The Role of Peer Support as a Moderating Variable In Studying The Effects of Work Stress on Family Well-Being

By

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Abstract

Work stress is a phenomenon that is often highlighted in the stress management literature and in a well-run organization, it was found to minimize and improve family well-being if appropriate employee supports are provided by peers. However, the discussion on the role of peer support as an influential moderating variable is lacking in the organizational behaviour research literature. Therefore, this research is undertaken to assess the relationships between work stress, peer support, and family well-being. Cross-sectional data of 174 are taken from Malaysian civil servants using a survey method. The SmartPLS path model analysis results show that peer support has moderated the relationship between work stress and family well-being. This study outcome can be employed as essential guidelines by management to comprehend the multi-dimensional perspectives of peer support concept and formulate the best method to realize the organizational strategy and goals in times of unpredictable economy and globalization.

Keywords: work stress, peer support, family well-being

Introduction

Work stress has become a worldwide issue that can significantly impact employees, organizations, and the economy. The term work stress is broad and is frequently defined in terms of two major perspectives: language and organization. In language context, work stress is derived from the Latin word "stringere" which means pain, hardship, or difficulty and internal stress from carrying complex loads (Mohamad et al., 2015). While, in the organizational context, work stress is response received by the body as a result of diverse work demands not matching the knowledge and abilities of employees resulting in coping issues (Fiaz & Qureshi, 2021; Ornek & Esin, 2020; Rafique et al., 2022). Generally, work stress can occur due to exposure to multiple functions, an unstructured work environment, and challenging tasks resulting in employees having to adapt to changes and work demands while maintaining their body's ability to face the challenges.

There are two types of work stress in terms of psychological stress: eustress and distress (Mohamad et al., 2015; Van Slyke et al., 2022). Eustress is usually associated with positive stress (learning new knowledge, improving task skills, motivating, creating healthy competition, and increasing self-confidence). Employees who can handle eustress will be able to provide high energy and motivation, encouraging the individual to achieve

organizational goals (Mohamad et al., 2015; Van Slyke et al., 2022). Meanwhile, distress is negative pressure (such as changing lifestyles towards an unhealthy direction, smoking, coming late to the office, and absenteeism). Therefore, employees subjected to negative job stress have difficulties adapting to their assigned tasks (Mohamad et al., 2015; Van Slyke et al., 2022). According to statistics, up to 440,000 workers in the United Kingdom experienced high distress levels at work. Consequently, workers experienced dizziness, body aches, cramps, lethargy, not having enough leisure time, poor sleep quality, anxiety, and depression (Bhui, 2016).

Technological innovations have been considered as the main drivers for sustainable economic development and productivity growth. In the 21st century, unexpected global changes such as the knowledge-based economy, diplomatic relations between countries, international trade agreements, and the Industrial Revolution 4.0 have caused public and private organizations to reorganize the concept of management, from routine work solutions to performance strategy (Herttalampi et al., 2022; Koh et al., 2019). In this new paradigm, each department is directed to plan work processes equipped with advanced digital technology to increase management efficiency and effectiveness (Herttalampi et al., 2022; Koh et al. 2019; Ślusarczyk, 2018). It encompasses new technologies that use automation, the Internet of Things (IoT), analytics, simulation, systems integration, the use of robotics and the cloud to create more skilled, creative, innovative, and critical-thinking human resources (Bongomin et al., 2020; Herttalampi et al., 2022). Mastering those skills is critical for interplay with management, peer support, and clients (Bongomin et al., 2020; Herttalampi et al. 2022) and may increase work motivation, work performance, commitment to the organization, and compliance to rules and laws. On the other hand, the inability of employees to adapt to new ways of working may lead to increased negative stress, such as anxiety, restlessness, reduced performance, physical and mental disturbances (Mohamad et al., 2015; Obrenovic et al., 2020; Webster & Adams, 2019).

