when the most common perceived cause of conflict, parenthood, is not in play.

The literature examining burnout and its potential gender differences presents a mixed landscape of findings. Some studies have included gender as a control variable in their analyses, recognizing its association with burnout (Melamed et al., 2006; Shirom et al., 1997; Shirom & Melamed, 2006). In a recent meta-analysis that assessed gender disparities in overall burnout, emotional exhaustion, and depersonalization, it was observed that women tended to report experiencing more burnout (Purvanova & Muros, 2010). However, it's crucial to note that the effect sizes associated with these differences were rather modest (Purvanova & Muros, 2010). This analysis also revealed that women typically experienced higher levels of emotional exhaustion, while men were more likely to report depersonalization (Purvanova & Muros, 2010). As previously noted, my study uses a burnout measure that delves into the various dimensions of physical fatigue, emotional exhaustion, and cognitive weariness. These dimensions provide a more holistic perspective on burnout and well-being, extending beyond its social outcomes. Given the multifaceted nature of burnout and the potential influence of gender at various levels, it becomes imperative to comprehensively assess and understand gender differences in burnout

and the antecedents of burnout such as FSWE, WFC, and FWC. This approach enables a more nuanced comprehension of how gender might impact this critical aspect of well-being.

Various forms of support have been tested on their impact as antecedents for both WFC and FWC. Spousal support has been demonstrated to be important for both men and women in reducing WFC and FWC (Aycan & Eskin, 2005; Elliott, 2003), and in some cases, women benefited from spousal support more (Elliott, 2003). However, the impact of colleague, supervisor support, and organizational support was shown to benefit men more than women in reducing WFC (Aycan & Eskin, 2005; Van Daalen et al., 2006). However, these findings should be approached with caution, as the two studies mentioned were somewhat limited in their ability to draw causal conclusions due to the cross-sectional design of their research. Lastly, it's worth emphasizing that organizations can play a pivotal role in mitigating WFC and FWC by actively creating a FSWE, whereas seeking to enhance spousal support may be seen as intrusive or impractical in an organizational context.

Gender Moderated Mediation Model

My study centers on early-career employees and investigates potential factors contributing to their experiences with burnout. Notably, young women tend to report higher levels of burnout compared to their male counterparts (Ahola et al., 2008; Marchand et al., 2018). Furthermore, research findings have indicated either decreasing or stable rates of burnout for men across different age groups, while a bimodal distribution of burnout has been observed for women, with the youngest and oldest women in the workforce reporting the highest levels of burnout (Marchand et al., 2018). While the differences in the impact of familial organizational support by gender on WFC and FWC may vary, I will be evaluating their ultimate influence on burnout. Blanch and Aluja (2012) found support for a moderated mediation model, where the

relationship between supervisors' support and burnout was only mediated by WFC for women. However, they did not find that FWC mediated the relationship between supervisor support and burnout for either men or women (Blanch & Aluja, 2012). It is important to note that this study was limited in its ability to determine causality due to its cross-sectional design.

There is a notable scarcity of longitudinal data that can effectively ascertain the influence of FSWEs on WFC, FWC, and burnout, which also accounts for gender differences. Furthermore, younger employees represent an understudied demographic, despite experiencing a growing amount of burnout, particularly among young women. In line with the principles of social role theory, which posits the potential for gender-based differences within the work and family domain, my study will investigate a moderated mediation model across three-time points, each separated by one year. As such, I believe that the mediation effects of WFC and FWC between a FSWE and burnout will differ between men and women. In essence, when these two models are compared the mediation model for women will be stronger than men.

Hypothesis 4a: The mediating effect of WFC (Time 2) between FSWE (Time 1) and Burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) will be stronger for women compared to men.

Hypothesis 4b: The mediating effect of FWC (Time 2) between FSWE (Time 1) and Burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) will be stronger for women compared to men.

Race as a Moderator

In addition, I acknowledge that within my proposed mediation model, there is also the potential for racial differences to influence the strength of the relationship between FSWE, WFC, FWC, and burnout. Looking at Critical Race Theory (CRT) and Tribal Critical Race Theory

(Tribal Crit) as a theoretical framework to provide an explanation for the change in the relationship between these variables within my mediation model. CRT is an essential framework that recognizes the enduring presence of structural and systemic barriers faced by ethnic and racial minorities within society (Bell, 1995). CRT posits that these barriers persist despite legal safeguards and the dedicated efforts of activists to dismantle them, primarily because they are deeply entrenched in the very fabric of the system (Bell, 1995). Such barriers can take diverse forms, ranging from explicit and direct discrimination to more insidious, systemic factors, often manifesting in policies like "stop and frisk," which have disproportionately impacted people of color (Bell, 1995). However, it's important to note that while CRT provides valuable insights into the experiences of Black Americans, it may not always encompass the full spectrum of impacts and nuances experienced by other racial or ethnic minorities. This focus on Black Americans, although significant, can inadvertently sideline the unique challenges faced by individuals from other racial or ethnic backgrounds whose experiences diverge from those of Black Americans.

Tribal Crit emerges as a vital offshoot of CRT, emphasizing the profound repercussions of systemic policies and racism on racial and ethnic minorities (Brayboy, 2005). However, it is worth noting that while CRT sheds light on the impact of systemic racism, it tends to overlook the specific implications of colonialism on Native American and Indigenous populations (Brayboy, 2005). In response, Tribal Crit has been formulated, comprising of nine key tenets designed to address the unique challenges faced by Native American and Indigenous communities. Within the context of this paper, I will utilize the most pivotal tenets of this theoretical framework. The first tenet underscores the endemic nature of colonization within society. European colonizers inflicted lasting damage on Native American and Indigenous tribes through reeducation, separation, and forced relocation. These historical actions continue to

reverberate, straining the relationship between tribes, the American government, and societal norms. Leading to the currently strained relationship between the Native American Tribes, the U.S. government society, and the dominant culture. The second tenet draws attention to the fact that U.S. policies have roots deeply embedded in imperialism, white supremacy, and a relentless pursuit of material gain. Historical accounts reveal land theft and the forced relocation of tribes, all justified by the notion that Native American individuals lacked ownership claims. The fourth tenet underscores the fervent desire of Native American and Indigenous communities for Tribal sovereignty, autonomy, self-determination, and self-identification. Essentially, this signifies their aspiration to define themselves and their culture without external interference, particularly from entities like the U.S. government. Collectively, these tenets serve as a stark reminder of the enduring impact of colonialism and imperialism, shedding light on the perils of sidelining Indigenous and Native American cultures in the broader discourse.

Within an industrial context, the tenets of Tribal Crit highlight how Native American employees may have difficulty adapting to the policy and culture within an organizational context that is dominated by norms of work that may differ from their cultural experiences. Hence, it is imperative for researchers to recognize the significance of cultural differences when studying the work and family experiences of Native American employees, as their strong familial and cultural connections play a central role in their lives. Empirical evidence underscores the importance of strong family ties and loyalty as integral components of the self-concept for Native American individuals (Juntunen et al., 2001). Furthermore, family has a pivotal role in career development and decision-making processes for Native American employees (Juntunen & Cline, 2010). They often seek input and guidance from their families when considering prospective career paths or job opportunities. This aspect becomes particularly relevant to my

study, given my focus on early-career employees who are probably still considering career paths and opportunities for advancement.

Another significant cultural difference arises from the emphasis on collectivism in Native American cultures, which stands in contrast to the more individualistic culture prevalent among White Americans (Juntunen & Cline, 2010). Native American employees have reported being motivated to contribute to the well-being of their families and tribes (Juntunen & Cline, 2010). These cultural distinctions underscore the importance of family and tribe in the lives of Native American individuals. Consequently, Native American early-career employees may experience heightened pressure to allocate time for their families and participate in important Tribal cultural events. However, as they embark on their careers, they may begin to feel the strain of reconciling the demands of work with their commitments to their families and Tribal life. Thus, it is essential for research, which has a notable gap concerning Native American individuals, to explore how the interplay between their work and family could potentially lead to strain.

In a recent qualitative study, Native American workers' perspectives on work-life enrichment and conflict were extensively examined (Julien et al., 2017). The findings revealed that most of the participants prioritized the demands of their families over those of their jobs, underlining the central importance of family in their lives (Julien et al., 2017). Consequently, when they chose to place their family and Tribal obligations first, they often felt penalized in their workplace (Julien et al., 2017). Paradoxically, individuals who placed their jobs ahead of family and Tribal responsibilities felt a sense of loss. Many participants also recounted experiences with unsupportive supervisors who emphasized meeting work demands as the top priority (Julien et al., 2017). Half of the participants expressed a strong desire for more supportive supervisors and organizational measures, including flexibility, and those lacking

flexibility reported heightened stress levels (Julien et al., 2017). Notably, participants who had supportive supervisors demonstrated higher levels of commitment to their organizations and reported a greater sense of work-life enrichment (Julien et al., 2017). This study underscores the profound significance of family in the lives of Native American employees and emphasizes both their need and desire for family-supportive organizations. Such support can enable them to actively participate in their families' lives and simultaneously reduce stress in their work-life dynamics.

An additional study unearthed intriguing insights regarding Native American worker's experience. It was revealed that their sense of control and the strength of their community connections played mediating roles in the relationship between personal and work-related factors, such as supervisor support and flexibility, with WFC (Clark, 2002). Notably, the "sense of community" in this context was closely tied to their work and Tribal affiliations, as the study's participants exclusively worked for Tribal organizations (Clark, 2002). This finding underscores the vital importance of supervisors allowing Native American employees to maintain their strong connections to their families and Tribes. This support is essential for preserving their sense of community, ultimately contributing to the reduction of WFC and burnout among this population.

Race Moderated Mediation Model

Undoubtedly, there is a lack of research that focuses on the dynamics of work and family for Native American families. As evidenced, the research on Native American employees is limited despite their strong familial bonds which often give rise to unique conflicts. These conflicts and the subsequent strain they experience could be alleviated if suitable resources were made available to them. Considering Native American employees' differing experiences at work and in society according to both Tribal Crit and past research I propose a moderated mediation

model with the employee's race as a moderator. Specifically, I believe that the mediation effects of WFC and FWC between FSWE and burnout will differ between Native American and White or Asian employees. Essentially, I believe the mediation Model for Native American employees has stronger causal paths when compared to the White and Asian employee model.

Hypothesis 5a: The mediating effect of WFC (Time 2) between FSWE (Time 1) and Burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) will be stronger for Native American employees compared to Asian and White employees.

Hypothesis 5b: The mediating effect of FWC (Time 2) between FSWE (Time 1) and Burnout (Time 3; physical fatigue, emotional exhaustion, and cognitive weariness) will be stronger for Native American employees compared to Asian and White employees.

Methods

Participants

The present sample consists of 548 participants who graduated from college and are currently working. Participants completed three annual post-graduation surveys regarding their work experiences. Within the sample 320 (58%) identified as women, 207 (38%) identified as men, 9 (2%) reported an alternative gender identity, and 13 (2%) chose not to report their gender identity. Additionally, the sample consisted of 242 (44%) Native American participants, 135 (25%) Asian participants, and 172 (31%) White participants. The sample was part of a larger longitudinal study that sought to investigate Native American student achievement, which oversampled Native American students in comparison to their proportion in the student population. The large number of Native American participants enabled a comparison of their experiences with their Asian and White counterparts. As the primary focus of the current study

was on Native American employee experiences as contrasted with non-Native employees, other racial groups in the sample (White and Asian) were combined.

Procedure

Participants were part of an ongoing longitudinal study at a public university in the south-central United States. The university permitted researchers to contact students to recruit them to participate in the study. The study aimed to evaluate Native American student achievement, a goal that is evident in the oversampling of Native American participants. The survey began while they were enrolled as undergraduate students. While attending the university as undergraduates, participants were administered surveys each fall and spring semester. Once participants graduated, they were emailed annually to complete surveys about their post-graduation experiences. The survey contacted participants throughout their time as undergraduates and postgraduates on a yearly or bi-yearly basis to retain participants and collect continuous data. The annual post-graduation survey to assess their post-graduate careers and employment took 30 minutes to complete. All participants were selected because they had indicated they were currently working at the time of each post-graduation survey. Participants were selected if they had completed 2 post-graduation surveys after the fall of 2018. The FSWE measure was not added until Fall 2019 which is why 19.2% of the participants are missing the first time point. Additionally, the survey stopped being administered in spring 2022 which is why 40.3% of participants are missing the third time point. The longitudinal waves of missing data will be accounted for using full information maximum likelihood (FIML). Attention checks were implemented within the survey and only participants who answered a majority of attention checks correctly were included in the study to ensure the validity of the data. Participants were compensated for their time with a $20 Amazon online gift card for each survey completed.

Measures

Family Supportive Work Environment

Family-supportive work environment was a 14-item measure created by Allen (2001) to assess employees' perceptions of both organizational and supervisor support of their families. Participants were asked to rate their agreement with statements on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items include “Employees are given ample opportunity to perform both their job and their personal responsibilities well” and “Offering employees flexibility in completing their work is viewed as a strategic way of doing business.” The Cronbach’s alpha for the current study is 0.85.

Work-Family Conflict and Family-Work Conflict

WFC and FWC were measured using the Carlson, Kacmar, and Williams (2000) scale which has 18 items or 9 items for each dimension. Participants were asked to rate their agreement with the statements on a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items include “The demands of my job make it difficult for me to maintain the kind of relationship with my spouse and children that I would like”, and “I’m often too tired at work because of the things I have to do at home.” The Cronbach’s alpha in the current study for WFC is 0.91 and for FWC is 0.91.

Burnout

Burnout was assessed using the Shirom-Melamed burnout measure which has 14 items (2006). The measure has three sub-dimensions of burnout including physical fatigue (6 items), emotional exhaustion (3 items), and cognitive weariness (5 items). Participants were asked to indicate how often within the last 30 days they have felt each statement on a scale of 1 (Never or Almost Never) to 7 (Always or Almost Always). Sample items include “I feel physically

drained", "I feel I am not capable of investing emotionally in others" and "I have difficulty concentrating." The Cronbach's alpha in the current study for emotional burnout is 0.92, for physical burnout is 0.93, and for cognitive burnout is 0.94.

Demographic Variables

Race/Ethnicity was assessed using a single item that asked participants to select all of the race/ethnicity groups they identified with. The options were: "Black or African-American," "Asian," "White," "Native American or Alaska Native," "Native Hawaiian or Other Pacific Islander," and "Hispanic or Latino/a." All participants who marked Native American, whether they marked other groups or not, were classified as Native American. All participants who marked Asian were classified as Asian even if they marked other groups as well, as long as they did not mark Native American. Any participant who marked White was classified as White, unless they also marked Native American and/or Asian.

Gender was assessed with a single item that asked participants "What is your gender?"

Results

Preliminary Analysis

Descriptive statistics were examined using R and the *psych* package (R Core Team, 2023; Revell, 2023) on all variables and included range, mean, standard deviation, skewness, kurtosis, and percentage missing (see Table 1). Additionally, the psych package was used to calculate correlations between the study variables. Almost all correlations between the study variables are significant and in the expected direction (see Table 2). The only study variable to not have a significant correlation is the relationship between FSWE and cognitive burnout.

Analysis

The data were analyzed using structural equation modeling (SEM) for mediation and moderation analysis (Edwards and Lambert, 2007; Muller et al., 2005). All mediation models were evaluated using the *lavaan* package in R, which is a widely used open-source software designed for SEM and latent variable modeling (Rosseel, 2012). All mediation models were bootstrapped with 1000 samples to obtain robust standard errors and confidence intervals for parameter estimates.

The high percentage of missing data for some variables (See Table 1) is because not all participants completed each survey. The current study data meet the criteria for wave missingness, meaning there are waves of participants who are missing data at time point 1 and time point 3. As a result, FSWE and burnout (emotional, physical, and cognitive) are missing the most amount of data. To identify the type of missing data within the current study Little's (1988) MCAR test was utilized. The results indicated that the data was MCAR, $\chi^2(1051) = 1000$, $p = 0.869$, which is surprising considering data is rarely MCAR (Little et al., 2014). While waves of missing data are typically MCAR because the participants are randomly assigned to have missing data (Graham et al., 2006), participants in our survey were not randomly assigned to miss time point 1 or 3 data is rarely MCAR the data is most likely to be missing at random or MAR.

For both MAR and MCAR data, multiple imputation (MI) and full-information maximum likelihood (FIML) are considered appropriate methods for handling missing data (Graham et al., 2006; Schafer & Graham, 2002; Woods et al., 2021; 2023), including data with multiple waves of missing data as found in the current study (Graham et al., 2006; Little et al., 2014; Little & Rhemtulla, 2013; Wu et al., 2016). FIML accounts for missing data by estimating the model

parameters based on the probability the values will be seen given the full data without imputing any missing values (Collins et al., 2001). MI is a two-step approach, where several data sets are imputed, analyzed, and combined into a single data set (Graham et al., 2006). Given that it is easier to use FIML, a single-step approach, (von Hippel, 2016), and the two yield similar results, the current study utilized FIML to account for missing data.

Factor Analytic Models

Confirmatory Factor Analysis (CFA) models were determined for each latent variable. Models for each variable were fitted until they demonstrated adequate fit (see Table 3). Model fit was determined using several fit indices including χ^2 fit index, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Standardized Root Mean Square Residual (SRMR). Models were considered to have an adequate fit if the RMSEA and SRMR were below .10 and the CFI and TLI were above .90 (Hu & Bentler, 1999). If the fit was not within the recommended range, adjustments were made, and a new CFA was fitted. With each new CFA only, a single change was made, which is outlined in the model's name (e.g. FSWE #3 & #8 Coor. Indicates the 3rd and 8th items from FSWE were correlated).

For FSWE a CFA was fitted with one factor to match the initial validation conducted by Allen (2001). The first model did not have an adequate fit; as such, items were correlated with one another until the adequate model fit was achieved. While ideally, the TLI would be about .9 within the model, because all the other fit indices met the adequate threshold (Hu & Bentler, 1999) I did not feel a need to continue to correlate more items within this factor model.

For WFC and FWC a bi-factor model was used as the original measure was created to have items related to both directions of conflict (WFC and FWC) and three types of conflict

(time, strain, and behavior). The original factor structure was modeled as a six-factor model varying by both direction and type of conflict. However, as only the directions of conflict were examined within the structural model, modeling this latent variable as a bifactor model will account for the type of conflict without having to include them in the structural model. Within this bi-factor model, both directions of conflict (WFC and FWC) were correlated with each other, and the three types of conflict (time, strain, and behavior) were correlated with each other. The bi-factor model had an adequate fit and therefore no modifications were made.

Lastly, burnout was modeled as three separate factors, including emotional burnout, physical burnout, and cognitive burnout. Within the CFA all three types of burnout were correlated with each other. The first model did not have adequate fit; therefore items 8 and 3 were correlated with each other. This resulted in a CFA model that met the adequate fit threshold (Hu & Bentler, 1999).

Hypothesis 1

Hypothesis 1 examined whether WFC and FWC (time 2) acted as mediators between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3). A partial mediation model was tested where FSWE would have a direct effect on burnout (emotional, physical, and cognitive) and an indirect effect through WFC and FWC and the sample was bootstrapped to 1000. WFC had a statistically significant indirect effect on the relationship between FSWE and physical burnout (β = -0.223, p = 0.001) and cognitive burnout (β = -0.154, p = 0.020), but not emotional burnout. FWC did not have a statistically significant indirect effect on any of the FSWE and burnout relationships. Thus, there is partial support for hypothesis 1 in that WFC (time 2) mediated the relationship between FSWE (time 1) and physical and cognitive burnout (time 3).

Hypothesis 2

Hypothesis 2 evaluated whether FSWE (time 1) had a stronger negative relationship with WFC (time 2) compared to FWC (time 2). Hypothesis 2 was examined within the mediation model from hypothesis 1 when WFC and FWC (time 2) acted as mediators between FSWE (time 1) and Burnout (emotional, physical, and cognitive; time 3). This method differentiates the magnitude between two different parameters by bootstrapping the raw difference score of the two parameters and constructing a 95% confidence interval (Coutts & Hayes, 2022; Preacher & Hayes, 2008). Evidence of a difference between the parameters can be found if the confidence interval of the raw difference score does not contain zero (Coutts & Hayes, 2022; Preacher & Hayes, 2008). The confidence interval for this raw difference score between WFC and FWC [-0.585, -0.153] did not contain zero; therefore, we can conclude that the relationship between FSWE and WFC is significantly different from the relationship between FSWE and FWC. The coefficient for the relationship between FSWE and WFC (β = -0.607, $p < 0.001$) is larger than FSWE and FWC (β = -0.264, $p = 0.001$). Thus, FSWE (time 1) has a stronger negative relationship with WFC (time 2) compared to FWC (time 2), supporting hypothesis 2.

Hypothesis 3

Hypothesis 3 evaluated whether the indirect effect of WFC (time 2) was stronger than the indirect effect of FWC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3). Hypothesis 3 was tested similarly to hypothesis 2 to test if there is a difference in magnitude between the indirect effects of WFC and FWC between FSWE and burnout (emotional, physical, and cognitive). To determine a difference in magnitude between the two indirect effects the raw difference score was calculated (Coutts & Hayes, 2022; Preacher & Hayes, 2008). The model was bootstrapped with 1000 samples and a 95% confidence

interval was derived (Coutts & Hayes, 2022; Preacher & Hayes, 2008). Evidence of a difference in magnitude between the indirect effects can be drawn if the confidence interval does not contain zero (Coutts & Hayes, 2022; Preacher & Hayes, 2008). The confidence interval for the difference score of the mediating effects of WFC and FWC between FSWE and emotional burnout [-0.137, 0.264] contained zero; therefore, it cannot be concluded that there is a significant difference between the indirect effects. The confidence interval for the difference score of the indirect effects of WFC and FWC between FSWE and cognitive burnout [-0.231, 0.135] contained zero; therefore, it cannot be concluded that there is a significant difference between the indirect effects. The confidence interval for the difference score of the indirect effects of WFC and FWC between FSWE and physical burnout [-0.395, -0.051] did not contain zero; therefore, it can be concluded that there is a significant difference between the indirect effects of WFC and FWC. The indirect effect of WFC on the relationship between FSWE and physical burnout (β = -0.223, p = 0.001) is statistically significant and larger than the indirect effect of WFC (β = -0.029, p = 0.473) which is not statistically significant. Therefore, there is partial support for hypothesis 3 as the indirect of WFC (time 2) is greater than the effect of FWC (time 2) on the relationship between FSWE (time 1) and physical burnout (time 3).

