

# **FLEXIBILITY AND QUALITY OF WORK LIFE AS PREDICTORS OF WORK-FAMILY ENRICHMENT**

**Ph.D THESIS**

**by**

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ROORKEE - 247667, INDIA  
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# **FLEXIBILITY AND QUALITY OF WORK LIFE AS PREDICTORS OF WORK-FAMILY ENRICHMENT**

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*Submitted in partial fulfilment of the  
requirements for the award of the degree*

*of*

**DOCTOR OF PHILOSOPHY**

*in*

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*by*

**MANSI RASTOGI**

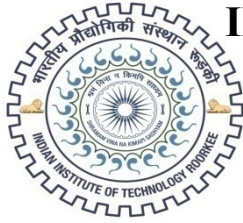


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## ROORKEE

### CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled “**FLEXIBILITY AND QUALITY OF WORK LIFE AS PREDICTORS OF WORK-FAMILY ENRICHMENT**” in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies of the Indian Institute of Technology Roorkee, Roorkee is an authentic record of my own work carried out during a period from July, 2012 to May, 2016 under the supervision of Dr. S. Rangnekar, Professor, Department of Management Studies and Dr. R. Rastogi, Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

**(MANSI RASTOGI)**

This is to certify that the above statement made by the candidate is correct to the best of our knowledge.

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Supervisor

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Supervisor

Date: \_\_\_\_\_





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---

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Work and family are two integral realms of life. The interaction between work and family domains can be categorised into two parts, negative (work-family conflict) and positive (work-family enrichment). Giving emphasis on positive work-family interactions, the study begins with establishing the significance of work-family enrichment construct; where, the researcher pointed towards the under responded question of “how to promote and effectively develop work-family enrichment”. With work-family enrichment figuring amongst the top most concerns facing the organisations (McNall and Masuda, 2011), experts are moving towards academic researchers for empirically examined solutions for developing and promoting work-family enrichment in organisations (Crain and Hammer, 2013). However, existing gap with respect to information around antecedents of enrichment is causing major barrier towards the way to smooth evolution of research and practice, targeted at enhancing work-family enrichment among workforce in organisations, as reflected in the contemporary statements by distinguished scholars in the field as explained below.

Highlighting the need for research around the predictors of work-family enrichment, Frone (2003) held that work-family literature is dominated by conflict focused studies and little is known about positive work-family interplay i.e. work-family enrichment. According to the review study of Crain and Hammer (2013), there is scarcity of systemised empirical studies around the predictors of work-family enrichment and very little is known about the way work-family enrichment can be influenced by organisational factors. Further, Carlson and Hunter (2014) listed examining the predictors of work-family enrichment as a crucial future research agenda, which could provide scholars with the tools to foster enriched employees.

Though a number of antecedents to work-family enrichment have been proposed, only a few of them have been empirically examined (Crain and Hammer, 2013; McNall et al., 2009). Additionally, most of the literature around the predictors of work-family enrichment has come from developed nations particularly from the West such as USA, Canada and Netherlands etc., whereas Asian work-family enrichment studies have continued to be dominated by China with little scientifically proven about its predictors in other culturally different settings, like India. Since the culture of a nation tends to have a dominant impact over employee perceptions regarding work experience and consequently on work-family related issues (Agrawal and Sadhana, 2010; Powell et al., 2009), the drivers of work-family enrichment recognised in Western settings may differ considerably in Indian context, due to its unique socio-cultural

legacy (Agrawal and Tyagi, 2009). One custom being appreciated in a particular culture may not be welcomed in another culture. In this direction, it can be stated that one size doesn't fit all when it comes to values associated with work and family relations (Powell et al., 2009). Hence, it becomes essential to determine what drives work-family enrichment in India, considering the remarkable growth of Indian economy. Thus, we have ample motivation to extend work-family enrichment research to one of the fastest developing economy of India, which still remains under-represented in the present literature.

The present study of this thesis work has attempted to examine the role of flexibility and quality of work life as predictors of work-family enrichment among middle level employees from select business organisations in India. More specifically, the study analyses flexibility, quality of work life and work-family enrichment in select business organisations sector, i.e., public and private along with select industry, i.e., manufacturing and service. Apart from this, the study intends to examine the influence of marital status on employee's perceptions regarding flexibility, quality of work life and work-family enrichment. Further, the study attempts to unfold the mechanisms underlying the relationships among study variables by proposing and empirically testing mediation and moderation hypotheses based on appropriate theoretical framework.

The target population for the present research study consisted of middle level employees from manufacturing and service select public and private sector industries. In order to collect the data, total 559 Indian middle level employees were contacted irrespective of their gender and marital status. Out of 559, only 405 employees participated in the survey yielding 80% response rate. But due to incomplete and irrelevant information in the form of missing and multiple responses, only 380 questionnaires were used in the final analyses. With the adoption of mixed mode approach, the data were collected personally by researcher using paper and pen method as well as via online mode. Data collection from public as well as private firms functioning in service and manufacturing sector has confirmed heterogeneous nature of the sample.

In order to examine the hypothesized relationships, a series of statistical tests was conducted. The data analyses section has included normality tests to check the normal distribution of the sample and common method bias test using Harman's single factor analysis. With the examination of variance inflation factor value, the multicollinearity has also been verified among the received samples followed by examination of psychometric properties of all

the instruments used for measuring the variables under study. The validation of the instruments was followed by the information regarding descriptive statistics included values like mean, standard deviation, correlation coefficients and standard error values. After this, the hypothesized relationships were tested with the help of *t*-test, multiple hierarchical regression analysis, moderated multiple regression analysis and Path analysis by using SPSS (PROCESS).

In answer to the direct need for empirical investigation around predictors of work-family enrichment, the present study can be said to have developed new knowledge in the field by proposing and studying new mechanisms of relationships among flexibility, quality of work life and work-family enrichment. By studying mediation and moderation relationships among formerly unexamined and distinctive combination of variables, the present study makes an effort to bridge the gap in academic literature, where there is substantial dearth of literature in work-family enrichment. Additionally, this study goes a step ahead in investigating the mechanisms underlying the relationships among quality of work life, flexibility and work-family enrichment by proposing and examining mediation and moderation hypotheses.

Building on the theoretical framework of work-family enrichment model (Greenhaus and Powell, 2006), developed on Sieber's (1974) theory of role accumulation and Marks's (1977) expansionist approach; Herzberg's two factor theory (Vincent et al., 1960) and social role theory (Eagly, 2013), the study has enriched understanding of the concept and process of work-family enrichment in new unique ways and has further reinforced theory construction around work-family enrichment. The present study can be projected to have provided further support for work-family enrichment model by investigating the role of organisational resources and personal resources in work enrichment process. This is relatively more refined and advanced model as compared to other positive work-family interplay constructs in the domain of positive work-family interactions. In addition to its established validity in developed nations, the study increases the validity of the work-family enrichment model and process by validating the model in the unique cultural settings of India. The empirically tested and scientifically obtained results will help the limited work-family enrichment literature to grow further. More importantly, this study can be said to obtain extended work-family enrichment literature in significant ways. Furthermore, the study has imparted knowledge on the way to robust theory building around each of the variables under study being tested in a unique background.

To conclude, it was observed that workplace flexibility and quality of work life both significantly predicted work-family enrichment. Further, the results have indicated that gender

does not moderate the relationship between flexibility dimensions and work-family enrichment. Quality of work life is reported to have partially mediated relationship between flexibility dimensions and work-family enrichment. The discussion provided in this study rationalises the findings with the background of existing literature. The final part of the study provides value to the existing work-family research by offering conclusion, implications, limitations and scope for future studies.

Along with a pragmatic theoretical contribution, the research also provides business executives, managers and employers with greater intricacies into what really influences and promotes work-family enrichment within the organisation. This way, employees and employers both can be said to get benefitted in planning effective strategies and initiatives to promote work-family enrichments. The findings of the study confer that support from organisation in the form of flexibility at workplace, has the potential to influence the life of employees at workplace and home. Thus, flexibility has a positive impact on quality of work life and work-family enrichment among employees. Designing the interventions focused to enhance the work-family enrichment level of employees, the study provides direction by proposing the action plan to proceed with. The enrichment can be reached to employees by strengthening personal resources such as quality of work life by promoting organisational support measures in the form of flexibility at workplace. Additionally, the findings of the study could also be of use for an effective knowledge pool creation for strategising work-family enrichment initiatives in anti-social work culture sectors like nursing and hospitality sectors.

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## ABBREVIATIONS AND SYMBOLS

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ASV	Average Shared Variance
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMB	Common-Method Bias
CR	Composite reliability
CV	Control Variable
<i>df</i>	Degree of Freedom
DV	Dependent Variable
ENS	Extrinsic Need Satisfaction
G	Gender
H	Hypothesis
HR	Human Resources
INS	Intrinsic Need Stagnation
IV	Independent variable
M	Mean
MSV	Maximum Shared Variance
N	Sample size
NFI	Normed Fit Index
ns.	Non-significant
OB	Organisational Behavior
OF	Operational Flexibility
QWL	Quality of Work Life
RMSEA	Root Mean Square Error of Approximation.
RO	Research Objective
SD	Standard Deviation
SE	Standard Error
SPSS	Statistical Package for the Social Sciences
TF	Temporal Flexibility
TLI	Tucker Lewis Index
VIF	Variance Inflation Factor

WFE	Work-Family Enrichment
<i>A</i>	Cronbach's Alpha
<i>B</i>	Standardized Coefficient
$\chi^2$	Chi-square

### 1.1 Background of the study

With globalization and revolution in technology, changes are noticeable all over the world; however the degree and speed of development may vary across the nations. With the rise of globalization in India, the 21st century experienced an enormous growth and economic development as the result of changes in business sector, financial patterns and technological innovations. The expansion in globalization has led to rise in gigantic livelihood opportunities, internationally adequate work standards and without a doubt, a relentless 24/7 work culture. These modifications in demand and supply of manpower have led to radical variations in the constitution of workforce, which is different from what existed 30 years ago. Along with the work opportunities and talent availability, the need for female participation in paid workforce also became dominant. The necessity of two incomes in the family, participation of women in paid workforce after marriage, has changed the workforce demographics in the form of more numbers of dual career/earner and nuclear families (Bharat, 2003; Bharat, 2001; Komarraju, 1997; Rajadhyaksha and Bhatnagar, 2000). These demographic shifts challenged the traditional role patterns in India. The traditional role division reinforces asymmetrical boundary theory which asserts men to be the sole breadwinner of the family, whereas women to be responsible for household chores. Consequently, the beginning of 21<sup>st</sup> century posed exceptional challenges in work-family domains in Indian subcontinent.

Work and family are the two most important domains in which individuals play out multiple roles and attempts to satisfy their needs through these roles playing multiple roles like teacher, father, friend, spouse and leader (Dhar, 1994). The aggressive competitive demands in different roles have made work-family integration, a critical issue for everybody (Aryee et al., 2005). Increased level of female participation in paid workforce while carrying out the domestic responsibilities along with long hours of paid and unpaid work hours welcomed the enhanced levels of stress (Dhar and Arora, 1996) and pressures for both husband and wife in the contemporary Indian families (Whitehead, 2008,). The incapacity of managing work and family domains, work-family conflict, is regarded as one of the most dangerous challenges being faced by current workforce and employers. Subsequently, the increment in the quantity of academic articles on work-family interface (such as work-family conflict) since 1970s could

be ascribed to the difficulties confronted by men and women in keeping up with work life balance (Table 1.1).

**Table 1.1 Changes in roles and responsibilities**

	<b>Men</b>	<b>Women</b>
<b>Traditional role division</b>		
Domain responsibility	Work domain	Home domain
<b>Current scenario</b>		
Domain responsibility	Home and Work both	Home and Work both

Research interest in positive work-family interface (i.e., work-family enrichment) is said to have originated from the work-family interface research, such as work-family conflict and work-family balance focused studies. The work-family literature has progressed to find how work and family conflicts can be stopped as well as how these domains can benefit each other. “Work-family conflict is produced by simultaneous pressures from work and family roles that are mutually incompatible (Greenhaus and Beutell, 1985).” Whereas, “the extent to which participation in one domain can improve the quality of life in other domain is termed as work-family enrichment (Greenhaus et al., 2006).” The concept of positive work-family interdependencies gained more importance with the emergence of positive psychology. This was the time when the conventional negative work-family perspectives were replaced with positive work-family interface approach. The traditional work-family relations approach focused at ‘How organisations can help employees to balance their work and family domains better?’ or ‘How organisations can contribute to avoid conflicts between work and family domains?’ while the newly adopted positive approach aims at “How organisations can help employees to influence their family domain positively?”, i.e., regardless of the challenging work-demands, can organisations improve employees’ quality of life in family domain? In order to meet the stated objectives, many employee-centered policies have been proposed with the long term view of having productive employees and retaining them (Ojha, 2013; Ojha, 2015).

Flexibility at workplace has also been identified as a strategic mechanism to deal with the work-family problems, being confronted by contemporary workers (Patwardhan and Alumnus, 2013). For example, organisations resort to workplace flexibility strategy in order to attract, motivate, and retain key talent (Hill et al., 2003). Recent studies suggest that workplace flexibility has the ability to produce positive outcomes for employees as well as for the workplaces. Generally in organisations, flexibility or workplace flexibility is offered to

employees under the umbrella of employee well-being policies, most frequently termed as family-supportive workplace policies. Flexibility options such as flexi-time, flexi-place and work decisions related flexibility are likely to have potential, to produce good outcomes for an employer, employee and also society at large.

At the same time, quality of work life also gained attention from academia, behavioral scientists, worker's unions as well as employers all across the world. Being an employee centric phenomenon, quality of work life deals with the subjective well-being of the employees. Studies report that quality of work life has a significant relationship with positive organisational outcomes such as organisational commitment (Yi, 2006), employee related outcomes (Sirgy et al., 2001) etc. This emergence of positive employees and employers related outcomes which focuses on employee well-being rather than organisational profits, has led to surfacing of the concept of quality of work life.

Work-family related issues are equally important for employees as well as employers especially in highly competitive and stressful work environment. Consequently, businesses have major concern for the issues such as, "how to help employees in enriching their family domain through work-experiences?" From the studies in literature, it has been found that limited studies have been carried out in positive work-family relations domain. To fill this gap, Frone (2000) called for future research on positive work-family interdependencies such as work-family enrichment. In order to fill this gap and also answer how organisations can help employees make the work and family interactions positive, it is suggested to focus on predictors of work-family enrichment.

Thus, in order to achieve the objective of the study, two prospective antecedents have been carefully identified after reviewing the literature. The potential predictors are identified as, flexibility and quality of work life. The succeeding section includes the description of each of these variables under study along with the scope, rationale and questions of the study.

## **1.2 Work-family enrichment**

### **1.2.1 Work-family enrichment: The concept**

Proceeding on Sieber's (1974) theory of role accumulation and Marks's (Marks, 1977) expansionist approach, Greenhaus and Powell (2006) introduced a comprehensive theoretical framework of work-family enrichment. It is defined as "the extent to which experiences in one role improves the quality of life in the other role (Figure 1.2)." Scientists like Marks (1977) and

Siebert (1974) were among the first pioneers to go against the “scarcity hypothesis” and proposed a theory which states that when an individual plays multiple roles, it could be advantageous rather than deleterious, being performed in both the spheres. According to the role accumulation approach, employees involve in multiple roles gain four types of resources viz. role privileges; status security; status enhancement and enrichment of personality (Siebert, 1974). Consequently, these resources could work against the stress caused by multiple roles. Further, role expansion approach proposed that human body works on the principle of supply and demand i.e., when one performs multiple roles, the body creates energy in response to the demand. Researchers advocated that multiple roles create additional energy and resources (Marks, 1977). On the basis of role accumulation and role expansion approach, various researchers defined the positive side of work-family interface with diverse names, which often led to confusion in understanding the distinct yet similar nature conceptualisations.

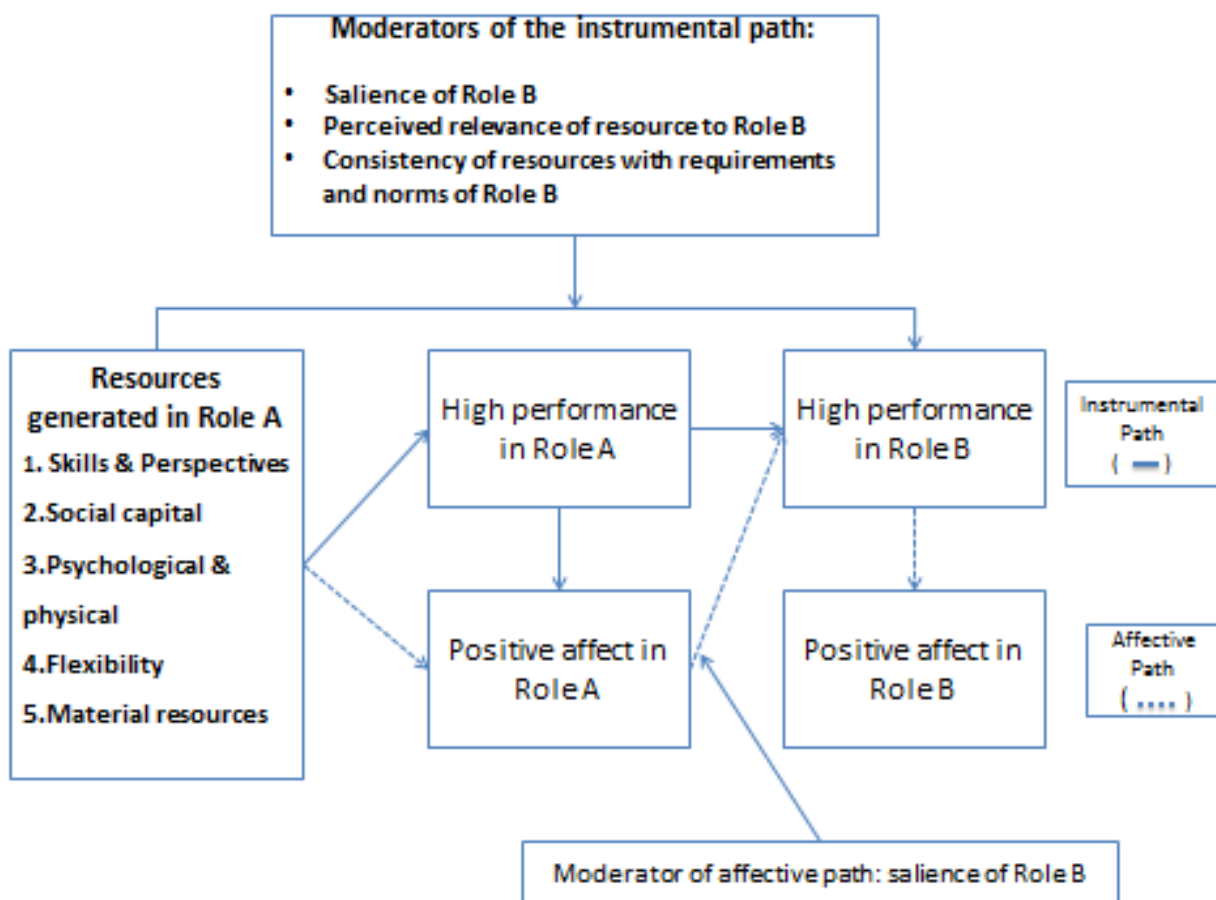
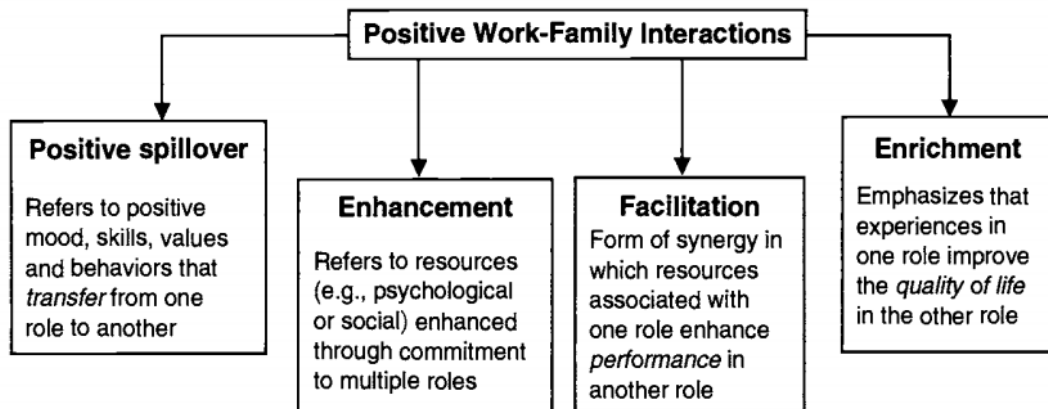


Figure 1.1 Work-family enrichment model (Greenhaus et al., 2006)

The concepts such as positive spillover, work-family enhancement, and work-family facilitation were proposed by different researchers in different time periods, but they all shared one common similarity, i.e., representation of positive work-family interdependencies (Figure 1.3). Owing to this, sometimes these terms have been used interchangeably by researchers to define the positive interactions between work and family.

### 1.2.2 The other constructs: Similar to work-family enrichment

The positive work-family constructs are divided in the following four parts (as given in Figure 1.3).



**Figure 1.2** Constructs representing positive interface between work and family domain

#### 1.2.2.1 *Positive spillover*

Since the time of mid 1980s, the term positive spillover has been mentioned in the work-family literature (Crouter, 1984). The term had its roots in the proposed competing mechanisms such as segmentation, compensation, and spillover (Staines, 1980). The description of the mechanisms is given below-

- 1) **Segmentation:** Under Segmentation, the division of work and family domains is shown by a slight to zero relationship between work and family satisfaction. It has been used as a tool for achieving satisfactory well-being, because it supports the absence of both positive and negative interaction between work and non-work roles. It proposes that work-family domains are independent and do not influence one another (Frone, 2003).

- 2) **Compensation:** It happens when the deficiency experienced in one role is attempted to be satisfied in another role. It is indicated by negative correlation between work and home.
- 3) **Spillover:** Spillover is believed to occur when factors presented at workplace, influence family domain and the other way around.

### **1.2.2.2 Enhancement**

The term enhancement is defined as “the acquisition of resources and experiences, that are beneficial for individuals in facing life challenges (Sieber, 1974).” The literature study on enhancement sheds light on how various roles improve self-esteem, confidence, and other such positive attributes, which can emphatically enhance a cluster of results in individuals' work and family life. Though enhancement perspective indicates how resources generate positive effects, yet it fails to define how assets obtained from one domain impact individual's role performance in another domain (Jain and Sinha, 2006). Thus, enhancement is limited to the advantages connected with involving various parts and proposes that those advantages can definitively influence exercises over the work and family spheres (Carlson et al., 2006).

### **1.2.2.3 Facilitation**

According to some researchers, positive interdependencies between work and family domain are explained by the term facilitation (Wayne et al., 2004; Frone, 2003; Hill, 2005). Facilitation is the degree to which participation in one domain is made easier by benefits arising from other role. For example, knowledge obtained in office (work domain) can be useful for employees' in home domain. This positive influence in family domain reflects the presence of synergies between work and family domain, and further has the potential for better performance in respective role (Singh et al., 2013). Sometimes positive spillover is also used as an example for work-family facilitation (for e.g., Grzywacz and Marks, 2000).

The distinction can be made between enrichment and facilitation constructs, on the basis of the levels each construct covers. Both enrichment and facilitation focuses on positive affective outcomes. The facilitation covers the whole system, while enrichment is confined to the individual level performance. In the case of work-family enrichment, the question that may arise is, how do resources acquired in work domain role contribute to better performance in home domain role as a parent? While, in relation of facilitation process, the concern would be - How do professionally attained resources contribute to better family domain communication?



In exact terms, facilitation has been defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work) (Frone, 2003).” The above definitions asserted that out of all the available conceptualizations, facilitation is the closest construct to enrichment.

### **1.2.3 Directions of work-family enrichment**

Work-family enrichment is a bidirectional construct, which works in work to family and family to work direction. Family to work enrichment occurs when resources generated in family domain are utilised in effective work performance at office. When work domain resources and skills help in effective functioning of family affairs, it is termed as work to family enrichment. With a view to promote work-family enrichment, there are a number of measures that are initiated by organisations to support employees (for e.g., family supportive measures at work place such as crèche facility). By using crèche facility, the parental burden of employee is reduced to some extent and he/she is able to manage home domain responsibilities even while working in office; that enhances employee’s quality of life in home domain. This is an example of work to family enrichment as the direction of resource transfer is from work to family. Further, the resources acquired in home domain such as accumulated savings by spouse when used for business expansion, it is called family to work enrichment. Therefore, it is established that work-family enrichment functions in both directions like work-family conflict.

### **1.2.4 Mechanism of work-family enrichment**

There are two paths through which enrichment occurs: (a) instrumental path; (b) affective path. When resources attained in one role increases functioning in another role directly, it is labeled as enrichment through instrumental mechanism. On the other hand, affective path of enrichment is indirect in nature. This mechanism operates through resources that are fundamentally generated during the performance of some different roles. Hence, improving the quality of other domain with the use of those generated resources, is termed as enrichment through affective path (Carlson et al., 2006; Greenhaus and Powell, 2006).

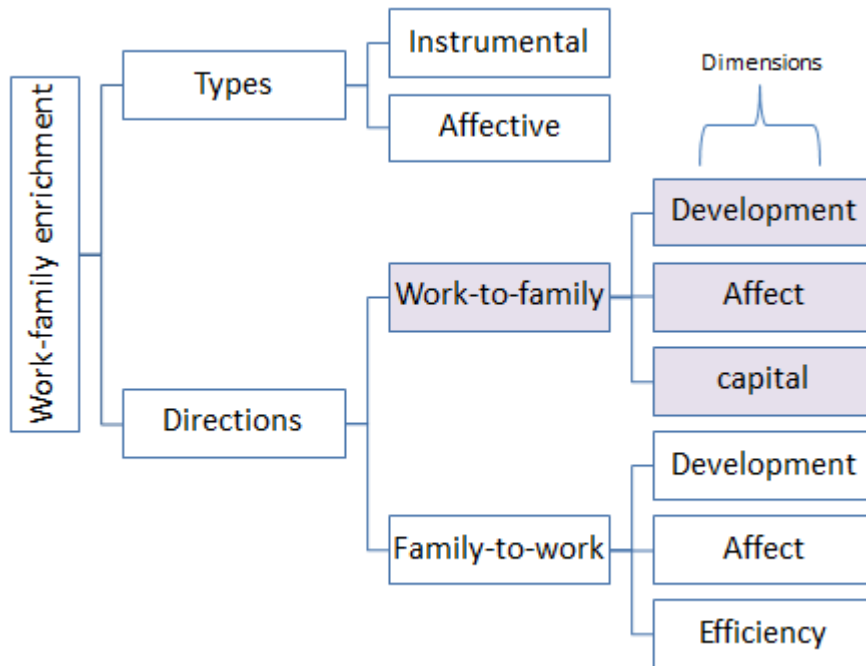
The positive affect has been conceptualised as “positive moods and positive emotions, derived from role experiences (Greenhaus and Powell, 2006).” The researchers have specified that positive mood or emotions experienced in one role, can affect working in another role. For example, reaching office after playing with a two year old kid would be helpful for an employee when he is to start a hectic day in office. In this case, the positive mood and emotions

are being carried from family domain to work roles. Like family-to-work, the process can occur from work-to-family direction as well. The news of promotion or appreciation feel at workplace, creates a positive state of mood and consequently when employee reaches home, he tends to act more energetically and positively while dealing with family affairs. This is enrichment via affective path.

### 1.2.5 Types of resources

Work-family enrichment works on the principal of 'transfer of resources' from one role to another. The construct emphasises that resources produced in Role A have the ability to stimulate high performance and positively affects in Role B. The following five types of resources, are generated as a result of multiple role performance.

1. **Skills and perspectives:** As the name infers, skills and perspective are broadly divided into two parts. Skills have been defined as “a broad set of task-related cognitive and interpersonal skills, coping skills, multitasking skills, and knowledge and wisdom derived from role experiences (Bauer and Green, 1998; Holman and Wall, 2002).” Perspectives involve, “ways of perceiving or handling situations.” For example, respecting dissimilarities in distinct cultures (Ruderman et al., 2002) and being able to understand the issues of other individuals.
2. **Psychological and physical resources:** They are defined as “positive self-evaluations, personal hardiness, self-esteem, optimism and physical health (Hornby and Seligman, 1991; Gist and Mitchell, 1992; Blaney and Ganellen, 1990; Bandura, 1997; Kobasa, 1979; Seligman, 2002; Brockner, 1988).”
3. **Social capital:** “The goodwill that is engendered by the fabric of social relations can be mobilised to facilitate action (Adler and Kwon, 2002).” More specifically, there are two forms of social capital resources which are discussed in the work-family enrichment model: influence and information. Researchers assert that these resources stem from “interpersonal relationships in work and family roles that may assist individuals in achieving their goals.”



**Figure 1.3 Types and dimensions of work-family enrichment**

4. **Flexibility:** It is defined as, “discretion to determine the timing, pace and location at which role requirements are met.” The flexibility resource can be generated in home as well as work domain. In terms of home, flexibility includes the support from family members, specifically spouse. For example, when employee’s spouse agrees to take children to regular health checkup to make sure that the partner’s urgent and important meeting in office is not disturbed. In case of flexibility, it enhances the family domain work performance and improves the quality of life by allowing the employee to plan and manage the tasks of both the domains, so that the demands of both domains are met without disturbing the performance in any of the domains.
5. **Material resources:** Material resources such as money, tangible and intangible gifts fall in the category of material resources. Work life is enriched using the money received in inheritance. In order to expand the business the individual needs money, thus the money inherited in home domain can be utilised for this purpose. The case of work to family enrichment talks about salary and incentives along with sponsored family holidays.

## 1.3 Flexibility

### 1.3.1 Flexibility: Concept

The term workplace flexibility is inadequately described in the literature. Workplace flexibility, (stated as flexibility in the present context), extensively includes many working practices that permit businesses (employers), executives (employees), or both to adjust methods for attempting to address their work and family life related issues. Owing to the importance of flexibility concept in organisations, workplace flexibility is conceptualised in two unique courses in the literature, i.e.; organisational perspective and workers' perspective. The organisational perspective accentuates flexibility with respect to the organisation with just auxiliary respect to employees. This viewpoint verifiably or explicitly conceptualises workplace flexibility as “the degree to which organisational features incorporate a level of flexibility that allows them (organisations) to adapt the changes in their environment (Dastmalchian and Blyton, 2001).” In other words from organisational perspective, flexibility refers to the degree of adaptability of organisation to the changes through practices like total quality management, quality circles (Beyers and Lindahl, 1999), just-in-time along with vigilantly altering workforce size through the utilization of contract laborers rather than having full-time workforce (Huang and Cullen, 2001). In simple words, organisational perspective of flexibility focuses on the organisation and its capability to resourcefully and efficiently respond to market forces at different time intervals (Sushil, 2013; Sushil 2015a; Sushil 2015b).

The second conceptualisation of workplace flexibility, which can be referred as employees' point of view, fundamentally underlines single agency in the setting of hierarchical culture and structure. Considering this point of view, workplace flexibility is defined as “the degree to which workers are able to make choices to arrange core aspects of their professional lives, particularly regarding where, when, and for how long work is performed.” This is based on the fundamental belief that employees are human resources and all of them need a life outside work domain. In this manner, it is acknowledged that when people see that they are able to address the issues of personal domain in a better way by practicing flexibility, they will be more persuaded, faithful, and promising. Previous studies also support the fact that when organisations encourage flexibility, employees can address mostly all work issues well and their employers get indirect advantage.