In perspective of organizational psychology, work stress has three critical dimensions, role ambiguity, role conflict, and role burden. In organizational behaviour, role ambiguity refers to unclear information about expected tasks (work objectives, desk files, work scope, and supervisor expectations) in handling daily tasks (Alyahya & AboGazalah, 2021; Jamaludin et al., 2018). Meanwhile, role conflict is translated as the incompatibility of two parties in managing and solving task demands that can trigger negative conflict in the organization (Alyahya & AboGazalah, 2021; Zhou & Zheng 2022). For example, an administration that is developed based on a purely mechanistic approach (such as formal rules, rigid task structures, and high centralization of power) will potentially build an organizational climate that is less conducive, such as work group members preferring personal agendas and refusing to cooperate to achieve organizational goals (Thye, 2016). The latest research on organizational conflict found that role conflict is a variable that can increase work disruption to family well-being (Alyahya & AboGazalah, 2021; Wang et al., 2018; Zhou & Zheng 2022). Next, the workload of the role is categorized as quantitative workload as the employee performs a vast number of tasks while the period given to complete the task is limited (Mohamed Noor et al., 2020; Mohamad et al., 2016; Rizki & Purba, 2022). In addition, the qualitative workload is usually understood as employees being given the complex and challenging tasks when employees lack on appropriate knowledge, abilities, and skills to accomplish the tasks (Isa et al., 2018; Matick et al., 2021; Stein et al., 2021). Consequently, work stress hinders employees' capabilities to complete their work. To be exact, lack of motivation, concentration deficiency, and decision-making inefficiency lead to unusual errors and poor job performances.

Most of the findings published in the recent literature review revealed that the relationship between work stress and family well-being is negative (Mensah, 2021; Viegas & Henriques, 2020; Zhou & Zheng, 2022). From the perspective of organizational behaviour, work interference with family well-being is often defined generally as the difficulty of employees balancing work demands with family demands (Abbas et al., 2021; Chen, 2022; Viegas & Henriques, 2020). For example, the inability of employees handling conflict, level of role ambiguity, and burden in an orderly manner will cause disruptions in family well-being (Fox et al., 2022; Viegas & Henriques, 2020). Particularly, work stress creates tensions that lead to physical and mental exhaustion, and if not controlled may worsen into chronic stress, and cause hypertension, sleep disorders, muscle stiffening, bodily dysfunction, and diabetes (Yu Fei et al., 2012; Zhou & Zheng, 2022).

Current research related with stress management shows that employees who managed their roles effectively and received peer supports will be able to influence positive employee behaviour and have a healthy family well-being (Chen, 2022; Vickovic & Morrow, 2019). According to the organizational perspective, peer support refers to the willingness of peer who works in the same profession to lend moral support (encouraging, caring, motivation) and physical support (helping to complete tasks) and practice positive interactions (Norling & Chopik, 2020; Tavassoli & Sune, 2018; Yu-Fei et al., 2012). As a result, effective work stress management can be achieved with the presence of sufficient peer support. Even though this relationship has been researched extensively, the role of peer support as an essential moderating variable is empirically understudied in organizational stress literature (Mensah, 2021; Mohamed Noor et al., 2020; Viegas & Henriques, 2020). This is due to several factors which include: firstly, most previous studies often examine the internal characteristics of peer support theoretically and empirically (for example, the definition, purpose, dimensions, and concept of the variable in public and private organizations). Secondly, most studies on peer support are often evaluated using a simple research model, namely the direct effect model (Balducci et al., 2021; Eisapareh et al., 2022; Mensah, 2021). This model only explains two types of relationships 1) the relationship between work stress and work-family conflict, 2) the relationship between work stress and peer support and 3) peer support and work-family conflict. The relationship between the variables was only assessed using descriptive statistics (such as percentage, mean, and standard deviation) and two-way statistics (such as Pearson correlation analysis and Spearman Rho). The statistical analysis results can only explain the nature of the relationship and the degree of strength of the relationship between the variables. The research approach is only capable of producing general findings. This situation is insufficient to be used as a guide by practitioners (employers, managers, or/and employees) to understand the complexity of the peer support construct based on the unity of essential organizational management sciences. This is it difficult for practitioners to formulate strategic action plans for performance management and being the employer of choice in a turbulent and unpredictable global economic era (Mensah, 2021; Mohamed Noor et al., 2020). Next, this situation inspires the researcher to complete the gap in the current literature review by evaluating the role of peer support as an influential moderating variable for work stress and family well-being. Furthermore, the structure of this article discusses five critical aspects: research objectives, literature review, methodology, findings, discussion, implications, and conclusion.