Hypothesis 4

Hypothesis 4a and 4b were tested through two multiple-group SEM models to evaluate if gender acted as a moderator (Edwards and Lambert, 2007; Muller et al., 2005) within the mediation model where WFC and FWC (time 2) mediated the relationship between FSWE (time 1) and burnout (emotional, physical and cognitive; time 3). Within the unconstrained model, the parameters were allowed to vary as a function of gender. For the constrained models, the indirect effects were constrained to be equal between men and women. This was accomplished by

constraining the meditating parameters of FSWE to WFC/FWC and WFC/FWC to burnout (emotional, physical and cognitive). Constraining these two parameters resulted in a constrained indirect effect of WFC/FWC on the relationship between FSWE and burnout (emotional, physical, and cognitive). Then a chi-square significance test was conducted between the constrained and unconstrained model. A significantly worse model fit for the constrained model would indicate that gender acts as a moderator within this mediation model.

Hypothesis 4a evaluated whether gender moderated the mediating effect of WFC (time 2) between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3). Three constrained models were constructed, one for each type of burnout (emotional, physical, and cognitive). Participants who did not report their gender identity or chose to report an alternative gender identity were not included in this analysis as the sample size was too small. Each constrained model was compared to the unconstrained model which allowed all parameters to vary as a function of gender. The constrained and unconstrained models were not significantly different for physical burnout ($\Delta\chi^2 = 3569.8 – 3565.7 = 4.1332$, $p = 0.126$) and cognitive burnout ($\Delta\chi^2 = 3566.5 –3565.7 = 0.0801$, $p = 0.669$). The constrained and unconstrained models were significantly different for emotional burnout ($\Delta\chi^2 = 3572.6 – 3565.7 = 6.908$, $p = 0.031$), which would suggest moderation. However, the indirect effects of WFC between FSWE and emotional burnout for women ($\beta = 0.082$, $p = 0.331$) and men ($\beta = -0.152$, $p = 0.237$) in the unconstrained model were not significant, which would suggest the mediating effect is not substantially different between genders. In total, the findings do not lend support to hypothesis 4a, which predicted that gender moderates the mediating effect of WFC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical and cognitive; time 3).

Hypothesis 4b evaluated whether gender moderates the indirect effect of FWC (time 2) between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3). Participants who did not indicate their gender identity or identified as an alternative gender identity were not included in this analysis as the sample size was too small. The constrained models for emotional burnout ($\Delta\chi^2 = 3570.1 – 3565.7 = 4.398$, $p = 0.1109$), physical burnout ($\Delta\chi^2 = 3570.0 – 3565.7 = 3.5644$, $p = 0.168$) and cognitive burnout ($\Delta\chi^2 = 3569.2 – 3565.7 = 4.3298$, $p = 0.1148$) were not significantly different from the unconstrained model. These results indicate that gender does not moderate the indirect effect of FWC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive) (time 3).

Hypothesis 5

A similar method from hypothesis 4 was used to test hypotheses 5a and 5b. Multigroup SEM was also used to test if race moderated the mediation model. This was done by testing constrained models and an unconstrained model to see if the indirect effect was moderated by race. Specifically, we compare Native American participants to White and Asian participants because it will allow Native American participants' results to be distinguished from other races. Additionally, this will give greater statistical power as the comparison group will be larger and equal in size to the Native American participant group. Within the unconstrained model, all pathways will be allowed to vary as a function of race. The constrained model constrained the indirect effects to be equal between Native American and White and Asian participants. The constrained model constrained the pathways of FSWE to WFC/FWC and WFC/FWC to burnout (emotional, physical, and cognitive) to be equal, resulting in a constrained indirect effect. Then a chi-squared significance test was conducted to see if the models have significantly different fit.

A significantly better fit in the unconstrained model would indicate that indirect effect varies as a function of race.

Hypothesis 5a evaluated whether race moderated the mediating effect of WFC between FSWE and burnout (emotional, physical, and cognitive). Three constrained models were created, one for each type of burnout (emotional, physical, and cognitive). The three constrained models were then compared to the unconstrained model where all parameters were allowed to vary as a function of race. The constrained model for emotional burnout ($\Delta\chi^2$ = 3547.0 – 3542.8 = 4.191, p = 0.123) was not significantly different than the unconstrained model. The constrained model for physical burnout ($\Delta\chi^2$ = 3546.7– 3542.8 = 3.870, p = 0.145) was not significantly different from the unconstrained model. However, the indirect effect of WFC between FSWE and physical burnout for Native American participants was significant (β = -0.159, p = 0.031) while the indirect effect for Asian and White participants was not (β = -0.276, p = 0.079). Further, the constrained model for cognitive burnout ($\Delta\chi^2$ = 3549.1– 3542.8 = 6.321, p = 0.042) was significantly different from the unconstrained model, which would suggest moderation. However, the indirect effects of WFC between FSWE and cognitive burnout for Native American participants (β = -0.059, p = 0.401) and Asian and White participants (β = -0.280, p = 0.085) were not statistically significant, suggesting the indirect effect is not substantially different between groups. In sum, no support was found for 5a, hypothesizing that race moderates the indirect effort of WFC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive) (time 3).

Hypothesis 5b evaluated if race moderated the indirect effect of FWC (time 2) on FSWE (time 1) and burnout (emotional, physical, and cognitive; time 2). The constrained model for physical burnout ($\Delta\chi^2$ = 3543.4 – 3542.8 = 0.526, p = 0.769) was not significantly different from

the unconstrained model. The constrained model for cognitive burnout ($\Delta\chi^2$ = 3543.7 – 3542.8 = 0.920, p = 0.631) was not significantly different from the unconstrained model. However, the indirect effect of FWC on the relationship between FSWE and cognitive burnout for Native American participants was statistically significant (β = -0.157, p = 0.048) while the indirect effect for White and Asian participants was not significant (β = -0.060, p = 0.514). The constrained model for emotional burnout ($\Delta\chi^2$ = 3546.5 – 3542.8 = 3.715, p = 0.156) was not significantly different from the unconstrained model. However, the indirect effect of FWC on the relationship between FSWE and emotional burnout for Native American participants was statistically significant (β = -0.204, p = 0.015) while the indirect effect for White and Asian participants was not (β = -0.009, p = 0.919). In sum, no support was found for 5b, hypothesizing that race moderates the indirect effort of FWC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive) (time 3).

Discussion

The purpose of the current study was to broaden our understanding of the factors that lead to burnout for early career employees by testing a longitudinal mediation model investigating the roles of FSWE and WFC/FWC. Furthermore, we investigated the potential of race and gender to act as moderators on the indirect mediating effect of WFC/FWC on the relationship between FSWE and burnout (emotional, physical, and cognitive). The current study makes several contributions to the work and family literature for early career employees and our understanding of the nuanced effects of race and gender on work experiences.

The results suggest that WFC (time 2) mediated the relationship between FSWE (time 1) and physical and cognitive burnout (time 3), but not emotional burnout. Conversely, the results also showed that FWC (time 2) did not mediate the relationship between FSWE (time 1) and any

aspect of burnout (emotional, physical, and cognitive; time 3). These findings align with past research exploring the significant mediating effects of WFC on relationships between workplace social support and psychological symptoms or distress (Mauno et al., 2005; Snow et al., 2003).

Notably, the current study did not find a significant direct effect between FSWE (time 1) and burnout (emotional physical, and cognitive; time 3). These findings diverge from Mauno et al. (2005) who identified a significant direct effect between supportive work-family culture and self-reported distress. However, Snow et al. (2005) also did not find a substantial direct effect between social support and psychological symptoms (anxiety, depression, somatic complaints) measured 4 months apart, revealing equivocal findings in past research. The differing results could be attributed to the time-lagged design used by the current study and Snow et al. (2003) compared to the cross-sectional design of Mauno et al. (2005). Given the chronic nature of burnout and the time it may take time for symptoms to develop and manifest (Maslach et al., 2001), researchers have found that one-year time lags are optimal when studying health-related variables such as burnout (De Cuyper et al., 2012; De Lang et al., 2004). Therefore, employing time-lagged designs, such as the current study where the variables were measured one year apart from each other, may provide a more robust understanding of these relationships and account for differing results from cross-sectional research.

The current study also demonstrates support for both the domain-matching hypotheses. First, FSWE (time 1) had a stronger negative relationship with WFC (time 2) compared to FWC (time 2). The findings align with Bryons' meta-analysis (2010) which found that workplace antecedents specific to the workplace, such as flexible schedules, and coworker and supervisor support, were more strongly related to WFC compared to FWC. These results give us a greater understanding of how work and family dynamics are impacted by workplace-specific supports.

Additionally, we also see domain-matching supported as the indirect effect of WFC (time 2) compared to FWC (time 2) is statistically different and greater compared to the indirect effect of FWC on the relationship between FSWE (time 1) and physical burnout (time 3). These findings expand upon previous research by examining the potential effect of the greater relationship between FSWE and WFC on burnout compared to FWC. The mediating effects of WFC may be greater than FWC because the predictor FSWE is within the same domain, the workplace. Notably, WFC only showed a stronger mediating effect on the relationship between FSWE, and physical burnout (and not cognitive or emotional) compared to FWC. The greater mediation effect of WFC may be because individuals experience more physical burnout compared to cognitive and emotional burnout. The current study and past research found that individuals generally reported a higher average physical burnout compared to emotional and cognitive burnout (Carvalho, 2023; DeBaylo & Michel, 2022; Simães et al., 2021). The higher average physical burnout may have enabled the indirect effect of WFC to be more pronounced when compared to FWC. These nuanced findings offer us insight into the specific ways in which the work and family domains influence employees' well-being.

In the current study, gender did not moderate the mediating effect of WFC and FWC (time 2) on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3). While there was some support for the role of WFC in mediating the FSWE to emotional burnout relationship, the indirect effects for both men and women were not significant. These results differ from previous research on moderated mediation by gender. Blanch and colleagues (2012) found that gender moderated the mediating effect of WFC on the relationship between supervisor support and burnout. However, they did not find that gender moderated the mediating effect of FWC on the relationship between supervisor support and

burnout (Blanch et al. 2021), which is similar to the findings of the current study. Differences in findings across studies may be explained by a few key differences. Firstly, Blanch et al. (2012) incorporated the Maslach Burnout Inventory (Maslach and Jackson, 1986), the most common burnout measure used in research – a different measure of burnout than what the current study used –, includes subcomponents of depersonalization, emotional exhaustion, and personal accomplishment. In contrast, the Shirom and Malamed burnout measure (SMBM), used in the current study, was developed to have three distinct subdimensions that do not overlap with each other (Shirom and Malamed, 2006). Therefore, the SMBM captures unique aspects of well-being that may account for differing results from previous research and may be more universally applicable given that the Maslach Burnout Inventory was developed to be specifically applicable for human service professionals (Maslach and Jackson, 1986). Indeed, in a study comparing the two burnout inventories across a variety of occupations, factor analysis for the SMBM had a better fit than the Maslach Burnout Inventory (Shirom and Malamed, 2006). Given the current study does not focus on service employees but individuals across a variety of occupations the SMBM may provide a more accurate representation of their experience with burnout.

Further, slight variations in the approach to the analyses done by the current study and Blanch et al. (2012) may account for the differing results of moderated mediation. Blanch et al. (2012) did not analyze the individual subdimensions of burnout but rather tested burnout as a holistic outcome. Analyzing each subdimension of the SMBM in the current study separately allows unique effects to emerge for each, although the findings indicate gender does not moderate the specific indirect pathways for any dimension of burnout. This finding in the current study provides a contrary view to Blanch et al. (2012), indicating that the effects of FSWE on the three different aspects of burnout do not differ by gender.

Further, it is important to note that the sample from the current study is younger as the average age was 27.5 (*SD* = 6.76), compared to Blanch et al. (2012) where the average age for women was 43.14 (*SD* = 9.12) and the average age for men was 39.95 (*SD* = 8.18). A recent meta-analysis by Kossek and colleagues (2024) found that age was significantly negatively correlated with WFC but not FWC. Additionally, they found that the negative relationship between age and WFC was moderated by age cohort, meaning that the relationship between age and WFC was stronger for older cohorts and weaker for younger cohorts (Kossek, 2024). The youngest cohort (age 30 and under) experienced a significant positive relationship with WFC (Kossek, 2024). In contrast, all other age cohorts (30 -39 years, 40 - 49 years, and 50+ years) experienced a significantly negative relationship with WFC (Kossek, 2024). This means that younger individuals may be experiencing an increasing amount of WFC as they increase in age within the cohort, compared to other age cohorts that experience a decrease in WFC. Additionally, research has shown early career employees experience greater levels of burnout (Antoniou et al., 2006; Maslach et al., 2001; Brewer and Shapard, 2004). The higher baseline for WFC and burnout among early-career employees could mean there is less variability between genders. This lack of variability would make it more difficult to detect if gender acts as a moderator on the mediating effects of WFC on the relationship between FSWE and burnout (emotional, physical, and cognitive).

Within the unconstrained gender model in the current study, the relationships between FSWE and both WFC and FWC should also be noted. Within the unconstrained model, the relationships between FSWE and both WFC and FWC are negative for men and women but only statistically significant for women. These findings contradict Aycan and Eskin's (2005) research that found that organizational support was negatively associated with WFC for men but not for

women within the larger mediation model. However, within their study, organizational support was not statistically associated with FWC for men or women (Aycan & Eskin 2005). Further, Van Daalen et al. (2006) evaluated how colleague and supervisor support differ by gender on the three types of conflict (behavior, time, and strain) for WFC and FWC (2006). They found that social support from colleagues was not significantly associated with strain-based WFC and time-based FWC for both men and women (Van Daalen et al., 2006). Additionally, colleague support was significantly negatively associated with men's strain-based FWC but not with women's strain-based FWC (Van Daalen et al., 2006). Lastly, they found that supervisor support was negatively associated with men's time-based WFC but was positively associated with women's time-based WFC (Van Daalen et al., 2006). However, the previous research utilized cross-sectional designs that may not capture the long-term relationship between FSWE and WFC/FWC. This suggests that there may be a more dynamic relationship between FSWE and WFC/FWC across genders that can only be evaluated in longitudinal designs such as the current time-lagged study.

The sample of the current study also differed in its composition, representing a large number of Native American early career workers, who are generally underrepresented in past work and family literature. As seen in research and theory, Native American individuals place a strong emphasis on family that may differ from the dominant culture in the U.S (Brayboy, 2005; Julien et al., 2017; Juntunen et al., 2001; Juntunen & Cline 2010). While some of the indirect effects for WFC and FWC (time 2) were significant on the relationship between FSWE (time 1) and burnout (emotional, physical, and cognitive; time 3), the analysis indicated that race did not act as a moderator. However, it is interesting to note that in the regular mediation model from hypothesis 1, none of the mediating pathways for FWC were statistically significant. In contrast,

in the unconstrained race model, the indirect effects of FWC on the relationship between FSWE and emotional and cognitive burnout were significant for Native American participants only. The unconstrained model also showed a significant effect on the relationship between FSWE and FWC that was significant for Native American participants, which was not significant for White and Asian participants. It is clear from these findings there is an emphasis on family that is unique to Native American participants as all these findings are related to conflict that originates within the family domain. This could be attributed to the fact that family ties are integral to the self-concepts of Native American employees (Juntunen et al., 2001), and research has shown Native American employees prioritize the needs of their families over their jobs (Julien et al., 2017). The results of the current study support previous research by demonstrating how FSWE can support Native American individuals to reduce their FWC and subsequent burnout.

Theoretical Contributions

The current study makes several key contributions to the work and family literature. First, the time-lagged design addresses the limitations of previous cross-sectional research. The design provides insight into the impact of FSWE, WFC, and FWC on burnout (emotional, physical, and cognitive) over time. The current study demonstrates that FSWE may affect burnout more indirectly through WFC, a nuance that previous cross-sectional designs did not capture. This finding is particularly relevant given the chronic nature of burnout and the gradual development of its symptoms over time (Maslach et al., 2001). The development of burnout can be more accurately revealed through time-lagged designs, underscoring the importance of longitudinal approaches in understanding the dynamics of work and family interactions.

The longitudinal context can also provide us with a deeper understating of how gender dynamics may unfold over time and influence the relationship of FSWE, WFC, FWC, and

burnout (emotional, physical, and cognitive). Notably, the current study's results differed from cross-sectional research, as the indirect effects did not significantly differ by gender. This suggests that longitudinal design may be necessary to understand the true nature of gender differences within work and family research. The absence of significant gender difference could suggest that over time both men and women equally benefit from FSWE reducing both conflict and burnout, highlighting the importance of longitudinal research in understating gender dynamics within work and family as well as the importance of FSWE.

A more comprehensive measure of work and family conflict was utilized in the current study, which evaluated both directions of conflict compared to previous studies that have only looked at WFC or combined the two into a single factor measure. Examining both directions of conflict allowed for a more comprehensive understanding of their unique impact on the relationship between FSWE and burnout. Specifically, only WFC had a mediating effect on the relationship between FSWE and burnout. This could be because the power of the mediating effect is present only when both the form of support (FSWE) and the conflict (WFC) come from the same domain. By investigating the two directions of conflict, a clearer picture is provided about the dynamic of work, family, and employee well-being. Specifically, that support should be centralized to the domain where the conflict or strain originates.

Furthermore, the current study investigated a more holistic form of employee well-being by utilizing a measure of burnout that investigated emotional, cognitive, and physical burnout. By including the three dimensions as distinct outcomes, we can more clearly understand the impact of FSWE, WFC, and FWC on the different aspects of employee well-being. For example, we see that only WFC had an indirect effect only on physical and cognitive burnout. The indirect effect on physical and cognitive burnout suggests the strain and stress that arise from WFC

contribute to an individual's increased fatigue and lack of focus. Conversely, the lack of an indirect effect on emotional burnout may indicate that it is shaped by factors beyond the conflicts between work and family or the support available to balance these domains. Only by investigating these three dimensions of burnout separately can we begin to conceptualize their unique antecedents and implications, thereby enhancing the understanding of employee well-being.

The current study also investigated an understudied sample within the work and family literature of early career employees. Early career employees face unique challenges and demands from both work and family. Early career employees also experience some of the highest levels of burnout compared to other age cohorts. Focusing on early career employees enables us to identify the potential unique ways FSWE, WFC, and FWC may impact their experience of burnout. Specifically, we see that FSWE is an important resource for early career employees as it can reduce their WFC, FWC, and burnout (physical and cognitive) through WFC. Additionally, we can focus on the differing mediating effects on the three dimensions of burnout. Early career employees have aspirations of career advancement that may entice them to work long hours (Zhang et al., 2012) leading to physical fatigue and cognitive weariness. However, that desire to work longer may not affect an individual's ability to emotionally invest in others, which is why the indirect effect of WFC between FSWE, and emotional burnout was not significant for early career employees. This underscores the multifaceted nature of well-being for early career employees and the nuanced considerations that should occur within the research of early career employees.

Practical Implications

Organizations should make efforts to establish a FSWE, as the current study has shown it is related to lower WFC, FWC, and burnout (emotional, physical, and cognitive) over time. We can see the impact is important for all employees including early career, men, women, and employees of different races. The development of a FSWE can also be fairly easily and inexpensively achieved within an organization. Simple steps such as acknowledging that employees have other obligations than work and desire to meet them, by providing flexible work hours, fostering a culture that encourages well-being, and offering strategies to enable employees to manage the conflict of work and family. Through these actions, organizations can ultimately reduce their work and family conflict.

Organizations could also recognize the cultural differences that their employees may have and find ways to become more supportive of their cultural obligations. For instance, the current study showed that FWC only significantly mediated the relationship between FSWE and burnout (emotional and cognitive) for Native American participants. Additionally, past research showed that Native American employees felt punished at work for prioritizing their family or Tribal obligations and wanted more supportive supervisors (Julien et al., 2017). Organizations can encourage supervisors to be more sensitive to the cultural needs of their employees, which would help Native American employees adapt to the dominant culture within the workplace that may not place as much emphasis on familial obligations. Therefore, increased supervisor awareness of employees' cultural needs and obligations would facilitate the development of a climate in which employees perceive the workplace as a place that better meets their Tribal and family obligations, resulting in less conflict and strain.

Another practical implication that should be taken away from this study is the importance of supervisors recognizing the high levels of WFC and FWC early-career employees often experience and how to help them manage it to create a FSWE. Supervisors may find it difficult to recognize these conflicts, especially when early-career employees do not have visible responsibilities such as children. Li et al. (2017) showed a significant correlation between employees' ratings of WFC and FWC and supervisors' ratings of their employee's WFC and FWC. Additionally, they found that supervisors' perceptions of WFC were negatively related to employees' job performance (Li et al., 2017). This is the latest in a series of studies that have found a negative relationship between supervisors' perceptions of employees' WFC and FWC on employees' job performance (Carlson et al. 2008; Hoobler et al. 2009; Witt & Carlson, 2006). These findings highlight the importance of supervisors accurately recognizing employees' WFC and FWC and the biases they may have when interpreting the outcomes of the conflict. Organizations should strive to educate managers in recognizing their employee's struggles and offering supportive resources such as flexible schedules rather than punishing employees.