Here, the study focuses on micro level employee oriented flexibility approach. In literature, employee oriented flexibility is sub divided into many parts. There is a mixture of techniques employers use at the workplace to provide workers with flexible choices (see Figure 1.4-1.5).

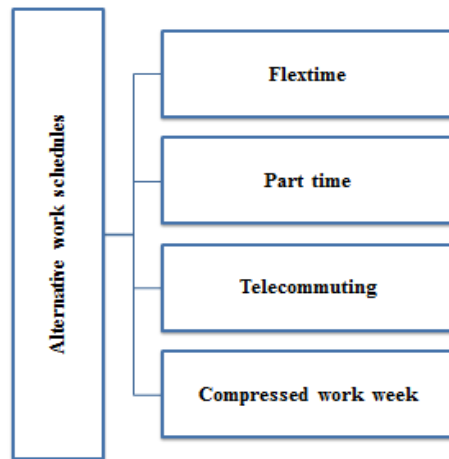
Type of flexibility	Example
<b>Options in work schedules:</b>	For example, varying the beginning and ending times of the work day (either occasionally or frequently); working in a compressed schedule such as four 10-hour days.
<b>Options in work hours:</b>	For example, working less than the typical 35-40 hours full-time work week and/or working for fewer weeks than the standard work year. Three of the most common forms of reduced hours work are part-time positions, job shares per week, and phased retirement.
<b>Options for entering and exiting the labor force:</b>	For example, being able to leave the workforce for an extended period of time.
<b>Options to manage unexpected personal and family responsibilities:</b>	For example, being able to occasionally take time off during the workday to care of an elderly relative.
<b>Options to work off-site:</b>	For example, being able to work from home either occasionally, for part of the work week, or on a full-time basis.
<b>Options to select one or more worksite locations:</b>	For example, being able to select and periodically/ seasonally change the worksite location (if the employer has more than a single worksite)

**Figure 1.4 Examples of flexibility at workplace**

### **1.3.2 The concept of flexibility: Worker’s perspective**

“Workplace flexibility is the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks (Hill et al., 2008).” In other words, employee perspective of flexibility deals with the workers and their ability to exert control over when, where, and how long they work (Costa et al., 2004). In the organisational perspective, workers’ needs are secondary to the needs of the organisation. However in the worker’s perspective, individual needs are viewed as a crucial means by which organisational objectives can be accomplished. The workplace flexibility under employees’ perspective focuses on upgrading the capacity of people to meet the majority of their own family-work related and group needs. It is mostly expected that as a consequence of workplace flexibility, the organisations tend to

benefit more, through expanded proficiency, viability, and noteworthy profitability. An organisation can provide flexibility options to its employees in many ways.



**Figure 1.5 Classification of alternative work schedules**

Source: (Baltes et al., 1999)

### 1.3.3 Types of flexibility

There are many ways in which workplace flexibility exists in an organisation (as described in WFD database: Civian et al., 2008). The description is given below-

1. **Flexi-time:** Flexi-time is characterised as a work routine that empowers employees of the organisation to have flexibility in deciding, within given boundaries, when their usual workday starts and finishes.
2. **Compressed work week:** Compressed work week is described as a work routine that compresses the normal eight-hour day, five-day work week into lesser but longer days. Thus the target of completing 40 hours in week can be achieved by the employee in four days, by working 10 hours per day. It is termed as compressed work week because it actually compresses the week.
3. **Telecommuting:** It is characterised as a course of action in which an employee works at a place other than the typical worksite, for example, at home or a subsidiary office. This may happen on a regular basis or whenever required. It saves the time, energy and other monetary costs wasted in travelling.

4. **Part-time employment:** Employees are thought to be low maintenance or part-time when they work less than 30 or 35 hours every week. It includes a contract that conveys fewer hours per week than a full-time job. These employees work in shifts yet stay available to come back to work during a break and amid yearly leave. The working shifts are frequently rotational.
5. **Job sharing:** In job sharing, two employees intentionally share the obligations of one full time work, and get compensation and advantages on proportionally. It leads to the creation of regular part-time options such as half days, elective days, elective weeks, and so forth in the place of one full time position. Perhaps this is one of the reasons that the strategy of job sharing is mostly used by organisations in the time of layoffs as it avoids total loss of employment.

#### **1.3.4 Dimensions of flexibility for current research**

Though all types of flexibility options directly or indirectly offer competitive advantage to the organisations, in present context the study focuses on workers' perspective, because flexible work-options such as compressed work weeks, job sharing, telecommuting, part time work flextime and flexi place options help employees in balancing their work and family domains more efficiently. Flexible work options help organisations in attracting and retaining talent in long run. Despite the large number of flexibility options at workplace, findings of a study indicate that most dynamic organisations go further than just formulating schemes, by changing the way of 'culture' of the workplace and become all the more 'family-friendly' (Galinsky and Stein, 1990). Advancing on this, Bailyn (1997) proposed temporal and operational flexibility as the primary characteristics of family-friendly work cultures. As suggested by Bailyn (1997), both dimensions of flexibility are as described in the subsequent sections.

##### **1.3.4.1 *Temporal flexibility***

Temporal flexibility is described as the ability to have discretion in one's work schedule (Clark, 2001). In Schedule flexibility, employees are allowed to decide the time of day they start and stop their job-related work, usually around a band of core hours where each employee must be present' (Baltes et al., 1999). Though the concept of schedule flexibility is confined to only flexibility in time, in present context, the concept of temporal flexibility includes flexi place along with flexi time.

#### **1.3.4.2 Operational flexibility**

“Control over the conditions of work” is conceptualised as operational flexibility (Bailyn, 1997).” This incorporates the autonomy to choose how the work is to be done without restrictions. Due to the similar kind of nature, very often, operational flexibility is used as a synonym for job autonomy and job control in organisational behavior literature. Additionally, the sense of control on job is also labeled as flexibility by Greenhaus and Powell (2006).

#### **1.3.5 Benefits of flexibility**

The perceived benefits of flexible work options are divided into two categories-

- 1. The benefits for employees:** Flexibility helps employees in a number of ways. For e.g., flexibility enables employees to reschedule their work commitments and thus achieving balance in work and family life. This further minimises the physical and psychological stress levels in employees (Grover and Crooker, 1995; Thomas and Ganster, 1995; MacDermid et al., 2001).
- 2. The benefits for organisations:** The use of flexible work options attempt to cater the personal needs of employees which make employee stay longer with the organisations. It also helps employee in managing home and work domain. There are least chances of missing office even for a day. Apart from reduced turnover and absenteeism rates, the organisations also experience the drastic increase in the productivity of the employee, morale boost, improved job satisfaction and encourage organisational commitment (Dex and Scheibl, 2001; Scandura and Lankau, 1997; MacDermid et al., 2001).

#### **1.3.6 The costs associated with flexibility**

There are certain costs which are associated with implementation of flexible work options, which are as stated below.

- 1. The obstacles for individuals:** Though flexibility is a family supportive measure being initiated by organisations, sometimes employees do face a number of obstacles in using flexibility at workplace. Despite the availability of flexibility at workplace, sometimes employees fear availing flexi-time and flexi-place work option. This is because of the fear that supervisor/boss could have a negative impression if the employee is not found working on the desk during office hours, resulting in a problem for the employee at the time of appraisals. Additionally, flexibility encourages lack of social interactions at



workplace leading to no face to face interactions with co-workers, in the long run it leads to absence of professional networking (Hill et al., 2004; Lawrence and Corwin, 2003; MacDermid et al., 2001).

2. **The administrative hurdles:** The managers also face difficulties at the time of performance evaluation as the behavioral aspect of the employee is not measured when they work away from office premises. The flexi-time options lead to problematic issues whenever the need of team coordination emerges. Though there are electronic aids available to overcome this difficulty and also core work hours are specifically meant for coordination, yet it creates problem for teams in effective performance (Charron and Lowe, 2005; Lawrence and Corwin, 2003; Scandura and Lankau, 1997).

## 1.4 Quality of work life

### 1.4.1 Quality of work life: Concept

The origin and emergence of the concept of quality of work life could be traced back to the 1950s when the idea of quality of work life begun to take roots in the industrial societies with the explicit concern for working life of employees. Also in the beginning of 1960s, the quality of relationship between employees and workplace also gained so much attention that organisations realised the strong need for improving the workplace environment (Hannif et al., 2008; Martel and Dupuis, 2006; Davis and Cherns, 1975; Rose and Rudolph, 2006). The term 'Quality of work l)' for the first time was coined at an international labor relations conference in 1972 at Arden House, Columbia University, New York (Davis and Cherns, 1975). This conference recognised the need of organising the research endeavors for those researchers and organisations, who were consistently working hard to meet the goal of development of a strong theoretical body in the range of quality of work life exploration. As a result of this, the International Council for the quality of working life was formed in August 1973 (Martel and Dupuis, 2006).

The term quality of work life can also be found in the works of Irving Bluestone, who was then employed by General Motors, and used the expression “Quality of work life” for the first time (Goode, 1989). Using the background of quality of work life, Goode (1989) defined quality of work life as “that allowed workers to play an active role in decisions concerning their working conditions. Its goal was essential to evaluate employee satisfaction in order to develop a series of programs to increase worker productivity.”

In spite of the fact that there is no formal definition of quality of work life, the behavioral scientists and management researchers broadly agree to the assumption that quality of work life primarily focuses on the well-being of the employees and differs from work satisfaction (Champoux, 1981; Kahn, 1981; Near et al., 1980; Quinn and Staines, 1984; Quinn and Staines, 1979; Lawler, 1982; Davis and Cherns, 1975; Kabanoff, 1988; Quinn and Shepard, 1974; Hackman and Suttle, 1977; Efraty and Sirgy, 1990). Quality of work life and job satisfaction is two separate construct. In fact job satisfaction has been identified as the one of the outcomes of quality of work life. Apart from job satisfaction, the satisfaction in social, family and financial domain is also influenced by quality of work life. In this manner, the quality of work life concept is not confined to single dimension of satisfaction but also covers the satisfaction drawn from other domains such as the impact of the working environment on fulfillment of work, satisfaction in non-work life areas, and fulfillment with general life, individual joy, and well-being.

Of late, there is a mounting accentuation on quality of work life in the work organisations. Quality of work life alludes to worker's gratification with a mixed bag of necessities through experiences, exercises, and results coming from involvement in the work environment. Quality of work life is mostly discussed as a subjective construct in literature. Martel and Dupuis (2006) also indicated that most of the quality of work life definitions has adopted the subjective way of defining the quality of work life construct.

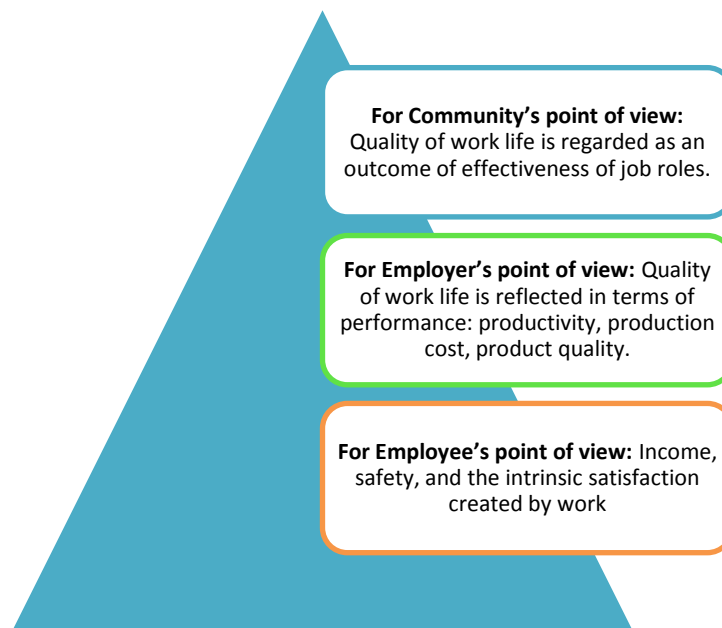
## **1.4.2 Evolution of the concept**

### **1.4.2.1 *Quality of work life as a subjective construct***

In line with the definitions given by researchers Elizur and Shye, 1990; Nadler and Lawler, 1983, they agree to the fact that like quality of work life, the quality of life is also a subjective construct (Cella, 1992; Manificat et al., 2003; Ferrans and Powers, 1985). Nadler and Lawler (1983) considered quality of work life as 'a way of thinking about people, work, and organisations.' while Kiernan and Knutson (1990) described quality of work life as something unique which varies from person to person according to their age and career stage. Further Elizur and Shye (1990) also supported the subjectivity of the construct.

### **1.4.2.2 The incorporation of individual, social and organisational facets in quality of work life construct**

The concept of quality of work life works on three different levels i.e.; employee, organisation and community. Researchers believe that employees, employers and community, perceive quality of work life in a different way. They all cannot have the same perspective about quality of work life. This school of thought is different from original quality of work life concept as the model used in the interpretation, places employees at the bottom of the pyramid while the community at the top level (Figure 1.6).



**Figure 1.6 Quality of work life from community, employers and employee perspectives**

### **1.4.3 Quality of work life: Definition**

The concept of quality of work life is described in many ways by researchers (see Table 1.2). In present context, it is defined as “employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace (Sirgy et al., 2001).” Thus, the extent to which employees are able to satisfy their needs through experience at work place is termed as quality of work life. The positive work place experiences lead to satisfaction in job as well as other domains of life, which mostly affect satisfaction in overall life.

**Table 1.2 Important definitions of quality of work life in the last 40 years**

<b>Author &amp; Year</b>	<b>Conceptualization</b>
(Carlson, 1983)	Quality of work life is both a goal and an ongoing process for achieving that goal. As a goal, quality of work life is the commitment of any organisation to improve work environment: the creation of more involving, satisfying, and effective jobs and work environments for people at all levels of the organisation. As a process, quality of work life calls for efforts to realise this goal through the active involvement of people throughout the organisation.
(Nadler and Lawler, 1983)	Quality of work life is a way of thinking about people, work, and organisations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organisational effectiveness, and (2) the idea of participation in organisational problem solving and decision making.
(Kiernan and Knutson, 1990)	Quality of work life is an individual's interpretation of his/her role in the workplace and the interaction of that role with the expectations of others. The quality of one's work life is individually determined, designed, and evaluated. A quality of work life means something different to each and every individual, and is likely to vary according to the individual's age, career stage, and/or position in the industry
(Kerce and Booth-Kewley, 1993)	Quality of work life is a way of thinking about people, work and organisation.
(Sirgy et al., 2001)	The satisfaction of employees with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace.

#### **1.4.3.1 Dimensions of quality of work life for current research**

The construct of quality of work life includes seven types of needs satisfaction which results into overall quality of work life. The needs (Table 1.3) are summarised below:

**(1) Health and safety needs:** It includes the satisfaction derived from health concerns at work place. It includes health and safety related needs such as safety from injury at or outside work place.

**(2) Economic and family needs:** These needs of an employee are satisfied when he perceives the compensation he is receiving is adequate, feels secure about the job and works without the fear of being laid off.

**(3) Social needs:** When an employee enjoys collegiality at work place, he is more likely to have positive social interaction with his colleagues and also the time off from work enables him to take rest. These two dimensions lead to social needs satisfaction for an employee.

**(4) Esteem needs:** The recognition and acknowledgement regarding work within and outside the organisation leads to the satisfaction of esteem needs of an employee.

**(5) Actualization needs:** The ability of an employee to know and understand his own potential in the organisation and value it as a professional determines actualization needs.

**(6) Knowledge needs:** The need for knowledge covers learning new skills about job and also perception regarding opportunities to learn in future.

**(7) Aesthetics needs:** The satisfaction arising from personal and creativity at work is known as aesthetics needs satisfaction.

**Table 1.3 The dimensions of quality of work life used in present research**

<b>Dimensions</b>	<b>Examples</b>
(1) Health & safety needs	Safety at work and job related health benefits.
(2) Economic & family needs	Sufficient wages, Job security, sufficient time from work to attend to domestic needs.
(3) Social needs	Positive social interactions at work place and time to relax from work(leisure experience)
(4) Esteem needs	Appreciation at workplace and outside such as best performance award.
(5) Actualization needs	Realization of one’s potential within the organisation and also as an expert.
(6) Knowledge needs	Learning of professional and job skills.
(7) Aesthetics needs	Creativity at work and personal creativity and general aesthetics.

## **1.5 Problem statement**

Existing literature (covered in Chapter 2 in detail) has evidently established the significance of work-family enrichment; however, the question of “how to promote and effectively develop work-family enrichment” is still under responded. With work-family enrichment figuring amongst the top most concerns facing the organisations (McNall and Masuda, 2011), experts are moving towards academic researchers for empirically examined solutions for developing and promoting work-family enrichment in organisations (Crain and Hammer, 2013). However, existing gap with respect to information around antecedents of enrichment is causing major barrier towards the way to smooth evolution of research and practice, targeted at enhancing work-family enrichment among workforce in organisations, as reflected in the contemporary statements by distinguished scholars in the field as explained below.

Highlighting the need for research around the predictors of work–family enrichment, Frone (2003) held that work-family literature is dominated by conflict focused studies and little is known about positive work-family interplay i.e. work-family enrichment. According to the review study of Crain and Hammer (2013), there is scarcity of systemized empirical studies around predictors of work-family enrichment and very little is known about the way work-family enrichment can be influenced by organisational factors. Further, Carlson and Hunter (2014) listed examining the predictors of work-family enrichment as a crucial future research agenda, which could provide scholars with the tools to foster enriched employees.

Though, a number of antecedents to work-family enrichment have been proposed, only a few of them have been empirically examined (Crain and Hammer, 2013; McNall et al., 2009). Additionally, most of the literature around the predictors of work-family enrichment has come from developed nations particularly from the West such as USA, Canada and Netherlands etc., with little scientifically proven about its predictors in other culturally different settings. Since the culture of a nation tends to have a dominant impact over employee perceptions regarding work experience and consequently on work-family related issues (Agrawal and Sadhana, 2010; Powell et al., 2009), the drivers of work-family engagement recognized in Western settings may differ considerably in Indian context due to its unique socio-cultural legacy (Agrawal and Tyagi, 2009). One custom being appreciated in a particular culture may not be welcomed in another culture. In this direction, it can be stated that one size doesn't fit all when it comes to values associated with work and family relations (Powell et al., 2009). Hence, it becomes essential to determine what drives work-family enrichment in India, considering the remarkable growth of Indian economy. Thus, we have ample motivation to extend work-family enrichment research to one of the fastest developing economy of India which still remains under-represented in the present literature.

## **1.6 Purpose of the study**

The present study attempts to examine flexibility and quality of work life as predictors of work-family enrichment among middle level employees from selected business organisations in India. More specifically, the study analyses flexibility, quality of work life and work-family enrichment in select business organisations sector, i.e., public and private along with select industry, i.e., manufacturing and service. Apart from this, the study intends to examine the influence of marital status on employee's perceptions regarding flexibility, quality of work life and work-family enrichment. Further, the study attempts to unfold the mechanisms underlying

the relationships among study variables by proposing and empirically testing mediation and moderation hypotheses based on appropriate theoretical framework.

## **1.7 Scope of the study**

The research study focuses upon the following areas:

1. The focal points of the study are the middle level employees (both male and female) of the organisations (public and private) located in India.
2. The study measures the perception of quality of work life of employees including primary as well as second order need satisfaction dimensions.
3. The study also measures the extent to which flexibility options are provided to employees in Indian organisations by examining the level of temporal and operational flexibility at workplace.
4. The study also measures the degree to which employee's experiences in one role (at workplace), improve the quality of life in the other role (for e.g., parental or spousal role in family domain).
5. Finally, study aims to investigate the causal function of flexibility and quality of work life on work-family enrichment.

## **1.8 Significance of the study**

In answer to the direct need for empirical investigation around predictors of work-family enrichment, the present study can be said to have developed new knowledge in the field by proposing and studying new mechanisms of relationships among flexibility, quality of work life and work-family enrichment. By studying mediation and moderation relationships among formerly unexamined and distinctive combination of variables, the present study makes an effort to bridge the gap in academic literature, where there is substantial dearth of literature of work-family enrichment. Additionally, this study goes a step ahead in investigating the mechanisms underlying the relationships among quality of work life, flexibility and work-family enrichment by proposing and examining mediation and moderation hypotheses.

Building on the theoretical framework of work-family enrichment model (Greenhaus and Powell, 2006), developed on Sieber's (1974) theory of role accumulation and Marks's

(1977) expansionist approach; Herzberg's two factor theory<sup>1</sup> (Vincent et al., 1960) and social role theory<sup>2</sup> (Eagly, 2013), the study has enriched understanding of the concept and process of work-family enrichment in new unique ways and has further reinforced theory construction around work-family enrichment. The present study can be projected to have provided further support for work-family enrichment model by investigating the role of organisational resources and personal resources in work enrichment process. This is relatively more refined and advanced model as compared to other positive work-family interplay constructs in the domain of positive work-family interactions. In addition to its established validity in developed nations, the study increases the validity of the work-family enrichment model and process, by validating the model in the unique cultural settings of India. The empirically tested and scientifically obtained results will help the limited work-family enrichment literature to grow further. More importantly, this study can be said to obtain extended work-family enrichment literature in significant ways. Furthermore, the study has imparted knowledge on the way to robust theory building around each of the variables under study being tested in a unique background.

Along with a pragmatic theoretical contribution, the research also provides business executives, managers and employers with greater intricacies into what really influences and promotes work-family enrichment within the organisation. This way, employees and employers both can be said to get benefitted in planning effective strategies and initiatives to promote work-family enrichments. The findings of the study held that support from organisation in the form of flexibility at workplace, has the potential to influence the life of employees at workplace and home. Thus, flexibility has a positive impact on quality of work life and work-family enrichment among employees. Designing the interventions focused to enhance the work-family enrichment level of employees, the study provides direction by proposing the action plan to proceed with. The enrichment can be reached to employees by strengthening personal resources such as quality of work life by promoting organisational support measures in the form of flexibility at workplace. Additionally, the findings of the study could also be of use for an effective knowledge pool creation for strategizing work-family enrichment initiatives in anti-social work culture sectors like nursing and hospitality sectors.

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<sup>1</sup> According to this theory there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction at workplace.

<sup>2</sup> This theory defines the behavior of men and women differently in given social situations. It proposes men and women take different roles due to the expectations that society puts upon them (including gender stereotyping).



## **1.9 Assumptions**

The present study builds on the assumption that the body of each individual is capable of creating additional energy in response to meeting the expectations of multiple roles. In other words, when an employee performs multiple roles, his body tends to create energy in response to that demand. This process is labeled as role expansion by researchers. This assumption is in opposition to the long time prevailed ‘scarcity hypothesis’ in work-family literature. According to the believers of scarcity hypothesis, ‘Everyone has a limited amount of energy that must be split between multiple roles, such that energy consumed by one role, necessarily diminishes energy available for other roles.’ This situation is also termed as the “depletion argument” (Edwards and Rothbard, 2000; Rothbard, 2001).

## **1.10 Delimitations**

The scope of the present study was narrowed down in several ways with the view to enhance thorough understanding of the relationships among variables under study. Although a number of predictors to work-family enrichment have been proposed in the literature, the present study was delimited to studying the dynamics of relationship among temporal flexibility, operational flexibility, extrinsic & intrinsic need satisfaction at workplace and work-family enrichment. Further, personal, organisational specific, national, regional and environmental factors such as Indian culture, economy, business environment, organisational characteristics, number of kids and type of family etc. which could have influenced work-family enrichment levels directly or indirectly, positively or negatively as an extraneous variable, were not incorporated and tested as variables in the present study. Further, the study was restricted to study only the predictor variables of work-family enrichment and unable to focus on organisational and personal outcomes of work-family enrichment. The reason for this has been deducted as the presence of ample amount of empirical research establishing the relevance for plentiful critical workplace consequences.

## **1.11 Organisation of the study**

The organisation of this study is intended to incorporate and address the acute and significant problems regarding the study. The whole study is distributed into six chapters (Chapter-1: Introduction, Chapter-2: Literature review, Chapter-3: Research Methodology, Chapter-4: Results, Chapter-5: Discussions and Chapter-6: Conclusions, implications, limitations and future scope).

Chapter-1: Introduction defines the conceptualization and evolution of quality of work life, flexibility and work-family enrichment constructs, their dimensions and definitions are also incorporated. It includes rationale of the study followed by research questions.

Chapter-2: Literature review explains the state of existing literature on quality of work life, flexibility and work-family enrichment along with their respective dimensions. This chapter also includes the exclusive review of the existing literature on work-family enrichment especially in the context of India, the various dimensions of quality of work life given by different researchers and flexibility provisions in other countries.

Chapter-3: Chapter three includes the plan of study. Starting from the objectives of the study, the chapter comprehensively presents the design of the research. It also includes the description of methods for data collection, target population and their characteristics, instruments etc.

Chapter-4: The chapter starts with a brief introduction to screening of the data set, normality tests and assessment of common method bias (CMB). The psychometric properties of the scales of the variables (for e.g., flexibility, quality of work life and work-family enrichment) were also tested using various statistical test such as *t*-test, multiple hierarchical regression, moderation analyses and mediation analysis using SPSS-PROCESS.

Chapter-5: Discussion elaborates the findings of the study with the reference to existing literature.

Chapter-6: Conclusion and Implications offers the conclusion drawn from the entire investigation followed by practical implications. It also discusses the limitations being faced in the research and future research directions are proposed.

## **1.12 Chapter summary**

The chapter introduced the concepts of flexibility, quality of work life and work-family enrichment mentioning the background of how these concepts is theorised as a result of change in environment at micro as well as macro level and business needs. This chapter also included the dimensions of all three constructs used in the present research. After introduction of the concepts, the rationale provided for the study offers justification for choosing these three variables in the studies and enlightens the relevance of the study.

LITERATURE REVIEW

**2.1 Introduction**

The last chapter gave a brief introduction of work-family enrichment, quality of work life and flexibility. In continuance with the same, this chapter discusses the extant literature around each of the predictor and dependent variables. Divided into four sections, the first section of the chapter includes the antecedents and outcomes of work-family enrichment. The findings of the extant quality of work life studies are explored in the second section. The third section covers the flexibility dimensions and their outcomes with a brief summary presented in the last part of the chapter.

**2.2 Work-family enrichment**

The driving power for enhanced significance of work-family enrichment lies in its potential to create positive outcomes for organisations and employees. As is correctly stated by Adler and Won (2002), “Work-family enrichment works as a motivator for employees and also allows them to unleash their potential at workplace.”

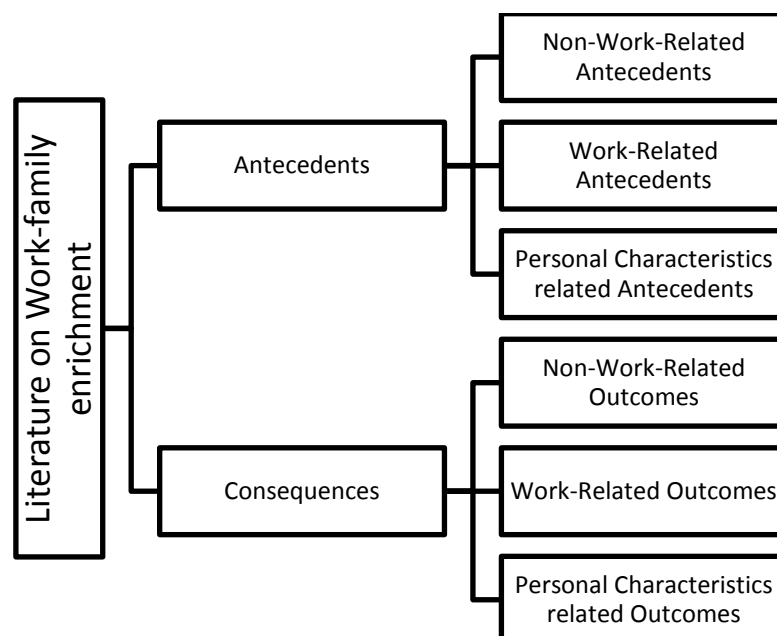


Figure 2.1 Classification of work-family enrichment literature

Substantial amount of literature provides evidence to support the association of work, non-work and personal characteristics with work-family enrichment. Over a period of time, the literature on work-family enrichment can be classified into two parts: (a) Antecedents of work-family enrichment; (b) Consequences of work-family enrichment. The nature of relationship with the variable can be negative as well as positive. In order to provide a better understanding about work-family enrichment, an overview of the studied outcomes as well as predictors of enrichment is presented in the chapter. Both these types of variables (antecedents and outcomes) are further subdivided into three categories: (1) Non-work related (2) Work-related and (3) Personal characteristics related (see Figure 2.1).

### 2.2.1 Outcomes of work-family enrichment

The majority of the studies claim that work-family enrichment works as a significant predictor of positive outcomes in work, non-work and health related domains. Out of extensively examined variables, factors like job satisfaction and performance at workplace are observed as the most frequently examined outcomes of work-family enrichment. The list of non-work and work related consequences are provided in Table 2.1 and 2.2 respectively. The work related positive outcomes of work-family enrichment can be justified using the reference of social exchange theory in the present context.

**Table 2.1 Work-related outcomes of work-family enrichment**

<b>Work-related outcomes</b>	<b>Nature of relationship</b>	<b>Authors and Year</b>
Career satisfaction	Positive	(Gordon et al., 2007; Jaga and Bagraim, 2011; Lu et al., 2009)
Job exhaustion	Negative	(Kinnunen and Feldt, 2006)
Job performance	Positive	(Carlson et al., 2010; Carlson and Kacmar, 2011; Steenbergen and Ellemers, 2009; Steenbergen et al., 2007; Karatepe and Bekteshi, 2008)
Job behavior search	Negative	(Steenbergen et al., 2007)
Job effort	Positive	(Wayne et al., 2004)
Job satisfaction	Positive	(Balmforth and Gardner, 2006; Bhargava and Baral, 2009; Boyar and Mosley, 2007; Carlson and Kacmar, 2011; Carlson et al., 2010; Wayne et al., 2007; Hill, 2005; Karatepe and Kilic, 2009; Gordon et al., 2007; Lourel and Ford, 2009; Masuda et al., 2012; Wayne et al., 2004; Voydanoff, 2005; Wayne et al., 2006; McNall and Masuda, 2011)
Job stress	Negative	(Voydanoff, 2005)
Organisational citizenship Behavior	Positive	(Balmforth and Gardner, 2006)

For e.g., when an employee's work-related experiences are positive, he tends to reciprocate in the same in positive manner to the organisation via better job performance and efforts.