Theoretical Background and Hypotheses Development

The Relationship between Work Stress and Family Well-being

Past studies have found that work stress has an inconclusive effect on family well-being. According to a study by Prajoga and Kumalaningrum (2016), work pressure increases work disruption to family well-being. For example, role ambiguity is usually associated with the coordination and specification of tasks planned for employees in various departments to achieve organizational strategies based on the type of industry and the characteristics of the work environment. Following that, Near, Rice and Hunt (1978) and Huang, Hammer and Neal (2004), conducted a study that only focused on one aspect of role conflict: supervisor behaviour while ignoring other aspects of interpersonal work relationships. The study findings can be linked to the respondent's perception of the supervisor's role in achieving organizational goals. Next, a study by Harris, Saltstone and Fraboni (1999), states that only specific workloads, such as working hours, can affect work interference with family well-being in global organizations. The study's findings are possible because respondents believe that working long hours causes fatigue and health problems and affects their work performance. Furthermore, a new empirical study shows that work stress is an essential factor influencing the impact of work disruption on family well-being (Nabavi & Shahryari, 2012).

The impact of work stress on family well-being is consistent with the recommendations of Clark's Work-Family Boundary Theory (2002) and Boundary Theory (Ashforth et al., 2000). Work-family Border Theory (Clark 2000) and Boundary Theory (Ashforth et al., 2000) were established to look into the segmentation and integration of work and family borders as a primary mechanism linking contextual factors to individual outcomes in each domain. These theories formed as an integral part of the work-family literature discussing how employees can build and maintain balanced responsibilities, negotiate, and take care of behaviour, relationships, emotions, or psychology. This theory states that if an individual fails to build and maintain balanced responsibilities, negotiate, and take care of behaviour, relationships, emotions, or psychology in daily life, it can have an impact on the well-being of the family. As an example, an employee's inability to efficiently and effectively manage and carry out day-to-day tasks negatively affects the family's well-being. In the context of family well-being, the application of this idea shows that the link between work and family is often associated with work stress. The strength of this work stress management philosophy has subsequently been widely supported by studies related to work and family well-being. For example, most previous studies often examine work stress based on different research samples, such as the perceptions of 142 police officers at a Headquarters of a Police contingent in Peninsular Malaysia (Mohamad et al., 2015), 160 staff who are serving in various departments in a public service organization in Peninsular Malaysia (Mohamad et al., 2021). The analysis reported that high work pressure (overtime, workload, organizational conflict) had reduced the ability of employees to control work-life interference. Therefore, the hypothesis to be tested is:

H$_1$: Work stress has a significant relationship with family well-being

The Relationship between Peer Support with Family Well-being

The role of peer support in family well-being is consistent with the key recommendations highlighted by Role Theory (Kahn, 1964). This theory states that the concept of sociological and psychological support is fundamental in helping people to balance the two vital roles between work and family. For example, individuals who manage to get high levels of sociological and psychological support in the organization can help balance two crucial roles: work and family responsibilities. On the other hand, an individual who does not receive