Similarly, early-career employees experience also experience more burnout and supervisors may overlook signs of burnout in their early-career employees who show enthusiasm and dedication in an effort for career advancement. Qualitative research has shown supervisors have had difficulty recognizing symptoms of burnout in their employees (Claeys et al. 2024; Ericson-Lindman & Strandberg, 2009). Organizations should train their supervisors to recognize signs and early indicators of burnout as well as ways to prevent and decrease burnout so that they can create a supportive environment. Additionally, qualitative studies indicate supervisors' desire to learn about burnout symptoms (Claeys et al. 2024; Ericson-Lindman & Strandberg, 2009), which could indicate their receptiveness to preventative training. Such proactive measures by

organizations and supervisors will help to mitigate employee burnout and enhance their well-being.

Future Directions and Limitations

A limitation of this study is that the sample is entirely composed of college-educated individuals. This limits the generalizability of the results because those without a college degree may differ in their experiences of WFC, FWC, and burnout. College-educated individuals are of a higher socioeconomic status and salaries (Bureau of Labor Statistics, 2023). Increased income could enable them to access more resources to manage their WFC, FWC and burnout. Therefore, factors outside of having a FSWE could have influenced the result of this study that is unique to participants of this study and not generalizable to a broader population. Therefore, while the finding provides valuable insights into the experience of college-educated early-career employees, future research should plan to broaden the sample into those with different educational backgrounds and socioeconomic statuses.

Another limitation of this study is the limited number of participants who identified as having an alternative gender identity, such as being transgender or non-binary. This restricted our ability to include these individuals in the analysis of moderated mediation for gender. Existing research on LGBTQ+ individuals has shown they experience high levels of burnout or strain (Wolfe, 2023). Moreover, research traditionally has not exclusively evaluated those who hold a minority gender identity but rather grouped them with sexual minorities. A more targeted approach could provide us with a better understanding of transgender and non-binary individuals' experiences with work and family. Therefore, it is important to research how these FSWE, WFC, and FWC affect burnout for transgender and non-binary individuals to gain a more comprehensive understating of employee well-being across all gender identities.

Another limitation of this study was combining Asian and White participants into a single comparison group for the race-focused moderated mediation analysis. While this allowed for a sufficiently larger comparison group and greater statistical power, it is important to recognize that there may be differences in the working experiences of Asian and White employees that may have influenced the result of this analysis. Specifically, theoretically, Native American individuals' emphasis on collectivism and Tribal connections may have indicated potential differences in the mediation model (Clark, 2002; Julien et al., 2017; Juntunen & Cline, 2010). However, Asian culture also has a greater emphasis on collectivism which could distinguish their experience with work and family dynamics (Kim et al., 1999; Triandis et al., 1986). Despite these concerns, the decision to combine groups was out of statistical practicality and a desire to identify unique differences between the work and family dynamics of Native American workers and others. Future research should look to conduct analyses by groups separately to gain a more nuanced understanding of the findings and potential group differences between all three groups.

Lastly, a limitation of this study is the inability to consider the cultural identification of Native American participants. Previous research has shown that cultural ties significantly impact the experiences of Native American employees. However, an individual's degree of cultural ties to their tribe could influence the degree of conflict they experience. Specifically, stronger tribal affiliation and attending more tribal events could create more conflict for the individual as they face more obligations from their personal lives that may interfere with their work life. Therefore, future research may investigate relevant factors such as Native American employees' Tribal involvement or proximity to their tribe and culture as it relates to WFC and FWC. Because research has shown that Native American employees value and prioritize their family and Tribe (Julien et al., 2017; Juntunen et al., 2001; Juntunen & Cline 2010)inclusion of involvement or

participation in their Tribal community may assist in discovering more nuances into the experiences of conflict for Native American employees. For example, while higher Tribal involvement might mean greater demands from personal life, it also may result in more social support that could help to mitigate FWC and resulting burnout. Ultimately this could provide a more comprehensive understanding of how cultural and community ties may interact with work and family life.

As the focus of this study was on early career employees, future research should investigate differences within this mediation model among age cohorts. Such a study could help us to understand the impact of FSWE on WFC, FWC, and burnout throughout the lifetime. Specifically, there are different life events such as career development, parenthood, elder care, and retirement planning that one would expect to increase an individual's WFC, FWC, and burnout. However, research has shown the opposite is true among early-career individuals who experience the most WFC and burnout. Therefore, it would be interesting to see how FSWE affects different age cohorts and whether these effects decrease over time.

Because social role theory posits that individuals tend to internalize and conform the gender roles and stereotypes (Eagly & Wood, 1999; Eagly & Wood, 2012), women may internalize the gender role of being a mother and a caretaker. This could result in a unique pressure for early career women to conform to these gender norms despite new opportunities they may wish to pursue such as education and careers. The decision to test gender as a moderator of the mediation model within this study was driven by this theoretical foundation of internalization (Eagly & Wood, 1999; Eagly & Wood, 2012) and previous research on gender differences within work and family (Ahola et al., 2008; Blanch & Aluja, 2012; Marchand et al., 2018; Shockley et al., 2017). Although the results of the current study did not support the

moderation hypothesis, research should continue to explore how gender interacts with the dynamics of work and family. For example, changes in gender roles and stereotypes over time may lead to less internalization among younger age cohorts. As such, future research should also investigate differences in age cohorts across genders to see if there may be a change in the moderating effects of gender over the lifetime.

Another future direction for research is to evaluate other forms of support that originate in the family domain. This study found that FSWE was most effective at reducing WFC compared to FWC because they originated within the same domain. Therefore, a similar model that evaluates support beginning with family may have similar benefits for individuals. Specifically, future research should look at family and spousal support to reduce WFC, FWC, and burnout. Spousal support is the help, advice, or understanding that spouses provide to their partners, and it can be both emotional and instrumental (Adams et al., 1996). Instrumental spousal support helps with family demands, while emotional spousal support helps with self-efficacy at home and at work (Parasuraman et al., 1996). As emotional burnout did not have a significant indirect effect through WFC or FWC or a direct effect with FSWE, emotional spousal support could be the missing component in the model to help reduce emotional burnout.

Future research should also investigate how FSWE, WFC, and FWC affect outcomes within the family domain to gain a more holistic understating of the work and family interface. FSWE should help employees reduce their burnout but also improve their family-related outcomes such as marital and family satisfaction. Such an exploration would also allow us to further explore the ideas of domain matching within work and family literature. Amstad et al., (2011) did find support for conflict having a stronger influence over outcomes from the same domain. Specifically, they found that FWC was more strongly related to family-related outcomes

such as marital and family satisfaction, compared to WFC (Amstad et al., 2011). However, research can be taken a step further by examining how domain matching is modified when a resource, like FSWE, is introduced that reduces both WFC and FWC. Research like this could help to demonstrate the utility of FSWE in contributing to employee well-being within multiple domains.

Tables and Figures

Table 1

Descriptive Statistics for Study Variables for All Subjects

Variable	*N*	Min	Max	*M*	*SD*	Skew	Kurtosis	Percent Missing
FSWE	443	1	5	3.65	0.64	-0.68	0.44	19.2%
WFC	548	1	5	2.6	0.98	0.16	-0.67	0.0%
FWC	548	1	5	1.95	0.82	0.76	0.06	0.0%
Emotional Burn.	326	1	7	2.84	1.37	0.46	-0.42	40.5%
Physical Burn.	327	1	7	4.06	1.42	0.10	-0.45	40.3%
Cognitive Burn.	327	1	7	3.36	1.30	0.17	-0.21	40.3%

Note. N = 548 participants. $^{***}p < .001$, $^{**}p < .01$, and $^{*}p < .05$. FSWE = Family-Supportive Work Enviornment. WFC = Work-Family Conflict. FWC = Family-Work Conflict. Burn. = Burnout.

Table 2

Correlations and Descriptives of Study Variables for All Participants

Variable	*M*	*SD*	1	2	3	4	5	6
1. FSWE	3.65	0.64	–					
2. WFC	2.60	0.92	-.31**	–				
3. FWC	1.95	0.82	-.21**	.58**	–			
4. Emotional Burn.	2.84	1.37	-.20**	.22**	.22**	–		
5. Physical Burn.	4.06	1.42	-.13*	.38**	.26**	.39**	–	
6. Cognitive Burn.	3.36	1.30	-.09	.30**	.31**	.46**	.66**	–

Note. N = 548 participants. $^{***}p < .001$, $^{**}p < .01$, and $^{*}p < .05$. FSWE = Family-Supportive Work Enviornment. WFC = Work-Family Conflict. FWC = Family-Work Conflict. Burn. = Burnout.

Table 3

Confirmatory Factor Analysis of Study Variables and their Fit Indices

Model Name	χ^2	*df*	RMSEA	CFI	TLI	SRMR
FSWE 1 Factor	642.247***	77	0.127 [0.118, 0.136]	0.746	0.700	0.087
FSWE #3 & #8 Corr.	516.641***	76	0.113 [0.104, 0.122]	0.802	0.761	0.078
FSWE #8 & #9 Corr.	447.064***	75	0.104 [0.095, 0.114]	0.833	0.797	0.073
FSWE #12 & #13 Corr.	382.997***	74	0. 096 [0.086, 0.105]	0.861	0.829	0.066
FSWE #1 & #2 Corr.	328.118***	73	0.087 [0.078, 0.097]	0.885	0.857	0.062
FSWE #3 & #9 Corr.	273.050***	72	0.078 [0.068, 0.088]	0.910	0.886	0.055
WFC & FWC Bi-Factor	479.171***	153	0.078 [0.071, 0.078]	0.951	0.932	0.029
Burnout 3 Factor	315.849***	74	0.100 [0.089, 0.111]	0.942	0.929	0.046
Burnout #1 & #3	255.449***	73	0.087 [0.076, 0.099]	0.956	0.946	0.043

Note. $^{***}p < .001$, $^{**}p < .01$, and $^{*}p < .05$; RMSEA = Root Mean Square of Approximation; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; SRMR = Standardized Root Mean Residual; WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval

Table 4

Indirect, Component, Direct, and Total Effects of SEM Model

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.037	0.061	-0.605	0.545	[-0.160, 0.075]
Physical Burnout	-0.223**	0.066	-3.371	0.001	[-0.378, -0.111]
Cognitive Burnout	-0.154*	0.066	-2.324	0.020	[-0.293, -0.045]
FWC					
Emotional Burnout	-0.106	0.055	-1.925	0.054	[-0.231, -0.014]
Physical Burnout	-0.029	0.041	-0.718	0.473	[-0.113, 0.046]
Cognitive Burnout	-0.109	0.057	-1.912	0.056	[-0.241, -0.016]
Direct Effect					
FSWE					
Emotional Burnout	-0.307	0.223	-1.374	0.170	[-0.789, 0.098]
Physical Burnout	-0.001	0.153	-0.006	0.995	[-0.301, 0.299]
Cognitive Burnout	0.103	0.213	0.485	0.628	[-0.317, 0.519]
Component Effect					
FSWE					
WFC	-0.607***	0.126	-4.810	<0.001	[-0.902, -0.403]
FWC	-0.264**	0.077	-3.443	0.001	[-0.450, -0.137]
WFC					
Emotional Burnout	0.060	0.094	0.643	0.520	[-0.117, 0.255]
Physical Burnout	0.367***	0.075	4.892	<0.001	[0.229, 0.522]
Cognitive Burnout	0.254**	0.090	2.819	0.005	[0.083, 0.431]
FWC					
Emotional Burnout	0.404*	0.188	2.144	0.032	[0.056, 0.796]
Physical Burnout	0.110	0.147	0.748	0.454	[-0.167, 0.419]
Cognitive Burnout	0.413*	0.187	2.209	0.027	[0.064, 0.807]
Total Effect					
WFC					
Emotional Burnout	-0.343	0.214	-1.602	0.109	[-0.822, 0.006]
Physical Burnout	-0.224	0.156	-1.433	0.152	[-0.544, 0.074]
Cognitive Burnout	-0.051	0.200	-0.254	0.800	[-0.475, 0.329]
FWC					
Emotional Burnout	-0.413	0.224	-1.849	0.064	[-0.906, -0.035]
Physical Burnout	-0.030	0.142	-0.212	0.832	[-0.310, 0.256]

Cognitive Burnout	-0.006	0.204	-0.028	0.978	[-0.423, 0.389]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 5

Comparison of the Indirect Effects of WFC and FWC between FSWE and Burnout

Outcome	*β*	*SE*	95% CI
Emotional Burnout	0.070	0.097	[-0.137, 0.264]
Physical Burnout	-0.194	0.087	[-0.395, -0.051]
Cognitive Burnout	-0.045	0. 92	[-0.231, 0.135]

Note. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 6

Comparison of the Effects of FSWE on WFC and FWC

Difference	*β*	*SE*	95% CI
WFC - FWC	-0.343	0.108	[-0.585, -0.153]

Note. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 7

Indirect, Component, Direct, and Total Effects of SEM Model for Women
All Pathways Unconstrained

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.082	0.088	0.939	0.348	[-0.084, 0.277]
Physical Burnout	-0.125	0.072	-1.745	0.081	[-0.282, -0.001]
Cognitive Burnout	-0.105	0.091	-1.153	0.249	[-0.300, 0.059]
FWC					
Emotional Burnout	-0.094	0.065	-1.440	0.150	[-0.247, 0.006]
Physical Burnout	-0.054	0.045	-1.187	0.235	[-0.154, 0.020]
Cognitive Burnout	-0.088	0.063	-1.387	0.165	[-0.235, 0.013]
Direct Effect					
FSWE					
Emotional Burnout	-0.365	0.280	-1.306	0.192	[-1.013, 0.103]
Physical Burnout	-0.052	0.197	-0.266	0.791	[-0.456, 0.320]
Cognitive Burnout	0.078	0.273	0.286	0.775	[-0.522, 0.560]
Component Effect					
FSWE					
WFC	-0.622***	0.136	-4.593	<0.001	[-0.914, -0.384]
FWC	-0.181*	0.083	-2.180	0.029	[-0.365, -0.048]
WFC					
Emotional Burnout	-0.132	0.132	-1.000	0.317	[-0.394, 0.137]
Physical Burnout	0.201	0.107	1.882	0.060	[0.002, 0.431]
Cognitive Burnout	0.169	0.139	1.214	0.225	[-0.095, 0.456]
FWC					
Emotional Burnout	0.521	0.300	1.734	0.083	[-0.030, 1.176]
Physical Burnout	0.296	0.233	1.272	0.203	[-0.121, 0.860]
Cognitive Burnout	0.485	0.292	1.661	0.097	[-0.106, 1.098]
Total Effect					
WFC					
Emotional Burnout	-0.283	0.250	-1.133	0.257	[-0.814, 0.158]
Physical Burnout	-0.177	0.182	-0.972	0.331	[-0.556, 0.173]
Cognitive Burnout	-0.027	0.247	-0.109	0.913	[-0.584, 0.412]
FWC					
Emotional Burnout	-0.460	0.286	-1.605	0.109	[-1.076, 0.011]

Physical Burnout	-0.106	0.192	-0.551	0.582	[-0.496, 0.253]
Cognitive Burnout	-0.010	0.274	-0.036	0.972	[-0.667, 0.488]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 8

Indirect, Component, Direct, and Total Effects of SEM Model for Men
All Pathways Unconstrained

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.152	0.138	-1.106	0.269	[-0.557, 0.001]
Physical Burnout	-0.216	0.166	-1.299	0.194	[-0.643, -0.007]
Cognitive Burnout	-0.117	0.110	-1.063	0.288	[-0.423, 0.001]
FWC					
Emotional Burnout	-0.054	0.147	-0.365	0.715	[-0.380, 0.251]
Physical Burnout	-0.013	0.120	-0.104	0.917	[-0.271, 0.223]
Cognitive Burnout	-0.158	0.158	-0.999	0.318	[-0.589, 0.066]
Direct Effect					
FSWE					
Emotional Burnout	-0.450	0.451	-0.997	0.319	[-1.429, 0.458]
Physical Burnout	0.027	0.331	0.082	0.935	[-0.562, 0.783]
Cognitive Burnout	0.049	0.371	0.133	0.894	[-0.687, 0.818]
Component Effect					
FSWE					
WFC	-0.448	0.295	-1.516	0.130	[-1.226, -0.016]
FWC	-0.420	0.222	-1.896	0.058	[-1.016, -0.136]
WFC					
Emotional Burnout	0.340*	0.149	2.285	0.022	[0.063, 0.635]
Physical Burnout	0.481***	0.125	3.843	<0.001	[0.267, 0.760]
Cognitive Burnout	0.261*	0.115	2.270	0.023	[0.063, 0.530]
FWC					
Emotional Burnout	0.128	0.296	0.433	0.665	[-0.492, 0.702]
Physical Burnout	0.030	0.235	0.127	0.899	[-0.399, 0.528]
Cognitive Burnout	0.376	0.282	1.335	0.182	[-0.134, 0.966]
Total Effect					
WFC					

Emotional Burnout	-0.602	0.451	-1.333	0.183	[-1.679, 0.163]
Physical Burnout	-0.503	0.420	-1.198	0.231	[-1.441, 0.284]
Cognitive Burnout	-0.067	0.363	-0.185	0.853	[-0.906, 0.592]
FWC					
Emotional Burnout	-0.188	0.339	-0.555	0.579	[-0.954, 0.425]
Physical Burnout	0.015	0.279	0.053	0.958	[-0.473, 0.644]
Cognitive Burnout	-0.109	0.321	-0.338	0.735	[-0.765, 0.499]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 9

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to WFC and WFC to Emotional Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.049	0.066	-0.739	0.460	(-0.204, 0.076)
Physical Burnout	-0.157*	0.073	-2.147	0.032	(-0.322, -0.041)
Cognitive Burnout	-0.159	0.091	-1.744	0.081	(-0.384, -0.012)
FWC					
Emotional Burnout	-0.051	0.049	-1.042	0.297	(-0.157, 0.042)
Physical Burnout	-0.039	0.042	-0.928	0.354	(-0.135, 0.033)
Cognitive Burnout	-0.065	0.055	-1.183	0.237	(-0.192, 0.026)
Direct Effect					
FSWE					
Emotional Burnout	-0.214	0.268	-0.798	0.425	(-0.806, 0.264)
Physical Burnout	-0.004	0.198	-0.020	0.984	(-0.428, 0.364)
Cognitive Burnout	0.155	0.281	0.552	0.581	(-0.396, 0.731)
Component Effect					
FSWE					
WFC	-0.582***	0.124	-4.692	0.000	(-0.872, -0.355)
FWC	-0.171*	0.075	-2.287	0.022	(-0.332, -0.034)
WFC					
Emotional Burnout	0.084	0.105	0.798	0.425	(-0.118, 0.298)
Physical Burnout	0.270*	0.107	2.519	0.012	(0.073, 0.498)
Cognitive Burnout	0.274*	0.138	1.983	0.047	(0.020, 0.566)
FWC					

Emotional Burnout	0.298	0.266	1.119	0.263	(-0.234, 0.832)
Physical Burnout	0.227	0.233	0.975	0.330	(-0.188, 0.748)
Cognitive Burnout	0.381	0.279	1.364	0.173	(-0.178, 0.940)
Total Effect					
WFC					
Emotional Burnout	-0.263	0.251	-1.050	0.294	(-0.806, 0.184)
Physical Burnout	-0.161	0.180	-0.895	0.371	(-0.554, 0.156)
Cognitive Burnout	-0.004	0.244	-0.017	0.986	(-0.502, 0.457)
FWC					
Emotional Burnout	-0.265	0.265	-0.999	0.318	(-0.836, 0.218)
Physical Burnout	-0.043	0.194	-0.221	0.825	(-0.466, 0.333)
Cognitive Burnout	0.090	0.280	0.323	0.747	(-0.445, 0.674)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 10

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to WFC and WFC to Emotional Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.049	0.066	-0.739	0.460	(-0.204, 0.076)
Physical Burnout	-0.244**	0.092	-2.658	0.008	(-0.477, -0.109)
Cognitive Burnout	-0.102	0.072	-1.421	0.155	(-0.265, 0.011)
FWC					
Emotional Burnout	-0.151	0.149	-1.013	0.311	(-0.511, 0.118)
Physical Burnout	-0.035	0.113	-0.312	0.755	(-0.283, 0.197)
Cognitive Burnout	-0.204	0.153	-1.340	0.180	(-0.566, 0.022)
Direct Effect					
FSWE					
Emotional Burnout	-0.567	0.434	-1.305	0.192	(-1.577, 0.175)
Physical Burnout	0.016	0.319	0.050	0.960	(-0.604, 0.667)
Cognitive Burnout	0.029	0.356	0.080	0.936	(-0.769, 0.701)
Component Effect					
FSWE					
WFC	-0.582***	0.124	-4.692	0.000	(-0.872, -0.355)

FWC	-0.467**	0.167	-2.791	0.005	(-0.866, -0.223)
WFC					
Emotional Burnout	0.084	0.105	0.798	0.425	(-0.118, 0.298)
Physical Burnout	0.420***	0.121	3.484	0.000	(0.228, 0.683)
Cognitive Burnout	0.175	0.108	1.617	0.106	(-0.018, 0.409)
FWC					
Emotional Burnout	0.323	0.275	1.174	0.240	(-0.223, 0.918)
Physical Burnout	0.075	0.226	0.332	0.740	(-0.383, 0.553)
Cognitive Burnout	0.438	0.276	1.586	0.113	(-0.046, 1.057)
Total Effect					
WFC					
Emotional Burnout	-0.616	0.437	-1.409	0.159	(-1.671, 0.109)
Physical Burnout	-0.228	0.327	-0.699	0.484	(-0.938, 0.409)
Cognitive Burnout	-0.073	0.362	-0.202	0.840	(-0.932, 0.623)
FWC					
Emotional Burnout	-0.717	0.413	-1.738	0.082	(-1.682, -0.037)
Physical Burnout	-0.019	0.271	-0.070	0.944	(-0.522, 0.521)
Cognitive Burnout	-0.176	0.315	-0.558	0.577	(-0.924, 0.362)

