An Empirical Study: Impact of Organizational and Family Support on Work-Life Balance of Women employees' in IT Companies

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Abstract:

Purpose of this study is to examine the impact of organization and family support on an individual's work-life balance (WLB) in the context of IT companies at Bengaluru. The study was conducted with a sample of 100 women employee of IT companies. A self administered questionnaire was used for data collection. A self administered questionnaire was used for data collection & Smart PLS 3.0 software was used for data analysis. A measurement model was analyzed for assessing the reliability and validity of the research instrument. The Partial least squares structural equation model (PLS-SEM) was applied for testing the hypothesized model of the study. This study exposed the organizational roles in managing the conflicts of people's personal life and professional life. Findings would inspire the authorities to formulate employee-friendly organizational strategies and design WLB programs in assisting women employees to manage their overall life both in the work and family domains.

Keywords: Work-life balance, Organizational support, Family support, Faculty members, IT companies.

1. Introduction:

In today's fast moving life, individuals often face the problem of how to balance all roles and responsibilities in life, especially those related to work and family. The extent of the conflicts between work and family is related to the increasing participation of women in the work process and the "modernization" of life. However, Steer et al argue that the conflict between work and family is

not only a reflection of changes in roles according to gender or economic activity of women, but that the relationship is more complex and takes place in an institutional context. Work-family balance is now almost no longer just an individual problem, but is already becoming a social and institutional problem facing all countries. In theory, work-family balance is gaining in importance, but practice shows that there are still difficulties in exercising certain rights related to work-family balance and that organizations still do not recognize the importance of reconciling work and family life.

There are two terms in the literature to define a concept that describes the search for a balance between work and other life roles, namely work-life balance and work-family balance. Work-life balance is a concept that supports the efforts of individuals to divide their time and energy between work and other important roles and responsibilities in their lives, such as family, friends, community, spirituality, personal growth, hobbies, and other personal activities. On the other hand, work-family balance is the fulfilment of role-related expectations negotiated and shared between an individual and his or her role-related partners in work and family]. The terms are similar, but not identical, as the construct of work-life balance is more comprehensive and broader than the construct of work-family balance. In this paper we use the term work-family balance, because we are only interested in the relationship between work and family.

Many women are opting jobs in order to build a good career and give financial support to their families. To lead a comfortable living and self satisfaction, women are working hard to get a balance between their personal and work life. The support from their spouse, parents, children, supervisors, friends and peer group will them in gaining the balance between paid and unpaid responsibilities. The Work Life balance (WLB) practices raise their job satisfaction and job performance and reduce absenteeism and stress.

Through addressing the research gap indicated above and the corresponding goal, the current study will define the roles of the educational institutions in managing academicians' life at work smoothly so that they can have enough time to respond to their personal, family, and social demands. In addition to the organizational roles, this study will also explain how their family members can assist them to enjoy their overall life by understanding their job natures and/or challenges and by sharing their personal and family duties. Further, the present study can broaden the existing knowledge by demonstrating the role of a firm's WLB initiatives and the caring family support of an individual in his/her general well-being.

2. Literature review:

The WFB theory defines 'balance' as an individual's satisfaction and doing better both at work and at home (Ogunbor, 2021). In the concept of 'work-life balance', both the domains of home

and work have a significant influence on employees' professional and personal lives, while the organizational and family support assist them to effectively balance both their lives (Asiedu-Appiah & Zoogah, 2019).

2.1. Organizational support and work-life balance:

Generally, an institution is responsible for providing its staff with a healthy and peaceful working life (Akter et al., 2021), whereas organizational WLB policies and practices can reduce their occupational stress and job burnout, thereby, adequate organizational support helps people to balance their professional and personal life (Asiedu-Appiah & Zoogah, 2019; Geevarghese & Devi, 2018; Nayak & Sharma, 2018; Solís García et al., 2021).Institutions and departments can assist people to perform their family (personal) obligations easily as well as to be compatible with their careers (Akter et al., 2021).

Research empirically revealed that the more an individual's perceived organizational support, the greater his/her balanced work-life (Putri et al., 2021). Similarly, Denson, Szelényi, and Bresonis (2017) exposed the significance of corporate support on the perceived work-life balance of the faculty members. This study was conducted in different ethnic groups of the USA by separately identifying institutional and departmental support as the determining factors for the work-life balance of the faculty members.