**Table 2.2 Non-work related outcomes of work-family enrichment**

<b>Outcomes</b>	<b>Nature of relationship</b>	<b>Authors and Year</b>
Family effort	Positive	(Wayne et al., 2004)
Family performance	Positive	(Carlson et al., 2010)
Family satisfaction	Positive	(Brockwood, 2002; Hanson et al., 2006; Carlson et al., 2010; Carlson et al., 2006)
Home commitment	Negative Positive	(Steenbergen et al., 2007)
Home performance	Negative Positive	(Steenbergen et al., 2007)
Life satisfaction	Positive	(Gareis et al., 2009; Hill, 2005; Lu et al., 2009; Masuda et al., 2012; Karatepe and Bekteshi, 2008)
Need for autonomy Satisfaction	Positive	(Roche and Haar, 2010)
Partner relationship quality	Negative	(Gareis et al., 2009)

### **2.2.2 Antecedents of work-family enrichment**

Despite the demonstrated positive outcomes for organisation and employees, there is dearth of critical empirical evidences around the antecedents of work-family enrichment (Crain and Hammer, 2013; McNall et al., 2009). Greenhaus and Powell (2006) proposed in their enrichment model that the predictors of work-family enrichment are derived from the originating area. For example, work-to-family enrichment has antecedents from work domain, while family-to-work-enrichment has predictors from family domain. There are few studies in which researchers have identified potential predictors of work-family enrichment. The work-family enrichment predictors are also sub-divided into three parts: (a) non-work related predictors, (b) work-related predictors and (c) personal characteristics related predictors. Among non-work related factors, Gali (2009) and Liu (2009) identified spousal support; Grzywacz and Butler (2005) observed personal growth; along with which, Carlson et al. (2006) found that relationship with family also work as a strong predictor of work-family enrichment. However, among work related factors such as, supervisory support (Hanson et al., 2006; Lu et al., 2009; Odle-Dusseau et al., 2012); job resources (Hakanen et al., 2011); organisational citizenship Behavior (Kwan and Mao, 2011); job role quality (Brockwood, 2002); leader-member exchange (Culbertson, 2009) and job salience (Carlson et al., 2006) are strongly supported by researchers on the way to promote work-family enrichment at workplace. In

addition to work and non-work related factors, personality related aspects such as femininity (Powell et al., 2009); internal locus of control (Andreassi and Thompson, 2007); openness to experience (Wayne et al., 2004) and positive thinking (Rotondo and Kincaid, 2008) are also found to play a determining role in the process to work-family enrichment. Table 2.3 presents the overview of non-work related antecedents of work-family enrichment and work-related antecedents are presented in Table 2.4.

**Table 2.3 Non-work related antecedents of work-family enrichment**

<b>Antecedents</b>	<b>Nature of relationship</b>	<b>Authors and Year</b>
Family involvement	Negative	(Aryee et al., 2005)
Family salience	Positive	(Carlson et al., 2006)
Family mutuality	Positive	(Carlson et al., 2006)
Friend demands	Positive	(Voydanoff, 2004a)
Home time demands	Positive	(Steenbergen and Ellemers, 2009)
Negative relationship	Negative	(Steenbergen and Ellemers, 2009)
Consequences		
Personal growth	Positive	(Grzywacz and Butler, 2005)
Relationship with family	Positive	Carlson et al., 2006)
Support from spouse	Positive	(Galiand Rich, 2009; Lu et al., 2009)
Support from friends	Positive	(Wadsworth and Owens, 2007; Voydanoff, 2004a)
Support from family and Friends	Positive	(Steenbergen and Ellemers, 2009)

The existing literature on enrichment states that “supervisory support” is the most frequently examined predictor variable in enrichment literature (Baraland Bhargava, 2011). Apart from the support of supervisor, support from various agencies like organisation (McNall, Masuda and Nicklin, 2010) and co-workers (Wadsworth and Owens, 2007), is also found to be a significant predictor of work-family enrichment. Similarly, in the classification of non-work related enrichment predictors, spousal support (Gali and Rich, 2009), support from friends (Voydanoff, 2004a) and support from family (Steenbergen and Ellemers, 2009) have showed a strong positive relation with work-family enrichment.

**Table 2.4 Work related antecedents of work-family enrichment**

<b>Antecedents</b>	<b>Nature of relationship</b>	<b>Authors and Year</b>
Achievement striving	Positive	(Proost et al., 2010)
Autonomy	Positive	(Carlson et al., 2006; Karimi and Nouri, 2009; Siu et al., 2010; Butler et al., 2005)
Burnout	Negative	(Innstrand et al., 2010)
Congruence	Negative Positive	(Chen et al., 2009)
Developmental Experiences	Positive	(Carlson et al., 2006)
Family-friendly coworkers	Positive	(Lu et al., 2009)
Supervisor behaviors	Positive	(Hanson et al., 2006; Lu et al., 2009; Odle-Dusseau et al., 2012; Carlson et al., 2006)
Income adequacy	Positive	(Zimmerman, 2009)
Job characteristics	Positive	( Baral and Bhargava, 2011b; Bhargava and Baral, 2009; Taylor et al., 2009)
Job control	Positive	(Butler et al., 2005)
Job demands	Positive Negative	(Mustapha et al., 2011; Karimi and Nouri, 2009; Butler et al., 2005; Voydanoff, 2004a)
Job involvement	Positive	(Aryee et al., 2005)
Job performance-based self-esteem		(Innstrand et al., 2010)
Job resources	Positive	(Hakanen et al., 2011)
Job role quality	Positive	(Brockwood, 2002)
Job salience	Positive	(Carlson et al., 2006)
Leader-member exchange	Positive	(Culbertson, 2009)
Organisational citizenship Behavior	Positive	(Kwan and Mao, 2011)
Organisational support	Positive	(Wadsworth and Owens, 2007; McNall and Masuda, 2011)
Positive affective responses to work	Positive	(Yanchus et al., 2010)
Relationship management	Positive	(Seery et al., 2008)
Relationship with Supervisor	Positive	(Carlson et al., 2006)
Schedule flexibility	Positive	(McNall and Masuda, 2011; Carlson et al., 2006)
Segmentation of work domain from family domain	Positive	(Powell and Greenhaus, 2010)
Skill development	Positive	(Kwan et al., 2010)

Skill level	Positive	(Butler et al., 2005; Grzywacz and Butler, 2005)
Social skills	Positive	(Grzywacz and Butler, 2005)
Substantive complexity	Positive	(Grzywacz and Butler, 2005)
Support from coworker	Positive	(Wadsworth and Owens, 2007)
Support from supervisor	Positive	(Baral and Bhargava, 2011b; Bhargava and Baral, 2009; Taylor et al., 2009; Gali and Rich, 2009; Wadsworth and Owens, 2007; Steenbergen and Ellemers, 2009)
Team resources	Positive	(Hunter et al., 2010)
Surface acting	Negative	(Seery et al., 2008)
Work engagement	Positive	(Siu et al., 2010)
Work pride	Positive	(Voydanoff, 2004a)
Work life balance policies	Positive	(Baral and Bhargava, 2011b)
Work-family culture	Positive	(Baral and Bhargava, 2011b)
Work social support	Positive	(Karatepe and Bekteshi, 2008)
Work-family climate	Positive	(Taylor et al., 2009)

The family supportive variables like work-family climate (Taylor et al., 2009), work life balance policies (Baral and Bhargava, 2011a) and work-family culture (Bhargava and Baral, 2009) also reported to have a positive relationship with work-family enrichment. The findings of these past studies provide strength to the notion that support at workplace is beneficial to employees. Of all the personality related factors, extraversion and core self-evaluations were indicated as the mostly examined predictors of work-family enrichment (see Table 2.5).

Additionally, work-family enrichment also acts as a significant predictor of mental (Gareis et al., 2009; Grzywacz, 2000; Hanson et al., 2006); physical (Grzywacz and Marks, 2000) and overall health (Stoddard and Madsen, 2007). Further studies have also justified that work-family enrichment shares a negative relationship with depression (Steenbergen et al., 2007; Hammer et al., 2005); stress (Hill, 2005); psychological distress (Haar and Bardoel, 2008; Kinnunen and Feldt, 2006) and even the depression from employee's spouse (Hammer et al., 2005).



**Table 2.5 Personal characteristics related antecedents of work-family enrichment**

<b>Antecedents</b>	<b>Nature of relationship</b>	<b>Authors and Year</b>
Advice seeking	Positive	(Rotondo and Kincaid, 2008)
Core self-evaluations	Positive	(McNall and Masuda, 2011; Westring and Ryan, 2010)
Extraversion	Positive	(Rotondo and Kincaid, 2008; Grzywacz and Butler, 2005)
Femininity	Positive	(Powell et al., 2009)
Internal locus of control	Positive	(Andreassi and Thompson, 2007)
Neuroticism	Negative	(Wayne et al., 2004)
Openness to experience	Positive	(Wayne et al., 2004)
Positive Affect	Positive	(Michel and Clark, 2009)
Positive thinking	Positive	(Rotondo and Kincaid, 2008)

### **2.2.3 Work-family enrichment studies in Indian context**

In spite of its established importance for organisations and employees, work-family enrichment continues to be an understudied construct in Indian settings. There are very few studies which attempted to examine work-family enrichment empirically in Indian settings (Table.2.6). For instance, Baral and Bhargava (2009) conducted a study to examine the antecedents and consequences of work-family enrichment. The findings suggested job characteristics and social support work as a predictor of work-family enrichment, while work-family enrichment work as a strong predictor of job satisfaction, organisational commitment and organisational citizenship behavior. The findings of a cross-sectional study by Baral and Bhargava (2011) asserted that gender works as a moderator between work-family balance policies and work-family enrichment.

Importantly, two more studies could be traced in the literature where work-family enrichment was assessed among middle level employees in service as well as manufacturing sector (Baral and Bhargava, 2010; Mishra et al., 2015). For instance, Baral and Bhargava (2010) on a sample of 216 managerial employees examined the impact of job characteristics, job satisfaction, organisational citizenship behavior, supervisor support with work-family enrichment. The findings reported that work-family enrichment has a positive relation with job characteristics, organisational citizenship behavior, supervisory support and organisational culture. Mishra et al. (2014) conducted a qualitative study among 24 middle management employees for exploring the antecedents and consequences of work-family enrichment.

**Table 2.6 Some of the critical work-family enrichment focused studies conducted in Indian context**

<b>Author &amp; Year</b>	<b>Objective</b>	<b>Studied variables</b>	<b>Data collection &amp; analyses</b>	<b>Sample Size</b>	<b>Sample population</b>	<b>Findings</b>	<b>Journal</b>
(Baral and Bhargava, 2010)	The study examines the role of work-family enrichment as a mediator between organisational interventions for work life balance ( <i>JC, WLBPs, WLC and SS</i> ) and job outcomes ( <i>JS, OC and OCB</i> ).	<i>JC, WLBPs, WLC, SS, JS, OC and OCB</i>	Questionnaire, <i>t</i> -test, ANOVA, Post hoc test, Multiple regression	(N=216) M=79.4% F=20.6%	Managerial employees from four manufacturing and IT sector.	Positive relationship- JC and JS, OC and OCB. SS and WFC are also related to JS and OC positively whereas no significant relationship was noticed between WLBPs and job outcome. JC and SS showed positively related with work-family enrichment. Work-family enrichment worked as a mediator between JC, all job outcomes and also between SS and AC.	Journal of Managerial Psychology
(Bhargava and Baral, 2009)	The study measures <i>CSE, FS, JC</i> and <i>SS</i> as predictor of work-family enrichment. Further it examines the relationships of work-family enrichment with <i>FS, JS, AC</i> and <i>OCB</i>	<i>CSE, FS, JC, SS, FS, JS, OC and OCB</i>	Questionnaire, <i>t</i> -test, ANOVA, Multiple regression	(N= 245) M=71% F=29%	Employees from manufacturing and IT domains.	Antecedents- JC and SS predicted work-family enrichment. CSE, FS and SS predicted FWE. Outcomes-Work-family enrichment predicted JS, OC and OCB.	Psychological Studies
(Baral and Bhargava, 2011b)	The paper examined <i>CSEs, FS, CoWS, SS, JC, WLBPs and WFC</i> as the predictors of work-family enrichment. Further the moderating effect of <i>CSEs</i> was also measured.	<i>CSE, FS, CowS, SS, JC, WLBPs, WLC</i>	Questionnaire, <i>t</i> -test, ANOVA, Multiple hierarchical regression	(N=485) M=68%, F=32%	Employees from manufacturing, telecommunications and IT sectors.	Antecedents- SS, JC, WLBPs and WFC predicted work-family enrichment. CSEs, FS and JC predicted FWE. The moderating effect of CSE was significant between SS and work-family enrichment.	Journal of Indian Business Research

(R Baral and Bhargava, 2011)	This study focused on measuring the effect of FS, CoWS, SS, WLBP, and JC on work-family enrichment through gender.	<i>FS, CowS, SS, JC, WLBP, WLC and Gen.</i>	Questionnaire, <i>t</i> -test, ANOVA, Moderated regression analysis	(N=485) M=68%, F=32%	Managers from manufacturing, telecommunications and IT sector.	Gender moderated the relationship between WLBP and work-family enrichment i.e. more for women. While JC and work-family enrichment relationship was stronger for men than women. FS, CoWS, SS, WLBP, JC, WFC predicted work-family enrichment while FS and JC reported strong relationship with FWE.	Gender in Management
(Mishra et al., 2014)	The study aimed at understanding work-to-family enrichment in totality. For e.g. antecedents, moderators, and consequences of work-family enrichment. Followed by studying the strategies adopted by employees to enhance work-family enrichment experiences.	<i>WFC, CRs, FRS, EBA, OBC, PC, QT</i>	Personal interview, <i>Open coding, Axial coding, and Selective coding</i>	(N=24) M=65%, F=35%	Middle management employees from IT consulting and FMCG firms.	The findings are Antecedents- perceived work-family culture, community resources, Family role salience. Positive outcomes- Employer brand attraction, OCB, Psychological capital. Negative relation with intention to quit.	South Asian Journal of Global Business Research

**Note-** CSE= Core Self-evaluations, FS=Family Support, JC=Job Characteristics, SS=Supervisory Support, JS=Job Satisfaction, OC=Organisational Commitment, OCB= Organisational Citizenship Behavior, WLBP=Work life benefits and policies, WLC=Work-family culture, CoWS=Co-worker support, Gen=Gender, CRs= Community

Their reports have advocated that perceived work-family culture, community resources and family role salience work as the antecedents of work-family enrichment, whereas organisational culture, psychological capital, employer brand attraction as the outcome of work-family enrichment.

### **2.3 Quality of work life**

Work plays a crucial role in an individual's life. As a provider of sufficient monetary gains, work also helps in nurturing the confidence and a sense of identity (Gallie, 2002). People work not just to earn a living, but to enhance their intellectual capabilities, social skills and also to have a purpose for life. In the technologically advanced 21<sup>st</sup> century, work is not confined within the physical boundaries of workplace, but reaching to the dining tables of employees through electronic media. The work related issues keep the minds occupied, while performing family domain roles. The project deadlines determine one's schedule for the day, the availability of vacations gives an incentive to plan a trip or get-together with family and friends. Work as an enabler of financial capacity, plays a vital role in selecting consumer products too. Even in some cases, work affects the personal decisions like time of getting married, place of getting settled and also planning a family. Putting it in simple words, for the majority of population, work or absence of work speaks about the quality of that association which connects one with the outside world.

With a revolution to humanise the work conditions, improvement in work conditions gained attention of researchers in the mid of 20<sup>th</sup> century. Prior to this, the Taylorian scientific performance rules dehumanised the work conditions. This created an urgency to amend or end such practices for the wellbeing of workers. It is generally agreed that employee wellbeing is represented by the quality of work life construct (Sirgy et al., 2001; Kahn, 1981; Champoux, 1981). Quality of work life depicts a positive relation with employee related outcomes as well as organisational outcomes.

Though there is no formal definition which defines quality of work life (see Table 2.2), yet all proposed definitions agree to the notion that quality of work life is a multidimensional construct, which is not synonymous to job satisfaction but an antecedent of job satisfaction (Kahn, 1981; Hackman and Suttle, 1977; Nadler and Lawler, 1983; Quinn and Staines, 1979; Quinn and Staines, 1984; Champoux, 1981; Staines, 1980; Davis, 1977; Near et al., 1980). Quality of work life concept is distinct from satisfaction constructs (for e.g., life satisfaction, job satisfaction, family satisfaction). Maintaining the uniqueness of the concept, quality of

work life is defined as “employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace (Sirgy et al., 2001).” In other words, quality of work life is described as the degree to which employee is able to satisfy his needs (first and high-order) by workplace experiences. According to the need based measure of quality of work life (Sirgy et al., 2001), the needs have been divided into seven categories (for e.g., (1) Health & safety needs; (2) Economic & family needs; (3) Social needs; (4) Esteem needs; (5) Actualization needs; (6) Knowledge needs and (7) Aesthetics needs) which are already introduced in chapter 1, section 1.4.3.1).

### 2.3.1 The antecedents and consequences of quality of work life

Quality of work life is studied across nations in different cultural settings with distinct constructs and definitions. Though there is absence of uniformity in defining the concept and also the use of instruments for measuring it, yet the nature of outcome associated with quality of work life of employees is similar across cultures. Researchers agree to the notion that quality of work life is a positive construct which is useful for organisation as well as employees’ well-being. To support this, it can be substantiated with examples of previous studies that are conducted in different cultural settings with distinct samples as given in Table 2.7. The studies show similar nature of outcomes for organisations as well as employees, for e.g., decrease in turnover intention and absenteeism as a result of quality of work life (Tabassum et al., 2012 for Bangladesh and Havlovik J., 1991 for USA); increase in job satisfaction (Looij and Benders, 1995 in Netherlands), (Yoon and Suh, 2003 in Korea), (Griffith, 2001; Lee et al., 2015 for USA), (Tabassum et al., 2012 for Bangladesh). The quality of work life also increases the job performance and effectiveness of the employees (Hoque and Rahman, 1999; Greenhaus et al., 1987; Janes and Wisnom, 2011; Singh and Srivastav, 2012). Further, quality of work life’s positive relationship with job satisfaction and negative relationship with absenteeism confirms the relevance of quality of work life for both employers as well as employees.

**Table 2.7 The findings of quality of work life related studies across cultures**

Author and Year	Country	Sample	Findings
(Havlovik 1991)	United States	Manufacturing plant workers	A longitudinal study was conducted on 129 workers of a manufacturing plant in US to measure the impact of quality of work life on workers. The findings revealed that quality of work life has a negative relation with

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absenteeism rate, accidents, grievances and the turnover intentions.

(Janes and Wisnom, 2011)	United States	Tourism employees	In order to measure the quality of work life in tourism industry, a study was conducted on 159 tourism sector employees. Findings indicated that quality of work life has a positive relationship with productivity and effectiveness of employees.
(Kanagalakshmi and Deve, 2003)	India	Textile manufacturing workers	Data were collected from 210 workers employed in textile manufacturing firm to examine the relationship of quality of work life with work related factors and demographic factors. The level of quality of work life varied according to the demographic variables such as public and private sector.
(Looij and Benders, 1995)	Netherlands	Health care operating room assistants	The impact of wages and quality of work life was measured on retention. For this, 99 Dutch health care employees (mostly operating room assistants) responded to the survey. The results directed that the employee's intention to resign cannot be curbed just by increasing the wages. Satisfaction with job along with other aspects of workplace such as labor relations showcases a negative relationship with retention of employees.
(Yoon and Suh, 2003)	Korea	Contract employees working for travel agencies	201 contract employees participated in a study to measure the impact of satisfaction with job with other organisational outcomes such as organisational citizenship behavior and trust. Job satisfaction is reported to have a positive relationship with trust and extra-role behavior such as organisation citizenship behavior.
(Griffith, 2001)	United States	School staff	In order to examine the impact of employees' satisfaction (e.g., school staff) on quality of service (e.g., school administrators, students, and parents) data were collected from 1,567 school staff. From the findings it was concluded that higher the level of employee's satisfaction better is the quality of his service. Also better customer quality leads to increase in customer satisfaction.
(Singhai and Garg, 2014)	India	Qualitative study	A qualitative study was conducted to determine internal factors within the organisation that lead to quality of work life and also the factors that are determined by quality of work life. The findings suggested that factors like improved

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			working conditions and improved organisational environment significantly influence quality of work life. Further quality of work life leads to enhanced productivity.
(Tabassum et al., 2011b)	Bangladesh	Male and female employees, private commercial banks	To examine the differences in the level of quality of work life, data were collected from 192 male and female employees working in a private commercial bank. The findings indicated that female employees reported lower degree of quality of work life as compared to their male counterparts.
(Kanten and Sadullah, 2012)	Turkey	Marble firm blue and white collar employees, Turkey	Drawing the sample from 180 employees of a Turkish Marble firm, the researchers attempted to examine the levels of quality of work life in blue and white collar employees and its relationship with work engagement. The findings reported difference in the levels of quality of work life on blue and white color employees. Additionally, quality of work life significantly predicted work engagement of employees.
(Mirkamali and Thani, 2011)	Iran	Faculty members from University of Tehran and Sharif university of technology, Iran	A study in Iran attempted to examine the level of quality of work life with 150 faculty members of two universities (University of Tehran and Sharif university of technology). The findings showed that both University of Tehran and Sharif University of Technology reported lower level of quality of work life for their faculty members.
(Lee et al., 2015)	United States	Hospitality Frontline employees, US	Examining the responses from 178 frontline employees in US, the researchers investigated the impact of quality of work life on job satisfaction. The findings indicated that quality of work life has a positive relationship with job satisfaction of frontline employees.
(Lee et al., 2007)	United States	Marketing professionals	Analyzing the 230 responses from marketing managers, the findings revealed that organisational commitment, job satisfaction and spirit de corps significantly predict positive relationship with quality of work life.
(Hoque and Rahman, 1999)	Bangladesh	Public and private sector employees	In order to examine quality of work life and its relationship with demographic variables, data were collected from 50 private and 50 public sector employees textile mill. Findings supported higher level of quality of work life in private sector. Quality of work life further

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indicated significant negative relationship with accidents and absenteeism. While job performance was shown to be positively related with quality of work life, it did not vary on the basis of demography.

(Elias and Saha, 2005)	Bangladesh	Polluted and non-polluted Tobacco industry employees	The impact of environmental pollution was measured on quality of work life of employees. The researchers collected data from 540 employees, out of which 340 were from polluted and 200 were from non-polluted industries. The outcome indicated noteworthy distinction between the qualities of working life of both groups. Ageing workers were found to have experienced significantly better quality of work life than those of younger generation. Female employees were reported to have lower quality of work life than that of their male partners.
(Greenhaus et al., 1987)	United States	Manufacturing plant workers	Drawing the sample from 336 accountants in US, the authors examined the relationship between job performance of employees with their individual and family well-being for e.g., quality of life, marital adjustment and work-family conflict. The study indicated that quality of life depicted a positive relationship with job performance while work-family conflict negatively affected job performance.
(Tabassum et al., 2012)	Bangladesh	full-time faculty members	The impact of quality of work life was measured based on job satisfaction and turnover intention. Data were collected from 72 full-time faculty members (private universities) who participated in the study. The constitutionalism, social relevance of work life, adequate and fair compensation predicted the working quality of faculties. Further quality of work life showed a significantly positive relationship with job satisfaction and negative relationship with turnover intentions.

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## 2.4 Flexibility

According to Hill et al. (2008), flexibility is defined “as the degree to which workers are able to make choices to arrange core aspects of their professional lives, particularly regarding where, when, and for how long work is performed.” The construct of workplace flexibility can be broadly classified into two parts: (a) Temporal flexibility; (b) Operational flexibility. In other words, flexibility can be reached to organisational employees via temporal and operational



modes, offered by employers. The studies by (Galinsky and Sakai (2008)) asserted that temporal flexibility is the most common type of flexibility available to employees. The above statement was supported by the observations made by Anon (2008). From study the researcher reiterated that 59% of human resource professionals have confirmed that they are offered the flextime option by their respective organisations. This trend is prevalent globally with India keeping pace with growing advancements in corporate cultures and speedy adaptation of global trends in local economy. Further, it is important to know that there is a considerable difference between availability of flexible work options and using them. The previous literature on flexibility limits the scope of research by focusing merely upon the presence of schedule flexibility or flexible work arrangements in relation to work-family related constructs (Carlson, Grzywacz and Kacmar, 2010; McNall et al., 2009). Earlier studies failed to consider whether these flexibility options were actually availed by employees or not. This resulted in a failure to differentiate between the effects of mere availability and actual usage of flexibility options in organisations on work-family enrichment (McNall et al., 2009; Pedersen and Jeppesen, 2012; Carlson, Grzywacz and Kacmar, 2010; Michel and Michel, 2012). Hence, the present study focuses on temporal flexibility as an indispensable part of workplace flexibility.

Operational flexibility also constitutes a significant part of overall workplace flexibility. Literature mentions that operational flexibility plays a significant role in determining the performance of employees' well-being and performance at workplace across cultures (Doef and Maes, 1999; Häusser et al., 2010). Despite its established importance for employees and employer, not many studies have attempted to examine its relationship with work-family enrichment.

A number of empirical studies have established the links between flexibility and beneficial outcomes for employers and employees, such as positive workplace relations (Budhwar, 2007); organisational commitment and self-reported productivity (Eaton, 2003); Job satisfaction and turnover intentions (McNall et al., 2009); work life balance (Hill et al., 2001); and employee performance and work-family conflict (Hill et al., 2010). Studies have also connected flexibility with absenteeism among employees and work hours (Hill et al., 2010). In addition, investigation has also been commenced to identify the impact of flexibility in different cultural settings (Hill and Yang, 2004; Budhwar, 2007). Though there are studies where flexibility dimensions have been empirically investigated in relation to positive work-family interdependencies, only a few studies have linked it to work-family enrichment (McNall et al., 2009; Carlson, Grzywacz and Kacmar, 2010).

There are many organisations which offer flexibility to their employees, in fact most of the best organisations to work for in the world includes flexibility in work options as a common practice as given in Table 2.8.

**Table 2.8 Flexible workforce in the best organisations to work for**

<b>Organisation</b>	<b>The percentage of telecommuters</b>
Deloitte	90% of the employees in Deloitte are telecommuters.
Cisco Systems	Cisco’s 85% of the employees avail telecommunication.
Juniper Networks	75% of the employees in Jupiter Networks avail flexibility at workplace.
Accenture	67% of employees in Accenture use flexibility in work options.
Recreational Equipment (REI)	53% of REI employees use flexible work practices.
eBay	50% of eBay’s employees use flexibility in workplace.
S.C. Johnson and Sons	39% of the S.C. Johnson and Sons’ employees are telecommuters
Southern Ohio Medical Center	37% of the employees use flexibility at workplace.
Booz Allen Hamilton	In Booz Allen Hamilton’s 36% of employees are telecommuters.
American Fidelity Assurance	34% of executives in American Fidelity Assurance avail flexibility at work place.

### 2.4.1 Temporal flexibility

In literature, flexible work arrangements have been classified into many categories by various researchers. The most common forms of flexible arrangements are flexi-time and flexi-place. Flexi-time refers to flexibility in the timings of work, while flexi-place involves flexibility in the location where work is performed. The academic research validates that both types of flexibility options have positive outcomes for employees and organisations (Hill et al., 2001). Research has also been undertaken to validate the link between flexibility and stress, improve health and money saving. Halpern (2005) questioned the positive relationship between stress reduction and improvement in health. As the result of his research, Halpern (2005) asserted that flexibility in schedule related positively to reduction in stress, improvement in health and saving of money. In another study, Hill et al. (2004) examined the impact of flexi-time on women’s response to family needs. Hill and colleagues found that flexibility at workplace helps women becoming a better mother.

Research studies have found that when flexibility in schedule or temporal flexibility is availed by an employee, he is more likely to devote greater time in his family domain (Winnett

et al., 1982). As a result of greater time in family domain, the chances of interaction with other family members climbs up (Silver, 1993), and it also increases the participation of employee in home domain work (Bohen and Viveros-Long, 1981). In addition, Stavrou (2005) reported that flexibility in schedule and place or telecommuting, reduces the frequency of absenteeism among employees. In another research work, McDonald and Guthrie (2005) reported that schedule flexibility helps the employee in taking care of family responsibilities well.

#### **2.4.2 Operational flexibility**

In the words of Bailyn (1997), operational flexibility is described as “the control over the conditions of work, hence promoting flexible work processes.” It entitles the employee with autonomy to decide how the work is to be done without interference or restrictions. The nature of the construct entitles it to be used as a synonym for job autonomy, in the present study.

Like temporal flexibility, operational flexibility has also been found as a strong predictor of positive employee and organisation related outcomes such as decrease in turnover intentions (Ahuja et al., 2007); enhance in work-family balance (Clark, 2001); and reduction in work-family conflict (Ahuja et al., 2007). Chiang et al., (2010) examined the impact of job control and work-family on job stress in hospitality industry. The researchers asserted that job control and work-family policies have a strong association with reduction in stress. A number of review studies indicated that control over work conditions has a connection with positive psychological wellbeing (Doef and Maes, 1999; Häusser et al., 2010).

It is found in earlier studies that employees are able to perform effectively in their family domain, when given operational flexibility. The enhanced productivity and satisfaction could be the result of increased autonomy in work-processes (Bailyn, 1993). Several researchers established that employees with choices over work tend to have better balance between work and family domains (Burke, 1988; Loscocco, 1997; Repetti, 1987; Voydanoff and Donnelly, 1988). Moreover, job autonomy when linked with intrinsic motivation, confirms its presence as of prime importance in job to motivate the employee (Hackman and Oldham, 1980; Broeck et al., 2008). Some researchers found job satisfaction and mental health to be strongly connected to operational flexibility. For instance, Jang et al. (2011) found that control in job promotes satisfaction in job and offers positive mental health to employees. The research study by Proost et al. (2010) also indicated that control in job leads to achievement striving. The achievement striving need can be termed as a higher order need. The achievement striving satisfaction would be a feather in the cap of employee.

### **2.4.3 The outcomes of flexibility**

Organisations and governments, both are coming forward to support employee focused flexibility for the welfare of employees for many reasons. Literature gap indicated that flexibility at work place can result in many positive outcomes for the growth of business and employees, such as reduction in employee stress, absenteeism and turnover (Fletcher and Rapoport, 1996; Allen and Meyer, 1997); growth in productivity and organisational commitment, which often leads to cordial relationship between employer and employees (Eaton, 2003; Woodland and Simmonds, 2003).

Focusing on the relationship between flexibility and satisfaction, results of the First and Second Flexible Working Employee Survey in UK (Grainger and Holt, 2005) have indicated that awareness regarding the right to request flexibility varies with 69% in Scotland (highest) and 65% in England (lowest). The Third Work-Life Balance Survey has reported that flexibility at workplace depicts a significant positive relationship in employee satisfaction (Hooker et al., 2007). The findings of the fourth Work-Life Balance Survey (Tipping et al., 2012) in Britain have reported that amongst all the flexible work options, flextime, telecommuting and part-time working are the most frequently used flexible work options by the employees. Additionally, the reports have also indicated that workers do have a positive perspective towards flexible working patters.

Studying the link of flexibility with work-family conflict, it has also been detected that since the right to request flexibility has been legislated, the work-family conflict has reduced among employees (Hooker et al., 2007; Palmer et al., 2004; Grainger and Holt, 2005). Under the provision of right to request, the employee is entitled to seek flexibility from his employer. Flexibility has a link with work-family balance also. The meta-analysis on work-family conflict reports that though flexibility leads to many positive outcomes for employees, work-life balance is the most commonly observed result triggered by flexibility at workplace (Gajendran and Harrison, 2007; Byron, 2005). Studies also indicate that the employers who offer family-friendly practices such as flexibility, are more likely to retain employees in comparison to those employers who do not offer flexibility to their employees (Grover and Crooker, 1995; Thompson et al., 1997). The findings of various studies positive consequences of flexibility at workplace are presented in Table 2.9.