sociological and psychological support in the organization will be unable to balance work and family roles harmoniously. In the context of family well-being, the application of this essence shows that the concept of social and psychological support is usually associated with peer support. The strength of this theory has been strongly supported by studies of work stress and family well-being. For example, most of the previous studies often examine work stress in organizations based on different research samples such as perception of 600 employers registered under the company SME Corporation Malaysia (Ismail & Ahmad, 2020), 22,000 Americans who are 50 years old on those involved in the Health and Retirement Study (HRS) (Norling & Chopik, 2020), 441 workers involved in the operations and maintenance departments in the Klang Valley (Arifin & Derahim, 2020) and 382 employees of Islamic banks in Indonesia (Siswanto et al., 2022). The findings indicate that effective peer support, such as caring, caring, affection, cooperation, and consideration, can improve employees' capability to balance work and family life. Therefore, the hypothesis to be tested is:

H2: Peer support has a significant relationship with family well-being

The Relationship between Work Stress, Peer Support with Family Well-Being

The influence of peer support as a moderating variable is consistent with the main idea of the Spillover Theory (Edwards & Rothbard, 2000). According to this theory, the type of peer support (such as words of encouragement, problem-solving, concern, encouragement, and consideration) practiced in an organization can enhance the positive impact on individuals' actions and behaviour. In the context of work stress, peer willingness to provide positive social support will help reduce the effects of work stress and improve family well-being. Therefore, applying this theory in the workplace work stress model indicates that the essence of practiced social support is usually translated as peer support, which can help employees improve their morale to balance two effective life roles. Previous studies on organizational support have strongly supported this theoretical proposal, such as the perceptions of 142 police officers at the Headquarters of a Police contingent in Peninsular Malaysia (Mohamad et al., 2015), 307 employees in various public sector organizations in Pakistan (Rehman, 2018), 168 employees in 20 organizations in Zhejiang Territory (Zhou & Zheng, 2022) and 382 employees of Islamic banks in Indonesia (Siswanto et al., 2022). The survey findings reveal that highly peer support practise in organizations can't able to enhance work stress regularly and can enhance to handling family well-being. Thus, the hypothesis being tested is:

H3: The effect of work stress on family well-being is moderated by peer support.

A literature review is used as a guide to build a conceptual framework. Figure 1 displays the effect of work stress (role ambiguity, role conflict and role burden) on family well-being moderated by peer support.
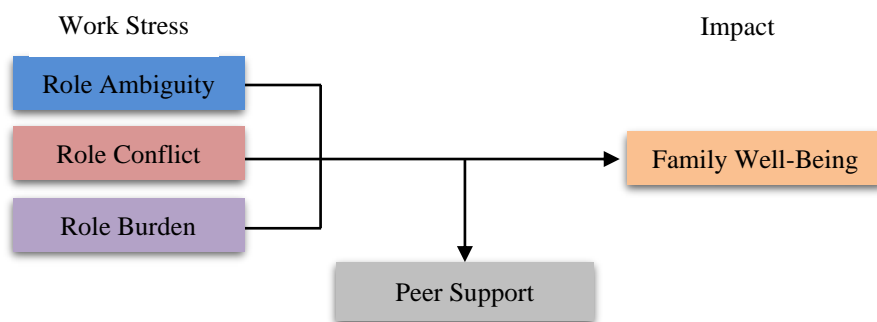

Figure 1: *Research Framework*

Methods

Design and Participants

The respondents of this study are employees of a public service organization in Peninsular Malaysia. A purposive sampling method was employed involving distribution of 250 questionnaires to study organization employees of various levels and classifications of employees serving in various departments and sections. Due to the confidentiality factor, the organization's management could not provide the researchers with a complete list of registered employees. This constraint prevents the researchers from using random sampling techniques to select the study sample. As a result, only 174 (69.6%) of the total questionnaires were completed and returned to the researcher. The respondent completed the questionnaire voluntarily, in confidence and with full consent. Most of the respondents aged from 28 to 33 years old (43.1%), Malay (95.4%), Muslim (95.4%), female (59.8%), male (40.2%) married (69.5%), earning RM1,000 to RM2,499 (50.0%), diploma education level (35.1%), executive service group (68.4%) and working 8 to 10 hours daily (90.2%).