2.2. Family support and work-life balance:

Family support comes from an employee's parents, siblings, spouse, partner, children, and so on. Depending on the nature of the professional demands of an individual, his/her family demands may change and in some cases, family members assist him/her to solve his/her life issues (Chavan, Murthy & Reddy, 2021). Research demonstrated that support from home/family results in employee satisfaction at work, their physical and psychological wellbeing that in turn resolves the conflicts between work and non-work life of employees (Chavan et al., 2021; French, Dumani, Allen & Shockley, 2018). When people find family pressure instead of support, they cannot do better in their family and serve efficiently in their jobs too (Chavan et al., 2021). Reasonably, family support plays a vital role in reducing job stress, which consequences employee wellbeing (Nayak & Sharma, 2018).

Sharma, Gangwani, and Fryan (2019) opined that an employee with full support from the organization, but until and unless having family support cannot enjoy a balanced life. Besides, people can manage their professional as well as personal lives with the assistance of their family members (Maragatham et al., 2017). Sripo et al. (2019) suggested 'family support' to the development of WLB programs for employees.

3. Research Methodology:

3.1 Statement of Hypothesis:

H1: Organizational support positively influences work-life balance

H2: Family support positively influences work-life balance.

3.2 Data collection:

The study carried out a survey in order to collect data from the women employees of the IT companies located at Bengaluru. Based on the sampling method, IT companies were selected for data collection. The questionnaire consisted of two parts: the first part contained questions relating to the respondents' demographics & domestic details and the second part included questions about the constructs of this study. In all, 100 completed questionnaires were received through Google forms were finally accepted for study.

3.3 Data analysis techniques:

Data were processed and analyzed using Smart PLS 3.0 software. By using Smart PLS 3.0, the study assessed a measurement model for analyzing the reliability and validity of the indicators. A mean score closer to 5 will indicates the high agreement, whereas a score nearer to 1 will indicates the low agreement of the respondents as their replies were collected on a 5-point scale. Further, the study tested the hypotheses by assessing a structural equation model using the partial least square procedures, where a bootstrapping function of 100 resample was generated.

4. Results and Analysis:

4.1. Demographic analysis:

The sample of these study 56% respondents belongs to the age group 21-30 age, while the rest of 44% belongs to the age group 31 to 40. Majority of female respondents i.e., 56% were having work experience of 6 to 10 years, 36% were having below 5 years experience and remaining 8% were belongs to experience of 11 to 15 years. Among them, the majority of the respondents were married representing 68% and 32% of respondents were unmarried.

4.2 Descriptive and correlation analysis:

The study undertook a descriptive analysis of all the three constructs (work-life balance, organizational support, and family support) for getting the mean and standard deviation scores. All the constructs of this study scored above 3 indicating the consistency of the results. Among the data, work life balance was found to have the highest mean score of 7.873 followed by family support 6.639, and organizational support 5.258 Further, the lower (than 1) dispersion value in the case of all the constructs indicated the satisfactory outcome of the study. In this study, organizational support had a lower standard deviation with a value of 0.33, followed by work-life balance 0.38 and family support 0.55.

Table 1: Descriptive statistics and correlation coefficients

	Mean	Std Deviation	FS	OS	WLB
FS	6.639	0.55	1.000	0.344	0.471
OS	5.258	0.33	0.344	1.000	0.608
WLB	7.673	0.38	0.471	0.608	1.000

4.3 Measurement model assessment:

The study carried out a confirmatory factor analysis for assessing the reliability and validity of the measurement scales of the constructs. The values of the measurement model are displayed in Table 2 and Table 3.

4.3.1 Convergent validity:

By following Chin's (1998) recommendation, this study evaluated the convergent validity through observing the values of factor loadings, composite reliability (CR), Cronbach's alpha (α), and average variance extracted (AVE). The values of CR, α, and AVE of all the constructs are exhibited in Table 2 (Figure 2). The factor loadings higher than the threshold value (0.5) were kept (Hair, Black, Babin & Anderson, 2010) (Appendix). Further, composite reliability and Cronbach's alpha met the threshold value of (0.7), and the average variance extracted met the threshold value of 0.5 for all the constructs. Therefore, these results indicated the reliability and convergent validity of the constructs.

Table 2: Results of reliability and convergent validity

	α	CR	AVE
FS	0.881	0.910	0.671
OS	0.835	0.878	0.520
WLB	0.847	0.906	0.764

4.3.2 Discriminate validity

To assess the discriminate validity of the model, the study used cross-loadings of the indicators and the Fornell–Larcker criterion (Hair, Hult, Ringle & Sarstedt, 2017). The result of the cross-loading (Appendix A) indicated that all indicators load high on their own constructs but low on the other constructs. It indicates discriminate validity is achieved as the constructs are distinctly different from each other. Also, Table 3 indicates that all the constructs exhibit sufficient and satisfactory discriminate validity (Fornell & Larcker, 1981) since the square root of AVE (diagonal) was higher than the correlations (off-diagonal) of each construct. Hence, the measurement model of this study is considered satisfactory.

