

WORK-LIFE ENHANCEMENT: APPROPRIATE MIX BETWEEN RESOURCES AND DEMANDS

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ABSTRACT

There is a tremendous acceleration in the pace of life inside employees' personal and professional domain. Each domain presents individual with a set of resources and demands to fulfill the obligations. In view of this, novel concept Work-life enrichment has emerged wherein positive experiences in either work/life domain enrich individual to produce gains in satisfaction, state of health and performance. The paper attempts to discuss the antecedents of work-life balance including support systems in family, workplace emotional and other organizational instrumental support systems. An enriched work-life is seen to result in positive consequences not only for the individual, but the organization which includes-family satisfaction, work satisfaction, productivity, organizational commitment, organizational citizenship and others. The aim of this paper is to sensitize and understand the issue of work-life balance for women in Kashmir. Specifically to research on domains of work and family, which influence work-life balance? The researcher has interviewed the doctors working in the city of Srinagar. The future world challenges related to work and the relevance of enrichment measures are discussed so as to provide suggestions to the progressive organizations.

KEYWORDS: *Work-Life Balance, Work-Life Enrichment, Instrumental Support & Emotional Support*

INTRODUCTION

The employees of today highly value companies or jobs where they can maintain a balance between work and life. A wide acceptance among researchers is that work-life balance is related to desirable outputs in both family and workplace area (Harrington and Ladge, 2009). There is never before pressure on employees to provide better services to customers due to stress from two major sources; a) concept of customer delightment b) ever-improving technology. The normal work time has extended due to the virtual office result of technological advancements. The employees are contactable even without in office. This greatly impacted family and personal life. In order to pursue quality of life, employees are in perpetual conflict between personal life and work (Casper et al., 2011). Work-life balance is understood and defined by a number of researchers. But, there is no single common definition due to work-life balance being subjective. Work-life balance historically is considered as a personal issue (Emslie & Hunt, 2009). Employers of today will know that in order to attract and retain the best talent, there is no shortcut than implementing work-life balance policies. As with a change in environment and value for employees, there has increased employees' desire for work-life balance & employers in the realization of this are offering active work-life balance support. (Thorntwaite, 2004)

Work Life Enhancement

Employees hold multiple roles in their lives, which can often conflict with one another. Multiple role conflicts negatively impacts both job and life satisfaction and causes stress outcomes such as work withdrawal. Multiple roles may also positively impact employees' lives. Researchers are beginning to look at the positive impacts of holding multiple roles, including work and personal life enhancement. Work-family enrichment is the extent to which experiences in one role advance the quality of life in the other role. Facilitation theory is a form of positive spillover, defined as a process whereby involvement in one domain establishes benefits and/or resources which then may improve performance or involvement in another domain. Examples are that resources (e.g., positive mood) gained in one role lead to better functioning in the other role or skills and attitudes that are acquired in one role are useful in the other role.

The employees' enrichment has been to research discussed in three aspects: a) development based enrichment b) effective based enrichment and c) capital based enrichment (Carlson et al. 2006). The three dimensions of enrichment uniquely affect employees' experience of enrichment. In Developmental based enrichment, an employee is energized with the instrumental resources under control-skills, knowledge, capabilities, perspectives, and behaviors learned in a job. These instrumental based resources positively spill over to other non-work life responsibilities. The affective based enrichment is related to the emotional state which employee goes through while discharging duties of the job. A job which energizes an employee to a positive state of mind is more likely to carry same in non-work life. Capital based enrichment is related to psychological and social resources which a particular job brings to an individual. The capital based resources include-confidence, accomplishment, self-fulfillment which helps the employee to discharge his non-work roles in a better way.

Support System-Emotional and Instrumental

Workers with an aim to equilibrium their work and family obligations seek help of two important support systems-instrumental and emotional. The support system which aid employees to manage with twofold demands at work and family come from different places- emotional family support, instrumental family support, emotional work support, instrumental work support, colleague support and others. These support systems are paid ones as in family instrumental support like the help of a maid in discharging household chores. However, they can be unpaid ones, as well, help from extended family members in performing various tasks like babysitting, cleaning and other household tasks. Similarly, organizations too can provide both support systems; emotional and instrumental. A cordial colleague/boss can provide emotional support system in discharging work responsibilities smoothly. Further, instrumental support systems can be provided via multiple ways-gym facilities, work crèche facilities, free educational facilities for children, and others. Lately, for an individual to meet with the challenges of work and family obligations, religion is sought as a support system.

Objectives of the Study

- There is a significant relationship between Dependent/ Child Care Care responsibilities at work-life enhancement of working women.
- There is a significant relationship between Spousal Support on the work-life enhancement of working women.
- There is a significant relationship between the Family Support on the work-life enhancement of working women.

