

Work-life Balance: A Key to Positive Workplace Attitudes

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Organizational policies supporting work-life balance have significant implications on employees' attitude, behavior and the overall organizational effectiveness. The objective of this research is to explore the work-life balance as a mediating variable between organizational commitment (OC) and organizational citizenship behavior (OCB). The study explores the impact of work-life balance on OC and its influence on OCB. Exploratory Factor Analysis was used for the validation of the scales used in the research and for exploration of the factors included in work-life balance, OC and OCB. The construct reliability of the data has been calculated and then Confirmatory Factor Analysis was done. The mediation analysis is shown through Sobel test and Baron and Kenny's equation of total effect. The research concludes that WLB is a mediator between OC and OCB.

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Introduction

With the advent of globalization and privatization, the country has opened its doors for diverse business organizations. The business environment has become extremely competitive and has led to increasing competitive pressures to provide superior quality service and products, in turn aggravating the pressure to perform on employees. The employee burnout rate is immense and is spiraling. But the agony does not end here rather the socio- demographic trends have initiated the diversity of workforce with dual career couples and the joint family structure has given way to nuclear families (Green & Zenisek, 1983). This has added to the familial and societal responsibility to the individual's profile as a working professional (Skinner, 1980). This often leads to the work-family conflict (Narayan & Bhardwaj, 2005) affecting the job attitudes like organizational commitment and employee behavior like organizational citizenship behavior (Benligiray & Sönmez, 2012 ; Patra & Suar, 2009). It is important to comprehend the interface between profes-

sional and personal lives. Work life balance (WLB) is considered simply as a tradeoff between professional and personal life. With the change in the social structure (nuclear families and dual career couples) there has been change in the employee expectation which the organization need to adhere to and therefore the employers are focusing on initiating work life balance policies like providing flexi time, supportive superior and facilitating a friendly work culture (Baral & Bhargava, 2010). WLB is instrumental in changing job attitudes like job satisfaction and organizational commitment which helps to foster the organizational citizenship behavior. (Osterman, 1995). They have obligatory feeling towards the organization as a result of perceived organization support and exhibits citizenship behavior. (Eisenberger, Fasolo and Davis-LaMastro, 1990). Therefore, our focus through this empirical research is to study the work life balance dimensions; organizational commitment and organizational citizenship behavior and explore the relationship between them.

Work life Balance

Available body of knowledge defines work life balance in innumerable ways. Felstead et al. (2002) defines WLB as “the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labor markets”. WLB refers to the equilibrium that an individual strikes between his/her personal and professional roles and how s(he) intends to alleviate the work family conflict to sup-

port the effective handling of both the roles. The successful balance helps the employee as well as the employer (Arif & Farroqi, 2014; Mukuri & Ngari, 2014). The practices include flexi time, tele-working, work sharing, family leave policies, on-campus creche and facilities for children and the elderly care. When the organization helps to reduce the interference from the work through WLB practices, the demands of family are met much better and it is evident to reduce the disruption to the work (Kirchmeyer & Cohen, 1999). Hence it not only reduces the stress levels of the employee but also the clash between the professional and personal spaces which ultimately lead to reduced turnover (Arif & Farroqi, 2014) enhanced employee performance and productivity (Mukuri & Ngari, 2014). Work-related stress, supervisor support, flexi time, work interference with personal life are some key dimensions affecting the WLB. Work Stress is an important determinant of the conflicting role at work and at home and thereby disrupting the work life balance. The past research highlights the importance of the supervisors in helping the subordinates maintain the work life balance, as the superior support helps in clarifying the work role ambiguity and thereby ensuring the balance of work life. (Au & Ahmed, 2016). Additionally, Pisarski et al. (2006) found that those who have stronger support from their bosses can regulate their work-settings. Such employees confront less conflict between personal and professional roles and provide support to instill WLB, satisfaction towards work and ultimately affects their commitment towards the organization

Organizational Commitment (OC)

