



NEURO - REFLECTIONS IN WORK- FAMILY ENRICHMENT

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ABSTRACT

Paradigm tectonic shift in workforce is witnessing complex percentage of women entering the workforce, rise in single parent households, increase in geriatric responsibilities and demand for double income earners. Such a shift calls consideration towards work-family role balance. Over the years, researchers from manifold arenas of scholarship have attempted to explain ways depicting the forward and backward linkages between work and family; dependent one over the other. This emergent concentration, towards understand work and family setup, mandates a study on work family enrichment (uni or bi-directional progression at work - life boundary whereby familiarity or sharing in one part upsurges superiority or recital in the further role). As a reflective case study, the study incorporates respondents from amongst a spectrum in the Indian I.T sector. A questionnaire based study is presented with a total of 300 questionnaires (targeted N = 300) of which 284 (accessible N = 284) all - correct filled questionnaires have been introspected collected and analysed. Data is analysed using factor analysis, correlation and multiple regression analysis. Based on certain neuro - perspectives, study reveals that employees working in a positive work environment and under supportive manager feel encouraged. They experience higher job satisfaction. This contributes towards work family enrichment. Those employees who had enrichment opportunities are observed to be more effective in work and perceive their role as positive. This contributes to family work enrichment. Enhancing family work enrichment leads to positive results.

Keywords: Work - Life Balance, Neuro - Perspectives and Job Satisfaction

Introduction

Normally observed as having temporal - based, stress - based and behaviour - based topographies, shifting landscape of labour force induces consideration to sense of balance between work and family roles. Work-family amelioration is demarcated as “*extent to which experiences in one role improve the quality of life in another role*” (Greenhaus and Powell, 2006). “*Work-family enrichment is recognized as bidirectional such that paybacks can be derived from work and applied to family (work-to-family enrichment / WFE) or derived from family and applied to work (family-to-work enrichment / FWE)*”. Among developing nations, study of job and family has developed into cross disciplinary research. In India, study has diversified into two separate paths; One, it focuses on the role that women have played in traditional home setup within four walls. The other; deals with

women entering workforce and taking up careers. This deals with ‘*Gender Equality*’ and ‘*Equal Employment Opportunity*’. Complications in Work-Family setup have become a growing issue in both existing and emerging civilizations. Same extends to India, where demographic trends are observed in their present form. With significant number of women joining workforce, growing numbers of nuclear family demand for dual income earners to maintain good quality of life.

Major theoretical viewpoint used to understand this is ‘*role theory*’; how people with unique social roles behave and how they assume others to act. Represented with theatre metaphor, theory is based on notion that individuals behave naturally and action of a person in relation to social status and circumstance are context-specific. As role theory states its two prevalent viewpoints in terms of scarcity hypothesis and enhancement hypothesis to

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explain roles in work family setup. 'Scarcity hypothesis' suggests that individual has limited amount of time and resources and stress arising out of it (because of over demanding nature of multiple roles that individual plays) is natural and unavoidable. This forms basis of 'work - family conflict'. On the other hand, enhancement hypothesis implies that performing multiple roles in work family setup lead to benefits. Benefits like learning new skills, growing self-complexity, social network as well as growth in monetary capital. These benefits form basis for work family enrichment studies. Overall benefits promote work and family roles enhancement and management, leading to less negative outcome and more positive outcome.

Research Inquiry

To what extent does work family enrichment mediate connexion between managerial support and job satisfaction?

Research Methodology

Drawing on 'conservation of resources theory and social exchange theory', a descriptive analysis is charted. Data is collected through structured questionnaire. Questionnaire was mailed to 300 participants of which 284 (all correct filled) questionnaires were chosen for analysis. Questionnaire comprised of 5 parts. First part asked for demographical characteristics. Second part consisted of statements of work family enrichment. Work family enrichment section consisted of 14 statements. Seven statements defined work family enrichment and seven statements defined family work enrichments. Questionnaire is prearranged by Faith Dyson-Washington in year 2006. Statements defining work family enrichment are like 'I have developed skills in my job that are useful at home'. On the other hand, statements defining family work relationships were like 'Feeling good about my family life puts me in a good mood at work'. Respondents were asked to rate statements in 5 - point scale where 1: "strongly disagree" and 5: 'strongly agree'. Cronbach's