LITERATURE REVIEW

In the recent research, researchers have shown that both employees & organizations benefit as a result of successful work-life balance (Greenhaus and Powell, 2006). Increased job satisfaction and organizational commitment is result of balanced work and family life (Cegarra-Leiva et al., 2012). Many researchers have indicated about the effect of work-life balance on attitude & behavior of employees is still unclear, calling for more detailed research investigations. The situation is no different for employees working in Kashmir as employees have witnessed rising incomes, high standard of living leading to interest in work-life balance. So, the current study is highly valuable as women are constantly joining the workforce especially the public sector. There is a requirement on the part of employers be it government or others to provide a suitable environment for work and work-life balance policies carry the top place. Further, major studies related to work-life balance is done in the US and West shares different cultural features & industrial structures than Asian countries. (Spector et al., 2007). West and the Eastshare different cultural values, which restricts a sweeping generalization to be made. The study is useful in this way as well as it will highlight the themes that women consider important in maintaining work-life balance. In India, the studies with, related to the role of women in home, work and society is focused on two aspects a) Underprivileged women caught in structures of patriarchy b) psychological research of women's work-family role in Urban settings. There has less support from organizations in maintaining work-life balance. So, they are left with non-institutional support coming from family or colleagues.

A considerable research work is carried with related experiences of employees where their obligations at work/home is positively transferred to the other domain leading to enrichment in both domains. A well balanced and proper lifestyle invigorates workers' life which boosts their morale as well (Haar, 2013). Work-Life Enrichment In defining work-life, researchers conceptualized work as employees' paid employment and everything outside of work as a life (Kossek & Lambert, 2005). Employees' best interests are served by a balanced and healthy lifestyle that reinvigorates their life and bolsters their morale (Haar, 2013). Resources acquired in work role as a by-product of professional interactions and occupational development may be transferred to and reinvested in life role (McMillan, Morris, & Atchley, 2011). When employees enact different roles, their identities or personalities may get enhanced and expanded as they get used to discrepancies and adjust themselves to meet the competing demands of work and life domains (Greenhaus & Powell, 2006). The resulted role transitions and boundary fluidity that employees manage between work and life may create enriching effects that spill over into life role that employees play (McMillan et al., 2011). Based on the theory of the interdependencies between work and life roles, scholars have called for more studies examining the positive interactions between work and life, employing the concept of work-life enrichment and investigating the links to its own antecedents and outcomes (Kossek & Lambert, 2005).

Sockeye and Sanda (2011) acknowledged the readiness of social support in the work environment and how it advances the mental health of women. It established that the career advancement of women managers can be greatly enriched when they obtain spousal support, direction and praise besides to those from superiors and coworkers. Bhargava and Baral (2011) in a cross-sectional study, observed core self-evaluations (CSEs), family support, coworker support, supervisor support, job characteristics, work-life balance policies (WLBP) and work-family culture as the forecasters of work family enrichment (WFE) and family-to-work enrichment (FWE) and search for the moderating effect of CSEs. Carlson et al.'s (2006) conceptualization of work-life enrichment that has three distinct dimensions: (a) developmental, (b) affective, and (c) capital. Specifically, work-life development represents the gains of instrumental

resources such as skills, knowledge, capabilities, perspectives, and behaviors in employees' work domain. Work-life affect is defined when involvement in work promotes employees' positive emotional state that benefits their non-work life. Work-life capital refers to the gains of psychosocial resources such as confidence, accomplishment, self-fulfillment, security, and self-esteem that help employees become a better member in their life role.

RESEARCH METHODOLOGY

A survey was conducted from June-July 2017 within Srinagar. Srinagar as sample city, for the present research study, arose from the fact that Srinagar has a good concentration of public and private hospitals in the healthcare segment. Major public tertiary care hospitals that exist here are mentioned below;

- Sheri Kashmir Institute of Medical Sciences (SKIMS)
- Shri Maharaja Hari Singh Hospital (SMHS)
- Lal Ded Hospital (LDH)
- Government Hospital for Children (GHC)

Accordingly, the present study included population-female doctors and nurses working in the public sector of Kashmir, as there is a good presence of women employees in the health sector. The data gathered included doctors and nurses both for clinical and nonclinical fields. The population subset is commonly known as a sample; the elements of the sampled respondents were accessible within the hospitals. On the sample units, the study adopted a cross-sectional design, as one hospital fulfilling the bracket of the sample was not contacted again. The sample was selected based on a snowball sampling technique within the various public hospitals of Srinagar. Accordingly, the researcher approached the respondents in their work environment. The questionnaires were personally distributed by the researcher to the heads of department or to professionals known to the researcher. After a few days, the questionnaires were collected in bulk from the same persons.