This study employs a survey and allows the researcher to collect questionnaires using a cross-sectional design as a research strategy. Data collection procedures can help researchers collect accurate, less biased, and quality research data (Creswell, 2015; Sekaran & Bougie, 2016). In the beginning, the research questionnaire was formulated based on the literature review related to work stress. Next, reverse translation techniques were used to translate the questionnaire from English to Malay and vice versa to improve the validity and reliability of the research instrument (Lomand, 2016; Sekaran & Bougie, 2016). This procedure is essential for developing a more accurate interpretation and making it simple for the research organization's respondents to understand. For example, services of several lecturers in the field of Malay and English and human resource development field at Universiti Kebangsaan Malaysia, Bangi, and Selangor as experts in the filed were sought. This translation technique ensures the research questions' accuracy, authenticity, reliability, ensuring their validity, and has been certified valid for use in the following analysis process. Furthermore, a pilot study carries out to check and retest the relevance of this research instrument. Lastly, the actual study's questionnaire was set up.

Measures

The questionnaires for data collection contained seven established scales. A scale of one to seven was used because it enables natural feedback and increase reliability (Lewis, 1993; Cox, 1980). In the meantime, the demographic items act as control variables because their nature as independent variables do not get strong evidence from previous studies' theoretical and empirical aspects related to the research objectives and conceptual and hypothesis development.

Work Stress

The work stress section measured using six items was modified according to the literature review of work stress in organizations (Rizzo et al., 1970; Lu et al., 2007; Kelloway & Barling, 1990). The scale measured by work stress has three dimensions role ambiguity, role conflict and role burden, using six items on a seven-point Likert starting from one (strongly disagree/very dissatisfied) to seven (strongly agree/very satisfied). Examples of items include instructions for work to be done, list of tasks at work, tasks in accordance with the wishes of the superiors, compliance with the work rules set by the organization, sufficient time to complete assignments and working overtime to complete work.

Peer Support

The peer support was measured using six modified items based on organizational support literature studies (Rizzo et al., 1970; Lu, et al., 2007; Kelloway & Barling, 1990). The scale measured by peer support using six items on a seven-point Likert starts from one (strongly disagree/very dissatisfied) to seven (strongly agree/very satisfied). Examples include "respect me at work, take care if I have a problem, ready to discuss, tolerance should be practised in the task, share information obtained from the organization and praise if I can do the job perfectly".

Family Well-Being

The Family Well-Being Is Measured Using Four Modified Items (Netemeyer Et Al., 1996). The Scale Measured By Family Well-Being Using Four Items On A Seven-Point Likert Starts From One (Strongly Disagree/Very Dissatisfied) To Seven (Strongly Agree/Very Satisfied). Examples Include Fulfilling Family Responsibilities, Impact On My Commitment To My Family, Preventing From Spending Productive Time With My Family And Block My Personal Activities.

Results

Table 1. *Convergent validity*

No.	Construct/ Dimension	Outer Loading	Composite Reliability	Average Variance Extracted (AVE)	Alpha Cronbach
	Work Stress				
A1	Instructions for work to be done	0.831	0.929	0.687	0.909
A2	List of tasks at work				
A3	Tasks in accordance with the wishes of the superiors	0.831			
A4	Comply with the work rules set by the organization.	0.850			
A5	Sufficient time to complete assignments	0.857			
A6	Working overtime to complete work	0.792			
	Peer Support				
B1	Respect me at work	0.867	0.948	0.751	0.934
B2	Take care if I have a problem	0.862			
B3	Ready to discuss if I have personal problems	0.844			
B4	Tolerance should be practised in the task	0.895			
B5	Share information obtained from the organisation	0.901			
B6	Praise if I can do the job perfectly	0.828			
	Family Well-Being				
C1	Fulfilling family responsibilities	0.883	0.911	0.720	0.869
C2	Impact on my commitment to my family	0.908			
C3	Preventing from spending productive time with my family	0.769			
C4	Block my personal activities	0.826			

Common Method Bias

In addition, Harman's Single Factor analysis was used to estimate the percentage of biased feedback in the data sample, as recommended by statisticians Eichhorn (2014) and Podsakoff et al. (2003). According to the analysis results, this data sample had a 49% variance. The value is less than 50%, indicating that the study sample does not have severe issues with feedback bias (Eichhorn, 2014; Podsakoff et al., 2003).