Note. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 11

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to WFC and WFC to Physical Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.038	0.075	0.509	0.611	(-0.101, 0.199)
Physical Burnout	-0.194**	0.062	-3.132	0.002	(-0.345, -0.098)
Cognitive Burnout	-0.164*	0.084	-1.966	0.049	(-0.354, -0.025)
FWC					
Emotional Burnout	-0.078	0.058	-1.330	0.184	(-0.212, 0.024)
Physical Burnout	-0.029	0.039	-0.733	0.463	(-0.120, 0.037)
Cognitive Burnout	-0.063	0.056	-1.130	0.258	(-0.200, 0.032)
Direct Effect					
FSWE					

Emotional Burnout	-0.312	0.255	-1.225	0.221	(-0.925, 0.101)
Physical Burnout	0.029	0.181	0.160	0.873	(-0.355, 0.388)
Cognitive Burnout	0.154	0.259	0.596	0.551	(-0.385, 0.635)
Component Effect					
FSWE					
WFC	-0.577***	0.119	-4.852	0.000	(-0.853, -0.367)
FWC	-0.170*	0.077	-2.198	0.028	(-0.341, -0.038)
WFC					
Emotional Burnout	-0.066	0.123	-0.536	0.592	(-0.318, 0.165)
Physical Burnout	0.337***	0.075	4.489	0.000	(0.199, 0.493)
Cognitive Burnout	0.285*	0.127	2.251	0.024	(0.038, 0.534)
FWC					
Emotional Burnout	0.456	0.312	1.460	0.144	(-0.109, 1.145)
Physical Burnout	0.169	0.220	0.767	0.443	(-0.233, 0.639)
Cognitive Burnout	0.370	0.294	1.258	0.208	(-0.182, 1.006)
Total Effect					
WFC					
Emotional Burnout	-0.274	0.236	-1.157	0.247	(-0.823, 0.120)
Physical Burnout	-0.165	0.176	-0.938	0.348	(-0.557, 0.173)
Cognitive Burnout	-0.010	0.238	-0.044	0.965	(-0.528, 0.428)
FWC					
Emotional Burnout	-0.389	0.255	-1.525	0.127	(-0.988, 0.034)
Physical Burnout	0.000	0.174	0.002	0.999	(-0.349, 0.349)
Cognitive Burnout	0.091	0.254	0.358	0.720	(-0.430, 0.574)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 12

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to WFC and WFC to Physical Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.160	0.098	-1.642	0.101	(-0.372, -0.002)
Physical Burnout	-0.194**	0.062	-3.132	0.002	(-0.345, -0.098)
Cognitive Burnout	-0.097	0.069	-1.410	0.159	(-0.247, 0.021)

FWC					
Emotional Burnout	-0.080	0.151	-0.528	0.598	(-0.387, 0.230)
Physical Burnout	-0.058	0.117	-0.502	0.616	(-0.337, 0.129)
Cognitive Burnout	-0.209	0.159	-1.317	0.188	(-0.616, 0.020)
Direct Effect					
FSWE					
Emotional Burnout	-0.485	0.473	-1.026	0.305	(-1.502, 0.347)
Physical Burnout	-0.009	0.321	-0.029	0.977	(-0.637, 0.677)
Cognitive Burnout	0.030	0.351	0.085	0.932	(-0.640, 0.749)
Component Effect					
FSWE					
WFC	-0.577***	0.119	-4.852	0.000	(-0.853, -0.367)
FWC	-0.473**	0.174	-2.715	0.007	(-0.883, -0.202)
WFC					
Emotional Burnout	0.277	0.150	1.854	0.064	(0.003, 0.577)
Physical Burnout	0.337***	0.075	4.489	0.000	(0.199, 0.493)
Cognitive Burnout	0.168	0.108	1.560	0.119	(-0.040, 0.379)
FWC					
Emotional Burnout	0.169	0.296	0.570	0.569	(-0.408, 0.768)
Physical Burnout	0.124	0.226	0.547	0.585	(-0.258, 0.643)
Cognitive Burnout	0.441	0.286	1.544	0.123	(-0.053, 1.088)
Total Effect					
WFC					
Emotional Burnout	-0.645	0.474	-1.361	0.174	(-1.712, 0.138)
Physical Burnout	-0.204	0.327	-0.623	0.533	(-0.884, 0.484)
Cognitive Burnout	-0.067	0.358	-0.188	0.851	(-0.813, 0.665)
FWC					
Emotional Burnout	-0.565	0.439	-1.288	0.198	(-1.568, 0.209)
Physical Burnout	-0.068	0.271	-0.250	0.803	(-0.608, 0.485)
Cognitive Burnout	-0.179	0.305	-0.587	0.557	(-0.770, 0.399)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 13

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to WFC and WFC to Cognitive Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.063	0.069	0.915	0.360	(-0.059, 0.212)
Physical Burnout	-0.130*	0.066	-1.966	0.049	(-0.279, -0.030)
Cognitive Burnout	-0.127*	0.060	-2.099	0.036	(-0.263, -0.026)
FWC					
Emotional Burnout	-0.085	0.060	-1.409	0.159	(-0.217, 0.021)
Physical Burnout	-0.046	0.042	-1.091	0.275	(-0.146, 0.021)
Cognitive Burnout	-0.073	0.053	-1.393	0.164	(-0.187, 0.018)
Direct Effect					
FSWE					
Emotional Burnout	-0.344	0.249	-1.382	0.167	(-0.913, 0.076)
Physical Burnout	-0.037	0.181	-0.204	0.839	(-0.416, 0.314)
Cognitive Burnout	0.108	0.244	0.443	0.658	(-0.403, 0.568)
Component Effect					
FSWE					
WFC	-0.577***	0.119	-4.860	0.000	(-0.831, -0.374)
FWC	-0.170*	0.072	-2.339	0.019	(-0.319, -0.038)
WFC					
Emotional Burnout	-0.110	0.115	-0.957	0.339	(-0.356, 0.113)
Physical Burnout	0.226*	0.097	2.333	0.020	(0.059, 0.437)
Cognitive Burnout	0.220*	0.088	2.499	0.012	(0.052, 0.411)
FWC					
Emotional Burnout	0.500	0.304	1.644	0.100	(-0.094, 1.170)
Physical Burnout	0.272	0.235	1.154	0.248	(-0.136, 0.804)
Cognitive Burnout	0.433	0.274	1.582	0.114	(-0.101, 1.000)
Total Effect					
WFC					
Emotional Burnout	-0.281	0.233	-1.207	0.228	(-0.813, 0.110)
Physical Burnout	-0.167	0.168	-0.993	0.321	(-0.538, 0.150)
Cognitive Burnout	-0.018	0.232	-0.080	0.937	(-0.495, 0.412)
FWC					
Emotional Burnout	-0.429	0.253	-1.698	0.090	(-1.019, 0.011)

Physical Burnout	-0.083	0.179	-0.462	0.644	(-0.449, 0.268)
Cognitive Burnout	0.035	0.239	0.145	0.884	(-0.467, 0.475)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 14

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to WFC and WFC to Cognitive Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.182	0.100	-1.822	0.068	(-0.407, -0.017)
Physical Burnout	-0.264**	0.085	-3.104	0.002	(-0.467, -0.144)
Cognitive Burnout	-0.127*	0.060	-2.099	0.036	(-0.263, -0.026)
FWC					
Emotional Burnout	-0.067	0.153	-0.438	0.662	(-0.389, 0.241)
Physical Burnout	-0.022	0.112	-0.195	0.846	(-0.244, 0.208)
Cognitive Burnout	-0.190	0.150	-1.271	0.204	(-0.557, 0.039)
Direct Effect					
FSWE					
Emotional Burnout	-0.475	0.467	-1.018	0.309	(-1.472, 0.435)
Physical Burnout	0.030	0.333	0.092	0.927	(-0.565, 0.715)
Cognitive Burnout	0.045	0.367	0.122	0.903	(-0.693, 0.761)
Component Effect					
FSWE					
WFC	-0.577***	0.119	-4.860	0.000	(-0.831, -0.374)
FWC	-0.474**	0.174	-2.721	0.006	(-0.874, -0.215)
WFC					
Emotional Burnout	0.315*	0.150	2.097	0.036	(0.032, 0.609)
Physical Burnout	0.457***	0.107	4.288	0.000	(0.286, 0.697)
Cognitive Burnout	0.220*	0.088	2.499	0.012	(0.052, 0.411)
FWC					
Emotional Burnout	0.142	0.302	0.469	0.639	(-0.462, 0.751)
Physical Burnout	0.046	0.220	0.209	0.834	(-0.396, 0.480)
Cognitive Burnout	0.401	0.276	1.452	0.146	(-0.084, 1.006)
Total Effect					

WFC					
Emotional Burnout	-0.656	0.470	-1.395	0.163	(-1.741, 0.201)
Physical Burnout	-0.233	0.335	-0.696	0.486	(-0.929, 0.412)
Cognitive Burnout	-0.082	0.369	-0.222	0.824	(-0.861, 0.634)
FWC					
Emotional Burnout	-0.542	0.431	-1.258	0.208	(-1.477, 0.269)
Physical Burnout	0.009	0.285	0.030	0.976	(-0.537, 0.602)
Cognitive Burnout	-0.145	0.329	-0.442	0.658	(-0.844, 0.483)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 15

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to FWC and FWC to Emotional Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.067	0.097	0.689	0.491	(-0.127, 0.268)
Physical Burnout	-0.149	0.089	-1.674	0.094	(-0.361, -0.004)
Cognitive Burnout	-0.131	0.110	-1.187	0.235	(-0.375, 0.084)
FWC					
Emotional Burnout	-0.087	0.061	-1.414	0.157	(-0.216, 0.020)
Physical Burnout	-0.060	0.053	-1.125	0.260	(-0.172, 0.040)
Cognitive Burnout	-0.101	0.070	-1.444	0.149	(-0.256, 0.028)
Direct Effect					
FSWE					
Emotional Burnout	-0.395	0.288	-1.371	0.170	(-1.045, 0.074)
Physical Burnout	-0.053	0.203	-0.259	0.796	(-0.476, 0.285)
Cognitive Burnout	0.083	0.289	0.287	0.774	(-0.575, 0.608)
Component Effect					
FSWE					
WFC	-0.705***	0.150	-4.702	0.000	(-1.057, -0.462)
FWC	-0.257**	0.078	-3.284	0.001	(-0.423, -0.109)
WFC					
Emotional Burnout	-0.094	0.130	-0.726	0.468	(-0.347, 0.170)
Physical Burnout	0.212	0.110	1.923	0.055	(0.006, 0.433)

Cognitive Burnout	0.185	0.144	1.290	0.197	(-0.107, 0.484)
FWC					
Emotional Burnout	0.338	0.214	1.578	0.115	(-0.090, 0.740)
Physical Burnout	0.232	0.198	1.170	0.242	(-0.148, 0.629)
Cognitive Burnout	0.392	0.248	1.578	0.115	(-0.137, 0.874)
Total Effect					
WFC					
Emotional Burnout	-0.329	0.255	-1.291	0.197	(-0.947, 0.084)
Physical Burnout	-0.202	0.184	-1.097	0.273	(-0.591, 0.119)
Cognitive Burnout	-0.048	0.255	-0.187	0.852	(-0.630, 0.386)
FWC					
Emotional Burnout	-0.482	0.299	-1.613	0.107	(-1.161, 0.010)
Physical Burnout	-0.112	0.199	-0.562	0.574	(-0.534, 0.242)
Cognitive Burnout	-0.018	0.290	-0.061	0.951	(-0.669, 0.490)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 16

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to FWC and FWC to Emotional Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.092	0.084	-1.098	0.272	(-0.300, 0.038)
Physical Burnout	-0.144	0.113	-1.280	0.201	(-0.419, 0.050)
Cognitive Burnout	-0.076	0.071	-1.059	0.290	(-0.248, 0.035)
FWC					
Emotional Burnout	-0.087	0.061	-1.414	0.157	(-0.216, 0.020)
Physical Burnout	-0.020	0.066	-0.305	0.761	(-0.182, 0.111)
Cognitive Burnout	-0.122	0.099	-1.238	0.216	(-0.366, 0.014)
Direct Effect					
FSWE					
Emotional Burnout	-0.368	0.357	-1.033	0.302	(-1.073, 0.299)
Physical Burnout	0.015	0.272	0.056	0.955	(-0.492, 0.602)
Cognitive Burnout	0.051	0.309	0.164	0.870	(-0.531, 0.718)
Component Effect					

FSWE					
WFC	-0.305	0.206	-1.482	0.138	(-0.731, 0.100)
FWC	-0.257**	0.078	-3.284	0.001	(-0.423, -0.109)
WFC					
Emotional Burnout	0.302*	0.142	2.122	0.034	(0.030, 0.602)
Physical Burnout	0.474***	0.122	3.898	0.000	(0.269, 0.777)
Cognitive Burnout	0.248*	0.117	2.118	0.034	(0.032, 0.497)
FWC					
Emotional Burnout	0.338	0.214	1.578	0.115	(-0.090, 0.740)
Physical Burnout	0.078	0.238	0.328	0.743	(-0.418, 0.535)
Cognitive Burnout	0.474	0.324	1.466	0.143	(-0.057, 1.165)
Total Effect					
WFC					
Emotional Burnout	-0.461	0.333	-1.382	0.167	(-1.196, 0.149)
Physical Burnout	-0.129	0.275	-0.469	0.639	(-0.697, 0.432)
Cognitive Burnout	-0.025	0.297	-0.084	0.933	(-0.587, 0.585)
FWC					
Emotional Burnout	-0.455	0.349	-1.307	0.191	(-1.188, 0.217)
Physical Burnout	-0.005	0.249	-0.019	0.985	(-0.447, 0.536)
Cognitive Burnout	-0.071	0.281	-0.253	0.800	(-0.581, 0.520)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 17

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to FWC and FWC to Physical Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.083	0.095	0.880	0.379	(-0.094, 0.289)
Physical Burnout	-0.162	0.084	-1.929	0.054	(-0.356, -0.027)
Cognitive Burnout	-0.137	0.102	-1.340	0.180	(-0.359, 0.062)
FWC					
Emotional Burnout	-0.110	0.076	-1.448	0.148	(-0.278, 0.021)
Physical Burnout	-0.043	0.042	-1.030	0.303	(-0.141, 0.024)
Cognitive Burnout	-0.094	0.066	-1.427	0.154	(-0.232, 0.016)

Direct Effect					
FSWE					
Emotional Burnout	-0.387	0.282	-1.373	0.170	(-1.011, 0.092)
Physical Burnout	-0.058	0.190	-0.307	0.759	(-0.476, 0.290)
Cognitive Burnout	0.081	0.277	0.294	0.769	(-0.498, 0.633)
Component Effect					
FSWE					
WFC	-0.707***	0.148	-4.767	0.000	(-1.010, -0.469)
FWC	-0.257**	0.079	-3.238	0.001	(-0.427, -0.119)
WFC					
Emotional Burnout	-0.118	0.127	-0.925	0.355	(-0.367, 0.145)
Physical Burnout	0.228*	0.104	2.187	0.029	(0.043, 0.446)
Cognitive Burnout	0.193	0.136	1.424	0.154	(-0.080, 0.477)
FWC					
Emotional Burnout	0.427	0.281	1.519	0.129	(-0.102, 1.006)
Physical Burnout	0.168	0.152	1.107	0.268	(-0.101, 0.500)
Cognitive Burnout	0.364	0.234	1.557	0.120	(-0.069, 0.852)
Total Effect					
WFC					
Emotional Burnout	-0.303	0.257	-1.178	0.239	(-0.905, 0.125)
Physical Burnout	-0.220	0.172	-1.277	0.202	(-0.612, 0.088)
Cognitive Burnout	-0.055	0.247	-0.223	0.823	(-0.562, 0.397)
FWC					
Emotional Burnout	-0.496	0.290	-1.710	0.087	(-1.125, -0.017)
Physical Burnout	-0.101	0.187	-0.542	0.588	(-0.514, 0.249)
Cognitive Burnout	-0.012	0.278	-0.044	0.965	(-0.588, 0.508)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 18

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to FWC and FWC to Physical Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.100	0.096	-1.041	0.298	(-0.347, 0.049)

Physical Burnout	-0.138	0.112	-1.228	0.219	(-0.398, 0.059)
Cognitive Burnout	-0.073	0.075	-0.965	0.334	(-0.276, 0.033)
FWC					
Emotional Burnout	-0.053	0.089	-0.594	0.553	(-0.240, 0.132)
Physical Burnout	-0.043	0.042	-1.030	0.303	(-0.141, 0.024)
Cognitive Burnout	-0.130	0.090	-1.438	0.150	(-0.352, -0.015)
Direct Effect					
FSWE					
Emotional Burnout	-0.411	0.369	-1.113	0.266	(-1.176, 0.284)
Physical Burnout	0.048	0.262	0.183	0.855	(-0.433, 0.599)
Cognitive Burnout	0.058	0.299	0.195	0.846	(-0.523, 0.648)
Component Effect					
FSWE					
WFC	-0.302	0.215	-1.402	0.161	(-0.744, 0.126)
FWC	-0.257**	0.079	-3.238	0.001	(-0.427, -0.119)
WFC					
Emotional Burnout	0.331*	0.154	2.146	0.032	(0.053, 0.635)
Physical Burnout	0.456***	0.120	3.794	0.000	(0.250, 0.740)
Cognitive Burnout	0.241*	0.117	2.055	0.040	(0.023, 0.503)
FWC					
Emotional Burnout	0.205	0.329	0.623	0.533	(-0.459, 0.889)
Physical Burnout	0.168	0.152	1.107	0.268	(-0.101, 0.500)
Cognitive Burnout	0.504	0.293	1.720	0.085	(-0.077, 1.260)
Total Effect					
WFC					
Emotional Burnout	-0.510	0.352	-1.451	0.147	(-1.291, 0.131)
Physical Burnout	-0.090	0.255	-0.352	0.725	(-0.606, 0.444)
Cognitive Burnout	-0.014	0.282	-0.051	0.959	(-0.601, 0.537)
FWC					
Emotional Burnout	-0.463	0.348	-1.331	0.183	(-1.182, 0.222)
Physical Burnout	0.005	0.250	0.019	0.985	(-0.470, 0.547)
Cognitive Burnout	-0.071	0.273	-0.261	0.794	(-0.641, 0.471)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict;
FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 19

Indirect, Component, Direct, and Total Effects of SEM Model for Women Constrained Pathways: FSWE to FWC and FWC to Cognitive Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.092	0.094	0.975	0.330	(-0.078, 0.300)
Physical Burnout	-0.144	0.082	-1.772	0.076	(-0.329, -0.011)
Cognitive Burnout	-0.124	0.101	-1.225	0.221	(-0.325, 0.069)
FWC					
Emotional Burnout	-0.121	0.069	-1.766	0.077	(-0.272, -0.007)
Physical Burnout	-0.067	0.050	-1.346	0.178	(-0.175, 0.027)
Cognitive Burnout	-0.111	0.061	-1.823	0.068	(-0.252, -0.011)
Direct Effect					
FSWE					
Emotional Burnout	-0.382	0.278	-1.373	0.170	(-1.069, 0.068)
Physical Burnout	-0.049	0.199	-0.246	0.805	(-0.463, 0.324)
Cognitive Burnout	0.089	0.285	0.312	0.755	(-0.549, 0.587)
Component Effect					
FSWE					
WFC	-0.708***	0.151	-4.677	0.000	(-1.088, -0.472)
FWC	-0.256**	0.081	-3.157	0.002	(-0.443, -0.123)
WFC					
Emotional Burnout	-0.129	0.122	-1.059	0.290	(-0.360, 0.101)
Physical Burnout	0.204*	0.102	2.006	0.045	(0.017, 0.406)
Cognitive Burnout	0.176	0.136	1.292	0.196	(-0.087, 0.440)
FWC					
Emotional Burnout	0.472*	0.239	1.974	0.048	(0.026, 0.970)
Physical Burnout	0.263	0.184	1.434	0.152	(-0.108, 0.637)
Cognitive Burnout	0.432*	0.198	2.176	0.030	(0.055, 0.816)
Total Effect					
WFC					
Emotional Burnout	-0.290	0.249	-1.165	0.244	(-0.918, 0.112)
Physical Burnout	-0.194	0.186	-1.042	0.297	(-0.597, 0.131)
Cognitive Burnout	-0.035	0.250	-0.142	0.887	(-0.596, 0.402)
FWC					
Emotional Burnout	-0.503	0.284	-1.773	0.076	(-1.193, -0.043)

Physical Burnout	-0.117	0.195	-0.598	0.550	(-0.527, 0.243)
Cognitive Burnout	-0.022	0.285	-0.077	0.939	(-0.659, 0.460)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 20

Indirect, Component, Direct, and Total Effects of SEM Model for Men Constrained Pathways: FSWE to FWC and FWC to Cognitive Burnout

Relationship	*B*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.102	0.088	-1.161	0.246	(-0.316, 0.029)
Physical Burnout	-0.144	0.110	-1.313	0.189	(-0.400, 0.034)
Cognitive Burnout	-0.077	0.072	-1.074	0.283	(-0.260, 0.017)
FWC					
Emotional Burnout	-0.041	0.085	-0.482	0.630	(-0.211, 0.150)
Physical Burnout	-0.012	0.057	-0.210	0.833	(-0.124, 0.106)
Cognitive Burnout	-0.111	0.061	-1.823	0.068	(-0.252, -0.011)
Direct Effect					
FSWE					
Emotional Burnout	-0.424	0.360	-1.179	0.238	(-1.160, 0.249)
Physical Burnout	0.007	0.256	0.027	0.979	(-0.488, 0.544)
Cognitive Burnout	0.039	0.288	0.136	0.892	(-0.562, 0.610)
Component Effect					
FSWE					
WFC	-0.300	0.200	-1.497	0.134	(-0.728, 0.070)
FWC	-0.256**	0.081	-3.157	0.002	(-0.443, -0.123)
WFC					
Emotional Burnout	0.340*	0.155	2.195	0.028	(0.057, 0.666)
Physical Burnout	0.480***	0.121	3.971	0.000	(0.276, 0.745)
Cognitive Burnout	0.256*	0.113	2.271	0.023	(0.057, 0.502)
FWC					
Emotional Burnout	0.161	0.318	0.505	0.613	(-0.535, 0.736)
Physical Burnout	0.047	0.216	0.218	0.828	(-0.403, 0.444)
Cognitive Burnout	0.432*	0.198	2.176	0.030	(0.055, 0.816)
Total Effect					

WFC					
Emotional Burnout	-0.526	0.346	-1.520	0.128	(-1.255, 0.136)
Physical Burnout	-0.137	0.259	-0.531	0.596	(-0.682, 0.372)
Cognitive Burnout	-0.038	0.276	-0.136	0.892	(-0.638, 0.456)
FWC					
Emotional Burnout	-0.465	0.340	-1.368	0.171	(-1.173, 0.186)
Physical Burnout	-0.005	0.235	-0.022	0.982	(-0.448, 0.493)
Cognitive Burnout	-0.071	0.275	-0.259	0.795	(-0.638, 0.461)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 21

Chi-Square Difference Test Between Constrained and Unconstrained Models - Gender

Relationship	Constrained χ^2	Unconstrained χ^2	$\Delta\chi^2$	*p*
WFC				
Emotional Burnout	3572.6	3565.7	6.908*	0.031
Physical Burnout	3569.8	3565.7	4.133	0.126
Cognitive Burnout	3566.5	3565.7	0. 080	0.670
FWC				
Emotional Burnout	3570.1	3565.7	4.398	0. 111
Physical Burnout	3570.0	3565.7	3.564	0. 168
Cognitive Burnout	3569.2	3565.7	4.330	0. 115

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict.