**Table 2.9 Outcomes of flexibility**

<b>Author and Year</b>	<b>Country</b>	<b>Findings</b>
(Giannikis and Mihail, 2011)	<b>Greece</b>	Demographic characteristics like gender, sector (public and private) play a significant role in formulation of attitudes towards flexible work options. Specifically, females in comparison to males, public sector employees against private sector and those who have used flexible work options are more likely to see more advantages and fewer expenses in utilization of work flexibility. The willingness to have work life balance showcases a strong positive relation with participation in flexible work practices.
(Idris, 2014)	<b>Malaysia</b>	The impact of five types of flexi options (e.g., flexi-time, job sharing, flex leave, flex career and flex place) on retention was measured in Malaysia using qualitative approach. Findings support circumstantial factors such as culture of the organisation, the macro-environment, and human resource management systems which positively impact the effectiveness of flexible working practice in employee retention.
(Hayman, 2010)	<b>Australia</b>	The flexible work practices have positive relationships with job satisfaction and work life balance. Flexibility in schedules decreases the effect of job stress. It is reported that Flexi time users have better work life balance than flexi place employees.
(Forris, 2015)	<b>USA</b>	Collecting data using face to face interview method indicate that flexible work arrangements positively influence, increase employee's hours of work and loyalty to the organisation. Out of various flexible settings, telecommuting is indicated to be the most influential option. Flexibility shows a significant positive relationship with employee satisfaction hence, it helps attracting and retaining highly-skilled workers.
(Skinner and Pocock, 2011)	<b>Australia</b>	The impact of flexibility was measured on work-family interference considering the gender issues. Female employees are reported to seek flexible work options

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		more frequently as compared to their male counterparts. The number of kids and also the age of kids played a significant role in determining the frequency to use flexibility for females while Child rearing had no effect to men's rate of request for flexibility.
(Bohen and Viveros-Long, 1981)	<b>USA</b>	Flexibility in schedule has a positive relationship with time devoted to housework. It implies that utilizing flexibility at workplace, an employee is more likely to meet home domain commitments well.
(Stavrou, 2005)	<b>Austria, Belgium, Denmark, Finland, France, Germany, Greece, Holland, Ireland, Italy, Portugal, Spain, Sweden, U.K.</b>	Non-Standard Work Patterns decrease turnover rate of employees. Work from home or anywhere apart from office reduce absenteeism and improves performance. Swedish employees are reported to have higher performance as a result of use of Non-Standard Work Hours.
(Allard et al., 2007)	<b>Sweden</b>	Managers who are also fathers with access to flex leave indicated satisfaction with job flexibility and are reported to have lesser level of work-family conflict.
(McDonald and Guthrie, 2005)	<b>Australia</b>	The findings direct that as a result of flexibility at work place, employed mothers are more likely to spend greater number of hours with children and family and take care of home responsibilities well.
(Hill et al., 2003)	<b>USA</b>	Telecommuting enables employees to spend more number of hours in housework.
(Silver, 1993)	<b>USA</b>	As a result of telecommuting, employees spend more time at home which further leads to more spousal interaction and interaction with other family members.
(Winett et al., 1982)	<b>USA</b>	Schedule flexibility shares a positive relationship with time spent with family members. Thus, as a result of flexibility in schedule the employee manages work and home domain in such a way resulting into spending greater quality time with family members.

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## **2.5 Expected relationships and hypotheses formulation**

The study of demographics in organisational behavior research has remained extremely questionable and susceptible aspect. The current literature discovered that casually selected control variables in various statistical analyses leads to contamination of experimental relationships among the variables under study (Spector and Brannick, 2011). Further, studies proclaim that in order to avoid any type of ambiguity in results, the inclusion or deletion of any control variable in research should be well planned and also needed to be clarified in relation to all the study variables (Carlson and Wu, 2012). In a study, Andressi et al. (2007) held that most of the studies in management domain fail to provide explanation for using control variables in the study; leading to misinterpretation of results. Hence, it is important to incorporate the significant control variables which are of prime importance in the relation to concerned study context (Spector and Brannick, 2011). Considering the literature, the control variables are: marital status of the respondents, the type of industry (manufacturing or service) they are employed in, the sector (public or private) they work for and to the gender they belong to. In the four nominal demographic variables i.e., sector, industry type and marital status, gender is used as a moderator in the present study, because in India the society is ascribed to low egalitarian values. Additionally, gender is largely believed to play a dominant role in determining the unequal distribution in home domain work. Thus, keeping the extant literature in view, gender is presented as a moderator in the present study. The subsequent sections offer the clarification for the addition of numerous control variables (sector, industry type and marital status) affecting variables under study.

### **2.5.1 Flexibility in select Indian organisations (O1)**

#### **2.5.1.1 Flexibility and demographics**

The research studies precisely focusing on the workplace flexibility indicate that there exist certain variables that might influence the level of workplace flexibility provided to employees. Primarily, the influential variables can be categorised as demographic variables for e.g., type of organisation, the nature of industry and marital status of the employees (Sweet and Pitt-Catsouphes, 2010). Over the years, and more recently, the need for flexibility at workplace has gained more importance. As a result of this, a number of researchers have investigated the importance of flexibility options in different cultural settings (Giannikis and Mihail, 2011; Hayman, 2010; Hill et al., 2010).

Research studies indicated that the workplace varies on the basis of nature of industry. For instance, Sweet and Pitt-Catsouphes (2010) reported that type of industry plays a significant role in determining the nature of family supportive policies such as flexibility at workplace. The type of sector has also been identified as a significant factor in determining the nature of flexibility options (Giannikis and Mihail, 2011). Giannikis and colleagues found that public and private sector employees do not experience similar kind of workplace flexibility options.

Additionally, marital status has also been examined as prospective determinant of workplace flexibility in studies. Given the background of social role theory, it is generally believed that married employees need more flexibility as compared to unmarried ones (DeMartino and Barbato, 2003). Consequently, marital status has been used as a control variable in many work-family related studies (Hill et al., 2001). Given the prevailing state of research studies the present study proposes the following hypotheses:

*Hypothesis 1(a): Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.*

*Hypothesis 1(b): Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.*

*Hypothesis 1(c): Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.*

## **2.5.2 Quality of work life in select Indian organisations (O2)**

### **2.5.2.1 Quality of work life and demographics**

Quality of work life is a widely explored construct. Many researchers have examined quality of work life in relation to demographic variables (Tabassum et al., 2012; Tabassum et al., 2011a). On the way to identify demographic variables, the nature of industry (service/ manufacturing) is reported to play an important role in determining the level of quality of work life among employees. Empirical investigations by Greenhaus et al. (1987) and Lee et al. (2015) established that perceptions of quality of work life among service and manufacturing sector employees are not similar. In another research, Smith and Nock (1980) have reported that the



level of quality of work life is different in public sector organisations in comparison to private sector organisations. Further, researchers like Bunker and Zubek (1992); Moen and Yu (2000); and Hoque and Rahman, (1999) found a link between quality of work life and marital status of employees. On the basis of this, existing literature on quality of work life in relation to demographic characteristics, the following hypotheses have been proposed.

*Hypothesis 2(a): Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.*

*Hypothesis 2(b): Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.*

*Hypothesis 2(c): Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.*

### **2.5.3 Work-family enrichment in select Indian organisations (O3)**

#### **2.5.3.1 Work-family enrichment and demographics**

Work-family enrichment is an understudied concept, yet some studies have been found focusing on the demographics such as type of industry and marital status. The extant literature indicates that work-family related concepts are not widely studied in relation to organisational sector. In a study, Baral and Bhargava (2011) identified the importance of examining the work-family enrichment perceptions across manufacturing and service sector organisations. Further, Wadsworth and Owens (2007) indicated that like manufacturing and service sector, examination of work-family enrichment across public and private sector is also important. There are studies which consider that marital status plays a significant role in work-family outcomes (for e.g., Stack and Eshleman, 1998). The married working couples are found to face pressure situations in managing the work-family life, which leads to work-family conflict (see Duxbury and Higgins, 1991 for Canada; see Aryeel, 1993 for Singapore). Thus, marital status has also been found to be an important variable in present study context. Providing the above state of literature, the current research study proposes the following hypotheses.

*Hypothesis 3(a): Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian*

*organisations will vary depending upon organisational industry (manufacturing and service) they work for.*

*Hypothesis 3(b): Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.*

*Hypothesis 3(c): Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.*

## **2.5.4 The impact of flexibility and quality of work life on work-family enrichment (O4)**

### **2.5.4.1 Flexibility and work-family enrichment**

#### *2.5.4.1.1 Temporal flexibility and work-family enrichment*

Temporal flexibility is described as the ability to exercise discretion in one's work schedule (Clark, 2001) while in schedule flexibility, "employees are allowed to decide the time of day they start and stop their job-related work, usually around a band of core hours where each employee must be present (Baltes et al., 1999)". In this study, temporal flexibility and schedule flexibility have been used synonymously. According to Greenhaus' (2006) work-family enrichment model, multiple role performance generates five types of resources that directly or indirectly improve quality of life in the other domain (work-family enrichment). Further, temporal flexibility at the workplace causes resource generation, which leads to improvement in quality of life in the home domain. Allowing an employee to choose the time and place of work, acts as a boundary spanning resource which provides the employee an opportunity to carry out the responsibilities of the other domain as well (Voydanoff, 2004b), resulting in work-family balance. Thus, we propose the following hypothesis.

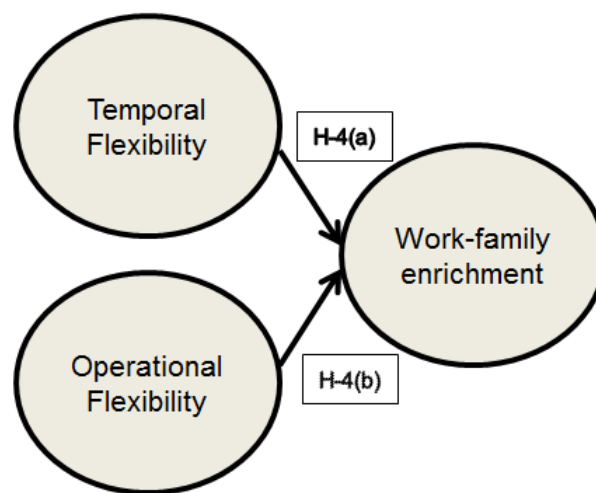
*Hypothesis 4(a): Temporal flexibility positively influences work-family enrichment.*

#### *2.5.4.1.2 Operational flexibility and work-family enrichment*

Operational flexibility is used as a synonym for job autonomy and job control in organisational behavior literature. A sense of control on the job is referred to as flexibility by Greenhaus and Powell (2006). Autonomy on the job and minimisation of managerial interference at the work place was first introduced and advocated by Herzberg (1964) as a measure to motivate

employees. Later, job characteristics theory (Hackman and Oldham, 1980) also stressed upon the relationship between job autonomy and intrinsic motivation. Operational flexibility is an essential human need at the workplace (Deci and Ryan, 1985), and is defined as the ability to do work without unnecessary monitoring or restrictions. Operational flexibility also enhances the flow of work, inculcates a sense of responsibility, develops skills and psychological resources such as organising, forward-planning, decision-making, optimism and personal control, which is carried over to the home domain, enhancing an employee's performance in spousal and parental roles. As represented in Figure 2.2, we thus hypothesise the following.

*Hypothesis 4(b): Operational flexibility positively influences work-family enrichment.*



**Figure 2.2 Hypothesized model 4 (a) and 4 (b)**

### **2.5.4.2 Quality of work life and work-family enrichment**

#### *2.5.4.2.1 Extrinsic motivational factors and work-family enrichment*

Consistent with the bi-directional nature of work-family enrichment model, the resources are generated in both the domains for e.g., work domain and family domain. But unlike other resources (for e.g., knowledge, skills etc.), the generation of salary (as a resource) is limited to work domain. On the basis of existing literature, various quality of work life dimensions such as Health and safety needs, Economy and Family needs and Social needs, are categorised as hygiene factors or dissatisfiers. This infers that the presence of monetary gains and job security does not motivate an employee. However, the absence of adequate wages and job security leads to dissatisfaction among employees (Herzberg, 1964). In some cases, the seasonal nature (Lee and Way, 2010) and low compensation (Maroudas et al., 2008) limits the employment tenure of an employee which often makes him insecure about the job. Research studies also indicate that

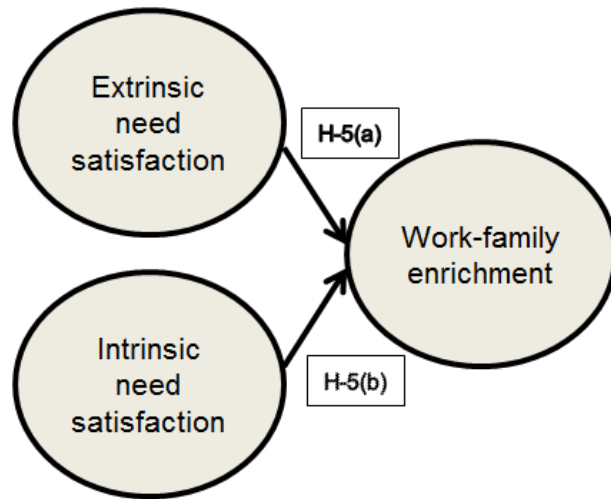
job insecurity has a direct influence on marital and family relationships of the employees (Larson et al., 1994). Given this background, we propose that the presence of adequate wages increases the purchasing power of an employee in family domain, while job security has a positive effect in marital life, enhancing the quality of life in family domain. Thus, we propose the following hypothesis.

*Hypothesis 5(a): Extrinsic need satisfaction is positively related to work-family enrichment.*

#### *2.5.4.2.2 Intrinsic motivational factors and work-family enrichment*

The intrinsic (motivators or job content) factors include personal growth, achievement and recognition. An employee happens to work day and night in the direction to reach the organisational targets, as some of them, especially in service industry have to interact with customers directly. Though work experiences employees try to gratify the need for self-esteem, personal growth and recognition. Needs of the employees can be gratified in many ways such as listening and offering solution to the problems of direct customers can help in development of problem solving skills and coping mechanism in employee. The generation of new skills enhances the self-esteem of the employee (Wells, 1988), the concept of self-esteem is recognised by various terms like self-respect, self-worth, self-acceptance and self-confidence. According to Coopersmith (1967), self-esteem is defined as, “the evaluation which the individual makes and customarily maintains with regard to the self: It expresses an attitude of approval or disapproval, and indicates the extent to which an individual believes the self to be capable, significant, successful and worthy (as given in Tharenou, 1979).” When an employee works as a link between the organisation and customer, he tends to deal with the uncertain issues without letting the customers know about the hurdles and strives to provide the best quality services. The successful handling of the responsibility of prime service provider, key problem solver as the brand ambassador of the organisation, the employee is inclined to develop a sense of positive value towards one self, termed as self-esteem (Torres and Kline, 2006). Thus, the literature contends that the knowledge and skill development in the form of interpersonal skills, problem solving skills, patience, understanding and respect for cultural diversity enhance the quality of family life of employees while self-esteem generate traits such as positivity, confidence, optimistic hope for future and self-efficacy which has the potential to improve the functioning of family domain. Hence, we propose the following hypothesis (see Figure 2.3).

*Hypothesis 5(b): Intrinsic need satisfaction is positively related to work-family enrichment.*



**Figure 2.3 Hypothesized model 5 (a) and 5 (b)**

### **2.5.4.3 Flexibility and quality of work life**

#### *2.5.4.3.1 Temporal flexibility and quality of work life*

Literature indicates that the discretion in choosing time and place to work is an intrinsic motivator (Maroudas et al., 2008). Research studies indicated that schedule flexibility has a significant relation with positive organisational and employee centric outcomes (Budhwar, 2007; Hill et al., 2004). Further, researchers have asserted that freedom of choosing time and place of work, gratifies one's personal and family domain needs such as time with family, household responsibilities and parental and child care facilitation (Clark, 2001; Carlson, Grzywacz and Michele Kacmar, 2010).

Like extrinsic need satisfaction, researchers have also found a positive link between temporal flexibility and intrinsic need satisfaction (Deci and Ryan, 1985). Similarly, the study conducted by Dastmalchian and Blyton (2001) revealed that with the change in time, needs and demands of employees have undergone a pragmatic shift, where workplace flexibility is important for employees for not just meeting family domain expectations, but also gratifying their higher needs such as self-esteem, knowledge and power related needs.

Thus, in the above literature, researchers have linked temporal flexibility with intrinsic and extrinsic need satisfaction of employee. Since both, intrinsic and extrinsic needs work as the part of quality of work life, the following hypothesis has been proposed.

*Hypothesis 6(a): Temporal flexibility is positively related to quality of work life.*

#### 2.5.4.3.2 Operational flexibility and quality of work life

Research studies have reported that discretion in selecting the procedure to complete the work such as picking the method, instrument, course for the completion of the task without the interference of supervisor, builds a sense of self-esteem in the employee (Dipboye, 1977; Harris and Snyder, 1986). Flexibility in operations also generates responsibility and accountability in the challenging work which eventually helps him grow as a leader of the group. Thus, operational flexibility nurtures various personality related improvements among employees.

The satisfaction of knowledge needs through new skills such as problem solving and risk taking provides a positive improvement in employee's development. Additionally, decision making skills and dealing with uncertainty are likely to enhance the level of self-esteem from work experience in employees. On the basis of above literature, operational flexibility can said to be connected to the dimensions of quality of work life (intrinsic and extrinsic need satisfaction) of an employee (Figure 2.4). Therefore, we propose the following hypothesis.

*Hypothesis 6(b): Operational flexibility is positively related to quality of work life.*

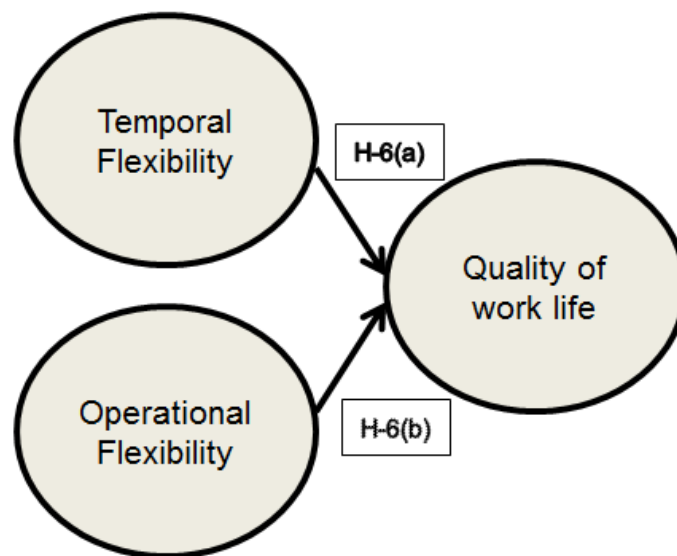


Figure 2.4 Hypothesized model 6 (a) and 6 (b)

#### 2.5.4.4 Gender as a moderator between flexibility and work-family enrichment

According to the social role theory (Eagly, 2013; Eagly and Wood, 1999), women essentially handles responsibilities of the household, while men work as a bread winner for the family. The theory further asserts that these socially expected roles reinforce within males and females,

their identification with their respective roles of being bread-earners and home-makers. Sometimes, this strong male identification with paid work and success in profession works as a barrier to helping with unpaid household work (Russell and Hwang, 2004). It is also observed that women devote more time in household chores as compared to men in India (Rajadhyaksha and Smita, 2004) in addition to different parts of world such as Netherlands (Sieben et al., 2002), Spain (Goñi-Legaz et al., 2010), USA (Bianchi et al., 2000), Finland (Knudsen and Waerness, 2007).

In India, men have lower family identity salience than women which is due to restricted male participation in unpaid domestic work (Rajadhyaksha and Smita, 2004) as a result of conventional societal beliefs regarding the role of genders. Similar findings were found at University of Toronto which revealed that job autonomy provided greater boost to ego among males as compared to females (Brooks, 2013). Further, men displayed a stronger need for power and achievement as compared to women (Sortheix et al., 2013). It is clear that this phenomenon is global and not necessarily confined to any one culture. On the basis of the above discussion, it can be inferred that for a given temporal flexibility, women would devote more time to household work as compared to men. This study attempts to establish whether gender moderates the relationship between flexibility dimensions and work-family enrichment. Further, we assume that both temporal flexibility and operational flexibility at the workplace leads to work-family enrichment, but influence genders differently. Studies show that female socialisation focuses more on caring for others and attaches greater importance to relationships (Hofstede, 1991), while male socialisation was found to be more inclined towards autonomy and independence (Olson and Shultz, 1994).

Hence, the following hypotheses have been proposed:

*Hypothesis 7(a): Gender moderates the relationship between positive temporal flexibility and work-family enrichment such that the relationship is stronger for women than it is for men (Figure 2.5).*

*Hypothesis 7(b): Gender moderates the relationship between positive operational flexibility and work-family enrichment such that the relationship is stronger for men than it is for women (Figure 2.5).*

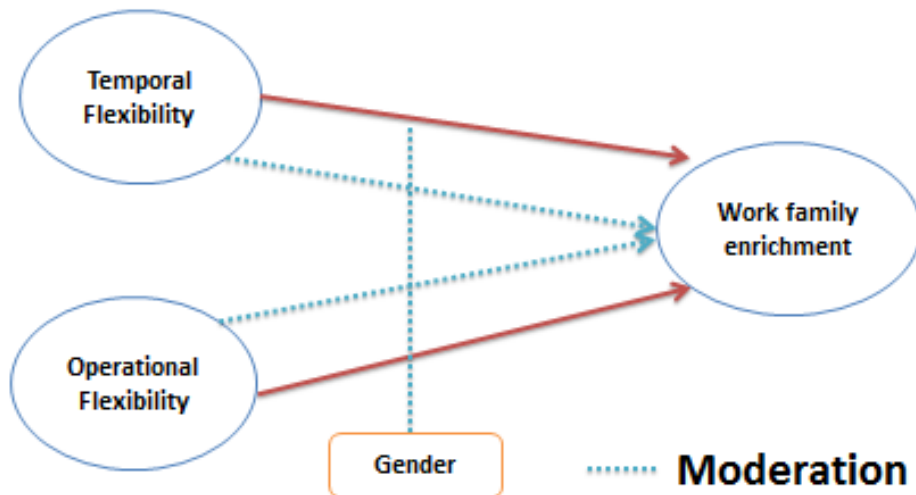


Figure 2.5 Hypothesized model 7 (a) and 7 (b)

#### 2.5.4.5 *Quality of work life as a mediator between flexibility and work-family enrichment*

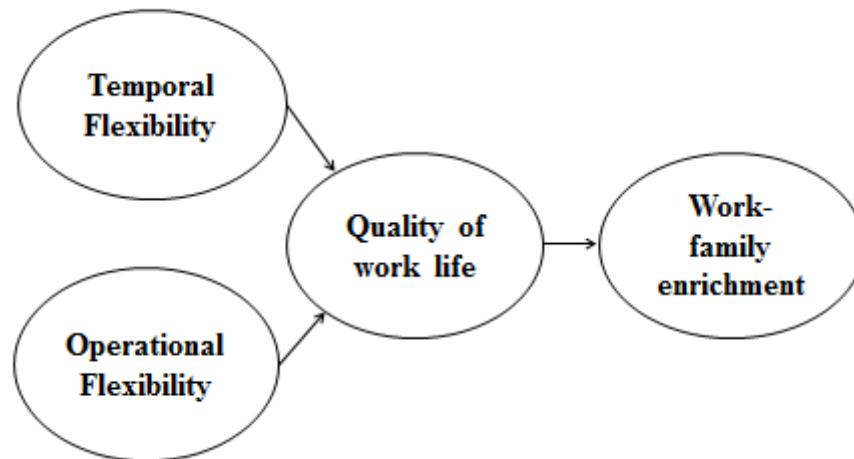
Bearing in mind the nature of outcomes of quality of work life it would be apt to conceptualise quality of work life as a mediator between flexibility at workplace and work-family enrichment. According to work-family enrichment model, multiple role participation generates multiple resources that enhance the quality of life in other domain (Greenhaus and Powell, 2006). The flexible work practices at work-place in the form of temporal flexibility as well as operational flexibility, results into need satisfaction of intrinsic as well as extrinsic. Temporal flexibility entitles an employee to plan the work and family domain in such a way that it enables the employee to cater the family needs (such as increased time for family, household work participation increased interaction with family members (Winett et al., 1982; Bohlen and Viveros-Long, 1981; Silver, 1993; McDonald and Guthrie, 2005) as well as social needs (such as time with friends) without affecting any delay or decrease in productivity in work. Operational flexibility generally termed as autonomy or job control, apart from offering challenges in work provides opportunity to take decisions and learn new things towards the satisfaction of higher order needs. The sense of home domain satisfaction (extrinsic need satisfaction) caused by schedule flexibility leads to work-family enrichment in the form of positive and cordial relationships with the family members. On the other hand, operational flexibility develops various types of skills such as decision making, interpersonal skills along with managerial potential. This enhances the knowledge (intrinsic need satisfaction) of an employee. In line with the work-family enrichment model (Friedman and Greenhaus, 2000;



Carlson and Grzywacz 2010), the knowledge and skill resources improve the quality of life in home domain. Thus, the following hypotheses (Figure 2.6) have been proposed.

*Hypothesis 8(a): Quality of work life mediates the relationship between temporal flexibility and work-family enrichment.*

*Hypothesis 8(b): Quality of work life mediates the relationship between operational flexibility and work-family enrichment.*



**Figure 2.6 Hypothesized model 8(a) and 8(b)**

## **2.6 Chapter summary**

The second chapter gives a comprehensive review of literature on all the three concerned variables work-family enrichment, quality of work life and flexibility in the present study. Starting from the antecedents and outcome of the constructs, the review sheds light on the extant literature in Indian context as well. Apart from the independent and dependent variables, the demographic variables for e.g., marital status, type of industry (manufacturing/service) and type of sector (public/private) are also covered in the chapter. Lastly, the Hypothesis is formulated with the support of current literature.



**RESEARCH METHODOLOGY**

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**3.1 Introduction**

The prior section of the study has systematically presented the grounds of work-family enrichment, which is strengthening the proposition that flexibility and quality of work life are strongly recommended to be examined as the potential predictors of the main construct work-family enrichment. By portraying a well-organised and scientifically driven literature overview, has helped in identifying the control, moderator and mediator variables in the research study. The present chapter presents the objectives of the study and research methodology used in the study. More specifically, it discusses research design, provides description of the sample, explains the procedure of data collection, and describes the instruments for data collection and statistical techniques utilised to test research hypotheses.

**3.2 Description of sample**

The target population for the present research study consists of middle level employees from select Indian organisations. The rationale for selecting middle level employees came from the fact that a middle-level employee, acts as a strategic link between junior level employees and top management functions, as a bottleneck member within the organisation (Floyd and Wooldridge, 1992). The organisations with a turnover of above 100 crore were selected for data collection. With the view to increase the statistical power of the collected data, special attention was given to maintain heterogeneity among the collected samples (Langelaan and Bakker, 2006). Hence, the present study contained sample from selected public and private sector organisations functioning in manufacturing and service industry in India such as telecommunication, power generation, IT & ITES, FMCG and real estate companies (Gupta, et al., 2013). The location of the field study (organisations) was selected from Indian states namely e.g., Uttar Pradesh, Haryana, Uttarakhand, Delhi-NCR. .

In order to collect data, total 559 middle level employees were contacted, out of which 405 participated in the survey yielding 80% response rate. 98 (24.20%) filled responses were received from online respondents, while 307 (75.8%) were obtained by personally visiting to the organisations. Though total 405 filled questionnaires were returned by respondents, only

380 questionnaires were included in the final data analyses. Twenty five filled questionnaires were rejected either due to missing responses or because of the problem of multiple responses. Thus, total 380 responses were usable questionnaires. The survey questionnaire utilised for the purpose of data collection consisted of 35 items. The selected sample size for the study was appropriate as per the recommendation of earlier researchers (Anderson et al., 2010). Anderson and colleagues recommended the criteria of determining the adequate sample size of the study. The researchers asserted that the minimum sample size to be used in research study should be at least 5 to 10 times the number of observations. Thus, with 35 items, the present study is recommended to have 175 to 350 sample size. The present research includes total 380 samples, which is adequate in the present context.

Of the 380 middle level employees, 76.1% (289) were males and 23.9% (91) were females. About 19.5% (74) were employed in public sector and 80.5% (306) were employed in private sector. The majority of the respondents came from service sector 83% (315), while 17% (65) were employed in manufacturing industry. In terms of age, the majority of the respondents belong to the age group 31 to 35; with maximum responses of 37.9% (144). The least responses were 2.9% (11) gathered from employees aged above 46. It can be concluded that in terms of experience, 32.9% (125) of the middle level employees were having 6 to 10 years of work experience.

**Table 3.1 Demographic profile of the respondents**

<b>Demographics</b>	<b>Categories (Coding)</b>	<b>Frequencies</b>	<b>Percentage</b>
<b>Gender</b>	Male (1)	289	76.1%
	Female (2)	91	23.9%
<b>Organisation type</b>	Public (2)	74	19.5%
	Private (1)	306	80.5%
<b>Industry</b>	Service (2)	315	82.9%
	Manufacturing (1)	65	17.1%
<b>Educational Profile</b>	Less than Graduate (1)	-	-
	Graduate (2)	194	51.1%
	Post Graduate (3)	253	66.6%
	Higher than Post Graduate (4)	17	4.5%
	Diploma holders and others (5)	13	3.4%
<b>Age</b>	21-25 (1)	-	-
	26-30 (2)	124	32.6%
	31-35 (3)	144	37.9%
	36-40 (4)	85	22.4%
	41-45 (5)	16	4.2%
	46 and above (6)	11	2.9%

<b>Total work experience (Years)</b>	0-5 (1)	20	5.3%
	06-10 (2)	125	32.9%
	11-15 (3)	117	30.7%
	16-20 (4)	77	20.3%
	21-25 (5)	30	7.9%
	26 and above (6)	11	2.9%

### 3.3 Research design

The present study utilises a conclusive research design (descriptive form). The quantitative study has taken the help of primary as well secondary data (Patwardhan et al., 2010). The extant literature has been reviewed deeply to gain insights on each of the variables under study. Additionally, the first-hand data have been also collected via administration of questionnaires. One of the prime characteristics of such form of research pattern is that it is well planned and structured in data collection and it most likely adheres to quantitative approach (Pride and Ferrell, 2014). The select manufacturing and service sector organisations being operationalised in public as well as private sector has been the field of study for the present research study. With rational consideration over time constraints for data collection, the cross-sectional research design has been regarded as the most suitable alternative to be adopted. The cross-sectional research design entails the measurement of variables at onetime (Malhotra and Dash, 2009). Researchers such as Rindfleisch and Malter (2008) also asserted the supremacy of cross-sectional research design over longitudinal research approach. Further, they advocated that cross-sectional research method is the best approach to be adopted by researchers especially when the target sample is well-educated and the research uses the array of measurement scales. Hence, given the sample characteristics (middle level employees believed to be relatively well-educated), the cross-sectional research design is appropriate from the point of view of present research study. Data collection was done via self-reported measures.