Analysis of Instrument Validity and Reliability

Table 1 shows the convergent validity measured based on the weighting value and the Average Variance Extracted (AVE) value. First, correlations between the items and the study constructs have weighting values greater than 0.70 (Hair et al., 2017), confirming that the items meet the criteria of convergent validity. Next, the AVE value for each construct is greater than 0.5, which is between 0.792 to 0.908 (Hair et al., 2017), meaning that the constructs of the study meet the level of convergent standards that have been set.

Table 2 indicates the confidence interval and discriminant validity of the Heterotrait-Monotrait Ratio of Correlations (HTMT). The HTMT value for each construct is less than 0.85 (Hair et al., 2017), and the confidence interval value in brackets for each construct is larger than 1 (Hair et al., 2017), meaning that the construct of this study has achieved discriminant validity, which has been set.

Table 2. *HTMT Discriminant validity*

Construct	1	2
1. Work Stress		
2. Peer Support	0.809	
3. Family Well-Being	0.801	0.715

Construct Analysis

Table 3 shows the mean value and the variance inflation factor (VIF) test results for each construct. The mean value for each study construct was between 5.531 and 5.926, indicating that work stress, peer support, and family well-being were high (4) and very high (7). Next, the VIF value reported for each construct was between 1.000 and 2.293, which is less than 5.0 (Hair et al., 2017). All study constructs are free from serious collinearity issues (Hair et al., 2017).

Table 3. *Basic statistical results and variant inflation factor analysis*

Construct	VIF		Mean	Std. Deviation
	Peer Support	**Family Well-Being**		
1. Work Stress	1.000	2.293	5.8276	0.598
2. Peer Support		2.293	5.7569	0.650
3. Family Well-Being			5.7271	0.714

Findings of Hypothesis Testing H1, H2 and H3

Table 4 explains the results of testing the hypotheses of H_1, H_2, and H_3. The results of hypothesis testing using the SmartPLS program report three main findings. First and foremost, there is a significant relationship between work stress and family well-being ($\beta = 0.514$; t = 6.069). Second, the relationship between peer support and family well-being is significant ($\beta = 0.255$; t=2.545). Third, there is a noteworthy interaction between work stress, peer support, and family well-being ($\beta = 0.191$; t = 2.488). This finding proves that work stress and peer

support are significant predictors of family well-being. Further, this analysis reports that peer support can be a relevant moderating variable in the relationship between work stress and family well-being. Next, the R^2 value reports that the construct of work stress can help as much as 0.56 (%) influence family well-being. Next, the peer support construct can help as much as 0.53 (%) influence family well-being. Meanwhile, the peer support construct can help as much as 0.56 (%) influence work stress with family well-being. This rate is higher than the rate of 0.26 (%), which means that the study model has a substantial effect value (Cohen, 1992).

Table 4. *Results of H₁, H₂, and H₃ hypothesis testing*

Hypothesis	Relationship	β value	t value	R^2 (%)	Result
H_1	Work Stress → Family Well-Being	0.514	6.069	0.56	Accepted
H_2	Peer Support → Family Well-Being	0.255	2.545	0.53	Accepted
H_3	Work Stress → Peer Support → Family Well-Being	0.191	2.488	0.56	Accepted