Table 22

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
All Pathways Unconstrained

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.050	0.080	0.618	0.537	[-0.110, 0.204]
Physical Burnout	-0.159*	0.073	-2.161	0.031	[-0.321, -0.027]
Cognitive Burnout	-0.059	0.071	-0.840	0.401	[-0.201, 0.074]
FWC					
Emotional Burnout	-0.204**	0.084	-2.435	0.015	[-0.387, -0.055]
Physical Burnout	-0.059	0.067	-0.881	0.378	[-0.189, 0.070]
Cognitive Burnout	-0.157*	0.079	-1.979	0.048	[-0.333, -0.023]
Direct Effect					
FSWE					
Emotional Burnout	-0.318	0.236	-1.348	0.178	[-0.856, 0.097]
Physical Burnout	-0.119	0.174	-0.681	0.496	[-0.485, 0.214]
Cognitive Burnout	-0.090	0.204	-0.440	0.660	[-0.512, 0.300]
Component Effect					
FSWE					
WFC	-0.671***	0.151	-4.450	<0.001	[-0.965, -0.363]
FWC	-0.293**	0.087	-3.353	0.001	[-0.478, -0.135]
WFC					
Emotional Burnout	-0.074	0.118	-0.625	0.532	[-0.309, 0.157]
Physical Burnout	0.237*	0.097	2.435	0.015	[0.047, 0.438]
Cognitive Burnout	0.088	0.101	0.874	0.382	[-0.114, 0.297]
FWC					
Emotional Burnout	0.696**	0.254	2.736	0.006	[0.234, 1.207]
Physical Burnout	0.202	0.222	0.909	0.363	[-0.229, 0.646]
Cognitive Burnout	0.535*	0.243	2.195	0.028	[0.087, 1.016]
Total Effect					
WFC					
Emotional Burnout	-0.269	0.224	-1.199	0.231	[-0.804, 0.100]
Physical Burnout	-0.277	0.182	-1.524	0.127	[-0.663, 0.069]
Cognitive Burnout	-0.149	0.202	-0.739	0.460	[-0.572, 0.223]
FWC					
Emotional Burnout	-0.523*	0.240	-2.177	0.029	[-1.063, -0.111]

Physical Burnout	-0.178	0.155	-1.149	0.251	[-0.498, 0.122]
Cognitive Burnout	-0.246	0.193	-1.274	0.203	[-0.637, 0.117]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 23

Indirect, Component, Direct, and Total Effects of SEM Model White/Asian Participants All Pathways Unconstrained

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.155	0.124	-1.249	0.212	[-0.472, 0.016]
Physical Burnout	-0.276	0.157	-1.758	0.079	[-0.644, -0.063]
Cognitive Burnout	-0.280	0.162	-1.721	0.085	[-0.700, -0.050]
FWC					
Emotional Burnout	-0.009	0.092	-0.101	0.919	[-0.209, 0.161]
Physical Burnout	-0.011	0.058	-0.181	0.857	[-0.142, 0.084]
Cognitive Burnout	-0.060	0.092	-0.652	0.514	[-0.310, 0.046]
Direct Effect					
FSWE					
Emotional Burnout	0.051	0.501	0.101	0.919	[-1.084, 0.823]
Physical Burnout	0.327	0.318	1.030	0.303	[-0.324, 0.982]
Cognitive Burnout	0.725	0.451	1.608	0.108	[-0.125, 1.655]
Component Effect					
FSWE					
WFC	-0.536*	0.266	-2.016	0.044	[-1.157, -0.150]
FWC	-0.243	0.155	-1.565	0.118	[-0.639, -0.025]
WFC					
Emotional Burnout	0.289	0.161	1.793	0.073	[-0.031, 0.619]
Physical Burnout	0.515***	0.135	3.826	<0.001	[0.254, 0.804]
Cognitive Burnout	0.521***	0.153	3.406	<0.001	[0.204, 0.808]
FWC					
Emotional Burnout	0.038	0.309	0.124	0.902	[-0.603, 0.616]
Physical Burnout	0.043	0.208	0.209	0.835	[-0.349, 0.498]
Cognitive Burnout	0.246	0.263	0.935	0.350	[-0.218, 0.779]
Total Effect					

WFC					
Emotional Burnout	-0.104	0.498	-0.210	0.834	[-1.204, 0.626]
Physical Burnout	0.051	0.297	0.172	0.864	[-0.550, 0.626]
Cognitive Burnout	0.445	0.410	1.084	0.278	[-0.403, 1.267]
FWC					
Emotional Burnout	0.042	0.491	0.085	0.933	[-1.074, 0.798]
Physical Burnout	0.317	0.308	1.028	0.304	[-0.349, 0.933]
Cognitive Burnout	0.665	0.425	1.565	0.118	[-0.145, 1.489]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 24

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to WFC and WFC to Emotional Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.037	0.064	-0.574	0.566	[-0.178, 0.081]
Physical Burnout	-0.284**	0.108	-2.636	0.008	[-0.523, -0.099]
Cognitive Burnout	-0.276*	0.117	-2.369	0.018	[-0.519, -0.070]
FWC					
Emotional Burnout	-0.067	0.090	-0.740	0.459	[-0.293, 0.079]
Physical Burnout	-0.025	0.060	-0.412	0.681	[-0.176, 0.067]
Cognitive Burnout	-0.083	0.092	-0.909	0.363	[-0.338, 0.037]
Direct Effect					
FSWE					
Emotional Burnout	-0.143	0.563	-0.254	0.800	[-1.551, 0.735]
Physical Burnout	0.278	0.349	0.795	0.426	[-0.432, 1.005]
Cognitive Burnout	0.672	0.458	1.465	0.143	[-0.283, 1.615]
Component Effect					
FSWE					
WFC	-0.627***	0.135	-4.629	0.000	[-0.908, -0.357]
FWC	-0.269*	0.128	-2.102	0.036	[-0.559, -0.052]
WFC					
Emotional Burnout	0.059	0.097	0.600	0.548	[-0.129, 0.262]
Physical Burnout	0.454**	0.138	3.277	0.001	[0.184, 0.755]

Cognitive Burnout	0.441**	0.152	2.906	0.004	[0.122, 0.734]
FWC					
Emotional Burnout	0.248	0.292	0.850	0.395	[-0.266, 0.876]
Physical Burnout	0.092	0.211	0.435	0.663	[-0.278, 0.540]
Cognitive Burnout	0.310	0.273	1.136	0.256	[-0.175, 0.940]
Total Effect					
WFC					
Emotional Burnout	-0.179	0.550	-0.326	0.744	[-1.528, 0.671]
Physical Burnout	-0.007	0.324	-0.020	0.984	[-0.642, 0.643]
Cognitive Burnout	0.395	0.434	0.911	0.362	[-0.473, 1.352]
FWC					
Emotional Burnout	-0.210	0.537	-0.390	0.696	[-1.566, 0.589]
Physical Burnout	0.253	0.333	0.760	0.447	[-0.435, 0.884]
Cognitive Burnout	0.588	0.431	1.365	0.172	[-0.322, 1.437]

Note. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 25

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to WFC and WFC to Emotional Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.037	0.064	-0.574	0.566	[-0.178, 0.081]
Physical Burnout	-0.172*	0.071	-2.408	0.016	[-0.331, -0.055]
Cognitive Burnout	-0.090	0.068	-1.332	0.183	[-0.244, 0.029]
FWC					
Emotional Burnout	-0.165*	0.077	-2.128	0.033	[-0.350, -0.034]
Physical Burnout	-0.048	0.066	-0.725	0.468	[-0.192, 0.086]
Cognitive Burnout	-0.138	0.080	-1.724	0.085	[-0.317, -0.002]
Direct Effect					
FSWE					
Emotional Burnout	-0.240	0.235	-1.022	0.307	[-0.740, 0.210]
Physical Burnout	-0.099	0.179	-0.555	0.579	[-0.457, 0.255]
Cognitive Burnout	-0.059	0.215	-0.276	0.782	[-0.520, 0.341]
Component Effect					

FSWE					
WFC	-0.627***	0.135	-4.629	<0.001	[-0.908, -0.357]
FWC	-0.281**	0.083	-3.384	0.001	[-0.452, -0.140]
WFC					
Emotional Burnout	0.059	0.097	0.600	0.548	[-0.129, 0.262]
Physical Burnout	0.275**	0.096	2.854	0.004	[0.103, 0.482]
Cognitive Burnout	0.144	0.100	1.439	0.150	[-0.047, 0.348]
FWC					
Emotional Burnout	0.586*	0.238	2.458	0.014	[0.146, 1.076]
Physical Burnout	0.170	0.222	0.766	0.444	[-0.283, 0.588]
Cognitive Burnout	0.489	0.249	1.963	0.050	[0.006, 1.017]
Total Effect					
WFC					
Emotional Burnout	-0.277	0.225	-1.233	0.218	[-0.778, 0.129]
Physical Burnout	-0.271	0.189	-1.438	0.150	[-0.681, 0.067]
Cognitive Burnout	-0.149	0.209	-0.715	0.475	[-0.606, 0.213]
FWC					
Emotional Burnout	-0.405	0.234	-1.733	0.083	[-0.930, 0.037]
Physical Burnout	-0.147	0.160	-0.921	0.357	[-0.451, 0.169]
Cognitive Burnout	-0.197	0.203	-0.970	0.332	[-0.603, 0.186]

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 26

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to WFC and WFC to Physical Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.135	0.099	-1.360	0.174	(-0.352, 0.037)
Physical Burnout	-0.228**	0.074	-3.087	0.002	(-0.397, -0.105)
Cognitive Burnout	-0.248*	0.106	-2.339	0.019	(-0.485, -0.049)
FWC					
Emotional Burnout	-0.026	0.089	-0.293	0.770	(-0.224, 0.147)
Physical Burnout	-0.043	0.064	-0.664	0.507	(-0.199, 0.049)

Cognitive Burnout	-0.095	0.096	-0.992	0.321	(-0.329, 0.031)
Direct Effect					
FSWE					
Emotional Burnout	-0.020	0.513	-0.039	0.969	(-1.181, 0.855)
Physical Burnout	0.239	0.331	0.722	0.470	(-0.414, 0.964)
Cognitive Burnout	0.662	0.461	1.437	0.151	(-0.190, 1.585)
Component Effect					
FSWE					
WFC	-0.623***	0.132	-4.733	0.000	(-0.887, -0.377)
FWC	-0.271*	0.127	-2.133	0.033	(-0.568, -0.058)
WFC					
Emotional Burnout	0.216	0.153	1.414	0.157	(-0.062, 0.541)
Physical Burnout	0.366***	0.083	4.400	0.000	(0.202, 0.536)
Cognitive Burnout	0.398**	0.145	2.746	0.006	(0.073, 0.668)
FWC					
Emotional Burnout	0.096	0.316	0.305	0.761	(-0.557, 0.689)
Physical Burnout	0.157	0.204	0.771	0.441	(-0.224, 0.626)
Cognitive Burnout	0.351	0.269	1.303	0.193	(-0.127, 0.935)
Total Effect					
WFC					
Emotional Burnout	-0.155	0.504	-0.307	0.759	(-1.260, 0.676)
Physical Burnout	0.011	0.324	0.033	0.973	(-0.636, 0.667)
Cognitive Burnout	0.414	0.439	0.943	0.346	(-0.418, 1.311)
FWC					
Emotional Burnout	-0.046	0.490	-0.094	0.925	(-1.243, 0.777)
Physical Burnout	0.196	0.307	0.639	0.523	(-0.453, 0.817)
Cognitive Burnout	0.567	0.433	1.309	0.191	(-0.312, 1.395)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 27

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to WFC and WFC to Physical Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					

Emotional Burnout	0.018	0.075	0.236	0.813	(-0.120, 0.167)
Physical Burnout	-0.228**	0.074	-3.087	0.002	(-0.397, -0.105)
Cognitive Burnout	-0.105	0.067	-1.578	0.115	(-0.244, 0.016)
FWC					
Emotional Burnout	-0.185*	0.083	-2.232	0.026	(-0.373, -0.051)
Physical Burnout	-0.030	0.064	-0.458	0.647	(-0.172, 0.085)
Cognitive Burnout	-0.132	0.079	-1.671	0.095	(-0.311, -0.010)
Direct Effect					
FSWE					
Emotional Burnout	-0.293	0.227	-1.292	0.196	(-0.786, 0.133)
Physical Burnout	-0.052	0.191	-0.271	0.787	(-0.446, 0.326)
Cognitive Burnout	-0.046	0.217	-0.213	0.832	(-0.474, 0.389)
Component Effect					
FSWE					
WFC	-0.623***	0.132	-4.733	0.000	(-0.887, -0.377)
FWC	-0.281**	0.085	-3.292	0.001	(-0.476, -0.141)
WFC					
Emotional Burnout	-0.028	0.119	-0.238	0.812	(-0.266, 0.190)
Physical Burnout	0.366***	0.083	4.400	0.000	(0.202, 0.536)
Cognitive Burnout	0.169	0.097	1.744	0.081	(-0.028, 0.372)
FWC					
Emotional Burnout	0.660**	0.252	2.613	0.009	(0.200, 1.176)
Physical Burnout	0.105	0.219	0.480	0.631	(-0.291, 0.594)
Cognitive Burnout	0.471	0.249	1.891	0.059	(0.054, 1.026)
Total Effect					
WFC					
Emotional Burnout	-0.276	0.219	-1.256	0.209	(-0.737, 0.138)
Physical Burnout	-0.280	0.196	-1.431	0.152	(-0.691, 0.054)
Cognitive Burnout	-0.151	0.211	-0.718	0.473	(-0.592, 0.249)
FWC					
Emotional Burnout	-0.478*	0.230	-2.077	0.038	(-0.994, -0.073)
Physical Burnout	-0.081	0.170	-0.477	0.633	(-0.411, 0.253)
Cognitive Burnout	-0.178	0.205	-0.869	0.385	(-0.583, 0.226)

Note. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 28

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to WFC and WFC to Cognitive Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.113	0.099	-1.148	0.251	(-0.331, 0.062)
Physical Burnout	-0.235**	0.089	-2.648	0.008	(-0.430, -0.093)
Cognitive Burnout	-0.151*	0.069	-2.186	0.029	(-0.303, -0.029)
FWC					
Emotional Burnout	-0.035	0.086	-0.406	0.685	(-0.205, 0.137)
Physical Burnout	-0.045	0.068	-0.668	0.504	(-0.211, 0.063)
Cognitive Burnout	-0.137	0.108	-1.271	0.204	(-0.421, 0.002)
Direct Effect					
FSWE					
Emotional Burnout	-0.055	0.532	-0.104	0.917	(-1.291, 0.752)
Physical Burnout	0.239	0.348	0.687	0.492	(-0.441, 0.883)
Cognitive Burnout	0.547	0.457	1.196	0.232	(-0.344, 1.416)
Component Effect					
FSWE					
WFC	-0.624***	0.129	-4.823	0.000	(-0.900, -0.382)
FWC	-0.275*	0.128	-2.142	0.032	(-0.564, -0.061)
WFC					
Emotional Burnout	0.182	0.150	1.211	0.226	(-0.102, 0.498)
Physical Burnout	0.377**	0.114	3.300	0.001	(0.162, 0.607)
Cognitive Burnout	0.242*	0.098	2.467	0.014	(0.047, 0.444)
FWC					
Emotional Burnout	0.127	0.305	0.418	0.676	(-0.448, 0.722)
Physical Burnout	0.164	0.212	0.776	0.438	(-0.236, 0.631)
Cognitive Burnout	0.497	0.270	1.837	0.066	(-0.005, 1.071)
Total Effect					
WFC					
Emotional Burnout	-0.169	0.522	-0.323	0.747	(-1.363, 0.632)
Physical Burnout	0.004	0.330	0.011	0.991	(-0.642, 0.618)
Cognitive Burnout	0.396	0.447	0.885	0.376	(-0.492, 1.255)
FWC					
Emotional Burnout	-0.090	0.515	-0.175	0.861	(-1.278, 0.700)

Physical Burnout	0.194	0.326	0.594	0.553	(-0.468, 0.802)
Cognitive Burnout	0.410	0.418	0.981	0.327	(-0.450, 1.193)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 29

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to WFC and WFC to Cognitive Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.001	0.072	0.014	0.989	(-0.145, 0.144)
Physical Burnout	-0.201**	0.072	-2.813	0.005	(-0.350, -0.079)
Cognitive Burnout	-0.151*	0.069	-2.186	0.029	(-0.303, -0.029)
FWC					
Emotional Burnout	-0.179*	0.084	-2.120	0.034	(-0.373, -0.038)
Physical Burnout	-0.037	0.065	-0.569	0.569	(-0.176, 0.073)
Cognitive Burnout	-0.116	0.082	-1.421	0.155	(-0.319, 0.002)
Direct Effect					
FSWE					
Emotional Burnout	-0.273	0.228	-1.200	0.230	(-0.762, 0.172)
Physical Burnout	-0.070	0.182	-0.386	0.699	(-0.427, 0.288)
Cognitive Burnout	-0.004	0.222	-0.018	0.986	(-0.484, 0.395)
Component Effect					
FSWE					
WFC	-0.624***	0.129	-4.823	0.000	(-0.900, -0.382)
FWC	-0.280**	0.091	-3.077	0.002	(-0.490, -0.127)
WFC					
Emotional Burnout	-0.002	0.115	-0.014	0.989	(-0.221, 0.221)
Physical Burnout	0.323**	0.098	3.282	0.001	(0.142, 0.536)
Cognitive Burnout	0.242*	0.098	2.467	0.014	(0.047, 0.444)
FWC					
Emotional Burnout	0.638*	0.252	2.535	0.011	(0.153, 1.180)
Physical Burnout	0.132	0.224	0.590	0.555	(-0.257, 0.591)
Cognitive Burnout	0.414	0.255	1.626	0.104	(-0.006, 1.017)
Total Effect					

WFC					
Emotional Burnout	-0.272	0.220	-1.235	0.217	(-0.748, 0.139)
Physical Burnout	-0.272	0.186	-1.459	0.144	(-0.652, 0.089)
Cognitive Burnout	-0.155	0.214	-0.724	0.469	(-0.614, 0.247)
FWC					
Emotional Burnout	-0.452	0.233	-1.937	0.053	(-0.943, -0.035)
Physical Burnout	-0.107	0.162	-0.664	0.507	(-0.430, 0.215)
Cognitive Burnout	-0.120	0.206	-0.581	0.561	(-0.579, 0.254)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 30

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to FWC and FWC to Emotional Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.108	0.109	-0.987	0.324	(-0.369, 0.063)
Physical Burnout	-0.286	0.151	-1.889	0.059	(-0.652, -0.084)
Cognitive Burnout	-0.284	0.156	-1.825	0.068	(-0.676, -0.069)
FWC					
Emotional Burnout	-0.123*	0.061	-2.026	0.043	(-0.247, -0.009)
Physical Burnout	-0.042	0.062	-0.681	0.496	(-0.169, 0.077)
Cognitive Burnout	-0.112	0.082	-1.366	0.172	(-0.315, 0.018)
Direct Effect					
FSWE					
Emotional Burnout	0.177	0.541	0.328	0.743	(-1.141, 0.936)
Physical Burnout	0.383	0.329	1.165	0.244	(-0.270, 1.041)
Cognitive Burnout	0.803	0.446	1.799	0.072	(-0.021, 1.735)
Component Effect					
FSWE					
WFC	-0.583*	0.241	-2.422	0.015	(-1.170, -0.234)
FWC	-0.282***	0.076	-3.707	0.000	(-0.442, -0.151)
WFC					
Emotional Burnout	0.185	0.153	1.214	0.225	(-0.104, 0.510)