### 3.4 Data collection procedure

Data were collected through utilisation of mixed-mode approach. The mixed mode method is defined as “using one survey instrument with two or more data collection modes (Baum et al., 2012).” This data collection approach includes data collection by using paper and pen along with the use of internet. Thus, in some cases, the researcher collected data by personally visiting the organisations. In addition, respondents were also invited to participate in the survey by sending an online survey link on their official emails. This mixed mode approach enabled the researcher to reach multiple sources in less time (Kertzer and Fricke, 1997). Consequently,

the mixed mode is one of the most cost effective and useful way to generate maximum responses in minimum time frame. In order to increase the reliability of responses and obtain the sensitive information, the researcher resorted to self-reported measures for data collection (Babbie, 2015). Further, with a view to cover data collection from large sample in less time, this study has adopted convenience sampling method. Along with this, convenience sampling helps researcher gather useful data and information that would not have been possible using probability sampling techniques (Tongco, 2007).

### **3.5 Instruments**

#### **3.5.1 Language and coding**

Indian constitution has proclaimed Hindi and English as the official languages of India. Consequently, like Hindi, English is also extensively understood and spoken and no need was felt to translate and back-translate the instrument (Billing et al., 2014). Hence, all the items have been used in their original form in the present research study without any modifications. All the responses were collected using a 5-point Likert scale (1=Strongly Disagree to 5=Strongly Agree).

#### **3.5.2 Work-family enrichment**

Work-Family Enrichment was measured using nine items from work-family enrichment scale (Carlson et al., 2006). The scale contained three items each for *Work-to-family development*, *Work-to-family affect* and *Work-to-family capital*. Work-family capital included psychosocial resources including security, confidence, accomplishment, and fulfillment. Work-family affect comprised of positive mood or attitude, and work-family development represented skills, knowledge, behaviors and perspective, indicating intellectual and personal development. All three dimensions had three items each making it a nine (9) item construct.

#### **3.5.3 Quality of work life**

The quality of work life of the employees were measured using 16 item need based quality of work life scale (Sirgy et al., 2001). The scale had seven dimensions representing first and high order needs namely Health & safety needs, Economy and Family needs, Social needs, Esteem needs, Actualization needs, Knowledge needs and Aesthetic needs. Every dimension was comprised of different number of items. Health & safety needs included three (3) items (e.g., My job provides good health benefits.), Economy and Family needs had three (3) items.

Sample items were “I am satisfied with what I’m getting paid for my work” and “I feel that my job at (name of the organisation) is secure for life.” Social needs were measured using two (2) items (e.g., I have enough time away from work to enjoy). Employees’ Self-esteem need satisfaction was measured using two (2) items for e.g., “I feel appreciated at work (name of the organisation).” Actualization need was measured using two items, sample items include “My involvement in my work I feel that my job allows me to realize my full potential.” Employees’ knowledge need satisfaction was assessed using two (2) items from quality of work life measure (Sirgy et al., 2001). Illustrative items are “I feel that I’m always learning new things that help me in doing my job better” and “This job allows me to sharpen my professional skills.” Aesthetic needs were examined using two (2) items. Sample items included “My job helps me develop my creativity outside of work.”

#### **3.5.4 Flexibility**

Flexibility was measured using temporal and operational flexibility dimensions. Both the dimensions were adopted from work-family culture scale (Clark, 2001). Temporal flexibility, which attempts to measure flexi-time and flexi-place, included five items. The heading of the Sample items were “I am able to arrive and depart from work when I want” and “I am free to work the hours that are best for my schedule.” For examining the operational flexibility five items were used. Sample items were coined under the heading, “Others don’t direct my activities at work.”

The original used questionnaire in the present study is provided at the back of the thesis (Please refer Annexure 1).

### **3.6 Objectives of the study**

The motivation behind this study is to assess the levels of work-family enrichment in employees working in India. Additionally, it focuses on analysing the impact of flexibility dimensions and quality of work life dimensions in predicting work-family enrichment. The study was conducted to achieve following objectives:

1. To study perceptions related to flexibility among middle level employees in select Indian organisations.
2. To study quality of work life related perceptions among middle level employees in select Indian organisations.

3. To study work-family enrichment perceptions among middle level employees in select Indian organisations.
4. To study the flexibility and quality of work life as predictors of work-family enrichment.
5. To open new vistas of research.

### 3.7 Data analyses

The following tables depict the plan of tests to be taken for respective objectives-

#### 3.7.1 Accomplishing hypotheses for objective 1

**Table 3.2 Proposed hypotheses and tests for objective 1**

<b>Purpose</b>	<b>Hypothesis</b>	<b>Test used</b>
To examine the relationship of service and manufacturing industry with flexibility.	<b>Hypothesis 1(a):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for organisations	Independent sample <i>t</i> -test
To examine the relationship of public and private sector with flexibility.	<b>Hypothesis 1(b):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for organisations.	Independent sample <i>t</i> -test
To examine the relationship with marital status on flexibility.	<b>Hypothesis 1(c):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Independent sample <i>t</i> -test



### 3.7.2 Accomplishing hypotheses for objective 2

**Table 3.3 Proposed hypotheses and tests for objective 2**

<b>Purpose</b>	<b>Hypothesis</b>	<b>Test used</b>
To examine the relationship of service and manufacturing industry with quality of work life.	<b>Hypothesis 2(a):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.	Independent sample <i>t</i> - test
To examine the relationship of public and private sector with quality of work life.	<b>Hypothesis 2(b):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.	Independent sample <i>t</i> - test
To examine the relationship of marital status with quality of work life.	<b>Hypothesis 2(c):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Independent sample <i>t</i> -test

### 3.7.3 Accomplishing hypotheses for objective 3

**Table 3.4 Proposed hypotheses and tests for objective 3**

<b>Purpose</b>	<b>Hypothesis</b>	<b>Test used</b>
To examine the relationship of service and manufacturing industry on work-family enrichment.	<b>Hypothesis 3(a):</b> Work-family enrichment dimensions (work-family development, work-family capital and work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.	Independent sample <i>t</i> -test

To examine the relationship of public and private sector on work-family enrichment.	<b>Hypothesis 3(b):</b> Work-family enrichment dimensions (work-family development, work-family capital and work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.	Independent sample <i>t</i> -test
To examine the relationship of marital status on work-family enrichment.	<b>Hypothesis 3(c):</b> Work-family enrichment dimensions (work-family development, work-family capital and work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Independent sample <i>t</i> -test

### 3.7.4 Accomplishing hypotheses for objective 4

**Table 3.5 Proposed hypotheses and tests for objective 4**

Purpose	Hypothesis	Test used
To examine the impact of temporal flexibility on work-family enrichment.	<b>Hypothesis 4(a):</b> Temporal flexibility is positively associated to work-family enrichment.	Multiple Hierarchical Regression Analysis
To examine the role of operational flexibility in predicting work-family enrichment.	<b>Hypothesis 4(b):</b> Operational flexibility is positively associated to work-family enrichment.	
To examine the impact of quality of work life's extrinsic dimensions on work-family enrichment.	<b>Hypothesis 5(a):</b> Extrinsic need satisfaction is positively associated to work-family enrichment.	Multiple Hierarchical Regression Analysis
To examine the impact of Quality of work life's intrinsic dimensions on work-family enrichment.	<b>Hypothesis 5(b):</b> Intrinsic need satisfaction is positively associated to work-family enrichment.	
To examine the impact of temporal flexibility on quality of work life.	<b>Hypothesis 6(a):</b> Temporal flexibility is positively associated to quality of work life.	Multiple Hierarchical Regression Analysis
To examine the impact of operational flexibility on quality of work life.	<b>Hypothesis 6(b):</b> Operational flexibility is positively associated to quality of work life.	

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<p>To examine the moderating role of gender in the relationship between temporal flexibility and work-family enrichment.</p>	<p><b>Hypothesis 7(a):</b> Gender moderates the relationship between temporal flexibility and work-family enrichment.</p>	<p>Moderated Multiple Regression Analysis</p>
<p>To study gender as a moderator of the relationship between operational flexibility and work-family enrichment.</p>	<p><b>Hypothesis 7(b):</b> Gender moderates the relationship between operational flexibility and work-family enrichment.</p>	
<p>To study the mediating role of quality of work life between the relationship of flexibility and work-family enrichment.</p>	<p><b>Hypothesis 8(a):</b> Quality of work life will mediate the relationship between flexibility and work-family enrichment.</p>	<p>Path analysis by using SPSS macro named PROCESS</p>
	<p><b>Hypothesis 8(b):</b> Quality operational flexibility work life mediates the relationship between operational flexibility and work-family enrichment.</p>	

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### 3.8 Chapter summary

Chapter three includes the plan of study. Starting from the objectives of the study, the chapter comprehensively presents the design of the research. It also includes the description of methods for data collection, target population and their characteristics, instruments etc. Here, all the proposed hypotheses are presented in tabular form respectively portraying the required tests used for testing the hypotheses.



#### 4.1 Introduction

The work presented in the research has aimed at examining the influence of flexibility and quality of work life on work-family enrichment in Indian settings. The examination of all the constructs under study, i.e. flexibility, quality of work life and work-family enrichment, have been completed by using various statistical techniques such as correlational analysis, conditional process analysis (PROCESS) using regression based approach, multiple hierarchical regressions and *t*-test. This chapter presents the details of the entire processes of the statistical analyses undertaken to achieve the objectives of the study. With the systematic presentation of results, this chapter sheds light on the key findings of the research work. This part of the research study begins with a brief introduction to preliminary screening of data for study. In addition, the common method bias (CMB), normality check and validation of instruments are also assessed using different statistical tools. This is followed by the descriptive statistics and results of the hypothesised relationships by using *t*-test, multiple regression, moderation analysis and conditional process analysis (PROCESS).

#### 4.2 Data screening and normality tests

The collected data were subjected to normality tests, in order to monitor multiple responses and missing values issue. Total 405 middle level employees have participated in the present research study. In the phase of data screening, 25 filled responses were removed either because of missing responses or multiple responses. Thus, only 380 responses met the criteria of being included in the final data analyses.

Before proceeding towards hypotheses testing with 380 samples applying various statistical tools, the data have undergone a normality check process by using Explore option in the SPSS software. This process has resulted in generation of various plots confirming the normal distribution among the sample population.

As indicated in Table 4.1, the obtained coefficients for normality (i.e., skewness and kurtosis) have indicated that quality of work life and work-family enrichment are negatively skewed, whereas flexibility is positively skewed. Despite of the indicated skewness, the

reported coefficients have been reported within one standard deviation of the mean, which approved that data is normally distributed (George and Mallery, 2001; Tanlamai, et al., 2013). Additionally, Shapiro-Wilk test has also confirmed the normality of the data (Shapiro and Wilk, 1965). According to this test, if the significance (*p*) values are reported below 0.05, it means that the data has failed to fulfill the precondition of normal data and significantly deviate from a normal distribution (Shapiro and Wilk, 1965). As reported in Table 4.1, the obtained significance (*p*) values for each variable under study have been above (0.05) significance level, indicating the data set to be normal.

**Table 4.1 Normality statistics and Shapiro-Wilk’s level of significance**

Variable N=380	Skewness		Kurtosis		Shapiro-Wilk
	Statistic	Std. Error	Statistic	Std. Error	<i>p</i> Value (Sig.)
<b>Work-family enrichment</b>	-.316	.125	.481	.250	.065
<b>Quality of work life</b>	-.314	.125	.242	.250	.086
<b>Flexibility</b>	111	.125	.377	.250	.078

**Source:** Primary data

**Note:** N = Number of participants, Std. Error= Standard error

In order to test multicollinearity among the obtained sample, variance inflation factor value is calculated. The Variance inflation factors (VIF) values are found to be unique for each of the variables under study, such as 1.010 for work-family enrichment, 1.322 for quality of work life and 1.002 for flexibility (See Table 4.2), which are below 10. These results indicate that multicollinearity is not a problem in research study data (Kutner and Neter, 2004). Reliability for each variable is also found to be above .7 (Table 4.2).

**Table 4.2 The VIF (Variance Inflation Factor) values of the constructs**

Variable	Variance inflation factor (VIF)
<b>Work-family enrichment</b>	1.010
<b>Quality of work life</b>	1.322
<b>Flexibility</b>	1.002

**Source:** Primary data

### **4.3 Assessment of common method bias (CMB)**

Since the data were collected from single source, self-reported measures were the threat of common method bias in the collected data, which needed to be examined statistically. Therefore, on the recommendation of study by Podsakoff et al., (2003), the common method bias is tested using Harman's one factor analysis. The test is conducted using SPSS. Harman's one factor test allows all the items under study to be loaded on a single factor, in principal component analysis (PCA) and also fixes the number of the factors to be extracted as one. The unrotated factor solution accounted for 21.556% of the variance. The variance of the single unrotated factor solution has been set to be 50 or less than 50% to confirm the absence of common method bias in the data (Podsakoff, 2012). The 21.556% of the variance confirms that the common method variance is not a problem for the study.

### **4.4 Validity and reliability of the study variables**

#### **4.4.1 Work-family enrichment**

In order to test the factorial validity of the 9-items work-family enrichment construct, a series of confirmatory factor analysis (CFA) is run using SPSS AMOS 20 (Anderson et al., 2010). The maximum likelihood estimation method is selected along with the covariance matrix of the variables. The obtained structure in pattern matrix is further tested in AMOS software with standardised and unstandardised loadings. The important model fit indices, which are crucial in determining the strength of factor structure, are also examined.

Before discussing the results of factor structures, it is important to know that generally with the non-significant ( $\chi^2$ ), the model is more likely to be regarded as acceptable. The non-significant chi-square value indicates the similarity in observed and predicted (predicted by model) covariance matrix. On the other hand, it has also been observed that the increase in sample size often leads to dismissal of hypothesised model. Consequently, the recommendation has been made to consider ratio of  $\chi^2$  to degree of freedom ( $\chi^2/df$ ) in the place of only  $\chi^2$ , especially in the case of large sample size (Hooper, Coughlan, and Mullen, 2008). The  $\chi^2/df$  value below 3 is considered appropriate and indicates the acceptable fit between hypothesised and sample data (Carmines and Mclver, 1981). In some circumstances, it has been found that sometimes researchers do not consider the  $\chi^2$  index specially in the case when the sample size excels 200 and also when there are the other model fit indices such as Tucker Lewis index (TLI), comparative fit index (CFI), Normed fit index (NFI) and root mean square error of

approximation (RMSEA). It is important to note here that CFI, IFI and TLI values having a cutoff score of above 0.90 and RMSEA below .06 are acceptable for good model fit (Hu and Bentler, 1999).

Total three model structures are tested and compared using SPSS AMOS software. The first model is a three-factor model, which included three factors based on theory work-family affect, work-family development and work-family capital (Carlson et al., 2006). The results indicated in Table 4.3 reported that Model 1 (three factor model) confirmed a good fit to the observed covariance matrix  $\chi^2$  ( $df=24$ ,  $N=380$ ) 35.358,  $\chi^2/df=1.473$ ,  $NFI=.980$ ,  $TLI=.990$ ,  $CFI=.993$  and  $RMSEA=.035$ . Model 2 as a two-factor structure, combined work-family development with work-family affect and reported  $\chi^2$  ( $df=27$ ,  $N=380$ ) 722.214,  $\chi^2/df=26.749$ ,  $NFI=.595$ ,  $TLI=.469$ ,  $CFI=.602$ ,  $RMSEA=.261$ , while Model 3 with single factor structure showcased  $\chi^2$  ( $df=26$ ,  $N=380$ ) 420.493,  $\chi^2/df=16.169$ ,  $NFI=.764$ ,  $TLI=.687$ ,  $CFI=.774$ ,  $RMSEA=.200$ .

As a result of confirmatory factor analysis, theoretically reinforced three-factor model indicated the best acceptable fit indices along with  $RMSEA=.035$  and is retained in the study (Hu and Bentler, 1999).

In order to investigate the convergent validity in the sample, various scores such as mean, standard deviation, average variance extracted (AVE), maximum shared variance (MSV), factor loadings, average shared variance (ASV) and composite reliability (CR) are calculated (see Table 4.4). The findings indicate that the nine-items of work-family enrichment construct are significantly loaded on their respective dimensions. The internal composite reliability also ranged from .78 to .88, which is good sign of reliability. The AVE for work-family capital was 0.554, 0.712 for work-family affect with 0.729 for work-family development. The CR values of the work-family enrichment dimensions are 0.889, 0.881 and 0.788 respectively, while AVE values are 0.729, 0.712 and 0.554 for work-family development, affect and capital dimensions. The CR values greater than AVE are the indicator of convergent validity of the construct. Additionally the guidelines recommend that when average variance extracted (AVE) is greater than the composite reliability the convergent validity is established (Anderson et al., 2010).



**Table 4.3 Results of confirmatory factor analysis for work-family enrichment**

<b>Model</b>	$\chi^2$	<i>df</i>	$\chi^2/df$	<b>NFI</b>	<b>TLI</b>	<b>CFI</b>	<b>RMSEA</b>
<b>Three Factors model*</b>	35.358	24	1.473	.980	.990	.993	.035
<b>Two Factors model*</b>	722.214	27	26.749	.595	.469	.602	.261
<b>One Factor model</b>	420.393	26	16.169	.764	.687	.774	.200

**Note:** Three Factors model\* Work-family affect, Work-family capital and Work-family development, Two Factors model\* Work-family development and Work-family affect combined, Work-family capital

NFI- Normed fit index; TLI- Tucker Lewis index; CFI- Comparative fit index and RMSEA- Root mean square error of approximation.

Hair et al. (2013) recommended that if composite reliability (CR) of the construct is greater than its average variance extracted (AVE) and if AVE is greater than 0.05, the convergent validity is established. Table 4.4 indicates that all the items loaded significantly on their respective dimensions. The internal consistency reliability coefficient cronbach's alpha ( $\alpha$ ) ranged from 0.788 for work-family capital and 0.889 for work-family development. The acceptable average variance extracted scores also indicate the reliability of the construct (i.e., .554 for work-family capital, .729 for work-family development and .712 for work-family affect). As composite reliability is reported to be greater than the average variance extracted scores for all the factors (Table 4.4), the convergent validity is established.

Additionally, in order to examine the distinctiveness among the factors, the discriminant validity was also examined. Hair et al. (2013) defined discriminant validity "as extent to which a construct is truly distinct from other constructs." For establishing discriminant validity among the constructs under study, the obtained values of maximum shared variance (MSV) and average shared variance (ASV) were compared with the average variance extracted (AVE). Hair et al. (2013) recommended a precondition for confirming the discriminant validity among the constructs. Hair and his colleagues asserted that when the values of MSV and ASV are lower than the values of AVE, discriminant validity existed. Table 4.4 indicates that the work-family enrichment constructs are highly reliable and valid along with acceptable convergent and discriminant validity criteria.

**Table 4.4 Results of confirmatory factor analysis and overall reliability and validity for work-family enrichment scale (Carlson et al., 2006)**

	Items	Mean	S.D.	Factor Loadings	t-values	CR	AVE	MSV	ASV
<b>Work-family development</b>	My involvement in my work helps me to understand different viewpoints and this helps me be a better family member.	3.876	.7429	.892	13.345***	0.889	0.729	0.366	0.091
	My involvement in my work helps me to gain knowledge and this helps me be a better family member.	3.876	.7570	.919	23.302***				
	My involvement in my work helps me acquire skills and this helps me be a better family member.	3.763	.7768	.739	17.377***				
<b>Work-family affect</b>	My involvement in my work puts me in a good mood and this helps me be a better family member.	3.971	.7349	.853	18.112***	0.881	0.712	0.366	0.108
	My involvement in my work makes me feel happy and this helps me be a better family member.	4.045	.7196	.866	19.700***				
	My involvement in my work makes me cheerful and this helps me be a better family member.	4.055	.7225	.812	18.333***				
<b>Work-family capital</b>	My involvement in my work helps me feel personally fulfilled and this helps me be a better family member.	2.674	.9794	.762	17.232***	0.788	0.554	0.183	0.068
	My involvement in my work provides me with a sense of accomplishment and this helps me be a better family member.	3.263	.9605	.772	12.268***				
	My involvement in my work provides me with a sense of success and this helps me be a better family member.	2.566	1.0136	.697	11.707***				

**Note:** CR -Construct or Composite Reliability; AVE- Average Variance Extracted; MSV - Maximum Shared Variance; ASV - Average Shared Variance

\*\*\*significant at the 0.001 significance

#### 4.4.2 Flexibility

Flexibility is measured using two dimensions, temporal and operational flexibility from Clark's (2001a) work culture scale. It is important to recognize in the present context that the temporal flexibility construct, in contrast of what the name indicated, is a combination of flexibility in time/schedule and flexi-place. The second construct, operational flexibility comprised of the ability to control the work conditions without the interference of the supervisor (Bailyn, 1997). Each dimension in the scale consisted of 5 items each.

For confirming the best factor structure of the construct in Indian settings, the model fit indices of both the structures were compared. All the reported model fit indices of one-factor model and two-factor model are given in Table 4.5. The two-factor model (temporal flexibility and operational flexibility) of the instrument is found to be superiorly fit with a chi-square of 52.524,  $df=31$ , CMIF/DF ( $\chi^2/df$ )=1.694,  $p<.001$ , TLI=.990, CFI=.993, NFI=.983 and RMSEA=0.43, in comparison of the single factor model, where all the items were loaded on a single dimension, showing chi-square of 1661.483,  $df=35$ , CMIF/DF ( $\chi^2/df$ )=47.471<.001, TLI=.322, CFI=.472, NFI=.469 and RMSEA=0.349. The obtained model fit indices supported the two-factor model (theoretically supported) which is also valid in Indian settings.

**Table 4.5 Results of confirmatory factor analysis for flexibility**

Model	$\chi^2$	$df$	$\chi^2/df$	NFI*	TLI	CFI	RMSEA
<b>Two Factor Model</b>	52.524	31	1.694	.983	.990	.993	.043
<b>One factor Model</b>	1661.483	35	47.471	.469	.322	.472	.349

**Note:** NFI- Normed fit index; TLI- Tucker Lewis index; CFI- Comparative fit index and RMSEA- Root mean square error of approximation.

Next, convergent validity is established with  $CR=0.92>AVE=0.69$  and  $AVE=0.69>.05$  for temporal flexibility and  $CR=0.93$ ,  $AVE=0.74$  and  $AVE=0.74>.05$  for operational flexibility as given in Table 4.6 (Hair et al., 2013). Additionally, the values of  $MSV=0.02$  and  $ASV=0.02$ , which are smaller than the values of AVE confirmed discriminant validity in the constructs (Table 4.6).

**Table 4.6 Results of confirmatory factor analysis and overall reliability and validity for flexibility scale (Clark, 2001)**

<b>Construct</b>	<b>Items</b>	<b>Mean</b>	<b>S.D.</b>	<b>Factor Loadings</b>	<b>t-values</b>	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>ASV</b>
<b>Temporal flexibility</b>	I am able to arrive and depart from work when I want.	3.542	.9020	.797		0.92	0.69	0.02	0.02
	I am free to work the hours that are best for my schedule.	3.718	.8328	.844	20.505***				
	There is flexibility in my schedule.	3.371	.9481	.902	20.434***				
	It is O.K. with my employer if I work at home.	3.645	.8519	.881	19.809***				
	I would easily take a day off or work, if I wanted to.	3.718	.8547	.865	19.321***				
<b>Operational flexibility</b>	Others don't direct my activities at work.	2.416	.9476	.743		0.93	0.74	0.02	0.02
	I can choose what I do at work.	2.374	.9920	.763	18.935***				
	I am in charge of my activities at work.	2.218	.8360	.831	15.867***				
	I determine where I place my time and energies at work.	2.255	.9135	.886	17.052***				
	I have a say in what goes on at work.	2.263	.8682	.910	17.881***				

**Note:** CR -Construct or Composite Reliability; AVE- Average Variance Extracted; MSV - Maximum Shared Variance; ASV - Average Shared Variance  
Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.001$ .

### 4.4.3 Quality of work life

The quality of work life of employees is examined using need based quality of work life scale (Sirgy et al., 2001). Despite being developed and validated in western settings by Sirgy and his colleagues, the instrument gained popularity among employee wellbeing researchers and began to be validated in cross-cultural settings (for e.g., see Afsar and Burcu, 2014 in Turkish context). In another case, Lee et al., (2007) also investigated the psychometric properties of the quality of work life instrument using sample of marketing employees and advocated the use of the scale in marketing domain. Considering the differences in social values and cultural norms, the scale was validated in Indian settings (Chauhan, 2005).

In order to examine the psychometric properties of quality of work life scale in Indian context, the factorial validity of the scales was established using confirmatory factor analysis (CFA) and maximum likelihood estimation methods. For the purpose of establishing factorial validity of the construct, three models (seven-factors, one-factor and two-factor) were tested. Unfortunately, the obtained solution was not found to be in line with the proposed seven factor structure. The reason for obtaining a reduced number of factors (two-factor model) could be the higher correlation between the factors (Shimazu et al., 2008). Instead of obtaining a seven factor structure, the two-factor model indicated the best fit in Indian settings (Table 4.7).

**Table 4.7 Results of confirmatory factor analysis for flexibility**

Model	$\chi^2$	<i>df</i>	$\chi^2/df$	NFI	TLI	CFI	RMSEA
<b>Seven Factor Model</b>	920.901	73	12.615	.783	.746	.796	.175
<b>One Factor Model</b>	424.918	56	7.588	.900	.856	.911	.132
<b>Two Factor Model</b>	70.748	61	1.160	.983	.997	.998	.021

**Note-** NFI- Normed fit index; TLI- Tucker Lewis index; CFI- Comparative fit index and RMSEA- Root mean square error of approximation.

The factor solution provided the two factor structure for seven latent variables i.e., (1) Health & safety needs; (2) Economic & family needs; (3) Social needs; (4) Esteem needs; (5) Actualization needs; (6) Knowledge needs and (7) Aesthetics needs. The newly obtained two factors were named as intrinsic (Esteem needs; Actualization needs; Knowledge needs and Aesthetics needs) and extrinsic (Health & safety needs; Economic & family needs; Social needs), reporting eight items each.

**Table 4.8 Results of confirmatory factor analysis and overall reliability and validity for quality of work life (Sirgy et al., 2001)**

<b>Construct</b>	<b>Items</b>	<b>Mean</b>	<b>S.D.</b>	<b>Factor Loadings</b>	<b>t-values</b>	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>ASV</b>
<b>Extrinsic Need</b>	I feel physically safe at work.	3.46	.928	.763	17.112***	0.937	0.682	0.308	0.194
	My job provides good health benefits.	3.49	.932	.859	20.244***				
	I do my best to stay healthy and fit.	3.54	.911	.849	20.055***				
	I am satisfied with what I'm getting paid for my work.	3.72	.832	.866	20.510***				
	I feel that my job at (name of the organisation) is secure for life.	3.37	.954	.797	24.851***				
	My job does well for my family.	3.64	.856	.815	18.837***				
	I have good friends at work.	3.72	.861	.827	15.543***				
I have enough time away from work to enjoy.	3.65	.837	.808	19.510***					
<b>Intrinsic Need</b>	I feel appreciated at work at (name of the organisation).	4.03	.709	.848	22.134***	0.941	0.697	0.353	0.201
	People at (name of the organisation) and/or within my profession respect me as a professional and an expert in my field of work.	3.98	.702	.915	26.943***				
	My involvement in my work I feel that my job allows me to realize my full potential.	3.99	.710	.868	34.635***				
	I feel that I am realizing my potential as an expert in my line of work.	3.98	.691	.897	12.133***				
	I feel that I'm always learning new things that help do my job better.	4.04	.705	.856	23.003***				
	This job allows me to sharpen my professional skills.	4.07	.699	.741	18.068***				
	There is a lot of creativity involved in my job	3.87	.876	.809	33.535***				

**Note:** CR - Construct or Composite Reliability; AVE - Average Variance Extracted; MSV - Maximum Shared Variance; ASV - Average Shared Variance  
Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.001$ .

As a result of CFA, the two-factor model (intrinsic and extrinsic) demonstrates a superior fit to the observed covariance matrix,  $\chi^2(df=61, N=380)=70.748$ ;  $\chi^2/df=1.160$ ; Tucker Lewis index=.997; normed fit index=.983; comparative fit index=.998; root mean square error of approximation=.021 with standardised factor loadings (0.63–0.94,  $p<0.001$ ), as compared to the seven-factor and one-factor alternative models (as indicated in Table 4.7). Hence, the two-factor structure is retained in the study.

The factor loadings of the instrument ranged from .763 to .866, for extrinsic need satisfaction and .741 to .915 for intrinsic need satisfaction. As given in Table 4.8, with the reported composite reliability to be greater than the average variance extracted scores for both the factors, the convergent validity is established. All the important values regarding the reliability of the two-factor model are displayed in the Table 4.8.

Hair and his colleagues asserted that when the values of MSV and ASV are lower than the values of AVE, discriminant validity exists.

The Table 4.8 indicated  $AVE=.682 > MSV=.308$ ;  $AVE=.682 > ASV.194$  for extrinsic need satisfaction and  $AVE=0.697 > MSV=0.353$ ;  $AVE=.697 > ASV=0.201$ . Hence, the discriminant validity is established (Anderson et al., 2010).

#### **4.5 Descriptive statistics: independent and dependent variables**

This section gives information regarding the results of descriptive statistics (mean and standard deviation) of flexibility and its subscales, quality of work life and its subscales and work-family enrichment along with its subscales. Table 4.9 also presents the correlations between the independent and dependent variables under study. The study comprises of total three variables namely, flexibility, quality of work life and work-family enrichment and their respective dimensions. As given in Table 4.9, temporal flexibility reported higher mean value ( $M=3.59$ ,  $SD=.768$ ) as compared to operational flexibility ( $M=2.30$ ,  $SD=.810$ ). Correlations between quality of work life dimensions are found to be positive in nature with significant value .750 ( $p<0.01$ ). Additionally, work-family enrichment dimensions, work-family capital and work-family affect, report strong relationships .671 ( $p<0.01$ ). Further, the independent variables of the research study, quality of work life and flexibility indicates significant but lower level of correlation .375 ( $p<0.01$ ). Furthermore, work-family enrichment and quality of work life indicates higher degree of correlations with .583 ( $p<0.01$ ).

**Table 4.9 Mean, SD and intercorrelations between the independent dimensions of variables under study**

Variable	Mean	SD	Temporal flexibility	Operational flexibility	Extrinsic need satisfaction	Intrinsic need satisfaction	Work-family development	Work-family affect	Work-family capital
<b>Temporal Flexibility</b>	3.5989	.76865	<b>(.92)</b>						
<b>Operational flexibility</b>	2.3053	.81092	.164**	<b>(.93)</b>					
<b>Extrinsic need satisfaction</b>	4.0199	.60461	.386**	.174**	<b>(.93)</b>				
<b>Intrinsic need satisfaction</b>	3.7490	.59531	.307**	.150**	.750**	<b>(.94)</b>			
<b>Work-family development</b>	3.8386	.68251	.312**	.207**	.365**	.406**	<b>(.88)</b>		
<b>Work-family Affect</b>	4.0237	.65044	.408**	.214**	.710**	.364**	.630**	<b>(.88)</b>	
<b>Work-family capital</b>	2.8342	.82347	.185**	.347**	.190**	.129*	.171**	.671**	<b>(.78)</b>

**Note:** N=380, SD- Standard Deviation, the reliability coefficients ( $\alpha$ ) are displayed in parentheses and appears in bold on the diagonal of correlation matrix, Significance at \*p<0.05, \*\*p<0.01 and \*\*\*p<0.001.