Next, a model fit test based on the estimated root means square residual (SRMR), blindfolding (f^2), and expected accuracy (Q^2) is performed. The model goodness-of-fit test yielded an SRMR value of 0.071, less than 0.08 or 10.0. Therefore, according to Hu and Bentler (1999), the research model is appropriate. Next, the findings of the f^2 analysis reported that the relationship between work stress and family well-being has an f^2 value of 0.254, which is smaller than the value of 0.35, meaning that the influence of work stress and family well-being is moderate (Cohen, 1992). Meanwhile, the relationship between peer support and family well-being has an f^2 value of 0.063, which is smaller than 0.15, meaning that the influence of peer support on family well-being is small (Cohen, 1992). Furthermore, the relationship between work pressure and peer support has an f^2 value of 1.293, which is higher than the value of 0.35, meaning that the influence of peer support on work pressure is strong (Cohen, 1992). Next, the expected accuracy value (Q^2) for the relationship between work stress and peer support is 0.414. Meanwhile, the relationship between work pressure and family well-being is 0.387. All of these values recorded a value rate greater than zero. This means that the study construct can achieve the accuracy expected by the study model (Hair et al., 2017).

Furthermore, Table 5 explains the results of the importance-performance analysis map (IPMA), which can be used as a guide to identifying the level of importance of actions that need to be taken into account by the management to overcome the issue of work pressure in the organization (Ringle & Sarstedt, 2016). The analysis reported that the work pressure constructs recorded the highest effect value of 0.817 and contributed the highest performance value of 79.702. Meanwhile, the peer support construct is categorized as less critical by recording an effect value of 0.282 and is considered weak in contributing to the performance value of 78.555. Thus, this analysis confirms that the peer support construct should be emphasized most to help practitioners improve work stress management in organizations.

Table 5. *Findings of the importance-performance analysis map (IPMA)*

Construct	Family Well-Being	
	Construct Total Effect	Construct Performance
Work Stress	0.817	79.702
Peer Support	0.282	78.555

Discussion

This research confirms three main findings. First, work stress can influence family well-being. These finding reports that the capability of employees in managing work stress prudently (such as knowing the task list clearly, receiving work instructions related to the task, performing tasks following management's instructions, and having sufficient working time) can help employees to manage their responsibility and handle family well-being. This finding is consistent with Clark's Work-Family Boundary Theory (2002) and Boundary Theory (Ashforth et al., 2000), which posits that the segmentation and integration of work and family boundaries as a principal mechanism linking contextual factors to individual positive outcomes in each domain. This finding is strongly supported by previous studies, which reveal that regularly managed work stress (overtime, workload, organizational conflict) can increase employees' ability to control disruptions to family well-being (Mohamad et al., 2015; Mohamad et al., 2021).

Second, peer support is able to influence family well-being. This finding confirms that the willingness of peer to practice high sociological and psychological support (such as respect, care, being ready to discuss, being tolerant, and sharing task information) can increase the employee's ability to balance family well-being. These findings are aligned with the essence of the process concept of sociological and psychological support theory, which interprets that individuals who manage to get high levels of sociological and psychological support in the organization can help balance two crucial roles: work and family responsibilities. This finding is strongly supported by previous studies indicating that adequate peer support, such as caring, affection, cooperation, and consideration, can improve employees' ability to balance work and family life (Norling & Chopik, 2020; Arifin & Derahim, 2020; Siswanto et al., 2022).

Third, peer support can be an influential moderating variable in the relationship between work stress and family well-being. This finding explains that the practice of peer support with employees to reduce the impact of role at work on the employee's family' well-being is met. This finding is consistent with Spillover Theory (Edwards & Rothbard, 2000), which suggested that peer support (such as words of encouragement, problem-solving, concern, encouragement, and consideration) practiced in an organization can enhance the positive impact on individuals' actions and improve family well-being. Previous studies strongly support this finding, explaining that higher work stress doesn't increase the impairment of family well-being caused by work problems if peer support is willing to provide enough emotional and instrumental support in work life (Mohamad et al., 2015; Mohamad et al., 2021; Ismail & Ahmad, 2020; Norling & Chopik, 2020; Rehman, 2018).