Physical Burnout	0.491***	0.139	3.539	0.000	(0.235, 0.783)
Cognitive Burnout	0.487**	0.160	3.048	0.002	(0.164, 0.812)
FWC					
Emotional Burnout	0.437*	0.199	2.202	0.028	(0.034, 0.846)
Physical Burnout	0.150	0.217	0.692	0.489	(-0.268, 0.607)
Cognitive Burnout	0.395	0.274	1.444	0.149	(-0.058, 1.004)
Total Effect					
WFC					
Emotional Burnout	0.070	0.518	0.134	0.893	(-1.185, 0.793)
Physical Burnout	0.097	0.321	0.304	0.761	(-0.595, 0.710)
Cognitive Burnout	0.519	0.419	1.240	0.215	(-0.254, 1.380)
FWC					
Emotional Burnout	0.054	0.534	0.101	0.919	(-1.250, 0.810)
Physical Burnout	0.341	0.321	1.062	0.288	(-0.332, 0.953)
Cognitive Burnout	0.691	0.431	1.604	0.109	(-0.139, 1.576)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 31

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to FWC and FWC to Emotional Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.013	0.078	0.161	0.872	(-0.149, 0.162)
Physical Burnout	-0.164*	0.073	-2.258	0.024	(-0.322, -0.043)
Cognitive Burnout	-0.072	0.071	-1.008	0.313	(-0.239, 0.042)
FWC					
Emotional Burnout	-0.123*	0.061	-2.026	0.043	(-0.247, -0.009)
Physical Burnout	-0.037	0.062	-0.596	0.551	(-0.158, 0.085)
Cognitive Burnout	-0.120	0.068	-1.768	0.077	(-0.269, 0.004)
Direct Effect					
FSWE					
Emotional Burnout	-0.364	0.229	-1.590	0.112	(-0.880, 0.051)
Physical Burnout	-0.129	0.180	-0.715	0.475	(-0.517, 0.223)
Cognitive Burnout	-0.110	0.210	-0.523	0.601	(-0.541, 0.280)

Component Effect					
FSWE					
WFC	-0.650***	0.142	-4.564	0.000	(-0.912, -0.362)
FWC	-0.282***	0.076	-3.707	0.000	(-0.442, -0.151)
WFC					
Emotional Burnout	-0.019	0.119	-0.163	0.870	(-0.241, 0.225)
Physical Burnout	0.252*	0.098	2.574	0.010	(0.087, 0.444)
Cognitive Burnout	0.111	0.105	1.052	0.293	(-0.076, 0.337)
FWC					
Emotional Burnout	0.437*	0.199	2.202	0.028	(0.034, 0.846)
Physical Burnout	0.131	0.215	0.607	0.544	(-0.307, 0.556)
Cognitive Burnout	0.426	0.226	1.884	0.060	(-0.017, 0.876)
Total Effect					
WFC					
Emotional Burnout	-0.351	0.215	-1.635	0.102	(-0.825, 0.025)
Physical Burnout	-0.293	0.190	-1.543	0.123	(-0.705, 0.065)
Cognitive Burnout	-0.182	0.207	-0.880	0.379	(-0.619, 0.193)
FWC					
Emotional Burnout	-0.487*	0.229	-2.132	0.033	(-0.982, -0.078)
Physical Burnout	-0.166	0.162	-1.021	0.307	(-0.513, 0.167)
Cognitive Burnout	-0.230	0.200	-1.153	0.249	(-0.642, 0.137)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 32

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to FWC and FWC to Physical Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.160	0.125	-1.285	0.199	(-0.483, 0.011)
Physical Burnout	-0.284	0.150	-1.891	0.059	(-0.692, -0.079)
Cognitive Burnout	-0.288	0.150	-1.912	0.056	(-0.652, -0.072)
FWC					
Emotional Burnout	-0.022	0.085	-0.265	0.791	(-0.188, 0.151)

Physical Burnout	-0.035	0.043	-0.809	0.418	(-0.125, 0.041)
Cognitive Burnout	-0.090	0.074	-1.217	0.224	(-0.265, 0.031)
Direct Effect					
FSWE					
Emotional Burnout	0.078	0.495	0.157	0.875	(-1.141, 0.882)
Physical Burnout	0.363	0.322	1.127	0.260	(-0.283, 1.014)
Cognitive Burnout	0.769	0.436	1.762	0.078	(-0.088, 1.624)
Component Effect					
FSWE					
WFC	-0.575*	0.240	-2.392	0.017	(-1.207, -0.210)
FWC	-0.278***	0.074	-3.788	0.000	(-0.431, -0.141)
WFC					
Emotional Burnout	0.279	0.164	1.703	0.089	(-0.014, 0.643)
Physical Burnout	0.493***	0.136	3.618	0.000	(0.227, 0.773)
Cognitive Burnout	0.501**	0.154	3.252	0.001	(0.178, 0.776)
FWC					
Emotional Burnout	0.081	0.294	0.274	0.784	(-0.548, 0.637)
Physical Burnout	0.125	0.151	0.827	0.408	(-0.157, 0.445)
Cognitive Burnout	0.323	0.243	1.330	0.183	(-0.129, 0.859)
Total Effect					
WFC					
Emotional Burnout	-0.083	0.490	-0.169	0.866	(-1.261, 0.675)
Physical Burnout	0.079	0.306	0.259	0.795	(-0.574, 0.673)
Cognitive Burnout	0.482	0.410	1.176	0.240	(-0.331, 1.220)
FWC					
Emotional Burnout	0.055	0.482	0.115	0.909	(-1.135, 0.808)
Physical Burnout	0.328	0.317	1.034	0.301	(-0.299, 0.955)
Cognitive Burnout	0.679	0.427	1.592	0.111	(-0.185, 1.520)

Note. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 33

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to FWC and FWC to Physical Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					

WFC					
Emotional Burnout	0.044	0.079	0.558	0.577	(-0.112, 0.205)
Physical Burnout	-0.166*	0.073	-2.283	0.022	(-0.330, -0.045)
Cognitive Burnout	-0.065	0.070	-0.938	0.348	(-0.216, 0.052)
FWC					
Emotional Burnout	-0.187*	0.075	-2.507	0.012	(-0.363, -0.063)
Physical Burnout	-0.035	0.043	-0.809	0.418	(-0.125, 0.041)
Cognitive Burnout	-0.135*	0.066	-2.056	0.040	(-0.273, -0.019)
Direct Effect					
FSWE					
Emotional Burnout	-0.321	0.227	-1.414	0.157	(-0.826, 0.089)
Physical Burnout	-0.133	0.176	-0.755	0.450	(-0.490, 0.194)
Cognitive Burnout	-0.100	0.211	-0.473	0.636	(-0.516, 0.300)
Component Effect					
FSWE					
WFC	-0.655***	0.143	-4.581	0.000	(-0.930, -0.353)
FWC	-0.278***	0.074	-3.788	0.000	(-0.431, -0.141)
WFC					
Emotional Burnout	-0.067	0.117	-0.576	0.565	(-0.287, 0.164)
Physical Burnout	0.254*	0.100	2.544	0.011	(0.070, 0.473)
Cognitive Burnout	0.100	0.103	0.970	0.332	(-0.089, 0.326)
FWC					
Emotional Burnout	0.672**	0.228	2.943	0.003	(0.265, 1.172)
Physical Burnout	0.125	0.151	0.827	0.408	(-0.157, 0.445)
Cognitive Burnout	0.486*	0.216	2.254	0.024	(0.071, 0.964)
Total Effect					
WFC					
Emotional Burnout	-0.277	0.213	-1.299	0.194	(-0.762, 0.092)
Physical Burnout	-0.299	0.177	-1.686	0.092	(-0.671, 0.027)
Cognitive Burnout	-0.165	0.201	-0.822	0.411	(-0.570, 0.216)
FWC					
Emotional Burnout	-0.508*	0.235	-2.157	0.031	(-1.048, -0.094)
Physical Burnout	-0.167	0.165	-1.015	0.310	(-0.501, 0.148)
Cognitive Burnout	-0.235	0.202	-1.162	0.245	(-0.654, 0.148)

Note. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 34

Indirect, Component, Direct, and Total Effects of SEM Model for Native American Participants
Constrained Pathways: FSWE to FWC and FWC to Cognitive Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	-0.158	0.124	-1.270	0.204	(-0.469, 0.005)
Physical Burnout	-0.283	0.146	-1.942	0.052	(-0.661, -0.088)
Cognitive Burnout	-0.272	0.148	-1.841	0.066	(-0.650, -0.070)
FWC					
Emotional Burnout	-0.029	0.084	-0.351	0.726	(-0.201, 0.154)
Physical Burnout	-0.037	0.049	-0.744	0.457	(-0.133, 0.060)
Cognitive Burnout	-0.120*	0.057	-2.106	0.035	(-0.240, -0.023)
Direct Effect					
FSWE					
Emotional Burnout	0.089	0.550	0.163	0.871	(-1.321, 0.830)
Physical Burnout	0.368	0.320	1.151	0.250	(-0.310, 0.983)
Cognitive Burnout	0.796	0.431	1.845	0.065	(-0.070, 1.629)
Component Effect					
FSWE					
WFC	-0.575*	0.233	-2.468	0.014	(-1.130, -0.238)
FWC	-0.280***	0.078	-3.579	0.000	(-0.436, -0.143)
WFC					
Emotional Burnout	0.274	0.163	1.680	0.093	(-0.016, 0.605)
Physical Burnout	0.493***	0.138	3.575	0.000	(0.231, 0.774)
Cognitive Burnout	0.473**	0.157	3.024	0.002	(0.167, 0.785)
FWC					
Emotional Burnout	0.105	0.300	0.348	0.728	(-0.517, 0.659)
Physical Burnout	0.131	0.180	0.730	0.466	(-0.222, 0.487)
Cognitive Burnout	0.427*	0.176	2.425	0.015	(0.091, 0.794)
Total Effect					
WFC					
Emotional Burnout	-0.068	0.533	-0.128	0.899	(-1.475, 0.636)
Physical Burnout	0.085	0.305	0.278	0.781	(-0.609, 0.640)
Cognitive Burnout	0.523	0.396	1.321	0.187	(-0.300, 1.296)
FWC					
Emotional Burnout	0.060	0.538	0.112	0.911	(-1.332, 0.784)

Physical Burnout	0.331	0.315	1.051	0.293	(-0.341, 0.930)
Cognitive Burnout	0.676	0.425	1.589	0.112	(-0.206, 1.513)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 35

Indirect, Component, Direct, and Total Effects of SEM Model for Asian/White Participants Constrained Pathways: FSWE to FWC and FWC to Cognitive Burnout

Relationship	*β*	*SE*	*z*	*p*	95% CI
Indirect Effect					
WFC					
Emotional Burnout	0.041	0.079	0.519	0.604	(-0.107, 0.208)
Physical Burnout	-0.163*	0.072	-2.253	0.024	(-0.320, -0.040)
Cognitive Burnout	-0.073	0.068	-1.063	0.288	(-0.225, 0.057)
FWC					
Emotional Burnout	-0.181*	0.073	-2.462	0.014	(-0.349, -0.055)
Physical Burnout	-0.040	0.052	-0.777	0.437	(-0.147, 0.060)
Cognitive Burnout	-0.120*	0.057	-2.106	0.035	(-0.240, -0.023)
Direct Effect					
FSWE					
Emotional Burnout	-0.325	0.224	-1.455	0.146	(-0.822, 0.099)
Physical Burnout	-0.129	0.171	-0.751	0.452	(-0.474, 0.214)
Cognitive Burnout	-0.110	0.202	-0.546	0.585	(-0.538, 0.260)
Component Effect					
FSWE					
WFC	-0.654***	0.140	-4.682	0.000	(-0.915, -0.370)
FWC	-0.280***	0.078	-3.579	0.000	(-0.436, -0.143)
WFC					
Emotional Burnout	-0.063	0.118	-0.533	0.594	(-0.295, 0.176)
Physical Burnout	0.249*	0.098	2.534	0.011	(0.068, 0.455)
Cognitive Burnout	0.111	0.100	1.107	0.268	(-0.084, 0.303)
FWC					
Emotional Burnout	0.645**	0.228	2.834	0.005	(0.217, 1.116)
Physical Burnout	0.143	0.183	0.784	0.433	(-0.225, 0.524)
Cognitive Burnout	0.427*	0.176	2.425	0.015	(0.091, 0.794)
Total Effect					

WFC					
Emotional Burnout	-0.284	0.212	-1.338	0.181	(-0.755, 0.086)
Physical Burnout	-0.292	0.180	-1.621	0.105	(-0.669, 0.049)
Cognitive Burnout	-0.183	0.195	-0.937	0.349	(-0.629, 0.180)
FWC					
Emotional Burnout	-0.506*	0.226	-2.235	0.025	(-1.025, -0.074)
Physical Burnout	-0.169	0.158	-1.067	0.286	(-0.475, 0.152)
Cognitive Burnout	-0.230	0.194	-1.183	0.237	(-0.656, 0.145)

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict; FSWE = Family-Supportive Work Environment; CI = Confidence Interval.

Table 36

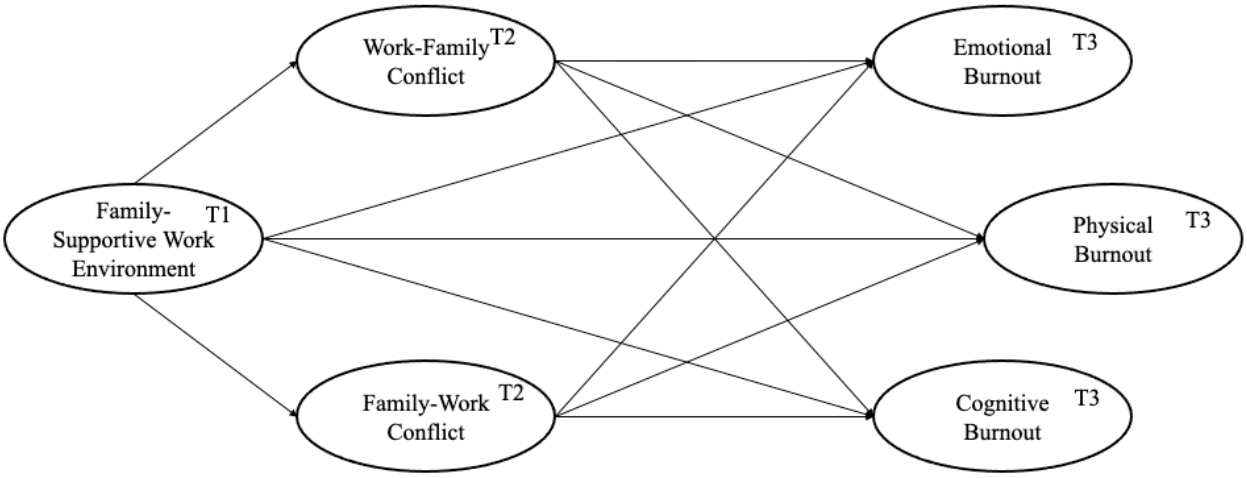
Chi-Square Difference Test Between Constrained and Unconstrained Models - Race

Relationship	Constrained χ^2	Unconstrained χ^2	$\Delta\chi^2$	*p*
WFC				
Emotional Burnout	3547.0	3542.8	4.191	0.123
Physical Burnout	3546.7	3542.8	3.870	0.145
Cognitive Burnout	3549.1	3542.8	6.321	0.042
FWC				
Emotional Burnout	3546.5	3542.8	3.715	0.156
Physical Burnout	3543.4	3542.8	0.526	0.769
Cognitive Burnout	3543.7	3542.8	0.920	0.631

Note. $^{*}p$ <.05; $^{**}p$ <.01; $^{***}p$ <.001. WFC = Work-Family Conflict; FWC = Family-Work Conflict.

Figure 1

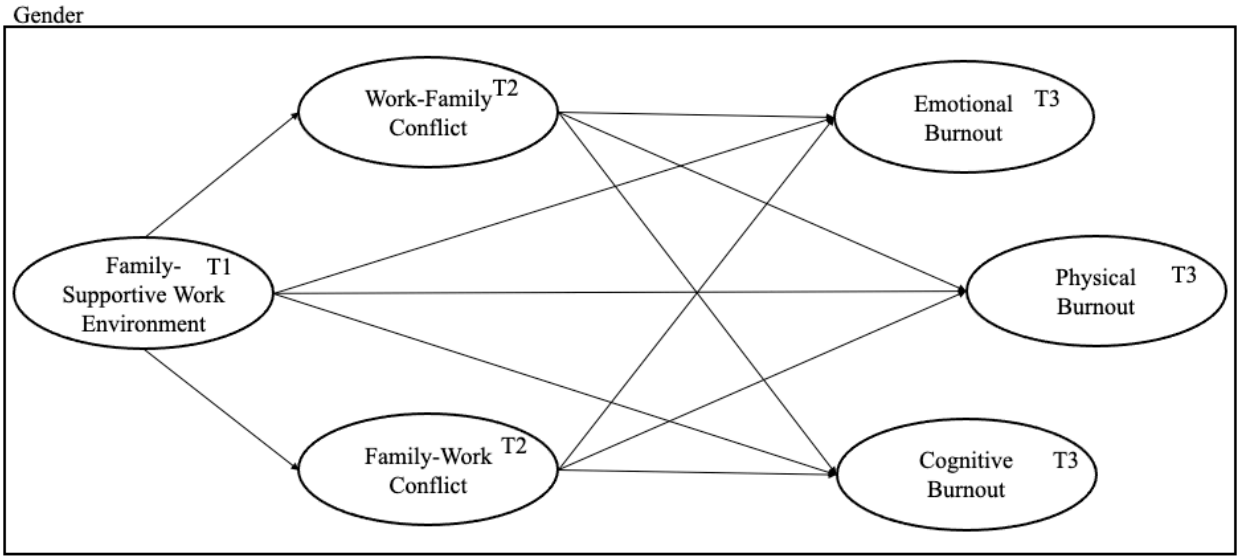
Proposed Model for Hypothesis 1



Note. Model 1, with Work-Family Conflict/Family-Conflict (WFC/FWC) as mediators of the relationship between Family Supportive Work Environment (FSWE) and Burnout (Emotional, Physical, and Cognitive).

Figure 2

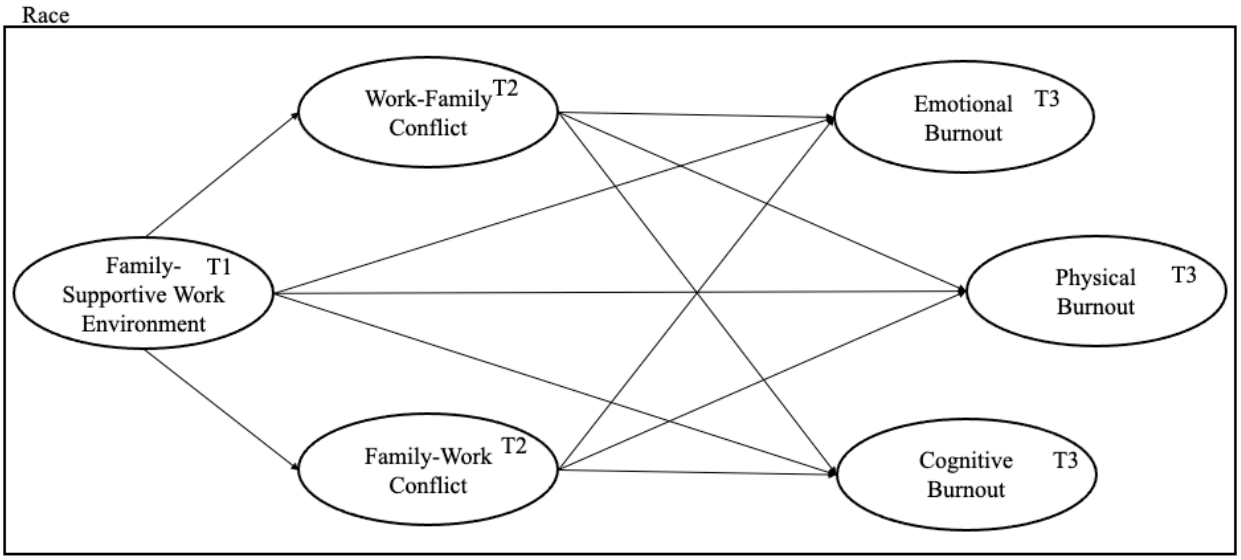
Proposed Model for Hypothesis 4a and b



Note. Model 2, with Work-Family Conflict/Family-Conflict (WFC/FWC) as mediators of the relationship between Family Supportive Work Environment (FSWE) and Burnout (Emotional, Physical and Cognitive) with gender moderating the effects of each path.

Figure 3

Proposed Model for Hypothesis 5a and b



Note. Model 3, with Work-Family Conflict/Family-Conflict (WFC/FWC) as mediators of the relationship between Family Supportive Work Environment (FSWE) and Burnout (Emotional, Physical and Cognitive) with Race moderating the effects of each path.