Table 3: Results of discriminate validity

	FS	OS	WLB
FS	0.819		
OS	0.344	0.721	

WLB	0.471	0.608	0.874

Note: Values in parentheses represent the square root of AVE, and other entries represent the correlations

4.4 Structural equation model analysis:

The study subsequently tested the hypotheses using the bootstrapping function and the results were exhibited in Table 4. As per the path coefficients (Figure 1), two hypothesized relationships H1 (t=7.478) and H2 (t = 5.485) were found to have a t-value greater than 1.645 (one-tailed). So, both the relationships are significant at 5% level of significance. H1 (σ = 0.404, $p < 0.05$) indicated that organizational support significantly influences work-life balance. Also, H2 showed that family support (σ = 0.269, $p < 0.05$) has a strong impact on work-life balance. So, hypothesis 1 and hypothesis 2 were accepted.

Table 4: Results of hypotheses testing

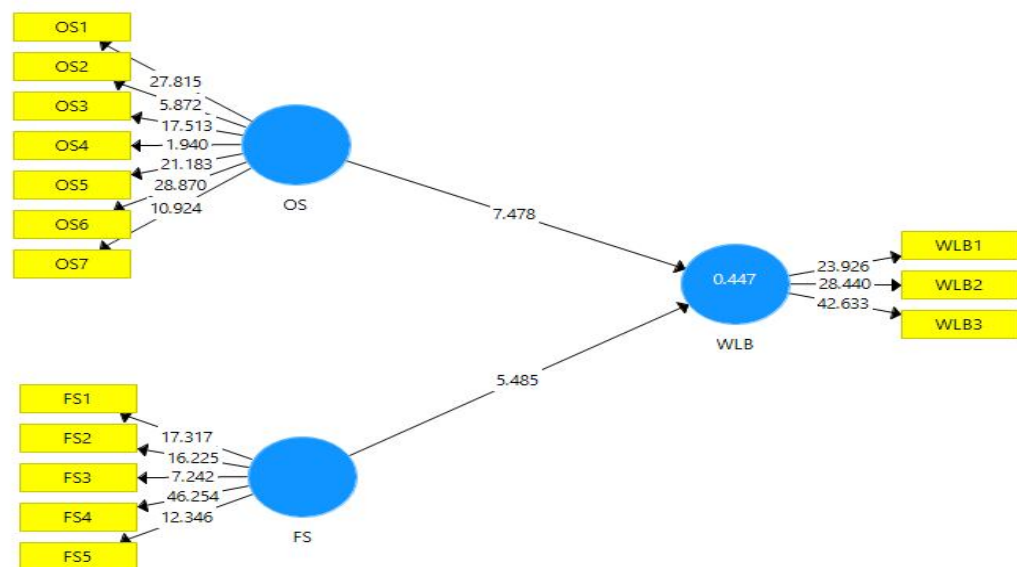| Hypothesis	Path	Std Deviation	T Statistics	P Values	Decision	R^2
H1	OS -> WLB	0.73	7.478	0.000	Accepted	0.447**
H2	FS -> WLB	0.57	5.485	0.000	Accepted	

Fig.1. Results of R2

5. Discussion:

This study aimed to investigate the influence of organizational and family support on the work-life balance of the women employees of IT companies situated at Bengaluru. The results indicated the different demographic characteristics of the women employees that also might affect their work-life balance. For instance, faculty members' marital status, the nature of their family

member's career, and the number of the dependent members directly affect their personal (family) life. On the other hand, the nature of the institution's ownership, faculty members' education, academic position (job rank), and length of experience influence their professional life. Both the personal (family) and organizational factors assert people to act differently in managing their personal and professional life issues.

6. Conclusion:

The study concludes that work-life balance is significant for the women employees of IT companies to enjoy both their professional and personal/family lives. When organizational support and family support are coupled with work-life balance, people will show positive attitudes towards job and home equally, which ultimately will impact organizational success. IT companies can strengthen employer, employee-co-worker relations, enrich employees' family/personal life, and improve their physical as well as mental health through emphasizing the aforementioned constructs. Therefore, if organizations develop employee-friendly organizational policies and practices, people can solve their family/personal problems with the assistance of their managers and colleagues, while they can also perform the job duties with the support of the family members. This study attempted to integrate the work and non-work forces that can be taken into consideration to design the WLB programs in the organization. Since faculty members are the critical factors in any educational institution, both their professional and personal life should be properly valued and cared for. It is indispensable to develop and implement effective organizational policies for assisting employees in enjoying their overall life. Thus, this research focuses on the organizational role to confirm the empirical validation and to provide meaningful insights to enhance the existing knowledge of work-life balance in higher educational institutions, specifically in the South Asian country context.

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