The survey as a selected method of data collection was meant to reveal quantitative information. All the questions were closed-ended were put on a scale with pointers as Likert's interval scales ranging from "1" as strongly disagree to "5" as strongly agree.

Table 1

| Constructs | No. of Statements |
|---------------------------------------|-------------------|
| Family environment | 2 |
| Dependent care | 5 |
| Family support | 3 |
| Spousal support | 5 |
| Work personal life enhancement (WPLE) | 5 |

RESULTS & DISCUSSIONS

Table 2: Descriptive Statistics on Questionnaire Items

| ITEMS | N | Mean | SD | Skewness | Kurtosis |
|-------|-----|------|------|----------|----------|
| WPLE1 | 278 | 3.76 | 1.06 | -0.80 | 0.07 |
| WPLE2 | 278 | 3.19 | 1.14 | -0.17 | -1.01 |
| WPLE3 | 278 | 3.50 | 1.00 | -0.58 | -0.26 |
| WPLE4 | 278 | 3.63 | 1.01 | -0.39 | -0.60 |
| WPLE5 | 278 | 3.30 | 0.99 | -0.24 | -0.63 |

Validity & Reliability

In research standard instrument psychometrics can be classified into reliability and validity. In the present study measures of reliability reported are Factor Loadings, Block Communality, Dillion-Goldsteins rho, while as measures of validity reported include Convergent validity and Discriminant validity.

Factor Loadings

Researchers have opined that the factor loadings need to be examined before observing reliability estimates. The reasons for such an argument has been attributed due to the fact that unless loading of an item does not contribute 49% of the variance in the factor, the item reliability will always be below the standard level of 0.70. Therefore, items having to load below 0.70 were identified and the reason for their deletion or non-deletion was justified in the light of scientific research as:

Table 3: Factor Loadings of Latent Variables

| LV | Indicators | Loadings | Commonality |
|--------------------------------|------------|----------|-------------|
| Work Personal Life Enhancement | WPLE1 | 0.76 | 0.58 |
| | WPLE2 | 0.68 | 0.46 |
| | WPLE3 | 0.74 | 0.55 |
| | WPLE4 | 0.63 | 0.40 |
| | WPLE5 | 0.75 | 0.56 |

Loadings score indicates its contribution to the development of relevant construct. The items that hold the loading above 0.66 were included in the relevant construct only if an additional psychometric (i.e., D-G's rho, Convergent validity and Discriminant validity) attain the minimum threshold level as recommended by researchers (see, for example, Bradley et al., 2006; Hair et al., 1998).

Reliability & Convergent Validity

Table 4: Instrument Psychometrics

| LV's | MV's | D-G's rho | Average Variance Extracted |
|--------------------------------|------|-----------------------|----------------------------|
| | | Composite Reliability | Convergent Validity |
| Work personal life enhancement | 4 | 0.83 | 0.55 |

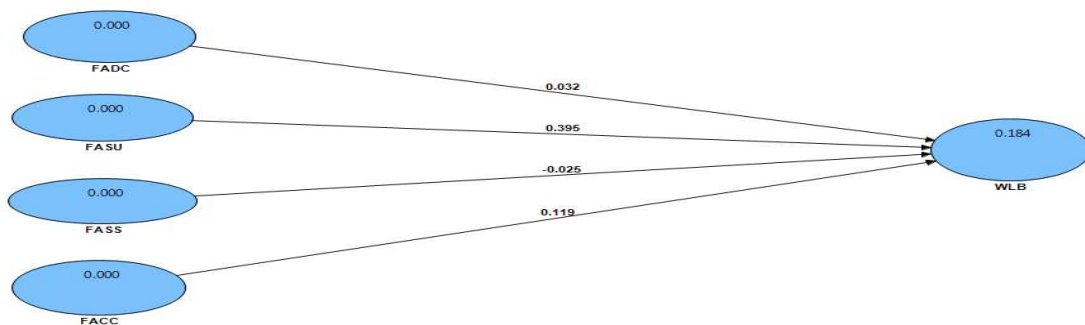
The internal consistency of the constructs was measured by reliability i.e., composite reliability. It can be observed from the above that CR of all factors was above 0.70. Moreover, none of the items were further deleted as they all established standard psychometric. For convergent validity, Average Variance Extracted (AVE) values were examined. Constructs having AVE value greater than 0.5 indicate convergent validity (see, for example, Anderson & Gerbing, 1988).