Figure 4

Model 1 with standardized estimates

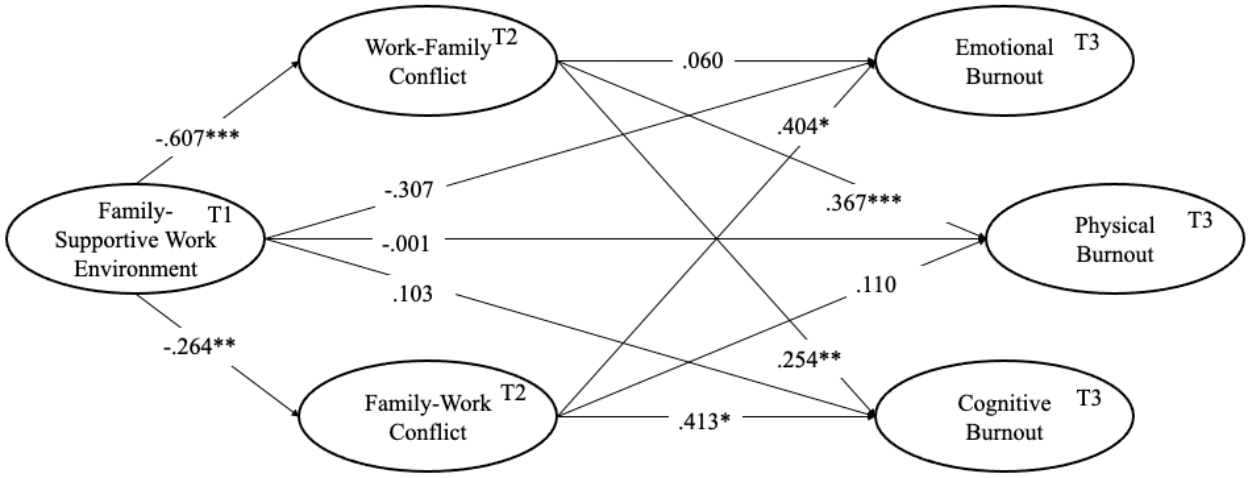


Figure 5

Unconstrained gender (women/men) mediation model with standardized estimates

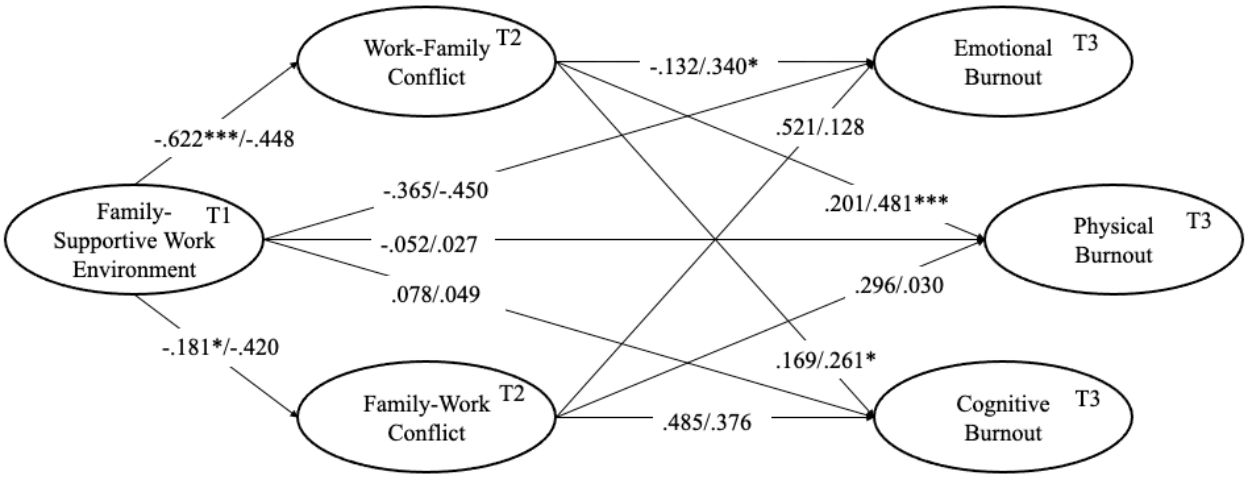


Figure 6

Gender (women/men) constrained (FSWE to WFC and WFC to emotional burnout) mediation model with standardized estimates

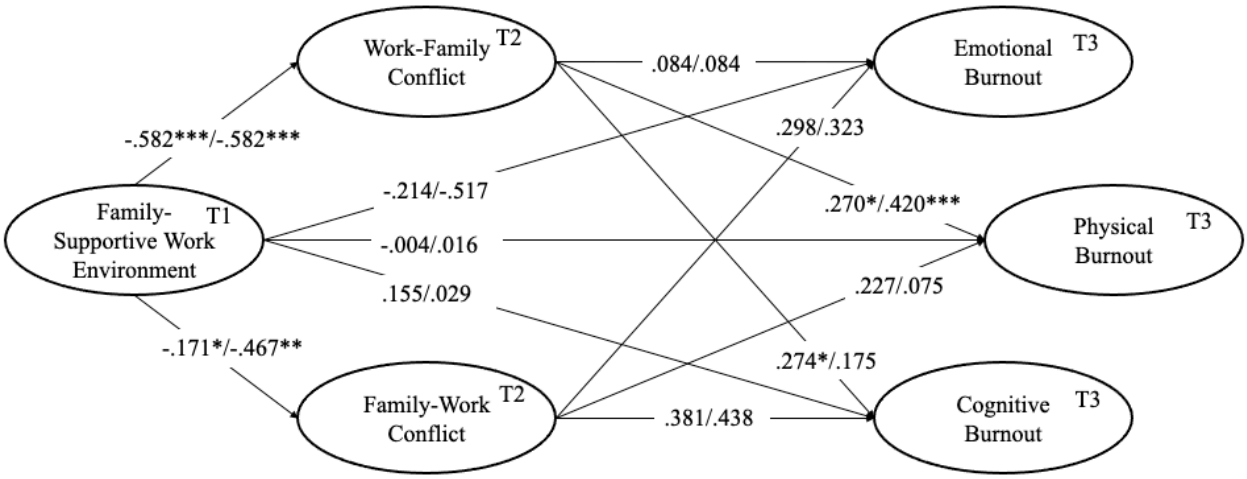


Figure 7

Gender (women/men) constrained (FSWE to WFC and WFC to physical burnout) mediation model with standardized estimates

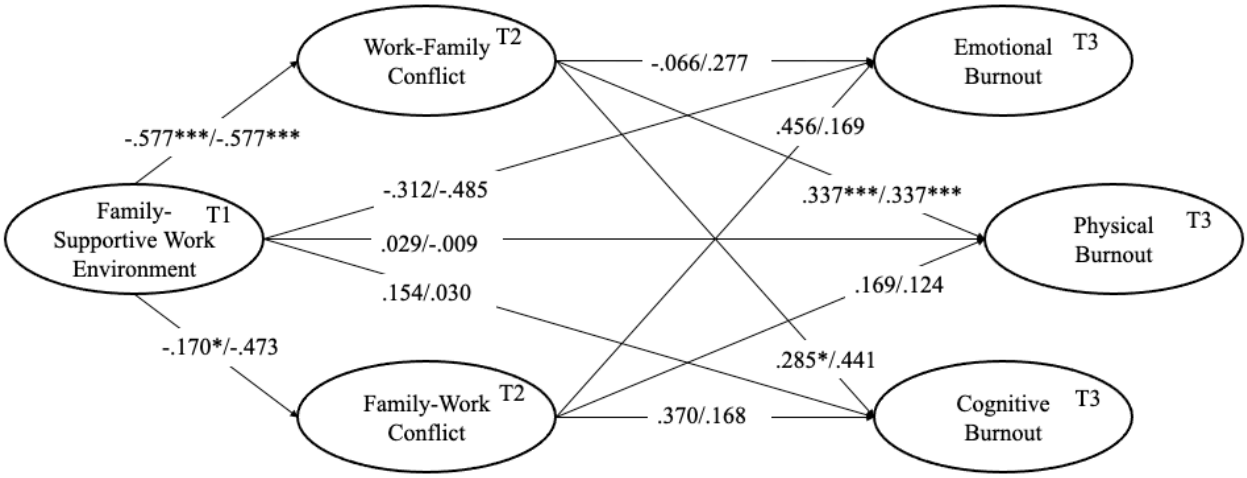


Figure 8

Gender (women/men) constrained (FSWE to WFC and WFC to cognitive burnout) mediation model with standardized estimates

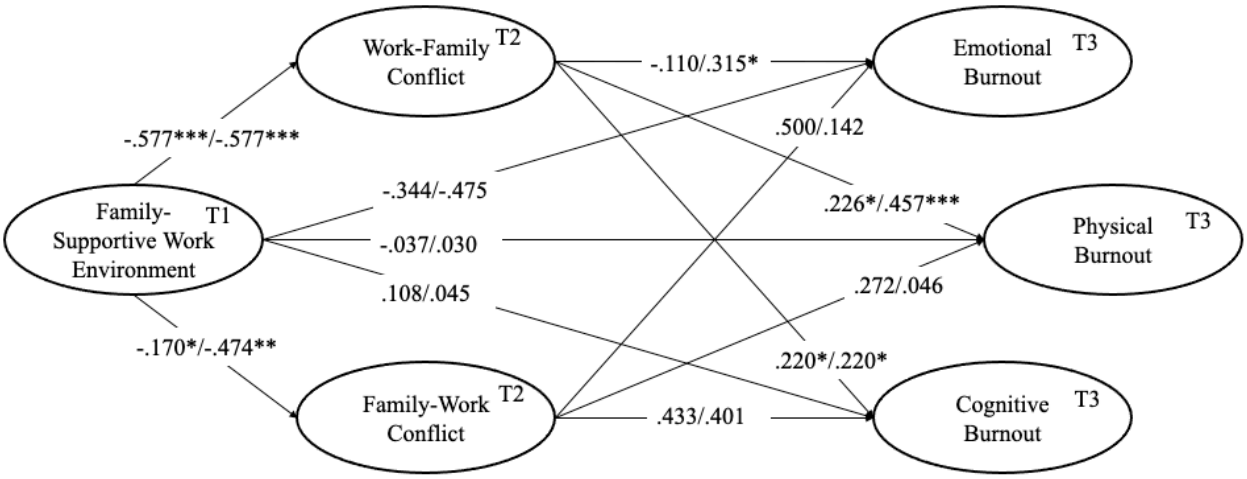


Figure 9

Gender (women/men) constrained (FSWE to FWC and FWC to emotional burnout) mediation model with standardized estimates

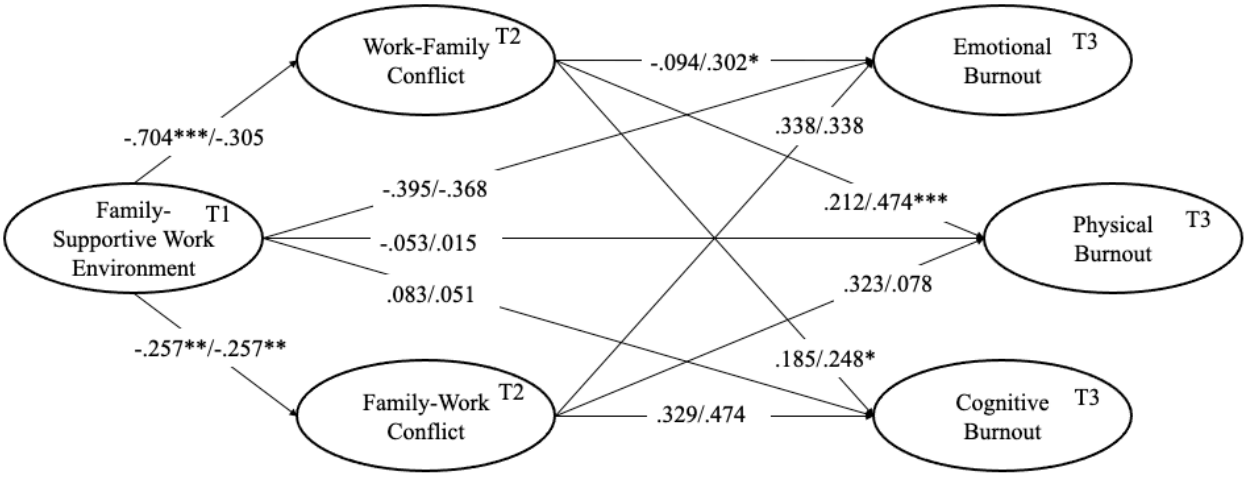


Figure 10

Gender (women/men) constrained (FSWE to FWC and FWC to physical burnout) mediation model with standardized estimates

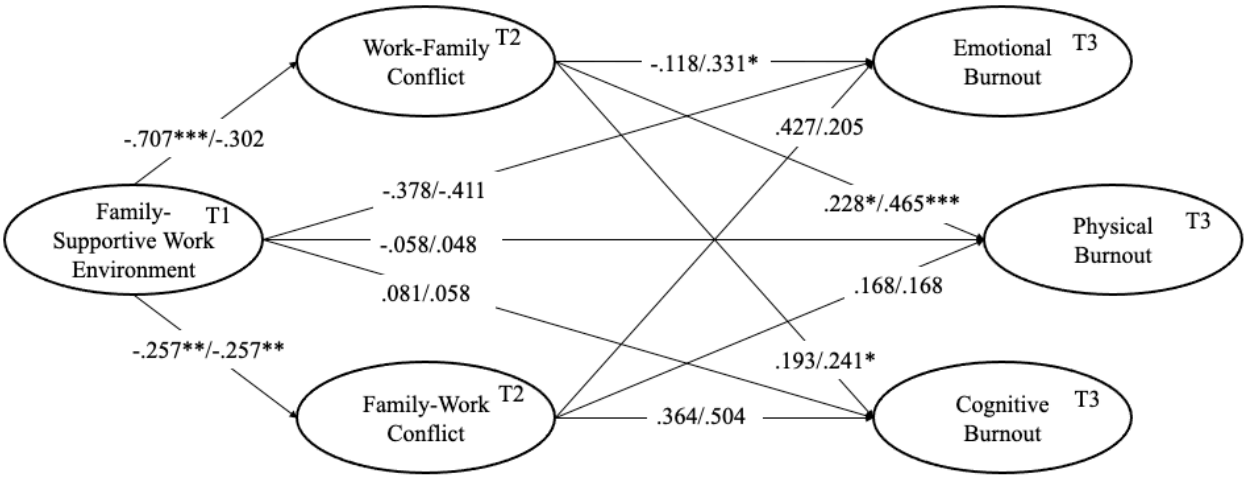


Figure 11

Gender (women/men) constrained (FSWE to FWC and FWC to cognitive burnout) mediation model with standardized estimates

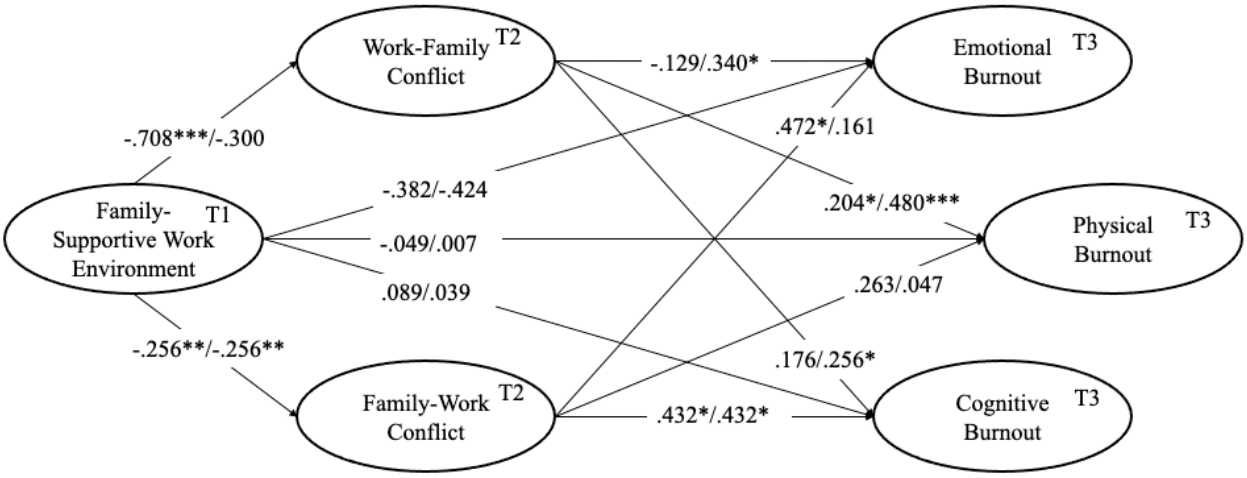


Figure 12

Unconstrained race (Native American/White & Asian) mediation model with standardized estimates

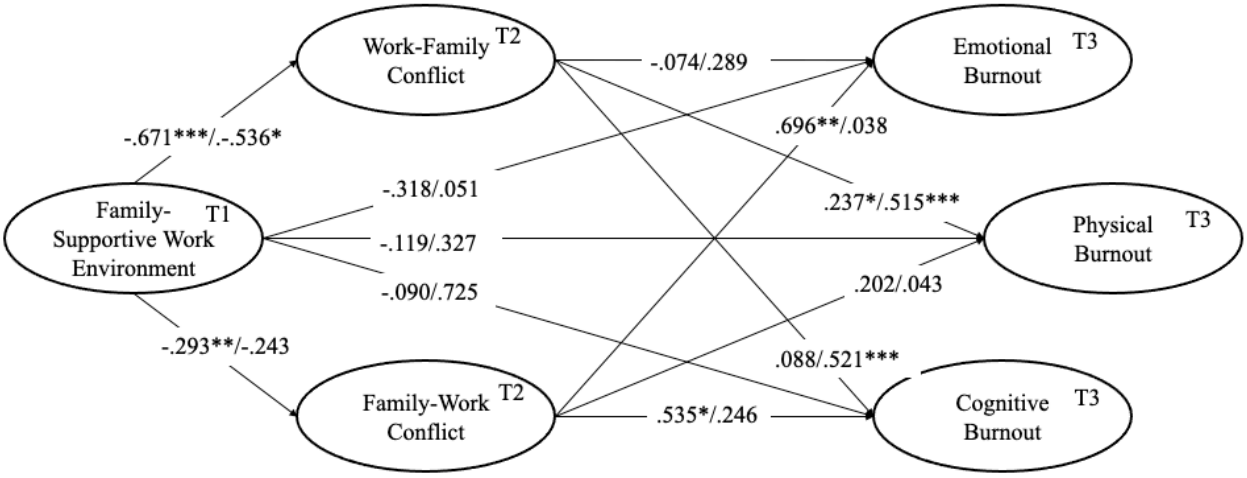


Figure 13

Race (Native American/White & Asian) constrained (FSWE to WFC and WFC to emotional burnout) mediation model with standardized estimates

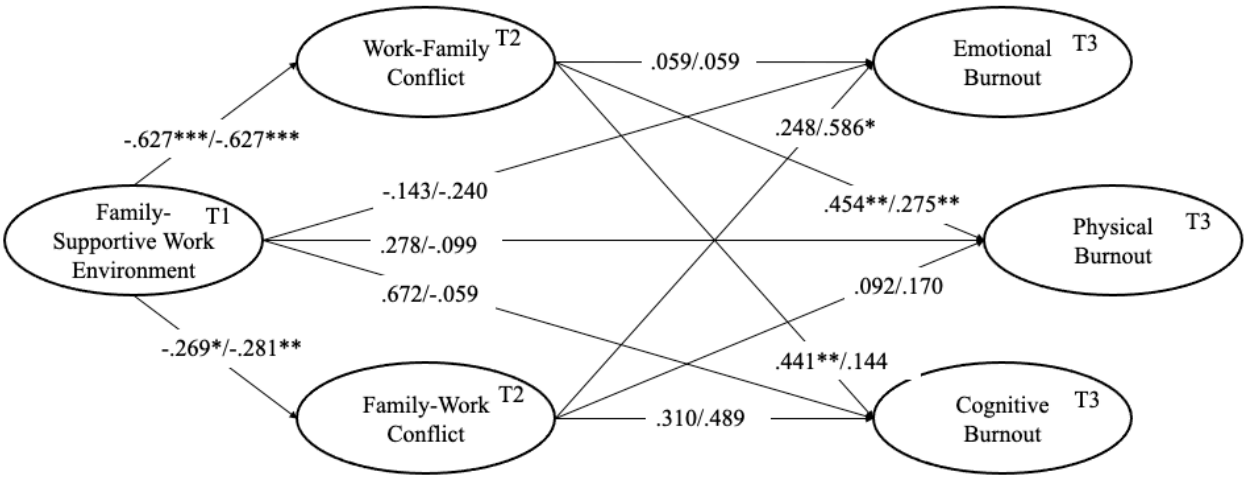


Figure 14

Race (Native American/White & Asian) constrained (FSWE to WFC and WFC to physical burnout) mediation model with standardized estimates