alpha value for the scale is - 0.891. The third part of questionnaire dealt with supportive work place practices in organisation. A list of workplace practices (supportive) was prepared from literature reviews viz. 'flextime', 'flexible leave policies' and 'childcare facilities'. Respondents are asked to respond in Yes/No to facilities available to them. Cronbach's alpha value for scale is observed to be - 0.736. The fourth part of the questionnaire dealt with managerial support. 4 statements defined the managerial support. 'My manager understands when I have personal or family problems that interfere with my work' and 'my manager appears to know a lot about organisation policies that could help employees manage their family responsibilities'. The statements in this section were measured by 5 - point Likert Scale. Cronbach's alpha value for the scale is - 0.832. The last part measured 'Job Satisfaction'. 4 - item 'job performance scale' revised from Kirkman and Rosen (1999) with 5 Likert scale as '1= strongly disagree, 5= strongly agree'. The Cronbach's alpha value for the scale is - 0.947. This study is an attempt to validate analysis using SPSS Version 22. Statistical tools like factor analysis, correlation and multiple regression analysis is used for analyzing the data.

Results

Correlation coefficient is done to understand statistical relationship between relationships variables (psychometric properties). It defines direction of relationship. Along with correlation coefficient among variables, Table below shows mean and standard deviation between variables. Sign of the coefficient indicates mono direction of the relationship. From the table it is observed that significant positive relationship is observed between Job Satisfaction and Work Family enrichment and Managerial Support and work family enrichment. It is observed that relationship between independent variables is not more than 0.7; here case of multicollinearity is ruled out. Thus, data can further be processed for multiple regressions.

Table-1***Means (M), standard deviations (SD) and Pearson correlation coefficients (N = 284)***

Variable	M	SD	Workplace Practices	Work-Family Enrichment	Managerial Support	Job Satisfaction
Gender	1.50	0.50	-0.02	0.03	-0.01	0.09
Age	38.09	11.12	-0.02	-0.13 ^{***}	0.06	-0.08
Educational level	3.49	0.98	0.02	0.16 ^{***}	0.09 ^{**}	0.00
Work hours in a week	33.99	9.10	0.11 ^{**}	-0.06	0.18 ^{***}	-0.04
Tenure in Team	6.21	6.89	-0.05	-0.07	0.08	-0.13 ^{***}
Job Satisfaction	3.57	0.68	0.41 ^{***}	0.29 ^{***}	-0.09 ^{***}	
Managerial Support	2.07	0.48	0.08	0.53 ^{**}		
Work Family Enrichment	1.95	0.81	-0.28 ^{***}			
Workplace Practices	3.28	0.54				

^{***}. Correlation is significant at the 0.01 level ^{**}. Correlation is significant at the 0.05 level ^{*}. Correlation is significant at the 0.10 level

Using standardized beta coefficients, different variables (dependent and independent) were collated. Cronbach's alpha value for scale is observed to be - 0.736. The fourth part of the questionnaire dealt with managerial support. 4 statements defined managerial support. 'My manager understands when I have personal or family problems that interfere with my work' and 'My manager appears to know a lot about organisation policies that could help employees manage their family responsibilities'. Statements in this section were measured by 5 - point Likert Scale. Cronbach's alpha value for the scale is - 0.832. The last part measured 'Job Satisfaction'. 4 - item 'job performance scale' revised from Kirkman and Rosen (1999) with 5 Likert scale as '1= strongly disagree, 5= strongly agree'. The Cronbach's alpha value for the scale is - 0.947. The first step is to check whether the independent variable of work place practices has an effect on the dependent variable of job satisfaction.

The results of the regression analysis shows a negative relationship between these variables ($\beta = -0.267$, $t = -6.106$, $p < 0.01$). The same work place practice is further tested to see if it is a predictor for the mediating variables of work family enrichment

and neuro - based managerial support. In the case of work family enrichment, work place practices does not have a significant relation with this variable ($\beta = 0.059$, $t = 1.297$, $p = 0.195$). The relationship between work place practices and neuro - based managerial support ($\beta = 0.414$, $t = 9.774$, $p < 0.01$). The relation between work place practices and neuro - based managerial support is significant ($p < 0.01$). Further the relationship between the two mediating variables of work family enrichment and managerial support and the independent variable of job satisfaction is studied. The effect of work family enrichment on job satisfaction was not significant ($\beta = -0.068$, $t = -1.547$, $p = 0.123$). The effect of neuro - based managerial support on job satisfaction however was significant ($\beta = 0.211$, $t = 4.450$, $p < 0.01$). The remaining effect of the independent variable of work place practices should decline or disappear when the mediating variables of work family enrichment and managerial support are included in the measurement. When the mediating variables of work family enrichment and managerial support are controlled for in the regression analysis, the score on the effect of work place practices on job satisfaction decreases, but still exists ($\beta = 0.184$, $t = 3.893$, $p < 0.01$). So it can be concluded that there is

partial mediation. The results of the hierarchical multiple regression analysis are summarized in the

table below. R² scores tell how much of the variance in the dependent variable is explained by the model.