Table 5: Discriminant Validity

| | WPLE |
|-------|------|
| WPLE1 | 0.76 |
| WPLE2 | 0.67 |
| WPLE3 | 0.75 |
| WPLE5 | 0.75 |

From the Table 4, discriminant validity was measured by observing the crossloadings. It can be observed that items load higher (indicated in bold) on their respective construct as compared its loading on other constructs.

Path Analysis between Independent & Dependent Variable

**Figure 1: Path Graph of Independent and Dependent Variable Relationship (HYP-1) (STEP- 1)****Table 6: Structural Model Assessment (HYP-1-PLS Path Model between IV –DV) (STEP- 1)**

| Exogenous Variables -> Endogenous Variables | P. Estimate | Std. Error | T-Value |
|---|-------------|------------|---------|
| FACC -> WLB | 0.119 | 0.19 | 0.61 |
| FADC -> WLB | 0.032 | 0.08 | 0.42 |
| FASS -> WLB | -0.025 | 0.14 | 0.17 |
| FASU -> WLB | 0.395 | 0.27 | 1.46 |

An in-depth analysis revealed more insights into understanding the effect of family dimensions of work-life balance/enhancement. Accordingly, analysis of the sub dimensions involved in the present study includes – parental/dependent care demands, family and spousal support provided deeper understanding. As can be seen from table 5, the t-value for all sub-dimensions variables of the family are below 1.96 levels, indicating that the hypothesis predicted does not carry enough statistical significance, hence it is rejected. However, work-life balance defined in the present study leaves analysis incomplete without observing a relationship with work-life dimensions separately to reveal more insights.

It is pertinent to mention that present findings are in contradiction of the earlier studies by (Frone et al., 1992; Aryee 1992; Frone et al., 1997; Aryee et al., 1999 and Kim & Ling 2001). However, it was observed in the present study that sub-variation of the family act as a resource – spousal support and family support. However, at the same time, other variables involved were in the form of demands – child care and dependent care. The two opposite dimensions have caused influence of family on work-life balance at a low level. Consequently, it caused the relationship between family and work-life balance to be statistically insignificant. Voydanoff (2005) came with similar findings about the influence of family on work-life balance, citing reasons that family provides resources as well as demands. Further, it was observed that there exists localization effect, as working women of Kashmir live in a low egalitarian society where they have more childcare and household demands with a minimum of spousal support. As a result, they have more demands- household

responsibilities, dependent care and child care.

Family Support and Demands

As can be seen from above table 5, the t-value for family support (FASU) is statistically significant for two work-life dimensions – work interfering personal life (WIPL) / work-personal life enhancement (WPLE), as t-value is above the set threshold level of 1.96. This relationship between them indicates that higher family support among working women tends to generate less interference of work with personal life (as p-value is negative). Further, more family support enjoyed by working women will produce enhancement of work and life as indicated by the positive value of p-estimate. Therefore, the analysis of data seems to indicate that family support for working women that provides emotional support, help them to manage balance in work and personal lives. This goes well with Kashmiri culture where working women can get help from extended family members in different household activities of home like cooking, washing, brooming and looking after dependent family members. The support from family members will play a significant role in balancing personal and professional lives (Padma & Reddy 2013).

As can be observed from table 5, the t-value has statistical significance for child care responsibilities (FACC) and work interfering personal life (WIPL). Work demands seem to conflict more when working mothers have child care responsibilities, there is more of the psychological burden of parenting which impacts the work. Luke and Shaffer (2005) found parental demands to be a positive predictor of both work interference with family and family interference with work.

FINDINGS & CONCLUSIONS

For working women the balance of work and life, especially family is the biggest challenge of her life. This is because, she has a predominant load of family, which male counterparts are scared of. She is supposed and expected to handle the household chores. The profession too puts its demand on her in the form of responsibilities, she is in charge of. The doctors, especially have a high pressure job working in the clinic (interacting with patients) work. So, as working married professional she is stretched in both lives, be it work or family. Despite a plethora of findings existing in research related to work-life interface, there are no straight forward answers about how organizations/individuals should effectively manage work-life interface to accomplish balance, reduce conflict, and enhance enrichment. This is due to the fact that employees own psychological understanding of work-family roles are multidimensional and complicated. Further, the research endeavour in area of enrichment is just scratching the surface about the relationship between work-life interactions.

Working women in order to manage work and life obligations seek support systems-spouse and extended family. However, in that pursuit of balancing, they have to cope up with the challenges in the shape of demands-child care, and elderly care. Family support systems are real assets for working women in balancing work engagements. These support systems have the potential to produce better work performance-life satisfaction, work commitment and better productivity. Collectivistic cultures as in Kashmir, working women have limited family support systems especially spousal support. As a result, working women are often victim of work-life conflict.

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