The extant literature suggests the linkages between WLB and OC. Organizational commitment is the feeling of belongingness experienced by the employee towards its workplace (PSUWC, 2013). Allen and Meyer (1990) defined types of OC as 'affective, continuance and normative'. Affective construct relates to the emotional attachment of the employee towards the organization whereas continuance construct is the apprehension of the employee about the cost that he/she would have to bear if he/she leaves the organization. Normative component makes the employee obligated to stay with the organization. The extant literature shows the positive impact of WLB policies which intends to alleviate work family conflict, on organizational commitment (Kim, 2014; Birjandi et al., 2013). Birjandi et al. (2013) identified that work life balance and organizational commitment are positively associated. The dimensions considered were "the fair and sufficient payment, secure and sanitary working environment, growth opportunity, observance of law, working life social attachment, working life general atmosphere, social unity and integration and development of human capabilities and relationship with organizational commitment". Kim (2014) further posits that. "Work life balance tries to increase the affective commitment and thereby positively influences the in-role performance".

Hypothesis 1: There is a significant relationship between work life balance and organizational commitment.

Organizational Citizenship Behavior (OCB)

The available literature shows organizational commitment to be a crucial antecedent of WLB and OCB. Organizational citizenship behavior is a voluntary act of an employee whereby he/she behaves responsibly towards both the organization and his/her colleagues, going beyond the job requirements. According to Organ (1988) OCB has following five aspects: altruism refers to 'helping behavior towards individual', conscientiousness means "helping behavior towards organization", sportsmanship is "to accept without any complaints", civic virtue refers to "demonstration of interest and involvement" and courtesy is "being polite and courteous". OCB is a behavior while OC is an attitude (Mowday, Steers & Porter, 1979). The social exchange theory claims that the employees who get good treatment from the organization reciprocate by exhibiting OCB. If the employees extend mutual help as and when required, it facilitates the development of WLB. (Blau, 1964). Nair (2013) resonated the earlier work by supporting the relationship between OCB and quality of work life. The earlier research converges on the belief that if the employee has high commitment levels, there is higher probability that such employee engages in OCB by extending help to colleagues (Jaros, S.J., 1997). Hence organizations are exploring the ways to design work life balance policies so as to achieve rare employee behavior and attitude of organizational commitment and organizational citizenship behavior in its employees.

Looking at how organizational commitment helps to foster organizational citizenship behavior studies suggest that both the constructs are related. Organizational commitment helps to keep the stable behavior even in a situation of unmet expectations and no organizational rewards. Therefore, the employees as a result of this perform roles that are not required and engage in the citizenship behavior. Work-life balance (WLB) also has an impact on organizational citizenship behavior. Employees develop a certain attitude towards the organization provided the organization values their contributions and care about their well-being.

Hypothesis 2: The work life balance mediates the relationship between organizational commitment and organizational citizenship behavior.

Sample

The project uses exploratory design to examine the impact of work-life balance on organizational commitment and its influence on organizational citizenship behavior. The respondents for the survey are selected on the basis of random sampling technique. 150 questionnaires were distributed to full time executives serving in the Indian organizations out of which 129 were duly filled in and completed. The sample consists of 89 males and 40 females whose work experience ranges from 2 years to 30 years.

Research Variables

Based on the literature review, WLB has emerged as a strong instrument to

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ensure organizational commitment as well as organizational citizenship behavior. There are various factors or nuances that emerge out of these policies. The research is based on these dimensions. WLB dimensions includes stress due to work, support from the boss, flexibility in work time and disturbance in personal life due to professional life. Organizational commitment includes the commitment of the employee towards the organization. Organizational citizenship behavior includes willingness to work, conscientiousness and altruism. (Pradhan & Jena, 2016) (Table 1)

Measures

Different standardized scales were used for data collection on Work-life Balance, Organizational Commitment and Organizational Citizenship Behavior. Each instrument consisted of a few items which were responded on Likert's five-point rating scales varying from strongly disagree (1), to disagree (2), neutral (3), agree (4) and strongly agree (5).