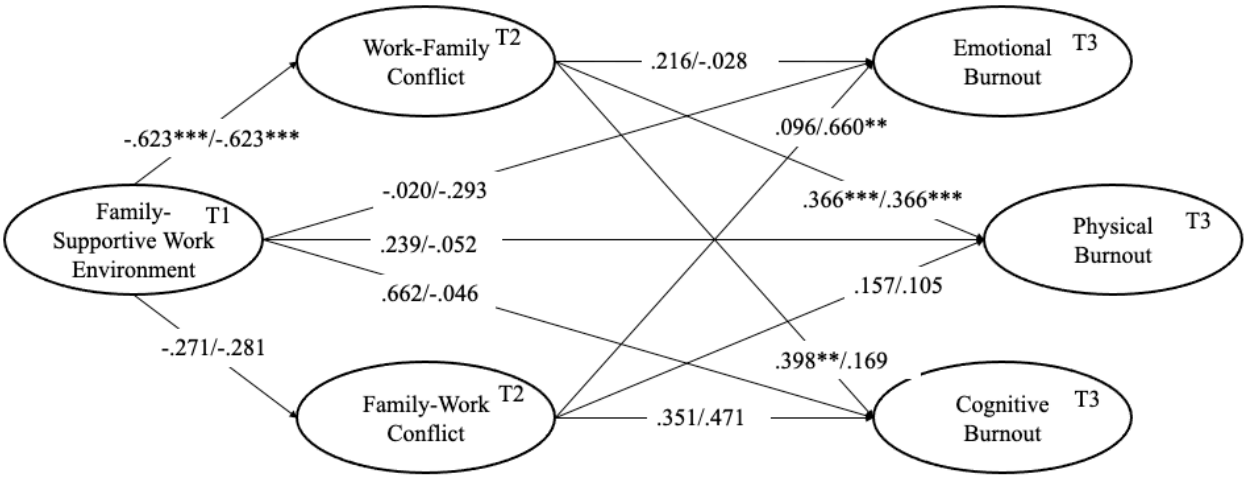


Figure 15

Race (Native American/White & Asian) constrained (FSWE to WFC and WFC to cognitive burnout) mediation model with standardized estimates

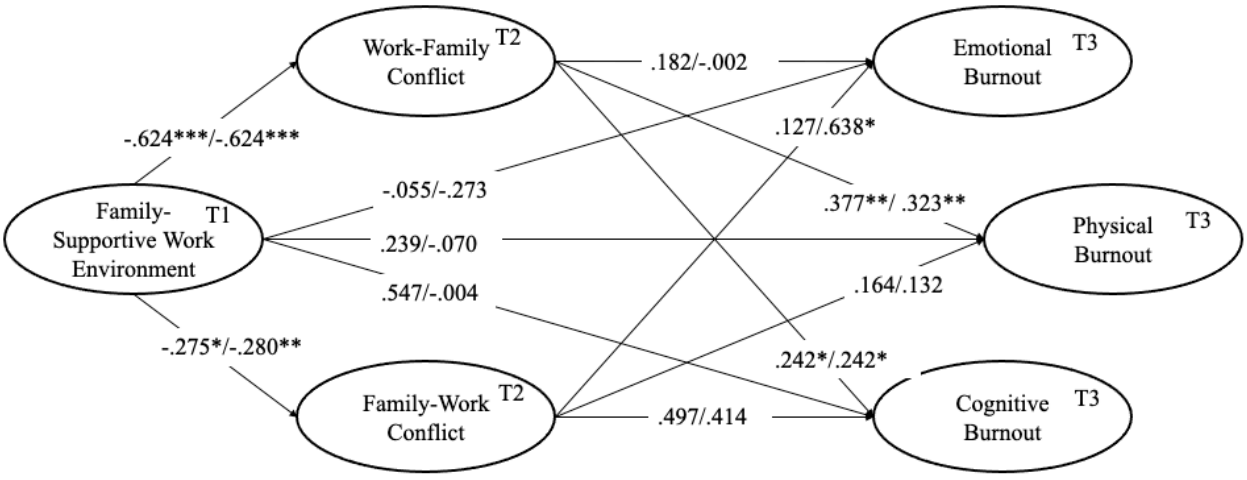


Figure 16

Race (Native American/White & Asian) constrained (FSWE to FWC and FWC to emotional burnout) mediation model with standardized estimates

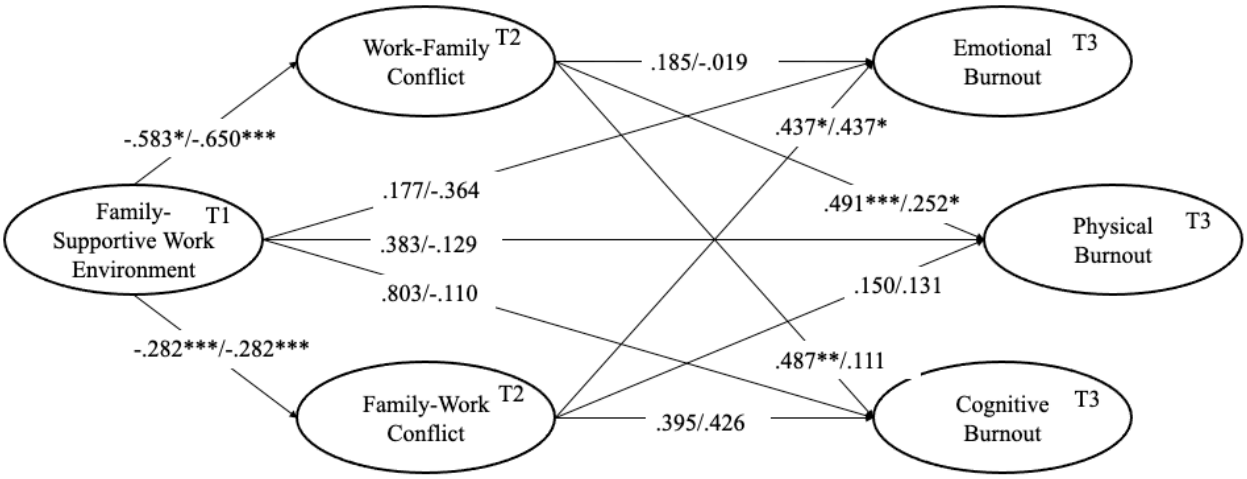


Figure 17

Race (Native American/White & Asian) constrained (FSWE to FWC and FWC to physical burnout) mediation model with standardized estimates

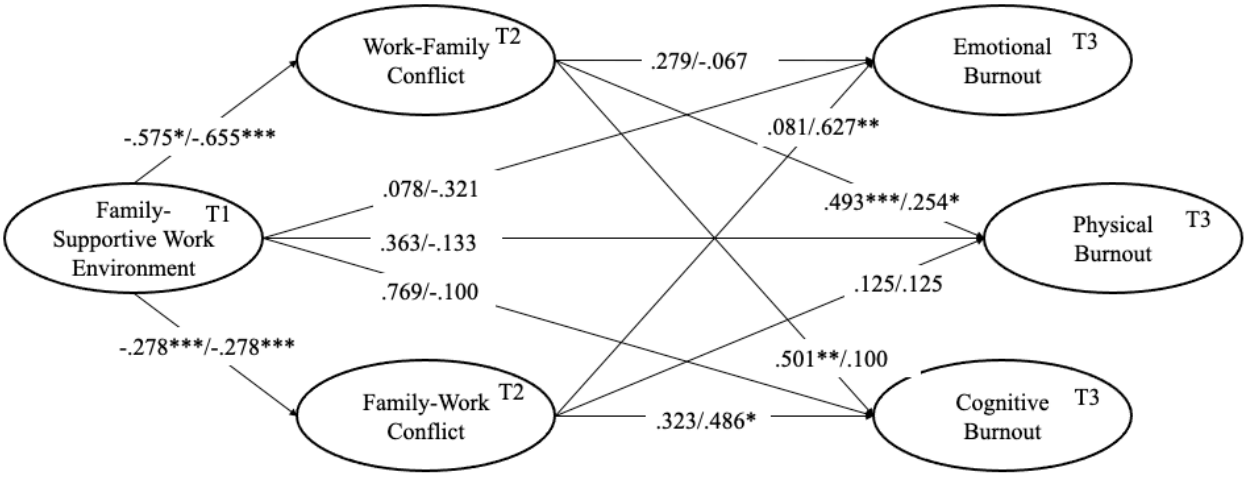
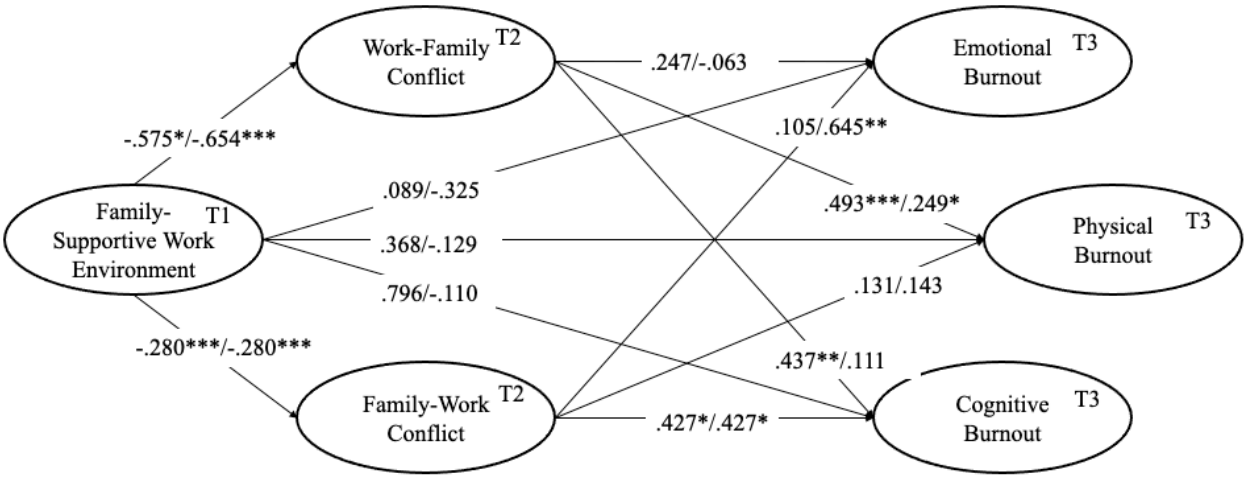


Figure 18

Race (Native American/White & Asian) constrained (FSWE to FWC and FWC to cognitive burnout) mediation model with standardized estimates



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Appendix

Figure A1

Family-Supportive Work Environment CFA Model with Standardized Loadings

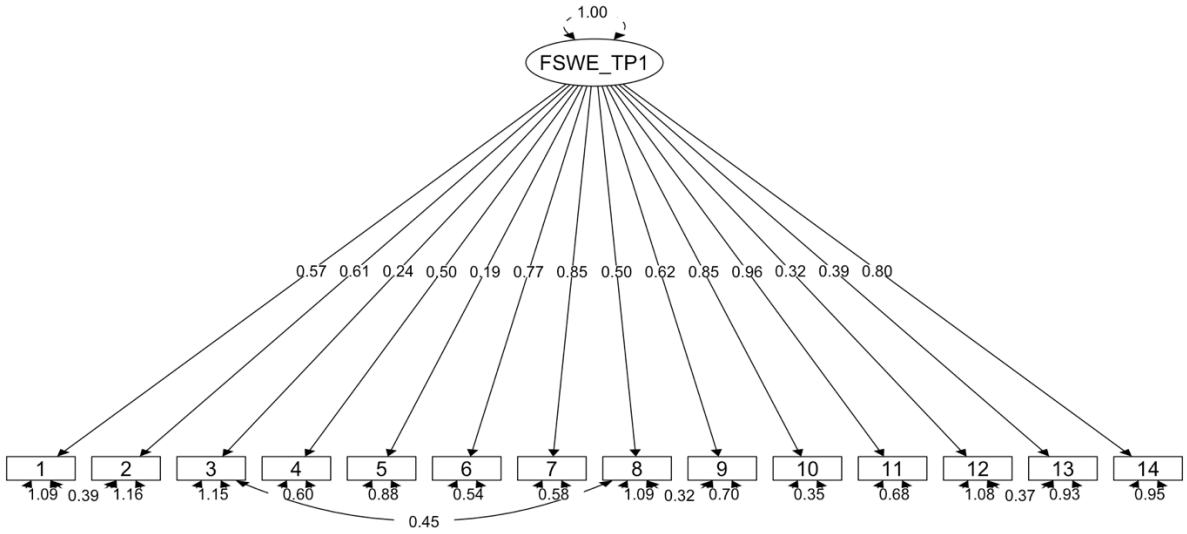


Figure A2

Work-Family Conflict and Family-Work Conflict CFA Model with Standardized Loadings

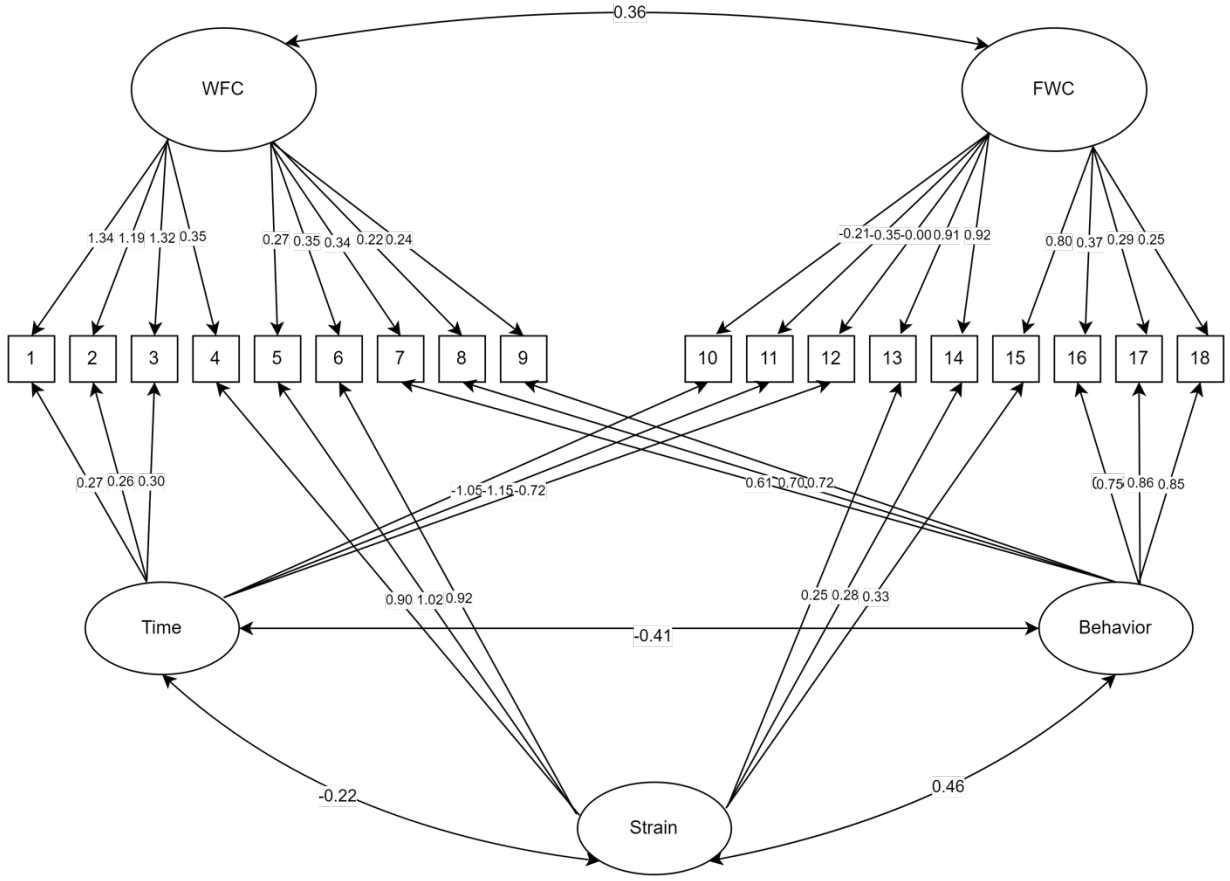


Figure A3

Burnout (Emotional Physical and Cognitive) CFA Model with Standardized Loadings

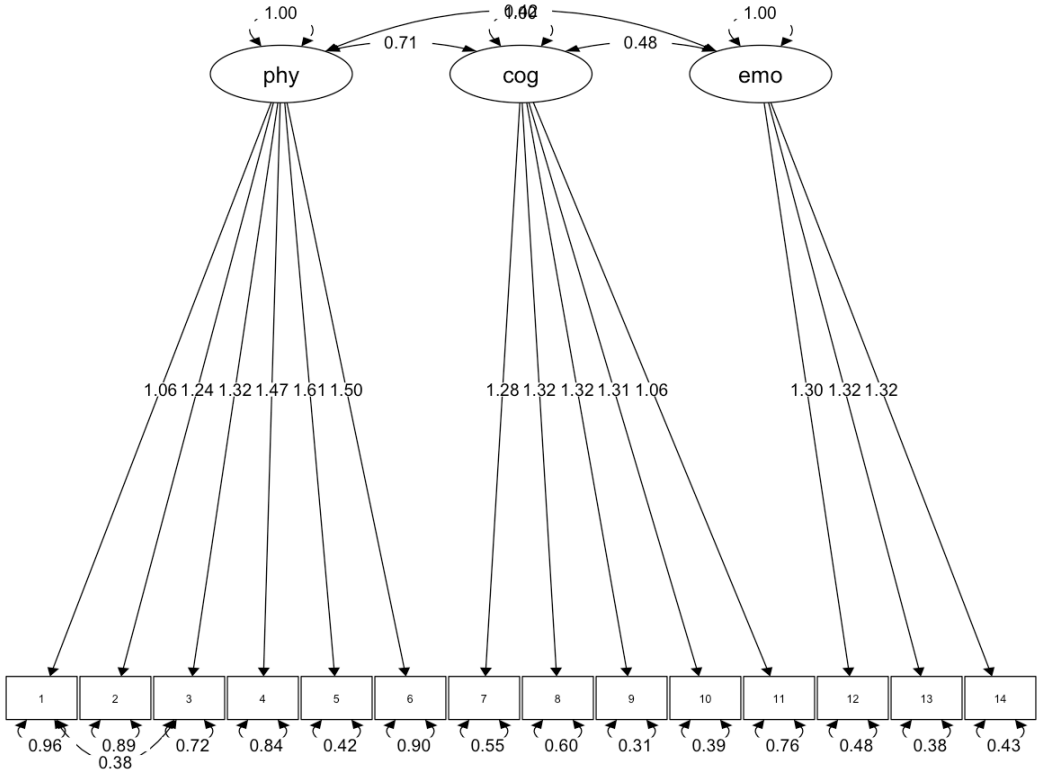


Table A1

Allen's (2001) Family Supportive Work Environment Measure

Stem: To what extent do you agree that each of the following statements represents the philosophy or beliefs of your organization (remember, these are not your own personal beliefs-but pertain to what you believe is the philosophy of your organization):
1 – Work should be the primary priority in a person's life. (R)
2 – Long hours inside the office are the way to achieving advancement. (R)
3 – It is best to keep family matters separate from work. (R)
4 – It is considered taboo to talk about life outside of work. (R)
5 – Expressing involvement and interest in nonwork matters is viewed as healthy.
6 – Employees who are highly committed to their personal lives cannot be highly committed to their work. (R)
7 – Attending to personal needs, such as taking time off for sick children is frowned upon. (R)
8 – Employees should keep their personal problems at home. (R)
9 – The way to advance in this company is to keep nonwork matters out of the workplace. (R)
10 – Individuals who take time off to attend to personal matters are not committed to their work. (R)
11 – It is assumed that the most productive employees are those who put their work before their family life. (R)
12 – Employees are given ample opportunity to perform both their job and their personal responsibilities well.
13 – Offering employees flexibility in completing their work is viewed as a strategic way of doing business.
14 – The ideal employee is one who is available 24 hours a day. (R)

Note. A 5-point scale was used (1 = Strongly disagree to 5 = Strongly Agree). Higher scores indicate a higher family-supportive work environment. Items labeled (R) were reverse coded.

Table A2

Carlson Kacmar, and Williams' (2000) Work-Family Conflict & Family-Work Conflict Measure

Stem: Please indicate your agreement with the following items:
Work-Family Conflict
1 – My work keeps me from my family activities more than I would like.
2 – The time I must devote to my job keeps me from participating equally in household responsibilities.
3 – I have to miss family activities due to the amount of time I must spend on work responsibilities.
4 – When I get home from work, I am often too frazzled to participate in family activities/responsibilities.
5 – I am often so emotionally drained when I get home from work that its events me from contributing to my family.
6 – Due to all the pressures at work, sometimes when I come home, I am too stressed to do the things I enjoy.
7 – The problem-solving behaviors I use in my job are not effective in resolving problems at home.
8 – Behavior that is effective and necessary for me at work would be counterproductive at home.
9 – The behaviors I perform that make me effective at work do not help me to be effective at home.
Family-Work Conflict
10 – The time I spend on family responsibilities often interfere with my work responsibilities.
11 – The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.
12 – I have to miss work activities due to the amount of time I must spend on family responsibilities.
13 – Due to stress at home, I am often preoccupied with family matters at work.
14 – Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.
15 – Tension and anxiety from my family life often weakens my ability to do my job.
16 – The behaviors that work for me at home do not seem to be effective at work.
17 – Behavior that is effective and necessary for me at home would be counterproductive at work.
18 – The problem-solving behavior that work for me at home does not seem to be as useful at work.

Note. A 5-point scale was used (1 = Strongly disagree to 5 = Strongly Agree). Higher scores indicate higher Work-Family Conflict or Family-Work Conflict.

Table A3

Shirom and Malamed (2006) Burnout (Emotional, Physical, & Cognitive) Measure

Stem: Graduating with a bachelor's degree with a major in a science, technology, engineering, or mathematics field would likely allow me to…
Physical
1 – I feel tired.
2 – I have no energy for going to work in the morning.
3 – I feel physically drained.
4 – I feel fed up.
5 – I feel like my "batteries" are "dead".
6 – I feel burned out.
Cognitive
7 – My thinking process is slow.
8 – I have difficulty concentrating.
9 – I feel I'm not thinking clearly.
10 – I feel I'm not focused in my thinking.
11 – I have difficulty thinking about complex things.
Emotional
12 – I feel I am unable to be sensitive to the needs of others.
13 – I feel I am not capable of investing emotionally in others.
14 – I feel I am not capable of being sympathetic to others.

Note. A 7-point scale was used (1 = Never or almost never to 7 = Always or almost always). Higher scores indicate higher burnout (emotional physical and cognitive).