The results are given in Table 4.9. Cronbach's alpha values ( $\alpha$ ) for all the dimensions of flexibility, quality of work life and work-family enrichment falls between the adequate limits ( $>0.7$ ) ranging from  $\alpha=.78$  to  $.94$  (Nunnally, 1978). Intrinsic and extrinsic need satisfaction reports highest Cronbach's alpha value  $.94$  and  $.93$  respectively. Similar to these values, temporal and operational flexibility also reported good Cronbach's alpha coefficients ( $\alpha$ ). Temporal flexibility indicating  $\alpha=.92$  and operational flexibility  $\alpha=.93$ , confirmed reliability of the instruments. Additionally, work-family affect and development reported  $\alpha=.88$ , along with work-family capital  $\alpha=.78$ .

**Table 4.10 Mean, SD and intercorrelations between the variables under study**

Variables	Mean	SD	Flexibility	Quality of work life	Work-family enrichment
Flexibility	2.9521	.60278			
Quality of work life	3.8844	.52811	.375**		
Work-family enrichment	3.5653	.52953	.493**	.583**	

Note: N=380, \*\* $p < .01$

## 4.6 Investigation related to Research Objectives (RO)

This section includes testing of hypotheses, which are developed to achieve the objectives of the study. The hypotheses are subdivided into categories (i.e., a, b, c etc.). As per the four research objectives, the respective hypotheses are developed accordingly. Each of the hypotheses is examined using the most appropriate statistical technique, which is finalised considering the nature of the research problem. The interpretations have been elaborated to address various research objectives.

### 4.6.1 Testing hypotheses developed to address RO1

RO1: To study perceptions on flexibility in select Indian organisations.

**Hypothesis 1(a):** Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.

**Hypothesis 1(b):** Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.

**Hypothesis 1(c):** Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.

#### 4.6.1.1 Hypothesis 1(a)

T-test has been utilised to test hypothesis 1(a) which asserted that middle level employee's perception of flexibility dimensions (operational and temporal flexibility) will vary according to the industry  $\{t(378) -7.441, p .000, (p>0.001)\}$  be it manufacturing or service they worked for. The results reported in Table 4.11 below confirms that there is significant difference between manufacturing and service industry for middle level employees regarding their perception of flexibility dimensions. Along with this, the mean scores of the flexibility dimensions for service sector based employees (M=3.0536, SD=.54187), are higher than the obtained values of the manufacturing employees (M=2.4912, SD=.65557). This means that middle level employees' perception with respect to flexibility dimensions would change depending upon their working industry. Thus, the hypothesis 1(a) has been accepted.

**Table 4.11 Independent sample t-test (IV- Industry (manufacturing and service), DV- flexibility)**

Industry	N	M	SD	SE	t-value	DF	p-Value
Manufacturing	68	2.4912	.65557	.07950	-7.441	378	.000
Service	312	3.0526	.54187	.03068			

**Note:** N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.1.2 Hypothesis 1(b)

In order to examine hypothesis 1(b) which proposed that middle level employees from public sector and private sector would perceive flexibility differently, t-test is used. The results of t-test have been displayed in Table 4.12 below. The findings reveal that the mean score of the private sector employees (M=3.0480 SD=.55711) is higher than public sector organisation employees (M=2.5554, SD=.62574). Significant difference is observed between the flexibility score of middle level employees from private and public organisations  $\{t(378) 6.660, p .000, (p>0.001)\}$ . Thus, hypothesis 1(b) of the study has been accepted.

**Table 4.12 Independent sample *t*-test (IV- Sector (public and private), DV- flexibility)**

Sector	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Private	306	3.0480	.55711	.03185	6.660	378	.000
Public	74	2.5554	.62574	.07274			

Note: N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.1.3 Hypothesis 1(c)

Hypothesis 1(c) proposed that married and unmarried employees perceive flexibility differently. The mean score of the flexibility among married employees is found to be 2.90 (SD=.592), while unmarried employees managers reported M=3.02 (SD=.613). The results of independent sample *t*-test indicated the absence of empirical evidences supporting that significant difference existed between married and unmarried middle level employees' perception of flexibility at workplace  $\{t(378) -1.870, p .062, (p.ns)\}$ . The results are presented in Table 4.13 below. Hence, Hypothesis 1(c) is not supported in the study.

**Table 4.13 Independent sample *t*-test (IV- Marital Status (married and unmarried), DV- flexibility)**

Marital Status	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Married	224	2.9040	.59205	.03956	-1.870	378	.062
Single	156	3.0212	.61319	.04909			

Note: N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.2 Testing hypotheses developed to address RO2

RO2: To study the perceptions of quality of work life in select Indian organisations.

**Hypothesis 2(a):** *Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.*

**Hypothesis 2(b):** *Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.*

**Hypothesis 2(c):** *Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.*

#### 4.6.2.1 Hypothesis 2 (a)

In order to test hypothesis 2(a) which proposed that middle level employees' perception of quality of work life (extrinsic need satisfaction and intrinsic need satiation) would vary according to the industry (manufacturing and service) they work for, independent sample *t*-test has been used. The findings are displayed in Table 4.14. The mean score of middle level employees' perceptions of quality of work life in manufacturing organisations is (M=3.396, SD=.548) and (M=3.475, SD=.547) for service industry organisations. As shown in Table 4.14 below, results have pointed out the non-significant *t*-test results which signified that middle level employees of service and manufacturing industries perceive quality of work life in analogous way {*t* (378) -1.055, *p* .292, (*p*.*ns*)}. Hence, the hypothesis 2(a) is not supported in the study.

**Table 4.14 Independent sample *t*-test (IV- Industry (manufacturing and service), DV- quality of work life)**

Industry	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Manufacturing	64	3.3962	.54886	.06861	-1.055	378	.292
Service	316	3.4754	.54724	.03078			

**Note:** IV-Independent variable, DV- Dependent variable, N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.2.2 Hypothesis 2(b)

Further, independent sample *t*-test is utilised to test hypothesis 2(b) which asserted that middle level employees' perceptions of quality of work life dimensions (extrinsic need satisfaction and intrinsic need satisfaction) would vary according to the industry (manufacturing and service) they belong. The results of independent sample *t*-test for quality of work life dimensions with respect to middle level employees' industry type has been displayed in Table 4.15 below. With the help of independent sample *t*- test, the mean scores are obtained of quality of work life for employees of both types of organisations for e.g., (M=3.458, SD=.508) for public sector and (M=3.462, SD=.557) for private sector employees. But, no significant difference is observed in the quality of work life perceptions among middle level employees from private and public

organisations  $\{t(378) .062, p .951, (p.ns)\}$ . Hence, hypothesis 2(b) is not accepted. All the values are reported in Table 4.15 below.

**Table 4.15 Independent sample *t*-test (IV- Sector (public and private), DV- quality of work life)**

Sector	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Private	306	3.4629	.55742	.03187	.062	378	.951
Public	74	3.4585	.50852	.05911			

**Note:** N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.2.3 Hypothesis 2(c)

In order to test hypothesis 2(c) which proposed that married and unmarried middle level employees perceive quality of work life differently, independent sample *t*-test is applied. The results are presented in Table 4.10. The mean quality of work life score for married middle level employees is (M=3.442, SD=.543) and (M=3.490, SD=.555) for unmarried employees (see Table 4.16). Additionally, the *t*-value score confirms the non-existence of significant difference in quality of work life mean scores for both married and unmarried employees  $\{t(378) -.842, p .400, (p.ns)\}$ . Hence, Hypothesis 2(c) is rejected.

**Table 4.16 Independent sample *t*-test (IV- marital status (married and unmarried), DV- quality of work life)**

Marital status	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Married	224	3.4423	.54215	.03622	-.842	378	.400
Unmarried	156	3.4904	.55584	.04450			

**Note:** N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.3 Testing hypotheses developed to address RO3

RO3: To study the work-family enrichment in select Indian organisations.

**Hypothesis 3(a):** *Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.*

**Hypothesis 3(b):** *Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.*

**Hypothesis 3(c):** *Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.*

#### 4.6.3.1 Hypothesis 3(a)

To test the hypothesis 3(a) which asserted that middle level employees' perception of work-family enrichment vary according to the industry (manufacturing and service) they worked for, independent sample *t*-test is utilised. The mean work-family enrichment score for service industry middle level employees is (M=3.568, SD=.542) and (M=3.552, SD=.462) for manufacturing employees. The findings indicate that no significant difference exists between the mean work-family enrichment scores of the middle level employees from manufacturing and service organisations {*t* (378) -.219, *p* .827, (*p*.*ns*)}. Hence, hypothesis 3(a) of the study is rejected. The results are presented in Table 4.17.

**Table 4.17 Independent sample *t*-test (IV- Industry (manufacturing and service), DV- flexibility)**

Industry	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Manufacturing	64	3.5521	.46258	.05782	-.219	378	.827
Service	316	3.5680	.54271	.03053			

**Note:** N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.3.2 Hypothesis 3(b)

Hypothesis 3(b) proposed that middle level employees from public and private sector organisations perceive work-family enrichment in a different manner. The result of independent sample *t*-test is observed to be (M=3.556, SD=.542) for private and (M=3.60, SD=.471) for public sector middle level employees. As shown in Table 4.18, the insignificant results of *t*-test {*t* (378) -.648, *p* .517, (*p*.*ns*)} confirmed that hypothesis 3(b) is not supported.

**Table 4.18 Independent sample *t*-test (IV- Sector (public and private), DV- work-family enrichment)**

Sector	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Private	306	3.5566	.54295	.03104	-.648	378	.517
Public	74	3.6012	.47166	.05483			

Note: N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.3.3 Hypothesis 3(c)

To test the hypothesis 3(c) which asserted that middle level employees' perception of work-family enrichment would vary according to their marital status. The independent sample *t*-test results displayed in Table 4.19 indicate no significant difference {*t* (378) -.758, *p* .449, (*p*.*ns*)} among married and unmarried middle level employees regarding their perception of work-family enrichment dimensions. The results thus do not support hypothesis 3(c). Thus, hypothesis 3(c) is rejected.

**Table 4.19 Independent sample *t*-test (IV- Marital status (married and unmarried), DV-work-family enrichment)**

Marital status	N	M	SD	SE	<i>t</i> -value	DF	<i>p</i> -Value
Married	224	3.5481	.53963	.03606	-.758	378	.449
Unmarried	156	3.5900	.51539	.04126			

Note: N-Number of samples, M-Mean, SE-Standard error, SD-Standard deviation

#### 4.6.4 Testing hypotheses developed to address RO4

RO4: To study the flexibility and quality of work life as predictors of work-family enrichment.

*Hypothesis 4(a): Temporal flexibility is positively associated to work-family enrichment.*

*Hypothesis 4(b): Operational flexibility is positively associated to work-family enrichment.*

*Hypothesis 5(a): Extrinsic need satisfaction is positively associated to work-family enrichment.*

*Hypothesis 5(b): Intrinsic Need Satisfaction is positively associated to work-family enrichment.*

*Hypothesis 6(a): Temporal flexibility is positively associated to quality of work life.*

*Hypothesis 6(b): Operational flexibility is positively associated to quality of work life.*

**Hypothesis 7(a):** Gender moderates the relationship between temporal flexibility and work-family enrichment.

**Hypothesis 7(b):** Gender moderates the relationship between operational flexibility and work-family enrichment.

**Hypothesis 8(a):** Quality of work life will mediate the relationship between temporal flexibility and work-family enrichment.

**Hypothesis 8(b):** Quality of work life will mediate the relationship between operational flexibility and work-family enrichment.

#### 4.6.4.1 Hypothesis 4(a) and 4(b)

Hypothesis 4(a) proposed that temporal flexibility works as a significant predictor of work-family enrichment. In order to see the impact of temporal flexibility on work-family enrichment, multiple hierarchical regressions are conducted. The control variables are entered in the first step followed by temporal flexibility in the second and operational flexibility in the final step. The regression Table 4.20 indicates that work-family enrichment experiences 16.9% variance in temporal flexibility. The multiple hierarchical regression analysis results indicate that temporal flexibility positively influences work-family enrichment with ( $\beta=.225$ ,  $t=6.232$ ,  $p<.001$ ).

**Table 4.20 Result of multiple regressions for testing the impact of flexibility dimensions on work-family enrichment**

Variables	Model 1		Model 2		Model 3	
	(CVs as IV*)		(Temporal flexibility* as IV)		(Operational flexibility* as IV)	
Step 1	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
Control variables						
(Constant)	2.942	6.877	2.338	.419	2.196	.401
Gender	.089	.885	.018	.096	-.073	.093
Organisation type	.368(.000)	-4.609***	-.241	.079	-.152	.077
Industry type	.221(.008)	2.651	.066	.083	-.035	.081
Education	.100	1.703	.092	.056	.097	.054
Marital Status	.099	1.085	.061	.087	-.006	.084
Work experience	.007	.525	.005	.012	.007	.012
Age	.003	.248	.006	.011	.005	.011
<b>Step 2 (First dimension of flexibility, temporal flexibility entered)</b>						
Temporal flexibility			.225 (.000)	.036	.223.000	.035



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<b>Step 3 (Second dimension of flexibility Operational flexibility entered)</b>			
<b>Operational flexibility</b>		.188.000	.032
<b>F-Value</b>	5.977	10.616	14.248
<b>Sig F-Value</b>	.000	.000	.000
<b>R<sup>2</sup></b>	.101	.186	.257
<b>Adjusted R<sup>2</sup></b>	.084	.169	.239
<b>Delta R<sup>2</sup></b>	.101	85	71

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**Note**-CV-Control variable, IV-Independent variable, Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.001$ .

Further, hypothesis 4(b) which proposed that operational flexibility works as an antecedent of work-family enrichment was examined. In third and final step, operational flexibility is entered as the sole predictor variable of work-family enrichment. As indicated in Table 4.20, operational flexibility is found to be a significant predictor of work-family enrichment with ( $\beta = .188$ ,  $t = 5.952$ ,  $p < .001$ ). This model also signifies that work-family enrichment explains 23.9% variance in operational flexibility. Thus, both hypotheses 4(a) and 4(b) are supported.

#### **4.6.4.2 Hypothesis 5(a) and 5(b)**

To test hypotheses 5(a) and 5(b) which asserts that middle level employees' perception of quality of work life dimensions i.e., extrinsic need satisfaction and intrinsic need satisfaction are positively associated to work-family enrichment, multiple hierarchical regression technique has been utilised. Hypothesis 5(a) proposed that extrinsic need satisfaction (i.e., Health & safety needs; Economic & family needs; Social needs) positively influences work-family enrichment among middle level employees. As a result, multiple hierarchical regression analysis (step two Table 4.21) supports this view with ( $\beta = .438$ ,  $t = 11.336$ ,  $p < .001$ ). Results reveal that temporal flexibility explain 32.2% variance in work-family enrichment.

Hypothesis 5(b) proposed that intrinsic need satisfaction (i.e., Esteem needs; Actualization needs; Knowledge needs and Aesthetics needs) influences work-family enrichment positively. The multiple hierarchical regression analysis (step three Table 4.21) results provide empirical evidences in the support of the above hypothesis with ( $\beta = .223$ ,  $t = 5.076$ ,  $p < .001$ ). The findings also signify that intrinsic need satisfaction explains 36.5% variance in work-family enrichment. Hence, Hypotheses 5(a) and 5 (b) is accepted.

**Table 4.21 Result of hierarchical multiple regressions for testing the impact of quality of work life dimensions on work-family enrichment**

Variables	Model 1		Model 2		Model 3	
	(CV*s as IV*)		(ENS* as IV)		(INS* as IV)	
Step 1	<i>b</i>	<i>t</i>	<i>B</i>	<i>t</i>	<i>b</i>	<i>t</i>
<b>Control variables</b>						
(Constant)	2.882	6.755	1.227	3.098	.901	2.318
Gender	.123	1.220	.091	1.045	.065	.770
Organisation type	-.369	-4.648***	-.229	-3.297*	-.227	-3.375
Industry type	.236	2.843**	.120	1.665	.114	1.627
Education	.099	1.687	.046	.912	.046	.935
Marital Status	.090	.989	.088	1.122	.102	1.348
Work experience	.003	.246	-.003	-.295	-.003	-.250
Age	.005	.392	.010	1.006	.010	1.017
<b>Step 2 (First quality of work life dimension ENS entered)</b>						
ENS			.438	11.336***	.317	7.143***
<b>Step 3 (Second quality of work life dimension INS entered)</b>						
INS					.223	5.076***
<b>F-Value</b>		6.260		23.427		25.086
<b>Sig F-Value</b>		.000		.000		.000
<b>R<sup>2</sup></b>		.106		.337		.380
<b>Adjusted R<sup>2</sup></b>		.089		.322		.365
<b>ΔR<sup>2</sup></b>		.106		.231		.43

Note-CV-Control variable, IV-Independent variable, ENS- Extrinsic need satisfaction, INS-Intrinsic need satisfaction

Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.001$ .

#### 4.6.4.3 Hypothesis 6(a) and 6(b)

With the assumption that flexibility dimensions (i.e., temporal flexibility and operational flexibility) work as a predictor of quality of work life, hypotheses 6(a) and 6(b) are tested using multiple hierarchical regression analysis in SPSS. As given in Table 4.22 (second step), the regression results indicate that temporal flexibility is a significant antecedent of quality of work life with ( $\beta = .245$ ,  $t = 6.699$ ,  $p < .001$ ). Additionally, the model reported that temporal flexibility alone accounts for 14.8% variance in quality of work life perceptions.

**Table 4.22 Result of hierarchical multiple regressions for testing the impact of flexibility dimensions on work-family enrichment**

<b>Variables</b>	<b>Model 1</b>		<b>Model 2</b>		<b>Model 3</b>	
<b>Step 1</b>	<b>(CVs as IV*)</b>		<b>(Temporal flexibility* as IV)</b>		<b>(Operational flexibility* as IV)</b>	
<b>Control variables</b>	<i>b</i>	<i>T</i>	<i>b</i>	<i>t</i>	<i>b</i>	<i>t</i>
<b>(Constant)</b>	3.652	8.360	3.006	7.088	2.954	6.998
<b>Gender</b>	.115	1.114	.032	.328	-.008	-.082
<b>Organisation type</b>	.251(.002)	-3.087**	-.112	-1.410	-.075	-.926
<b>Industry type</b>	.218(.011)	2.569*	.047	.554	.003	.033
<b>Education</b>	.094	1.560	.084	1.486	.086	1.527
<b>Marital Status</b>	-.029	-.311	-.069	-.783	-.096	-1.089
<b>Work experience</b>	.010	.762	.009	.700	.010	.787
<b>Age</b>	-.009	-.780	-.006	-.542	-.007	-.605
<b>Step 2 (First flexibility dimension temporal flexibility entered)</b>						
<b>Temporal flexibility</b>			.245***	6.699***	.245***	6.734***
<b>Step 3 (Second flexibility dimension Operational flexibility entered)</b>						
<b>Operational flexibility</b>					.078*	2.345***
<b>F-Value</b>		3.674		9.205		8.893
<b>Sig F-Value</b>		.001		.000		.000
<b>R<sup>2</sup></b>		.065		.166		.179
<b>Adjusted R<sup>2</sup></b>		.047		.148		.159
<b>Delta R<sup>2</sup></b>		.065		.101.		.13

**Note-** CV- Control variable, IV-Independent variable, Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.001$ .

Next, hypothesis 6(b) proposed that operational flexibility positively influences quality of work life of middle level employees. With quality of work life as the dependent variable the multiple regression results (step three Table 4.22) confirmed operational flexibility as a significant predictor of the quality of work life with values ( $\beta = .078$ ,  $t = 2.345$ ,  $p < .001$ ). Further, operational flexibility as a predictor explains 15.9% variance in quality of work life. Thus, both the hypotheses 6(a) and 6(b) are accepted.

#### 4.6.4.4 Hypothesis 7(a) and 7(b)

In order to examine the role of gender as a moderator between flexibility dimensions i.e., temporal and operational flexibility and work-family enrichment, hierarchical moderated regression analysis is conducted (Cohen et al., 2013).

**Table 4.23 Summary of hierarchical moderated multiple regression for testing the hypothesis 7(a) and hypothesis 7(b)**

Variables	Model 1		Model 2	
	(CVs as IV <sup>*</sup> )		(Temporal flexibility and Operational flexibility* as IV)	
Step 1	<i>b</i>	<i>T</i>	<i>b</i>	<i>t</i>
Control variables				
(Constant)	3.652	8.360	3.006	7.088
Gender	.115	1.114	.032	.328
Organisation type	.251(.002)	-3.087**	-.112	-1.410
Industry type	.218(.011)	2.569*	.047	.554
Education	.094	1.560	.084	1.486
Marital Status	-.029	-.311	-.069	-.783
Work experience	.010	.762	.009	.700
Age	-.009	-.780	-.006	-.542
Step 2				
Temporal flexibility X Gender			.007	.056
Operational flexibility X Gender			-.123	-.950
F-Value		5.965		11.672
Sig F-Value		.000		.000
R <sup>2</sup>		.101		.259
Adjusted R <sup>2</sup>		.084		.236
Delta R <sup>2</sup>		.065		.13

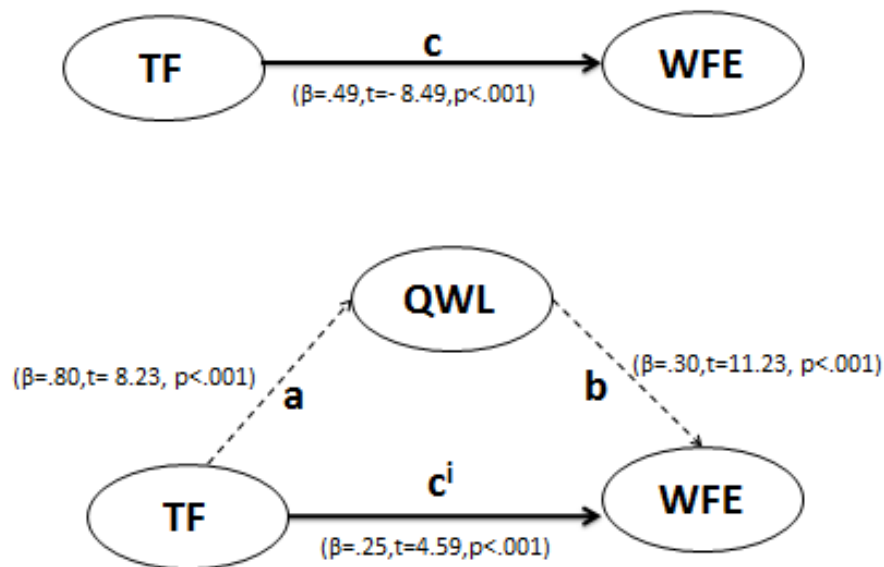
**Note:** CV- Control variable, IV-Independent variable, G-Gender, Significance at \* $p < 0.05$ , \*\* $p < 0.01$  and \*\*\* $p < 0.00$

First, work-family enrichment is regressed onto the control variables. In order to avoid confounding influences, other demographic variables are used as controlled variables. Then, as recommended, the predictor variables (i.e., temporal flexibility, operational flexibility and gender) are mean-centered before forming interaction terms to reduce multicollinearity. After entering the control variables into the regression equation, all three interaction terms are added into the equation too. The adoption of hierarchical moderated regression analysis (Cohen et al., 2013) is in alignment with methodology adopted in previous studies (Baral and Bhargava, 2011b). As given in Table 4.23 (step 2), hypothesis 7(a) and 7(b) are not supported in the study

with ( $\beta=.007, t=.056, p=ns$ ) for gender as a moderator between temporal flexibility and work-family enrichment and ( $\beta=-.123, t=-.950, p=ns$ ) for interaction effects of gender and operational flexibility on work-family enrichment. In absence of non-significant coefficient values, the hypothesis 7(a) and hypothesis 7(b) are rejected.

#### 4.6.4.5 Hypothesis 8(a) and 8(b)

Hypothesis 8(a) suggests quality of work life as a mediator between temporal flexibility and work-family enrichment, is examined using mediation analyses. The mediation analysis (model 4 as described in PROCESS) with bootstrap methods (Hayes, 2013) is used for examining the impact of quality of work life as a mediator between flexibility dimensions (i.e., temporal flexibility and operational flexibility) and work-family enrichment. Figure 4.1 below describes the direct and indirect paths along with their respective coefficients and significance levels.



**Figure 4.1 Direct and sequential model with path coefficients**

*Note:* TF=temporal flexibility, WFE=work-family enrichment, QWL=quality of work life

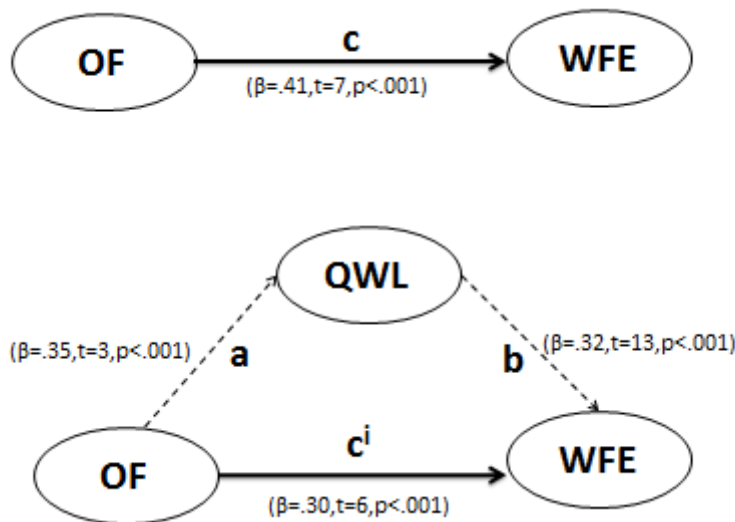
Interestingly, the findings (Table 4.24) support that along with the total effects (c) ( $\beta=.49, t=-8.49, p<.001$ ), the total direct effect ( $c^i$ ) without the effect of mediator quality of work life, is also found to be significant ( $\beta=.35, t=4.59, p<.001$ ). Hence, the findings (Table 4.24) assert that quality of work life partially mediates the relationship between temporal flexibility and work-family enrichment. Hence, Hypothesis 8(a) is partially supported.

**Table 4.24 Results of mediation analyses (Hypothesis 8a)**

Path	Std. coefficient	SE	<i>T</i>	<i>p</i>	Boot LLCI	Boot ULCI
Direct effect TF→QWL (a)	.80	.09	8.23	.000		
Direct effect QWL→WFE (b)	.30	.02	11.19	.000		
Direct effect TF→WFE (c <sup>i</sup> )	.25	.05	4.59	.000		
Total effect (c)	.49	.05	8.43	.000		
Indirect effect (a.b)	.2413	.05			.1448	.3525

**Note:** N=380 Bootstrap sample size-1000, LLCI-lower limit confidence interval, ULCI-upper limit confidence interval, SE-Standard Error, Std. Coefficient- Standardized coefficient, TF=temporal flexibility, WFE=work-family enrichment, QWL=quality of work life.

Hypothesis 8(b) proposed that quality of work life works as a mediator between operational flexibility and work-family enrichment. In order to test mediation effects in hypothesis 8(b), SPSS-PROCESS (Model 4 with bootstrap methods) is used. Figure 4.2 includes all direct and indirect paths, along with the coefficients and significance levels.



**Figure 4.2 Direct and sequential model with path coefficients**

*Note:* OF= operational flexibility, WFE=work-family enrichment, QWL=quality of work life

The total effect of operational flexibility on employees' work-family enrichment which is indicated by (c) depicting the path (in Figure 4.2) reports to be significant ( $\beta=.41$ ,  $t=7$ ,  $p<.001$ ). Further, the total direct effect indicated by (c<sup>i</sup>) without the presence of mediator (i.e., quality of work life), is also found to be significant ( $\beta=.30$ ,  $t=6$ ,  $p<.001$ ). Hence, it is inferred from the analyses (Table 4.25) that quality of work life partially mediates the relationship

between operational flexibility and work-family enrichment. Thus, hypothesis 8(b) is partially accepted.

**Table 4.25 Results of mediation analyses (Hypothesis 8b)**

Path	Std. coefficient	SE	<i>t</i>	<i>p</i>	Boot LLCI*	Boot ULCI*
<b>Direct effect OF→QWL (a)</b>	.3514	.0986	3.5654	.000		
<b>Direct effect QWL→WFE (b)</b>	.3210	.0246	13.0543	.000		
<b>Direct effect OF→WFE (c<sup>j</sup>)</b>	.3060	.0479	6.3892	.000		
<b>Total effect (c)</b>	.4188	.0567	7.3871	.000		
<b>Indirect effect (a.b)</b>	.1128	.0364			.0429	.1823

**Note:** N=380 Bootstrap sample size-1000, LLCI-lower limit confidence interval, ULCI-upper limit confidence interval, SE-Standard Error, Std. Coefficient- Standardized coefficient, OF= operational flexibility, WFE=work-family enrichment, QWL=quality of work life

## 4.7 Chapter summary

The chapter started with a brief introduction to screening of the data set, normality tests and assessment of common method bias (CMB). The psychometrics properties of the scales of the variables (for e.g., flexibility, quality of work life and work-family enrichment) were also tested. The results of the hypothesised relationships are summarized in Table 4.26 below.

**Table 4.26 Summary of hypotheses testing results**

Hypothesis	Results
<b>Hypothesis 1(a):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.	Supported
<b>Hypothesis 1(b):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.	Supported
<b>Hypothesis 1(c):</b> Flexibility dimensions (temporal flexibility and operational flexibility) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Not Supported
<b>Hypothesis 2(a):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.	Not Supported

<b>Hypothesis 2(b):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.	Not Supported
<b>Hypothesis 2(c):</b> Quality of work life dimensions (intrinsic and extrinsic needs) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Not Supported
<b>Hypothesis 3(a):</b> Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational industry (manufacturing and service) they work for.	Not Supported
<b>Hypothesis 3(b):</b> Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for.	Not Supported
<b>Hypothesis 3(c):</b> Work-family enrichment dimensions (Work-family development, Work-family capital and Work-family affect)) as perceived by existing employees working in Indian organisations will vary depending upon their marital status.	Not Supported
<b>Hypothesis 4(a):</b> Temporal flexibility is positively associated to work-family enrichment.	Supported
<b>Hypothesis 4(b):</b> Operational flexibility is positively associated to work-family enrichment.	Supported
<b>Hypothesis 5(a):</b> Extrinsic Need Satisfaction is positively associated to work-family enrichment.	Supported
<b>Hypothesis 5(b):</b> Intrinsic Need Satisfaction is positively associated to work-family enrichment.	Supported
<b>Hypothesis 6(a):</b> Temporal flexibility is positively associated to quality of work life.	Supported
<b>Hypothesis 6(b):</b> Operational flexibility is positively associated to quality of work life.	Supported
<b>Hypothesis 7(a):</b> Gender moderates the relationship between temporal flexibility and work-family enrichment.	Not Supported
<b>Hypothesis 7(b):</b> Gender moderates the relationship between Operational flexibility and work-family enrichment.	Not Supported
<b>Hypothesis 8(a):</b> Quality of work life mediates the relationship between temporal flexibility and work-family enrichment.	Partially Supported
<b>Hypothesis 8(b):</b> Quality of work life mediates the relationship between operational flexibility and work-family enrichment.	Partially Supported



#### 5.1 Introduction

This chapter presents a thorough discussion on the key findings of the study. The major aim of the research study is to examine the impact of flexibility and quality of work life dimensions on work-family enrichment. As discussed in the Chapter 2 (literature review section), the reason for choosing particularly these three variables are noted as follows. Firstly, work-family relations have emerged as one of the most crucial dimension in the overall performance of the organisations. The domain of work-family relations has two sides: negative and positive. Out of these two sides, the majority of the literature on work-family research continues to be dominated by conflict perspective, which represents negative interactions between work and family domain. Hence, researchers like Frone (2000) advocated the need for promoting positive work-family relations focused studies in work-family literature. The scenario has not changed much, as the available literature unveils more conflict in research studies as compared to other studies with enrichment theme (Crain and Hammer, 2013; Eby et al., 2005; McNall et al., 2009) .