This study has three important implications: theory, methodology and practitioner. In the implications on theory, the outcomes of this study are in line with the recommendations of Work-Family Boundary Theory by Clark (2002), Roles Theory by Kahn (1964), and Spillover Theory by Edwards & Rothbard (2000). These theories state that the ability of colleagues to practice a high form of social support can help employees handle the work pressure faced in the organization and have a healthy family affair. For example, the willingness of colleagues to provide support in the form of (informational, emotional, esteem, social network support, and tangible support) will increase their ability to handle work matters while handling family matters.

Next, in term of methodology implication, the psychometric evaluation of questionnaires has undergone a complex phase of factorial validation analysis. This analysis

confirms that the items employed in this research have passed the phase of validity and reliability standards being set. This situation can also help researchers achieve more accurate and reliable research results.

In term of practitioner implication, this study may provide guidance for government and private sector, professional organizations, and not-for-profit companies to improve the effectiveness of work-related stress management in organizations. IPMA analysis in Table 5 confirmed that peer support construct should be emphasized to assist practitioners in improvizing the issue of work stress faced by employees. Firstly, creating a robust climate of effective peer in line with achieving the organization's goals, such as being capable of disseminating crucial facts and being capable of acting as mentors. Secondly, focus on task competence and team spirit to increase confidence in managing and executing tasks. Thirdly, knowledge sharing and task skills are crucial to guide other peer support to reduce high work pressure. Fourthly, build interpersonal relationships between employers and employees (such as giving high encouragement to subordinates and superiors to manage and complete complex and challenging tasks as a team and helping each other). Finally, these improvements should be considered to create an interactive organizational environment to improve the organization support environment's ability to handle daily responsibilities (such as performing tasks efficiently and effectively and achieving organizational goals that are increasingly challenging in the global economic market).

Limitations and Recommendations

There are some limitations in terms of the study's conceptual framework and methodological methods. First, the cross-sectional study design used is only able to explain the respondents' overall or general perception of specific attributes in the relationship between dependent variables (work stress), moderation (peer support), and independent variables (family well-being). Second, the specific dimensions of the study variables were not measured in this study. Third, the structural equation modelling technique has explained how the set indicators can act as an effective measurement tool for each construct based on testing the direct effect model and the moderating variable effect model. Fourth, the respondents were employees in the Malaysian public sector. This situation has limited the ability of the study findings to be generalized to a more extensive study population. Fifth, a purposive sampling technique was used to collect data, and it could not control the respondents' biased responses. This limitation was found to reduce the ability of the research findings to be generalized to various organizations with different patterns and backgrounds. Finally, this study needs to take some suggestions for improvement to strengthen the findings of future studies. The demographic characteristics of the respondents should be given priority in testing the model in the future because it can compare the similarities and differences of the respondents' reactions to the relationship between the study variables. Next, it is appropriate to empower data collection methods such as the longitudinal method as the best alternative to explore the nature of work stress in organizations. Subsequently, it is necessary to test this research model in the public and private sectors (such as government agencies, private agencies, and statutory bodies). Finally, the dimension of the moderating variable (peer support) needs to be explored extensively (such as emotional and physical support). The recommendations should be given emphasis to ensure a more robust study can be undertaken.

Conclusion

This research tests the conceptual framework developed based on the work stress management literature review. The outcome of the factor validation analysis show that the

measurement scale used in this study meets the high standard validity and reliability level. Furthermore, the research hypothesis using the SmartPLS program confirms that peer support can act as an influential moderating variable in the relationship between work stress and family well-being in the organization studied. Several articles on work stress management strongly support this result to help disseminate work stress management studies primarily studied in Western and Asian countries. In conclusion, these findings indicate that peers' willingness to provide adequate support can improve employees' ability to deal with physiological and psychological stress in order to achieve performance and motivates employees to maintain the organization's performance and competitiveness.

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