Work-life Balance Scale

The Work-life Balance Scale is adapted from 'Work-Family Conflict and Family-Work Conflict' of Netemeyer, Boles and McMurrian (1996). The questionnaire has eight items under the following sub variables - work stress, su-

Table 1 Definition of Variables

Variables	Definition
Work stress (WLB1)	Work stress refers to the stress due to not able to match the requirements of the job and capabilities and resources.
Supervisor Support(WLB2)	The support from the supervisor for the work assigned or any other thing not related to job.
Flexi time(WLB3)	Flexi time allows workers to vary the time to work (start and finish time).
Work interference with personal life (WLB4)	Incompatible demands between work and personal life and makes it difficult to perform the other role.
Organizational commitment(OC)	Refers to the commitment of individual towards the organization.
Willingness to work (OCB1)	Refers to willingness of an individual to work in an organization.
Conscientiousness (OCB2)	Conscientiousness is a pattern of going well beyond minimally required levels and refers to one who is organized.
Altruism (OCB3)	Refers to those voluntary actions that help another person with a work related.

pervisor support, flexi time and work interference with personal life.

Organizational Commitment Scale

OC scale is borrowed from Meyer and Allen (1984) model of organizational commitment which has eight statements.

Organizational Citizenship Behavior Scale

The OCB scale is based on that by Fox and Spector (2009), which is a eleven item scale. The sub-variables of OCB are: willingness to work, conscientiousness and altruism.

Methodology

The analysis of collected data was done by the statistical software: SPSS 23.0 and AMOS 7.0. The Exploratory Factor Analysis was done to evaluate the

validity of the scales for the given sample and to explore dimensions of the factors included in WLB, OC and OCB which showed that a few items did not have strong loadings and hence, were dropped from the questionnaire. The construct reliability of the data has been calculated and then Confirmatory Factor Analysis was done. The mediation analysis is shown through Sobel Test (1982) and Baron and Kenny’s equation of total effect.

Reliability & Validity

In this research WLB is the independent construct that influences the relationship between OCB and OC. OCB, OC and WLB are the latent variables as denoted by the ovals in the model. The shape of rectangle shows the observed variables. The reliability and validity of all the scales which are

used in the study, is analyzed. To analyze the internal reliability of the given data, Cronbach's alpha was calculated and it was good at WLB (.86), OC (.84) and OCB (.90) (Nunnally, 1978; Santos et al. 1998). The composite reliability of all three scales is good as shown in Table 1. The construct validity has been measured through analysis of Average Variance Extracted (AVE), which is also at acceptable levels making the scales valid (Table 3). Average Variance Extracted (AVE) should be either equal to or more than .05 (Janssens, et al; Hair et al., 1998).

Sampling adequacy for factor analysis was adjudged by the Kaiser-Meyer Olkin (KMO) and Bartlett's Test. At 95 percent confidence interval, Bartlett's Test of Sphericity is significant with $p = .000$ which is less than .005, supporting Factor Analysis. The value of KMO is 0.70 which is under acceptable norm supporting the sample adequacy (Kaiser, 1970; Cerny & Kaiser, 1977; Dziuban & Shirkey, 1974; Tabachnick & Fidell, 2001) (Table 4). The EFA results show that all the three scales are valid as the items of the respective scales have high factor loadings. (Table 2)