After reviewing the existing literature on work-family enrichment, it has been found that very few relevant studies have been performed on work-family enrichment in Indian context. Additionally, it has also been observed that work-family enrichment has a positive relation with employee's health, job performance as well as the employer's gains (Carlson and Kacmar, 2011; Crain and Hammer, 2013; Klerk, 2014; Sim, 2013). Work-family enrichment works as a strategically important factor for employees as well as employers. Hence, it is important to examine less explored strategically important work-family enrichment construct in Indian scenario.

Specifically, it is important to find the factors which are likely to predict work-family enrichment among employees in organisations. A list of already studied predictors of work-family enrichment was prepared, which divided the predictors into three categories: Work-related, Non-work related and Personality related predictors (Please see Chapter 2-Literature review for details). In the present study, two points are considered while deciding on the antecedent variables: Firstly, strategic relevance and usage of the variable for the employee as

well as employer, and Secondly, the research background of the variable in Indian context wherein, which variable has not been or less explored in relation to work-family enrichment in Indian context and whether such variables (practices) are feasible in the cultural settings of the nation. Given the above background, quality of work life and flexibility at workplace are identified as the potential predictors of work-family enrichment to be studied in Indian context. Both flexibility and quality of work life fulfilled the criteria of variable selection as both of them reported to have strategic relevance in the success of organisation through employee well-being and also these two variables were not taken as the predictors of work-family enrichment in any study conducted in Indian context (Crain and Hammer, 2013; McNall et al., 2009).

The following section includes the discussion on the factor structure in Indian context of all three variables followed by discussion on each of the hypothesis testing results.

## **5.2 Structure of work-family enrichment scale**

Greenhaus and Powell (2006) presented a theoretical model to explain how work and family can interact positively. In their article “When work and family are allies: A theory of work-family enrichment”, the researchers expressed the need of a global intrinsic need satisfaction instrument to measure the process of work-family enrichment that can have the potential of examining the variables that contribute most noticeably to general work-family enrichment. The call for new global scale was answered with the rigorously developed work-family enrichment scale (Carlson et al., 2006). Prior to this, the positive work-family interdependencies or interplay was known by various terms such as facilitation, enhancement and positive spillover. The available instruments for examining the above concepts lack validation, and universal acceptance. The work-family enrichment scale is the first ever developed multi-dimensional as well as empirically validated work-family enrichment instrument for bidirectional enrichment process (Carlson et al, 2006).

On the basis of work-family enrichment conceptualisation, this instrument has been divided into two parts - Work to family enrichment and Family to work enrichment. Each direction is measured using 9 items. Thus, the measure had 18 items in total. Work-to-family enrichment direction is further divided into three dimensions - Work-family development, Work-family affect and Work-family capital. The Work-family development includes expertise, knowledge, performances and viewpoint, which demonstrate logical rational capacity and individual development. The second dimension, Work-family affect has incorporated assertiveness or positive frame of mind. The third dimension, work-family capital included

psychosocial resources such as safety, self-reliance, achievement, and contentment. Family-to-work direction also included three factors. The development and affect dimensions are similar to work-to-family direction dimensions, but in the place of capital, efficiency was used in the scale. All of the dimensions include the three items each. The present study has adopted work-to-family enrichment direction, because it aims at examining the impact of workplace generated resources on family enrichment and according to the enrichment model, the enrichment occurs when resources generated in one role (Role A) enhance the quality of life in other domain (Role B).

The application of confirmatory factor analysis provided the three factor solution with work-to-family enrichment affect, work-family development and work-family capital as dimensions, which is similar to the original theoretically based scale by Carlson et al., (2006). Hence, the original scale is used for measuring the work-family enrichment in the present study, after testing the psychometric properties in Indian context. The results are in congruence with the findings of the past studies, which confirmed the similar factor structure and recommended the adoption of the original scale without any further modifications in non-western settings (Lim et al., 2012).

### **5.3 Structure of quality of work life scale**

The concept of quality of work life has been defined in many ways by different researchers. Though there are many definitions to define the concept, yet one thing which unites all the definitions or conceptualisations is that researchers strongly agree to the notion that quality of work life is a positive construct which deals with the well-being of the employees. On the basis of their conceptualisations, there are various types of instruments too, for measuring the work-related quality of life. Out of many available intrinsic need satisfaction instruments, spillover theory based quality of work life instrument has been selected for the study as developed by Sirgy et al., (2000). The research study has included work-family enrichment as the dependent variables. Hence, the need based quality of work life measure developed by Sirgy et al., (2001) is utilized to measure the work related quality of work life among the middle level employees. This is because, work-family enrichment (Carlson et al., 2006) and quality of work life (Sirgy et al., 2001), both the instruments are based on spillover theories (Sirgy et al., 2001).

Quality of work life has been defined as employees' satisfaction with a variety of needs through resources, activities, and outcomes stemming from experiences at the workplace (Sirgy et al., 2001). The whole construct has been divided into seven dimensions. All the dimensions

are based on need satisfaction such as (1) health and safety needs, (2) economic and family needs, (3) social needs, (4) esteem needs, (5) actualisation needs, (6) knowledge needs, and (7) aesthetics needs. Each of the dimensions has 2 to 3 items, eventually leading to total 16 items. On testing the quality of work life construct in Indian context, a two factor structure has been obtained. The original quality of work life intrinsic need satisfaction instrument has seven dimensions. The newly obtained factor structure combined lower order need dimensions (such as health and safety needs, economic and family needs, social needs) and higher order need dimensions (such as esteem needs, actualisation needs, knowledge needs, and aesthetics needs) together as supported by Maslow's, need hierarchy theory. Consequently, the newly obtained factors have been labeled as extrinsic need satisfaction and intrinsic need satisfaction in Indian context.

#### **5.4 Structure of flexibility scale**

In order to test flexibility at workplace, two dimensions temporal flexibility and operational flexibility from work culture scale (Clark, 2001) have been adopted in the study. The original scale of work culture is developed with the view to examine the family-friendly culture at workplace in 2001 by Clark. The scale had total three dimensions temporal flexibility, operational flexibility and supportive supervision. As the aim of the present study is confined to examine only flexibility and not the work culture, the third dimension of the scale (i.e., supportive supervision) is not included in the research study. Apart from this, reviewing the literature it has also been observed that supportive supervision or support from supervisor is one of the most studied antecedents of work-family enrichment in both western and Indian context (For e.g., Baral and Bhargava, 2011b; Bhargava and Baral, 2009; Taylor et al., 2009; Cinamon and Rich, 2009; Wadsworth and Owens, 2007; Steenbergen and Ellemers, 2009).

Both the flexibility dimensions temporal and operational have 5 items each. The measure is completely developed and validated in western conditions. Hence, it is mandatory to check the validity and reliability of the scale in the Indian context. The results of validity and reliability check have confirmed that the constructs of temporal flexibility and operational flexibility are highly reliable in the Indian settings as well. The two factor structure indicating 5 items each showed the best model fit in the Indian context also. This is similar to the original scale. Because all the items indicated relevant loadings, no item is removed from the original scale. In order to test workplace flexibility, temporal flexibility and operational flexibility both dimensions together play an indispensable role. In the absence of any of the dimensions, the

flexibility construct would remain incomplete. The items of temporal flexibility include flexibility in schedule as well in choice over place to work. On the other hand, operational flexibility includes the ease of work process such as non-interference from supervisor and discretion in taking decisions regarding processes and skills. Thus, with no change in the original scale, the flexibility at workplace is measured using 10 items (Clark, 2001).

## **5.5 Demographic variables and flexibility**

Flexibility at workplace has recently gained strategic importance among organisations. In order to test flexibility perceptions among manufacturing and service industry employees, the researcher used *t*-test. The significant results of *t*-test indicate that employees of manufacturing and service industry perceive flexibility in a different manner. The findings of the research study are in line with the studies conducted in the Western surroundings (Sweet and Pitt-Catsouphes, 2010). The reason for the significant difference in the mean values could be attributed to the diverse nature of work in manufacturing and service sector organisations. The employees of manufacturing organisations are exposed to different work settings as compared to service sector employees. For instance, manufacturing organisations generally deal with the production of units which is mostly performed by using unmovable machinery plants, whereas the service sector firms earn by selling the services of their employees. Hence, due to fixed production line and shift of work, the manufacturing employees have reported to experience lower level of flexibility at workplace in comparison to service sector employees. The significant difference in flexibility levels among manufacturing and service sector employees is similar to the studies conducted by the past researchers. The previous researchers have also indicated that manufacturing sector is likely to provide lesser degree of workplace flexibility as compared to service sector organisations (Srivastava, 2011).

Hypothesis 1(b) which proposes that flexibility dimensions i.e., temporal flexibility and operational flexibility as perceived by existing employees working in Indian organisations vary depending upon organisational sector (public and private) they work for, is examined with the help of *t*-test. The findings of the research study indicate that employees from public and private sectors have different perceptions of temporal flexibility and operational flexibility. It is observed from the present research study that the employees from public sector organisations have lower level of flexibility perceptions as compared to their private sector counterparts. The rationale for the significant difference can be attributed to the fact that in present study, majority of the public sector organisations represent power sector (for e.g., Power Plant

Equipment Manufacturing and Power Transmission), where flexibility in schedule and place of work is almost impossible to be provided to employees, while operational flexibility (such as power in decision making) is confined to only top level management. The middle level employees are given power to make decisions but only after consultation with the top level authorities. Majority of the middle level employees in private sector have access to flexibility options at workplace as inferred from past research studies. Valk and Srinivasan (2011) also explored similar nature of findings in their work-family balance related qualitative study among Indian female software employees. Thus, the hypothesis 1(b) is accepted.

Hypothesis 1(c) attempted to examine whether married employees would perceive flexibility differently from those who are unmarried. The insignificant *t*-test results indicate that the hypothesis 1(c) is not accepted. Thomson et al., (1990) sheds light on the contemporary experiences of married women indicating the differences with the older generations with the changed time, needs and scenario perspective. Additionally, literature indicates that the middle level employees are recruited on the basis of their potential and consequently are given the moderate level of power within the organisation (Floyd and Wooldridge, 1992). Working as a strategic link between the top and junior level employees, the flexibility related perceptions of middle level employees do not vary on the basis of their marital status, because they enjoy similar level of power and facilities from organisations and are expected to carry out assigned responsibilities irrespective of their marital status.

## **5.6 Demographic variables and quality of work life**

Quality of work life has a strong relationship with employee and employer related positive outcomes (Han and Hyun, 2015; Elizur and Shye, 1990; Ouppara and Sy, 2012). In order to test hypothesis 2(a) which proposed that quality of work life dimensions (i.e., intrinsic need satisfaction and extrinsic need satisfaction) as perceived by existing employees working in Indian organisations vary depending upon the industry (manufacturing and service) they work for, *t*-test is used. Hypothesis 2(a) is rejected considering the insignificant *t*-test results.

The previous studies have shown similar nature of results in the context of manufacturing and service sector organisations. For instance, quality of work life is found to be a significant predictor of human productivity for manufacturing (see Layer et al., 2009 in US context) as well as service sector employees (see Mirkamali and Thani, 2011 in Iranian context). Secondly, the nature of the sample used in the present study is confined to middle level employees and has not included junior level employees in the study. On the one hand,

when the nature of work responsibilities of junior level employees in manufacturing and service industry is said to be different to a large extent, the middle level employees are expected to enjoy similar kind of strategic roles and responsibilities across manufacturing and service sector organisations (Floyd and Wooldridge, 1992). Hence, the finding infers that middle level employees with moderate level of power and authority within the manufacturing and service organisations, have similar perceptions towards quality of work life.

The hypothesis 2(b) proposed that quality of work life dimensions (intrinsic and extrinsic need satisfaction) as perceived by existing employees working in Indian organisations will vary depending upon organisational sector (public and private) they work for. In order to statistically examine the significant differences in quality of work life perceptions among public and private sector employees, the researcher applied *t*-test. The insignificant results of *t*-test led to rejection of hypothesis 2(b). Permarupan et al., (2013) conducted a study in Malaysia which examined the impact of quality of work life on job involvement and affective commitment among public and private sector employees. The study of Permarupan and his colleagues provided the empirical support to the present study by supporting the notion that the quality of work life perceptions do not vary among employees on the basis of sector (i.e., public and private) they work for.

Hypothesis 2(c) proposed that quality of work life dimensions (intrinsic and extrinsic need satisfaction) as perceived by existing employees working in Indian organisations will vary depending upon their marital status, is also rejected in the research study. Hence, the study asserted that married and unmarried employees would perceive quality of work life in a similar way. In the context of Indian culture, it would be appropriate to state that India has a culture of collectivist society where family is valued more than the self (Hay, 1996; Bharat, 2003). Furthermore, the employee works to support the family which includes parents, spouse, younger siblings and kids most of the time (Chandra, 2010). Though in present study the majority of the respondents were married (59%), which deduces that majority of the employees had additional family domain responsibilities as compared to the unmarried ones, but it also does not imply that the minority sample (unmarried employees) is free from the family domain responsibilities (due to social obligations). Apart from this, organisations offer same level of authority and incentives etc. to the middle level employees irrespective of their marital status. Given the background of related family domain responsibilities and somehow similar level of power at workplace, marital status of the employees caused no difference in the perceptions of quality of work life among middle level employees. Thus, the research study finds that

demographic variable do not account for change in quality of work life perceptions among Indian middle level employees.

## **5.7 Demographic variables and work-family enrichment**

The hypothesis 3(a), 3(b) and 3(c) are statistically tested using *t*-test in order to answer the question, “Does work-family enrichment vary on the basis of industry (manufacturing or service), sector (public or private) and marital status (unmarried or married) of the employees?” The results of hypothesis 3(a) indicate that middle level employees of manufacturing and service industry experience similar level of work-family enrichment. Baral and Bhargava (2011) conducted a similar kind of study taking sample from 216 manufacturing and service sector middle level managerial employees from India. The researchers also found that sector does not play a significant role in determining work-family enrichment among middle level employees. In another study by Baral and Bhargava (2011), 485 managerial employees from manufacturing and service sector were surveyed and findings indicate no difference in work-family enrichment perceptions among manufacturing and service employees. Thus, the results infer that the nature of industry does not lead to variations in work-family enrichment perceptions among middle level employees in India.

Literature indicates many studies that have attempted to differentiate public and private sector organisations on various grounds (Victora and Matijasevich, 2010; Bossaert and Demmke, 2012; Wadsworth and Owens, 2007). As per the objective of the study, hypothesis 3(b) is statistically examined using *t*-test. The results indicate the rejection of hypothesis and supported that middle level employees of public and private sector would have similar level of perceptions about work-family enrichment. Additionally, the results are correlated with the body of previous researches (Karatepe and Bekteshi, 2008; Bhargava and Baral, 2009) that also supported the similar notion.

Marital status of the sample has always been the topic of discussion among work-family domain researchers. Studies have indicated that married employees experience more responsibilities in home domain as compared to the unmarried ones (Pearlin and Johnson, 1977). Perhaps this is the reason a great body of studies indicate the importance of considering the marital status in work-family research studies (Ross, 1995; Thompson et al., 1990).

Marital status changes the priorities and many other likely things which can be one of the causes why marital status has been included as a control variables in many work-family studies



(Wong and Ko, 2009; Rastogi et al., 2015). The hypothesis 3(c) is tested to examine the work-family enrichment related perceptions of married and unmarried middle level employees. The results of the *t*-test rejected the hypothesis and confirmed that marital status of middle level employees do not influence their perceptions regarding work-family enrichment. In other words, for understanding the findings it would be appropriate to quote the scenario from the cultural perspective. As mentioned above, in a collectivist society like India (Kumar and Sankaran, 2007), employees are family-centered, where family includes well-being of the parents or grand-parents, younger siblings along with the spouse and kids (Bharat, 2003). Hence it might be inappropriate to assume that the employees without the post-marital responsibilities are free from family related responsibilities. In some cases, the contradiction among findings of the studies has also been observed. For instance, in a study, married employees reported to experience depression (Pearlin and Johnson, 1977) while in some researches it was revealed that marital life leads to happiness (Coombs, 1991). Thus, our study has made a very interesting point that demographic factors (marital status, industry and sector) do not lead to variation in perceptions of work-family enrichment among middle level employees.

## **5.8 Flexibility, quality of work life and work-family enrichment**

### **5.8.1 Flexibility and work-family enrichment**

In literature there are many studies which claim that organisational practices such as flexibility in work hours and place of work etc. help the employees in balancing work and life, which further reduces conflict between both the domains (Byron, 2005; Gajendran and Harrison, 2007). Witnessing the literature in abundance on balance and conflict perspective, the present study felt the need for examining the impact of flexibility dimensions on the positive work-family interdependencies among middle level employees. In order to examine the relationship between flexibility dimensions and work-family enrichment, the hypotheses 4(a) and 4(b) are statistically tested. The findings of the tests indicate acceptance of proposed hypotheses. The discussions are given below.

#### **5.8.1.1 *Temporal flexibility and work-family enrichment***

Hypothesis 4(a) of the study believes that temporal flexibility works as a predictor of work-family enrichment. By empirically examining the impact of temporal flexibility on work-family enrichment, the study has attempted to answer whether the employees' authority or power to

decide the time of work and place to work, help them having a better life in family domain such as more happiness in the family or more satisfaction with family responsibilities, like being free from the guilt of missing the parent teacher meeting, reaching home late or missing the family function due to rigid work hours. The findings of research study substantiated this view by revealing that temporal flexibility is a significant predictor of work-family enrichment.

It is inferred that when an employee is having authority to control time and place to work, he is more likely to manage the work responsibilities of his family domain roles without disturbing the work related commitments. The results of the present study are in congruence with the findings of Carlson et al., (2010) and Pedersen and Jeppesen (2012). There are also evidences of some research studies which have attempted to examine the impact of flexibility in schedule and flexible work arrangements in relation to work-family enrichment in individualistic cultures such as US (Carlson et al., 2010) and Denmark (Pedersen and Jeppesen, 2012).

Literature recommended that as a result of temporal flexibility, sometimes the work domain enters into the home domain hours which causes less time for family and results into stress among employees due to incapacity of managing the role expectations of both the domains. This finding further supports a very interesting notion that middle level employees in India are better at managing a boundary less work domain which is a by-product of flexibility in time and place to work (Fenwick, 2006).

#### **5.8.1.2 *Operational flexibility and work-family enrichment***

Hypothesis 4(b) of the study presumed that operational flexibility has a positive relation with work-family enrichment. The obtained results of relationship between operational flexibility and work-family enrichment indicate the acceptance of hypothesis 4(b). Hence, this finding provides empirical evidence to the literature in support of relationship between operational flexibility and work-family enrichment. The results are in line with the theoretical analysis of Greenhaus and Powell (2006).

Linking the present findings with the previous studies in literature, it has been stated that previous studies found that operational flexibility has a history of producing positive direct or indirect results for employees as well as for the businesses (Doef and Maes, 1999; Häusser et al., 2010). Researchers such as Kohn and Schooler (1978) revealed in their study that access to operational flexibility provides a sense of satisfaction to employees in the form of job content factors such as job autonomy, which may lead to formation of cognitive and psychological

benefits among employees. Thus, these cognitive and psychological benefits results into better functioning at the workplace as well as in the family domain.

In a study, Presti and Mauno (2014) conducted a study to examine the relationship between job control and work-family enrichment among 447 Italian food-processing industry workers. The researchers indicated a direct positive relationship of job control with work-family enrichment. Further, Mauno and Ratnanen (2014) conducted a study using the sample of 7511 Italian employees; the researchers found that a sense of control at work enhances the work-family enrichment among employees. Additionally, Greenhaus and Powell (2006) asserted in their conceptual work that with autonomy in decision making and selection of skills for completion of task, an employee tends to develop a set of skills such as psychological resources and competencies. Furthermore, they reinforced that these gained resources in the form of embedded competencies and analytical skills are more likely to enrich the performance of the employees' family domain thus improving employees' quality of life in family domain.

### **5.8.2 Quality of work life and work-family enrichment**

In the highly competitive work environment of 21<sup>st</sup> century, the competencies of employees such as their unique skills, knowledge and abilities, are considered to be one of the most crucial factors for the success of businesses. In such background, the stressed work shifts, heavy workloads and competitive job market create the urgency for taking care of the quality of work life of employees on the part of the organisations. On reviewing the available literature on work-family enrichment, as mentioned earlier it has been observed that quality of work life despite being a relevant construct for employees is a less explored variable in work-family enrichment studies especially in India (Crain and Hammer, 2013). Hence, the present research study has attempted to examine the relationship between quality of work life and work-family enrichment in Indian context. As defined by Sirgy et al., (2001), "quality of work life is the degree to which experiences at workplace can satisfy the needs of the employees." Thus, the quality of work life is investigated using two dimensions, extrinsic and intrinsic need satisfaction of the employees. Each of the dimensions has been studied separately in relation to work-family enrichment. The details are given in subsequent sections.

#### **5.8.2.1 Extrinsic need satisfaction and work-family enrichment**

Findings of the present study support that the first dimension of quality of work life, extrinsic need satisfaction (such as health, safety, economic, family and social needs) not only plays a very important role in the life of an individual, but also has potential to influence work-family

enrichment. In the motivation need hierarchy theory (Maslow, 1964), these (extrinsic need satisfaction) needs are positioned at the bottom of the pyramid and often defined as the lower-order needs. Though not many studies have been conducted studying quality of work life as the predictor of work-family enrichment. There are a few evidences examining the negative work-family interactions such as work-family conflict in relation of quality of work life (Armstrong et al., 2007).

The results of the hypothesis 5(a) testing, indicate that extrinsic need satisfaction works as a significant antecedent of quality of work life. The below points have discussed how and why social, economic, family, health and safety need satisfaction leads to enhanced quality of work life among employees.

The health and safety needs play a very crucial role in determining the quality of work life among employees (Mathias and Kuppermann, 1996). There is also a very famous old proverb in the “Hindi” language which describes the keys of happiness for a man, which has seven points. The first and the foremost key of happiness, as indicated by the proverb is “Pehla Sukh Nirogi Kaya”, which means first condition of happiness is body free from any disease. Danna and Griffin (1999) in their literature survey on health and well-being also reported that a healthy workplace or positive health at workplace have long term positive outcomes for the employees and their families. The present finding concludes that health need satisfaction is positively related to work-family enrichment of the employee.

Another startling finding of the study is that safety need satisfaction indicates a positive relationship with work-family enrichment among Indian employees. Discussing the safety need satisfaction in Indian context, one more time it would be apt to mention the value system of the Indian society, where people relatively give more priority to the immediate family goals as compared to their sole individual goals (Bharat, 2003). Additionally, when the employees have access to enough monetary resources through work, they tend to have many positive outcomes. For instance with access to additional money, one can meet the family needs well. Summers and Poston (2005) indicate in their study that obtained resources at workplace like salary and perks have the potential to enhance the purchasing power of the employee. This finding was reiterated by Yun et al., (2005). Thus, study confirms that health and safety needs have a positive relation with family domain life of the employee (Voydanoff and Donnelly, 1988).

The third part of the extrinsic need satisfaction needs include social needs. Social needs or need to have interaction with friends, colleagues and family members lie in the middle of the

pyramid of need hierarchy theory. In the age of globalization and technological advancements, the physical distance has been increased between people. For example, the new generation is relocating to new places in search of better employment opportunities, sometimes within the country boundaries and sometimes abroad too (Park, 2011). In order to lessen the physical distance with family and friends, the humans have resorted use of technology. The importance of need for social interaction can be very well understood from the usage of social media all across the world. The need for interacting with people perhaps holds an important place for human beings (Chappell, 1991). Substantial amount of literature supports the notion that socialising creates resources like networking, which can be further used to enrich the family domain life. Networking is one of the resources proposed by Greenhaus and Powell (2006) in their fundamental model of work-family enrichment. With the use of networking, the family life can be enriched in many ways. For e.g., relations developed at workplace often results into many benefits. The relationship can be developed within (with colleagues) and from our side (clients) of organisation. A senior manager in a banking sector can have a long term client who is a professor in college. Here, if the manager maintains good terms with the client, he can discuss the career path of his/her son with the professor. This will surely help him get an idea of what are the potential steps and direction available in future for his son. This is the suitable illustration of work-to-family domain enrichment.

#### **5.8.2.2 *Intrinsic need satisfaction and work-family enrichment***

Hypothesis 5(b) assumed that intrinsic need satisfaction works as a predictor of work-family enrichment. In present study, intrinsic need satisfaction has combined four higher order needs a) esteem needs, b) knowledge needs, c) aesthetics needs and d) actualization needs. The hypothesis is supported stating a positive relationship between intrinsic need satisfaction and work-family enrichment. The discussion that follows sheds light upon on how and why second order needs (i.e., esteem needs, knowledge needs, aesthetics needs, actualisation needs individually) work as a significant antecedent of work-family enrichment.

From the time of Maslow's need hierarchy theory (Maslow, 1964), need for the self-esteem has remained an interesting topic of research. Many research works in academic and non-academic literature (for e.g., corporate publications) have explored the centrality and stability aspects of self-esteem (Baumgardner, 1990; Harris and Snyder, 1986). In the words of Coopersmith (1967), self-esteem has been defined as "the evaluation which the individual makes and customarily maintains with regard to the self: It expresses an attitude of approval or disapproval, and indicates the extent to which the individual believes the self to be capable,

significant, successful and worthy.” Dipboye (1977) in his study indicated that chronic or situational (or both) categories of self-esteem play a significant role in the better performance of the employees at work-place. Additionally, the study also reported an increase in the motivation levels among middle level employees as a result of enhanced self-esteem. The increased motivation levels lead to formulation of positive thinking which often results into work-family enrichment (Rotondo and Kincaid, 2008).

The second need from intrinsic need satisfaction category is the need for knowledge. Since the time immemorial, humans have been charmed with the intrinsic need satisfaction of knowing new things. Sometimes the knowledge about new things is transferred through books or elders and sometimes it is learnt through experiences in life at workplace or in other domains of life. When an employee is occupied into repetitive tasks, he suffers boredom and stress. The reason for utter failure of Taylor’s scientific management movement can be attributed to boredom and stress (Taylor, 1911). The drive for learning new things at work place encourages one to develop new job skills and also play an important role in boosting up professional skills. This enhanced knowledge in the form of better skills is more likely to be realised in the behavior of the employees in other domains of life such as family domain. Thus, knowledge works as a resource for enriching the family domain of an employee. To illustrate, the additional computer skills learnt by an employee at workplace and used in improving the quality of school projects of children can be the appropriate example of work-family enrichment.

More interestingly with changing time, a bigger job market has emerged than before which requires the employees driven by uniqueness or creativity in many occupations for e.g., marketing (Schmitt and Simonson, 1997), fashion industry (Workman and Caldwell, 2007) and media (Manovich, 2001). The need for creativity at workplace requires the employee to be free from the limited rule book. When an employee is able to experience creativity in job, he is more likely to experience newness in the work, which would help him adopt a positive outlook in long run. Researchers assert that employees, who experience creativity and uniqueness at workplace, are more likely to value the individualism of their kids in family domain. Consequently, the present study infers that as a result of creativity and general aesthetics, employee as a parent starts to listen and value the decisions of the kids. Additionally, the reduction in the controlling parent behavior (Berne, 1961) is often observed in family domain.

The last need from the intrinsic need satisfaction in need category is self-actualisation need. The finding states that self-actualisation need satisfaction positively predicts work-family enrichment among middle level employees. The finding could be well elucidated in the context of the nature of the need based quality of work life construct. It is a widely known fact that in the need hierarchy theory, Maslow (1964) had put self-actualisation need at the highest place in the pyramid. According to Maslow, “*The self-actualisation is achieved only when all other needs such as physiological, safety, social and self-esteem needs are gratified.*” In response to this, the self-actualisation need has been a topic of passionate discussion among researchers (Heylighen, 1992). In the context of present research study, self-actualisation means self-exploration. Thus, the finding infers that when an employee is able to realise his own potential within the organisation as well as potential as a professional, he tends to experience increase in self-confidence while dealing with the work and non-work related issues (Voydanoff, 2004a). Lastly, the findings clearly emphasise the need for intrinsic need satisfaction through job experience at workplace in order to promote work-family enrichment among employees.

### **5.8.3 Flexibility and quality of work life**

Researchers claim that supportive workplace practices play a crucial role in helping the employees in managing work-family domains well. Hence, one of the objectives of the present study is to examine the impact of flexibility dimensions on quality of work life. The results of statistical tests (multiple hierarchical regression using SPSS 20) support the hypothesis 6(a) and 6(b) indicating temporal flexibility as well as operational flexibility as significant predictors of quality of work life. The discussions presented in subsequent sections shed more light on how and why flexibility dimensions affect quality of work life of the middle level employees positively with the support of literature.

#### **5.8.3.1 Temporal flexibility and quality of work life**

In addition to examine the relationship between temporal flexibility and work-family enrichment, the present study aims at investigating the impact of temporal flexibility on quality of work life among middle level employees. Interestingly, in the present context, quality of work life has been defined as the degree to which the needs of the employee (such as health and safety, economic and family, social, esteem, actualisation, knowledge, and aesthetics) can be satisfied through job experience in the organisation. Broadly, these needs can be divided into two categories, extrinsic need satisfaction and intrinsic need satisfaction.

With the acceptance of hypothesis 6(a), the present study reveals that temporal flexibility at workplace enhances the work-family enrichment experiences among middle level employees. In the support of the current findings, a large body of research indicates that flexibility in time and place has found a significant relationship with many positive employee and employer related outcomes such as increased monetary gains, health improvement, decline in turnover rates, stress, increasing attendance, promoting satisfaction, organisational commitment and work-family balance as well as conflict reduction (Eaton, 2003; Halpern, 2005; Dalton and Mesch, 1990; Hayman, 2010; Clark, 2001; Skinner and Pocock, 2011; Rastogi et al., 2015; Rothausen, 1994).

Allard et al., (2011) reports that discretion in choosing the place of work enables one to meet the work commitments from home, is eventually helpful in saving time of commutation to reach office. This promotes the practice of investing more time on self and health areas. Along with this, the absence of commutation encourages money and energy saving among employees and attempts to gratify the economic needs of the employee. Baltes et al., (1999) also found in their studies that working from home increases the level of interaction of the employee with family and friends. The present findings are in congruence with the findings of Halpern's (2005) study in USA.

Further, Clark (2001) in his study reports that temporal flexibility has a positive relation with work life balance. This infers that temporal flexibility positively influences increased interaction with the members of the family and further satisfies the family as well as social needs of the employees resulting into enhanced quality of work life among employees. As per the literature (Wells, 1988), the use of temporal flexibility often provides a sense of authority leading to generation of self-esteem among employees. The above discussion clarifies how flexibility in place and time at work offers multiple benefits to the employees such as more time with family, saving time and money incurred by commutation, balancing work and family domain, satisfaction of social needs in both the domains such as home (enhanced communication with family members) as well as office (direct interaction with colleagues), sense of self-esteem due to authority in choosing place and time of work eventually leading to quality of work life .

### ***5.8.3.2 Operational flexibility and quality of work life***

Before discussing the findings at length, it is important to state that operational flexibility is often misunderstood with organisational flexibility (Huang and Cullen 2001). Hence, it is



imperative to define the differences between the two. Operational flexibility is a form of employee oriented flexibility, while organisational flexibility is business centered flexibility which primarily deals with the macro environmental change of the environment in which businesses operate. Thus, operational flexibility is often regarded as the control over the work-conditions and often used as a synonym for job control and job autonomy in organisational behavior literature (Bailyn, 1997; Greenhaus and Powell, 2006). Hypothesis 6(b) proposed that operational flexibility works as a predictor for quality of work life. The results of statistical calculations indicate that operational flexibility has a positive relationship with quality of work life.

The results of the study are well supported by establishing a link of the present findings with existing literature. Häusser et al., (2010) asserts that flexibility in operations is divided into two parts: skill discretion and decision making authority. Park (2010) states in his study that with discretion in terms of using the skills and process for task completion, the employee develops boosted self-esteem which helps the employee in realisation of his self-potential. Additionally, the decision making and skill discretion often helps employee in developing new skills while dealing with new situations and people, in unique contexts. Wherein, the new problem contexts and challenges at work place often demand new creative ways to deal with the issues at workplace. In an empirical investigation, Häusser et al., (2010) confirms that operational flexibility at workplace leads to knowledge need satisfaction; aesthetics need satisfaction, self-esteem need satisfaction as well as the satisfaction of need for self-actualisation, leading to well-being of the employees. The above findings are strongly supported by other researchers as well (Doef and Maes, 1999; Carayon and Zijlstra, 1999; Brough and Pears, 2004; Presti and Mauno, 2014). Hence, in Indian context, intrinsic need satisfaction at workplace has been empirically supported to have a significant role in determining quality of work life among middle level employees.

The need based quality of work life concept is a combination of both types of needs: first order and second order. Discussing the findings more specifically on the basis of literature, it is asserted that temporal flexibility is more inclined towards extrinsic need dimension such as time with family, work life balance, social needs as well as savings of money in absence of commutation expenses (Eaton, 2003; Dalton and Mesch, 1990; Hayman, 2010; Halpern, 2005; Rastogi et al., 2015; Clark, 2001) whereas in the case of operational flexibility, control over job or skills usage and decisions satisfies second order needs and positively influences quality of work life among employees (Doef, 1999; Presti and Mauno, 2014; Brough and Pears, 2004;

Carayon and Zijlstra, 1999). Thus, it can be understood from the above discussion that flexibility at workplace is a significant predictor of quality of work life in Indian context.

#### **5.8.4 Flexibility, work-family enrichment and gender**

For measuring whether gender moderates the relationship between flexibility dimensions and work-family enrichment, hypothesis 7(a) and 7(b) are statistically tested. The details of the findings are given below. The finding infers that gender does not moderate the relationship between flexibility dimensions and work-family enrichment. These findings are contrary to our predictions. There appears to be several plausible explanations about the absence of the moderating role of gender in the relationship between flexibility dimensions and work-family enrichment. First, the sample of the study might be responsible for a non-significant finding concerning the moderating role of gender on the relationship between temporal flexibility and work-family enrichment. Specifically, the majority of the respondents in the present research study happened to be middle level male employees, who enjoyed moderate level of job authority within the organisations. The organisations also provided them with similar level designations, pay scales and work responsibilities irrespective of their gender. Additionally, it is indicated that with change in sample characteristics, gender related results are also subjected to change in Organisational Behavior studies (Keene and Quadagno, 2004). Hence, the gender related findings can be differed on the basis of sample characteristics.

Second, India is a male-dominated society where men are the primary breadwinners for the family. However, the increasing involvement of women in the workforce has made them no longer 'stay-at-home' moms. They are now economically more active and contribute to the family income. Although women in India are still responsible for dealing with household tasks and taking care of children, their involvement in the workforce has resulted in an adaptation to the modern gender role. That is, males also share some of the household tasks to enable their wives as the secondary breadwinners to manage the work role successfully.

Third, operational flexibility is not a significant predictor of work-family enrichment for males as compared to females. Although it has been reported that men have stronger needs for power and achievement, the study shows no gender difference in work-family enrichment experiences in terms of hierarchical level, remuneration, and authority. Women also need control over the conditions of their work and are interested in using resources and skills gained at work to use in the family domain. Under these circumstances, the results reveal no gender difference.

Fourth, Carlson et al.'s (2010) study does not report gender as a moderator of the impact of flexibility in schedule on work-family enrichment. They discuss that there is no convincing evidence about the notion that men and women should experience the work-family enrichment process differently. On the other hand, Baral and Bhargava's (2011) study conducted in India demonstrates that women having various work life balance practices, experience higher work-family enrichment. Rajadhyaksha et al.'s (2015) review on work-family conflict and work-family enrichment with a concentration on gender and culture, suggests that there are several interactions between gender and gender role ideology-related variables. However, most of the studies reveal no gender difference results. With this realisation, there is a need for more empirical research to understand the moderating role of gender on the relationship between flexibility dimensions and work-family enrichment in India as well as in different cultural settings.

#### **5.8.5 Flexibility, quality of work life and work-family enrichment**

In addition to gender as a moderator, the quality of work life is also hypothesised as a mediator between flexibility dimensions and work-family enrichment. Hypothesis 8(a) proposes that quality of work life mediates the relationship between temporal flexibility and work-family enrichment. The obtained results highlight and establish the importance of quality of work life for enhancing work-family enrichment among middle level employees. The findings indicate that quality of work life partially mediates the relationship between the temporal flexibility and work-family enrichment as the total effects model (in absence of quality of work life as a mediator) also indicates to have significant results. It is also specified that temporal flexibility has a direct relationship with work-family enrichment. This is in congruence with the past studies (Pedersen and Jeppesen, 2012; Carlson et al., 2010; McNall et al., 2009). Additionally, quality of work life also projected to have a significant positive relationship with work-family enrichment. As in the present context, quality of work life has been considered as the level of need satisfactions from work experiences. The findings infer that the need satisfaction of employees through work experiences directly as well via quality of work life leads to enrichment in family from work domain. Zimmerman (2009) and Proost et al. (2010) also reports similar nature of results in their studies. Hence, the present study support that the relationship between temporal flexibility and work-family enrichment is partially mediated by quality of work life.

Furthermore, Hypothesis 8(b) which proposes that quality of work life works as a mediator between operational flexibility and work-family enrichment was also tested using

SPSS (PROCESS). Apart from significant total and indirect path values, the results further found the existence of significant direct work-family enrichment (even in the absence of the quality of work life as the mediator) relationship between operational flexibility and work-family enrichment. Hence, the findings of the statistical test confirm partial mediation among the proposed hypothesised relationship. Karimi and Nouri (2009) also indicate that autonomy has a direct relation with work-family facilitation (WFF). In another study Siu et al. (2010) found that job autonomy is linked to work-family enrichment, but via job engagement. The dimensions of quality of work life construct such as intrinsic need satisfaction (INS) and extrinsic need satisfaction (ENS) also have empirical evidences to support their relationship with work-family enrichment (Zimmerman, 2009a; Innstrand et al., 2010; Yanchus et al., 2010; Seery et al., 2008; Grzywacz and Butler, 2005; Wadsworth and Owens, 2007). Thus, the present study also indicates that quality of work life partially mediates the relationship between operational flexibility and work-family enrichment. These results generate an interesting finding to the Organisational Behavior (OB) scholars by providing an empirically tested mechanism for promoting work-family enrichment among employees through workplace practices.

## **5.9 Chapter summary**

The chapter 5 throws light on the discussion section of the present study. The chapter started with an introduction, which comprehensively summarises how the researcher selected the three variables for the study, stating from strategic relevance of the research problem. Then, the obtained and actual factor structures of all the variables under study were discussed. After this, all the research objectives were stated with their hypothesis, statistical results and findings along with the literature support.

# CONCLUSION, IMPLICATIONS, LIMITATIONS, AND FUTURE SCOPE

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The last chapter of the thesis summarizes the finding and concludes the study, implications for industry practitioners as well as academia researchers. The weaknesses of the study are also discussed under the subsection limitations while the directions for prospect researchers are discussed under the subsection future scope.

### 6.1 Conclusion

The aim of the study was to explore the domain of employee well-being. Broadly, work-family research is the area which was adopted for the further screening. In the process of reviewing the literature, the researcher explicitly observed that work-family enrichment as a relevant variable from employee perspective has been relatively overlooked by work-family researchers. This was further supported when the researcher attempted to list all work-family enrichment focused studies together in Indian context. Surprisingly, the majority of the work-family literature was found to be dominated by work-family conflict based studies even after the introduction of work-family enrichment concept a decade before (work-family enrichment was introduced by Greenhaus and Powell in 2006).

After the selection of work-family enrichment as the main variable of the research study, the literature review process continued to identify the potential antecedents of the construct. Consequently, two variables: flexibility and quality of work life were identified as the potential predictors of work-family enrichment. The variable selection was done considering the strategic relevance of the variables in relation to work-family enrichment and the less explored relationship with the main variables in Indian context. Thus, the present study concentrates on the relationship among flexibility, quality of work life and work-family enrichment.

The first objective of the study, examining the impact of demographic characteristics on flexibility was investigated by testing hypotheses 1(a), 1(b) and 1(c) in the present study. The research study attempted to examine the impact of industry, sector and marital status on flexibility perceptions among middle level employees. The crucial finding of the study

advocates that flexibility perceptions do vary among manufacturing and service sector middle level employees. The findings were found to be consistent when the researcher examined the flexibility perceptions among public and private sector middle level employees. No difference was observed in flexibility perceptions among married and unmarried middle level employees. The research study indicated that service sector middle level employees have higher degree of flexibility perceptions as compared to their public sector counterparts. Similarly, the private sector employees were found to have higher level of flexibility perceptions as compared to public sector middle level employees. On the contrary, the middle level employees failed to report any variation in flexibility perceptions due to their marital status. On the basis of statistical results, following conclusions can be made-

- Middle level employees of manufacturing firms experience less degree of flexibility at workplace as compared to those who are employed in service sector.
- The private sector middle level employees have higher level of flexibility in comparison to public sector employees.
- Flexibility perception of Indian middle level employees does not vary on the basis of their marital status (married and unmarried).

The second objective of the study was to assess quality of work life in select Indian organisations. The results of Hypothesis 2(a), 2(b) and 2(c) testing revealed that the industry (such as manufacturing and service) does not affect quality of work life perceptions among middle level employees in Indian organisations. Similar to this, the public and private sector middle level employees were found to have similar perceptions related to quality of work life. Additionally, no variation was observed in quality of work life perceptions among married and unmarried middle level employees. On the basis of hypothesis testing results, following conclusions can be made-

- Quality of work life perception of Indian middle level employees does not vary industry wise (manufacturing and service) and sector wise (public and private).
- Both married and unmarried middle level employees have analogous quality of work life perception.

To assess the perceptions of work-family enrichment among middle level employees working in India, especially with the reference to demographic variables (such as service/manufacturing industry wise, public and private sector wise and according to marital status), Hypotheses 3(a), 3(b) and 3(c) were statistically tested. From the study it is inferred that work-

to-family enrichment among middle level employees in Indian context does not vary with industry. The research study also asserted that middle level employees of public and private sector organisations have similar work-to-family enrichment perceptions. On testing the work-family enrichment perceptions by considering the marital status of middle level employees, the researcher inferred that marital status does not cause variations in work-family enrichment perceptions among middle level employees. On the basis of results the following conclusions can be drawn-

- Middle level employees of manufacturing and service industry perceive work-family enrichment similarly.
- The work-family enrichment perceptions among middle level employees do not vary on the basis of sector (public and private) they are employed in.
- Work-family enrichment does not vary on the basis of marital status of the middle level employees (married and unmarried).

Hypothesis 4(a) and 4(b) of the study proposed that flexibility dimensions (i.e., temporal flexibility and operational flexibility) work as a significant predictor of work-family enrichment. Specifically, the objective of the study was to inspect the role of flexibility dimensions in determining work-to-family enrichment among middle level employees in select Indian organisations. With the change in time, there is greater emphasis on work life balance and employees not only seek to accomplish professionally, but also desire a fulfilling and satisfying domestic life. Businesses all over the world today recognize and respect this mind-set and have made efforts to incorporate employee-centric policies that facilitate the achievement of professional and personal goals, providing greater flexibility to employees (Hill et al., 2010; Kossek et al., 2010). After examining the impact of flexibility dimensions on work-family enrichment, following observations can be summarized as shown below-

- The flexibility in choosing the work time as well as the location to work significantly enriches the life of the middle level employees. As when the employee enjoys power to decide time to work and place to work, he develops resources such as being proactive and planning skills to accommodate the role expectations of the work and family domains. As a result of carrying out the responsibilities of family domain without affecting the work commitments, the middle level employees develop positive mood and emotions.

- The freedom in choosing skills and processes for task completion helps the middle level employees in enriching their family life. The authority to take decisions regarding processes and skills, encourage middle level employees in the improvement of the analytical skills, leadership skills and knowledge. These resources obtained at workplace help the middle level employees grow intellectually which further enriches their family life.

The hypothesis 5(a) and 5(b) proposed that quality of work life dimensions predict work-to-family enrichment among middle level employees in select Indian organisations. The strategic significance of quality of work life has been respected and acknowledged globally by researchers in their respective domains such as nursing (Brooks and Anderson, 2005; Gifford and Zammuto, 2002), hospitality (Chiang, et al., 2010; Lee et al., 2015), manufacturing (Noor and Abdullah, 2012) and education (Mirkamali and Thani, 2011; Mohammad, 2013). The results of the study were congruent with the above studies and revealed that quality of work life dimensions (extrinsic need satisfaction and intrinsic need satisfaction) play a significant role in determining the work-to-family enrichment among middle level employees. Hence, more specifically the findings conclude that-

- The satisfaction of extrinsic needs such as sufficient salary (perception), job security and health significantly together enrich the family life of the middle level employees. Individually, salary increases the purchasing power of the employees, by which the employees can provide a better standard of living to their families. The security of job, especially in the uncertain work environments, offers a surety of employment. Perhaps, this is one of the reasons that for a very long time majority of the Indian society preferred government sector jobs over private sector. Furthermore, the study concludes that family life of a middle level employee also gets enriched, if employee remains free from illness or gets health benefits.
- Work-family enrichment is also predicted by the satisfaction of second order needs of the employee at workplace. The second-order needs include knowledge needs, actualization needs, aesthetic needs and also self-esteem of the employee. Hence, it is very important for the organisations to monitor whether the job profile of the employees is able to satisfy the employee intellectually (in terms of knowledge, esteem, and actualization). The satisfaction of these intrinsic needs is linked with the positive outcomes in family domain of the employee. Thus, the study concludes, the organisations should take care of the first and second order needs of



the middle level employees at workplace. The need satisfaction at workplace among middle level employees contributes to positive work-family interactions. In other words the study strongly suggests that the positive workplace experiences do affect family life of the employees in a positive way.

The 6<sup>th</sup> hypothesis of the study was based on the proposed relationship between flexibility dimensions and quality of work life constructs. On examining the impact of flexibility dimensions (temporal flexibility and operational flexibility) on quality of work life, the results found that flexibility dimensions have a significant and positive relationship with quality of work life. With the acceptance of hypothesis 6(a), the present study revealed that flexibility in time at workplace enhances the work-family enrichment experiences among middle level employees. Additionally, the freedom in choosing the place to work, in absence of compulsion of reaching office saves time of the employee as a result of flexibility in place. Hence, the middle level employees have plenty of free time to use in their personal health related areas. The study also supports that operational flexibility at workplace leads to aesthetics need satisfaction, knowledge need satisfaction; self-esteem need satisfaction as well as the satisfaction of need for self-actualization. On the basis of above results the findings conclude that -

- The liberty in choosing the time to work and place to work enhances the quality of work life of the employees. The freedom in work time (schedule flexibility) and work place (flexi work) help employees in managing the role responsibilities of other domain as well. Additionally, practices of flexi place and flexi hours at work place are useful for employees in managing work life balance such as picking up kids, elder care, and social gatherings etc.
- The freedom in taking work related decisions without the interference of the supervisor, also improves the quality of work life of the employee. In other words, operational flexibility is an opportunity for the employee to develop himself personally and intellectually. But operational flexibility needs to be given on the basis of competencies of the employee.

Considering the role division on the basis of gender socialization (Eagly, 1997), Hypotheses 7(a) and 7(b) were proposed to study the role of gender as a moderator between flexibility dimensions and work-family enrichment. The traditional role believers asserted that females are the prime care takers of the family and would use flexi time and place in managing home

domain responsibilities as compared to male employees. In the same way, operational flexibility as a male ego satisfier believed to have a more dominating role in family domain enrichment especially in the case of male employees. Hence, the following statements were made to conclude from the results of the study-

- Gender does not moderate the relationship between temporal flexibility and work-family enrichment. In other words, females are no more considered the sole care taker of the family; rather the couples have started to take home domain responsibilities jointly.
- The middle level employees tend to have better salaries which make them acquire paid domestic help as well. This is likely to lessen the burden of the employees (both male and female) towards family. Hence, gender would not moderate the relationship between flexi time and place and quality of family life.
- Gender failed to moderate the relationship between operational flexibility and work-family enrichment. The second-order needs such as autonomy cannot be categorized on the basis of gender. It would be wrong to assume that man is more driven by need to authority as compared to woman.
- Reaching middle level in the organisation itself supports the notion that both male and female employees are driven by same level of higher order needs, which made them reach this level in the organisation. Hence, gender does not moderate the relationship between operational flexibility and work-family enrichment.

The last hypothesis of the study proposed that quality of work life works as a mediator between flexibility dimensions and work-family enrichment. The projected relationship was partially supported. The following conclusions were drawn-

- Though flexibility in choosing time of work and place of work enhances the quality of work life which further promotes enrichment in family domain quality of life, at the same time, freedom in choosing schedule to work along with place to work from would directly enhance the quality of life in domestic life. Thus, quality of work life failed to fully mediate the relationship between temporal flexibility and work-family enrichment.
- The power to take work-related decisions without the interference of the boss enhances quality of work life which eventually enriches the quality of family life. But in absence of quality of work life also, the operational flexibility enriches the quality of family life directly.

- Quality of work life and flexibility at work place enriches the quality of family life of the employee.

## **6.2 Contribution of the present study**

This study extends to existing literature in several ways.

First of all, in response to the incessant calls of Organisational Behavior researchers to study flexibility dimensions in relation to work-family enrichment (Carlson, et al., 2010), the present study attempted to examine flexibility dimensions such as temporal flexibility and operational flexibility in relation to work-family enrichment. The reasons for such calls could be directly attributed to the availability of less number of studies investigating the impact of flexibility dimensions on work-family enrichment. Thus, by examining the impact of relatively unexplored flexibility dimensions on work-family enrichment, this study fulfills the gap and overcomes the limitation in the academic literature.

The study is important from theoretical and practical point of view. Unlike previous studies which mostly intended to examine individual dimensions of quality of work life, the present study is pioneer in the area where the impact of all dimensions of quality of work life (together) on work-family enrichment was empirically examined. Additionally, by providing the support on the relationship of quality of work life and work-family enrichment, the present work has addressed to the scarcity of literature relating quality of work life with work-family enrichment, as mentioned by Crain and Hammer (2013) in their literature review. The study provided evidence on the absence of quality of work life which focused on studies in the domain of positive work-family interface based literature.

Additionally, it is notable to mention here that many studies observed that positive interplay between work and family has remained an understudied and one of the most neglected areas of research. It needed to be explored further to help organisations in gaining competitive advantage through employee well-being. Furthermore, it was also observed that with the dominating conflict related work-family literature, India reported a poor number of work-family enrichment related studies. Hence, responding to the calls made by past researchers (Frone, 2003), the study contributed to the work-family literature by exploring how organisational practices at workplace lead to work-family enrichment. The present study has endeavoured to shift the focus of work-family research from conflict curbing and balance seeking studies to enrichment promoting research.

Importantly, the study has extended work-family enrichment literature by empirically testing and analyzing a unique and unexplored combination of variables as potential antecedents of work-family enrichment in collectivist cultural settings. Literature claimed that work-family issues are culture specific; hence, what is appreciated in one culture may be rejected in other cultures (Powell, 2010). Prior to this, the individualistic cultures from West have largely dominated the work-family enrichment arena in comparison to collectivist cultures. This study by examining the impact of flexibility and quality of work life on work-family enrichment in a way can be said to have provided further support for work-family enrichment model, relatively a less explored model in the area of work-family literature, in India, thereby validating the model in Indian society, in addition to its proven validity in European, Western, Asian and other parts of the world.

More importantly, all variables under the study are measured via instruments which were developed in western settings. On the account of cultural differentiation, the validity of those instruments is likely to be questioned in the settings of developing countries. Hence, the study validates flexibility, work-family enrichment and quality of work life scales in Indian settings by examining their psychometric properties using Indian sample. Availability of such ready to use validated instruments would help the scarce work-family enrichment literature to grow faster in a collectivist society such as India.

Further, this study attempted to rationalize the impact of flexibility dimensions on work-family enrichment through the lenses of gender. In a low-egalitarian society like India, roles of work and family domains are more likely to be ascribed to gender. Hence, it was important to understand the role of gender in the process of flexibility and work-family enrichment. Gender is not used as a control variable in the study and tested as a moderator between the workplace flexibility and work-family enrichment. Also a robust theoretical base was developed with the reference of Social role theory and Two-factor hygiene theory in order to understand the relationship. It enhances the applicability of the findings in more cultural specific Indian settings.

Importantly, the study provided the valuable insights on the complex relationships among the study variables. The study has attempted to unleash the mechanism through which flexibility influences work-family enrichment. Though, in previous literature quality of work life has been confirmed as a mediator between work place related variables and work-family conflict (Cheung and Tang, 2000), but no study was identified to examine the role of quality of

work life as a mediator in association of work place related variables and positive work-family interdependencies. This study contributes to the literature by fulfilling the existing research gap by providing empirical evidences supporting the level of mediation of quality of work life between the relationship of flexibility and work-family enrichment.

### **6.3 Practical implications**

This study has illuminated both industry and academia by providing greater insights into how work and family domains can act like friends. At the time when work-family literature is bombarded with work-family conflict focused studies, this study provides unconventional findings claiming that despite of 24\*7 work cultures, rigid deadlines and highly demanding job market in contemporary Indian settings, work and family domains can act like friends. By using this knowledge base, the corporate policy makers can intervene and re-plan the employee well-being initiatives accordingly. More specifically, the HR managers are going to get benefited from the findings of the study. Additionally, the empirical evidences support the validity and reliability of the study. Considering the positive capacity of work-family enrichment to encourage employee in more effective and positive way at workplace, the results of the study suggest that offering flexibility at workplace is an indispensable intervention, which could be a competitive advantage enhancer through enhanced quality of work life and work-family enrichment level of employees.

Traditionally, most of the HR managers are worried about how to minimize the work-family conflict of the employees. Their mindset is mostly confined to minimize the level of work-family conflict for promoting work-family balance among employees. The findings of the research will provide a positive approach to managers about creating positive work-family relations through supportive work practices. It is more important to note here that, work-family conflict and work-family enrichment can occur at the same time. Sometimes it is not possible to stop conflict to occur, but there is a probability to promote work-family enrichment. Thus, the findings have broadened the perspective of managers in work and family related issues.

Additionally, the findings offer understanding about implementation of flexibility policies. Findings suggest that the level of flexibility options may vary according to the nature of job, level of job hierarchy, type of industry and sector of employment. Thus, the rule of flexibility cannot be uniformed across all organisations. The managers and organisations need to plan accordingly considering the workload, manpower and project deadlines. The feasibility

of implementation will enable the HR managers to strategically plan flexibility provision in line with the organisational objectives.

In line with the findings of the study, it can be projected that sometimes employees with more work responsibilities tend to blur the home-work boundaries. Along with positive effects, there could be associated costs also in the form of blurred boundaries. Therefore, it is important to pay attention to boundary management mechanism that could affect not only employee, but also his family members. In this regard, the flexibility can work as an important mechanism to deal with boundary management.

This study also takes the debate on gender biased family support policies at workplace by clarifying the widespread assumption that women and men perceive family support policies differently as women have a larger share in home responsibilities. The findings of the study support the notion that work and family/home domains are no longer gender specific. It draws the attention of the Indian state legislators and makes them ponder upon prevailing family supportive legislations which are primarily 'women centric' in nature. In addition, it appears that there is a strong need to deliberate the family supportive needs of all employees irrespective of their genders. At the organisational level, leaving mothers in the workforce both men and women, whether married or unmarried, should be given similar level of flexibility at workplace. The rationale for this implication could be directly attributed to the move of society towards egalitarian approach where men and women equally enjoy home and financial domain responsibilities.

The study also provides validated measurements of work-family enrichment, flexibility and quality of work life that could be directly used to examine any three of the variables in Indian context.

#### **6.4 Limitations and directions for future**

Data were collected using self-report measures in present study. Sometimes self-report measures are unable to represent the accurate state of mind of the respondent. Therefore, there is a possible threat of response and recall bias (Spector, 2006). However, in the present study only standardized instruments are used with a view to avoid the risk of variance. Additionally, the common method bias was also examined in the study, which confirmed that common method bias was not a problem in the present study.

As in the present study, data were collected from middle level employees in India, the sample reported very less number of women in the study. This could be attributed to the fact that women participation in paid workforce is less in India as compared to countries of the west. Due to the same problem, previous studies have witnessed the same challenges of gender ratio in their samples (Baral and Bhargava, 2010). The dominant number of male respondents in the sample limits generalisability. Hence, there is need to prevent gender biased samples in future studies to enhance the generalisability of the study.

Further, given that the sample used in the present study was drawn from middle level employees working in Indian organisations, the sample was more likely to have more level of work-family enrichment by virtue of relatively greater access to the better work related control and family supportive options. This restricts the generalisability of the research findings to middle level employees of the organisation. To overcome this limitation, the researchers can incorporate top and junior level employees in their study sample, which would give them the opportunity to compare the results across hierarchy levels and increase the generalisability of the study.

The present study has adopted a cross-sectional research design. Though, cross-sectional research designs are considered helpful in the case of data collection from large sample size in the literature, yet, it does not permit the researcher to infer causal relationships among the observed variables. In future, researchers are recommended to adopt longitudinal research designs to establish the causality of the research.

The present study has examined gender as sex, but in Organisational Behavior, gender has been referred as the psychosocial implications of being female or male (Powell and Greenhaus 2010, in US). Only biological characteristics do not confirm the substantial evidences related to the psychological state of the respondent. Hence, the future researchers should take more studies on the exploration of gender related relationship in a more systematic way which can measure the gender beyond the biological definition.





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### Journals Publications:

**Rastogi, M.**, Rangnekar, S. and Rastogi, R., “Flexibility as a Predictor of Work–Family Enrichment”, *Global Journal of Flexible Systems Management*, Vol. 17 No. 1, pp. 5–14, 2015.

**Rastogi, M.**, Rangnekar, S. and Rastogi, R., “Work Family enrichment in India: Validation of Work-family enrichment scale”, *Global Business Review*, Sage, accepted on Dec 18<sup>th</sup>, 2015, paper is scheduled to publish in GBR 19.1 (January - February 2018) issue.

**Rastogi, M.**, Rangnekar, S., Rastogi, R. and Karatepe, O., “Flexibility and work-family enrichment among Indian employees: Does gender matter?”, *Journal of Managerial Psychology*, Emerald, under review.

### Conference Publications:

**Rastogi, M.**, Rangnekar, S. and Rastogi, R. (2015), “Workplace Flexibility-Scale validation in Indian Context”, in Fifteenth Global Conference on Flexible Systems Management proceedings of *Global Conference on Flexible Systems Management*, Symbiosis Institute of Technology, Symbiosis International University, Pune, India, October 23 – 25, 2015.

**Rastogi, M.**, Rangnekar, S. and Rastogi, R. (2015), “Generation Y in India: A study of quality of work life”, in 13<sup>th</sup> International Conference on IT applications and management 2015 proceedings of ITAM in Thailand, Naresuan University, Jan 14-16, 2015, Hanyang University, Korea, pp. 15-18.

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## Indian Institute of Technology Roorkee



### Department of Management Studies

Dear Participants,

Greetings!

Work-family life related issues have emerged as an area of concern for employees and employers both. In a country like India, family and work both domains play a very important role in relation to enhanced quality of life of an individual and vice versa. This study will provide empirical evidence regarding examine how work life related issues and practices your needs satisfaction on your work-family relations and career related satisfaction in exchange of your 5-10 minutes.

In this direction the attached research instrument is a tool that helps us understand your perceptions about the flexibility at workplace, quality of work life along with work-family relations. Your response will add value to our research as well as to the literature. We therefore, request your response to the survey. Your response will enhance the reliability of the findings of this research. In return for your participation, we undertake to respect strictly your anonymity by using your responses only as statistical data for the research. After analyzing the results we would like to share a copy of results with you.

Thank you in anticipation, for your helpful response. Completed questionnaire may be sent through email at following email ids:

[mansi.dims@gmail.com](mailto:mansi.dims@gmail.com) / [mansiddm@iitr.ernet.in](mailto:mansiddm@iitr.ernet.in)

Thank you in anticipation, for your helpful response.

Yours sincerely,

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**Instrument for Collection of Data**

**Demographic Information Section**

Gender: M/F .....

Educational Qualifications.....

Type of Organisation: Public  Private

Type of Industry: Service  Manufacturing

Role/ Position: .....

Marital Status: Unmarried  Married  Other

Location : .....

Name of organisation (optional):.....

**Quality of Work life** (Sirgy et al., 2001)

1. I feel physically safe at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

2. My job provides good health benefits.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

3. I do my best to stay healthy and fit.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

4. I am satisfied with what I'm getting paid for my work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

5. I feel that my job at (name of the organisation) is secure for life.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

6. My job does well for my family.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

7. I have good friends at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

8. I have enough time away from work to enjoy

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

9. I feel appreciated at work at (name of the organisation).

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

10. People at (name of the organisation) and/or within my profession respect me as a professional and an expert in my field of work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

11. My involvement in my work I feel that my job allows me to realize my full potential.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

12. I feel that I am realizing my potential as an expert in my line of work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

13. I feel that I'm always learning new things that help do my job better.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

14. This job allows me to sharpen my professional skills.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

15. There is a lot of creativity involved in my job

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

16. My job helps me develop my creativity outside of work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

**Flexibility (Clark , 2001)**

1. I am able to arrive and depart from work when I want.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

2. I am free to work the hours that are best for my schedule.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

3. There is flexibility in my schedule.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

4. It is O.K. with my employer if I work at home.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

5. I would easily take a day off or work, if I wanted to.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

6. Others don't direct my activities at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

7. I can choose what I do at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

8. I am in charge of my activities at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

9. I determine where I place my time and energies at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

10. I have a say in what goes on at work.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

**Work-family enrichment or work-to-family enrichment (Carlson et al., 2010)**

1. My involvement in my work helps me to understand different viewpoints and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

2. My involvement in my work helps me to gain knowledge and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

3. My involvement in my work helps me acquire skills and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

4. My involvement in my work puts me in a good mood and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

5. My involvement in my work makes me feel happy and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

6. My involvement in my work makes me cheerful and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

7. My involvement in my work helps me feel personally fulfilled and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

8. My involvement in my work provides me with a sense of accomplishment and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree

9. My involvement in my work provides me with a sense of success and this helps me be a better family member.

Strongly disagree  Disagree  Neither agree nor disagree   
Agree  Strongly agree