Confirmatory Factor Analysis

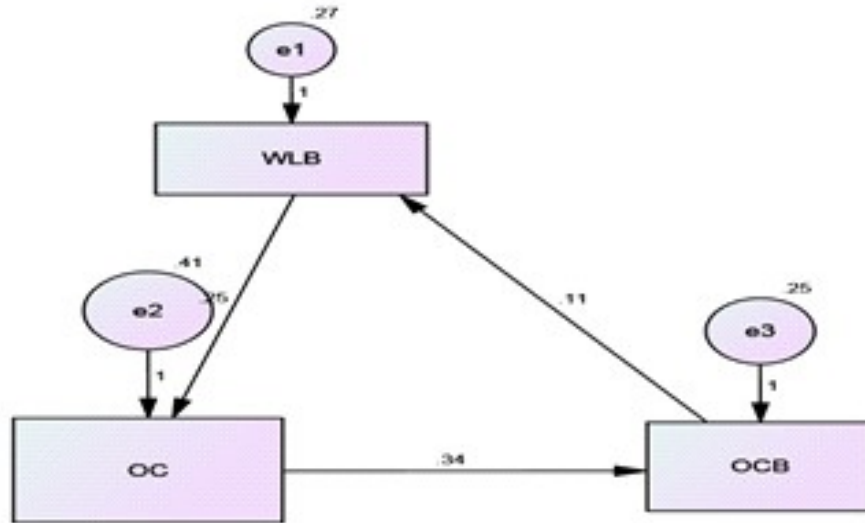
Confirmatory Factor Analysis (CFA) was done to evaluate the conceptual model. The default model was a moderate fit with the deviation from the acceptable limits of the indices like SRMR (0.1), CMIN (2.6), GFI (.85), IFI (.80), TLI (.70) and CFI (.80). The Chi square was 117.06 (41).

After examining the Modification Indices (MI), it was observed that the error terms are highly correlated, so those error terms were set free and the model was re-run (Schreiber et al. 2006). Then the revised model fit had all the indices under acceptable limit at Chi-square 67.6(33), with SRMR (0.09), CMIN (1.9), GFI (.95), IFI (.99), TLI (.98), CFI (.99) and RMSEA (.03), showing the good-fit of the model. (Table 5)

Mediation

The mediation by a variable is possible when both combinations i.e. the independent and the mediating variable (MV) and the independent (IV) and dependent variable (DV) have significant relation (Fig 1). Later when MV interface between DV and IV the strength of the relationship between IV and DV becomes insignificant (Baron & Kenny, 1986; Judd & Kenny, 1981; James & Brett, 1984). The current research considers WLB as MV. Total effect = Direct effect + indirect effect ($C = C' + ab$) (Kelley, 2016). As expected, OC was significantly related with OCB, $c = .36$, $p < .005$, 95% CI [.274, .548]. Bootstrapping was employed to investigate the involvement of WLB as a possible mediator of the relationship between OC and OCB. OC was found to be significantly related to the OCB, $c' = .34$, $p = .004$ which is $< .05$, 95% CI (.192, .492). The indirect effect of OC on OCB (.11) (.25), and its direct effect is .34, yielding a total effect coefficient of .363 (almost equal to the zero-order correlation between OC and OCB). WLB strengthens the positive relationship between OC and OCB.

Fig. 1 Indirect Effect and Mediation



The Sobel Test shows whether the indirect effect of the IV on DV through MV is significant. The Sobel Test is significant with $p=0.000$ which is less than .05. (Table 6)

The results of direct, indirect and the total effects are non-zero but significant, so the possibility of the values becoming zero in the population parameters was not there and hence supports the proposed model. (Fig. 2)

Bootstrapping is a technique to measure the significance of the indirect effect.

Fig. 2 Total Effect

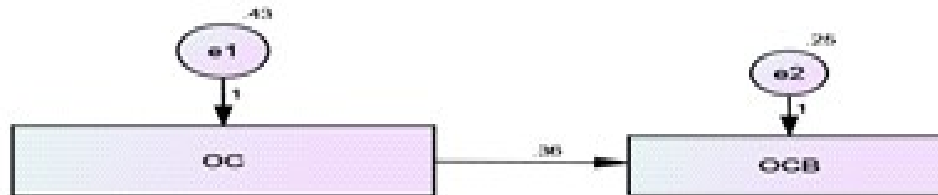


Table 2 Factor Analysis

Factors	Items	Loadings
Factor 1 Organizational Commitment (OC)		
	OC1	.747 Loaded on Supervisor Support, so the item is dropped
	OC2	.575
	OC3	.793
	OC4	.539
	OC5	.742
	OC6	.810
	OC7	.716
	OC8	.696
Factor 2 Organizational Citizenship Behavior (OCB)		
OCB1 Conscientiousness	OCB1a	.746
	OCB1b	.668
	OCB1c	.324(Dropped due to lower loading)
OCB2 Willingness to work	OCB2a	.774
	OCB2b	.681
	OCB2c	.234(Dropped due to lower loading)
	OCB2d	.254(Dropped due to lower loading)
OCB3 Altruism	OCB3a	.562
	OCB3b	.701
	OCB 3c	.740
	OCB 3d	.640
Factor 3 Work Life balance(WLB)		
WLB1 Supervisor Support	WLB 1a	.623
	WLB1b	.670
WLB2 Work stress	WLB 2a	.703
	WLB 2b	.649
	WLB 2c	.688
WLB3 Work Interference	WLB 3a	.775
	WLB 3b	.740
WLB 4 Flexi time	WLB 4a	.803

Table 3 AVE and CR

Measure	OC	OCB	WLB
AVE	0.5	0.6	2.3
CR	0.7	0.77	1.3

Note: AVE- average variance extracted (AVE) should not be less than .05, this is to show that more than half of the variances is observed (Janssens, et. Al; Hair et al., 1998)).

Table 4 KMO and Bartlett's Test

Test	Test statistic	
Kaiser-Meyer measure of Sampling adequacy		.731
Barlett's sphericity test	Chi Square	1047.035
	Df	231
	Significance(p)	.000

Table 5 CFA Model Fit

Action	SRMR	CMIN/DF	GFI	IFI	TLI	CFI	RMSEA
Acceptable limit (SCHREIBER et al. 2006; Hu & Bentler, 1999)	≤ .05/.08	<3	> .90	> .90	> .90	> .90	d" .05.06-.08
Default model	.1	2.6	.85	.80	.70	.80	.10
Modification Error variance	.09	1.9	.92	.90	.90	.90	.09

Table 6 Sobel test

Test statistic	Standard error	P
4.74	0.005	0.0000021

Table 7 Regression weights

			Estimate	S.E.	P
OC	<---	WLB	.246	.022	***
WLB	<---	OCB	.113	.021	***
OCB	<---	OC	.339	.069	***

Hypothesis Testing

Hypothesis 1: There is a significant relationship between WLB and OC.

Regression analysis indicates significant relationship between WLB and OC. Hence, the hypothesis is accepted. (Table 7)

Hypothesis 2: The WLB mediates the relationship between OC and OCB.

The Sobel test and Baron-Kenny's equation proves that WLB mediates the relationship between OC and OCB. Hence, the hypothesis is accepted.

Discussion

WLB is becoming an integral part of the organizational policies and plays a significant role in retention and commitment of employees. WLB policies of the organization develop a positive feel

of the employee towards the organization, inducing OC and engaging in OCB (Osterman, 1995; Eisenberger et al. 1990). The current research shows that WLB acts as a mediator between OC and OCB, which implies that implementation of WLB policies in the organization strengthens the relationship between OC and OCB, thereby, not only supporting the retention of the talented employees but also stimulating the positive feel in the form of OC and OCB. The organizations always look for positive return on investment and with WLB policies affecting the organizational outcomes positively, the returns are high. Hence, WLB policies are not fad or fashion but the way of exhibiting the perceived organizational support to the employees, which develops an obligatory feel towards the organization and developing the right employee attitude towards the organization, is like half the battle won. It further helps to enhance the productivity and thereby ensure the success of the organization. (Bakan et al., 2013).

WLB policies are not fad or fashion but the way of exhibiting the perceived organizational support to the employees

Conclusion

WLB policies of the organization is a wise and positive decision to combat the major issues like job dissatisfaction, absenteeism and retention paving a path to a positive attitude towards the organization in the form of commitment and

citizenship behavior strengthening the bond with the organization.

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