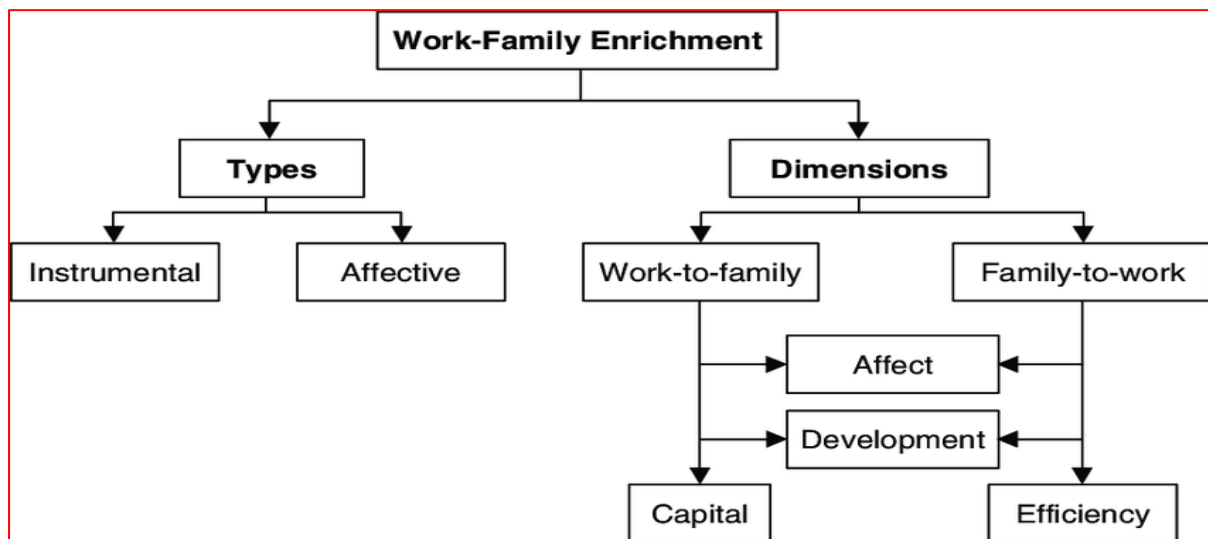
Table-2

Hierarchical Multiple Regression (N= 284)

Independent variable	Model 1 (Job satisfaction)	Model 2 (Work Family Enrichment)	Model 3 (Managerial Support)	Model 4 (JobSatisfaction)
1. Gender	-0.007	0.003	0.090**	0.012
2. Age	-0.074	0.000	-0.048	-0.084
3. Educational level	0.154***	0.097**	-0.020	0.143***
4. Tenure in team	0.121*	-0.205***	0.004	0.135***
5. Work- Family Enrichment	-0.267***	0.059	0.414***	-0.184***
6. Workplace Practices				0.068
7. Managerial Support				-0.211***
R ²	0.128	0.056	0.183	0.172
F	13.514 (0.000)	5.452 (0.000)	20.468 (0.000)	13.614 (0.000)

***. Correlation is significant at the 0.01 level ** .Correlation is significant at the 0.05 level *.Correlation is significant at the 0.10 level

Discussion



Enrichment of work-family can be attributed as a combination of neuro - based resources that are involved in functioning of one role to the other. In other words it can be defined as experience in managing one role will help in managing the other in another setup. For example, solving a family problem can be a source of solving a difficult

situation at work. Literatures of the study have proved that family demand management strategies can boost the job success rate. Participation in one domain (work or family) will encourage the increased involvement in another domain(work or family).The study was carried out to understand the concept and the variables revolving around work

family enrichment from the perspective of the I.T workers. As past studies have revealed IT workers are always up against strict deadlines coupled insecurities related to Job and market position. This adversely impacts their work-life enrichment. Results from this study confirm presence of moderately high levels of work- family enrichment. The study confirms neuro - based Managerial support and presence of certain workplace practices leads to work family enrichment and job satisfaction.

The neuro - based organizational culture should support the work life balance of employees and it plays a crucial role in enhancing the work family enrichment of the employees. With changes in the workforce today, every organization and every CEO/HR Personnel now should focus in creating a nourishing and a positive climate in the workplace. It is very clear from the above study that the managerial support has led to an enhanced work family enrichment as well as contributed to the job satisfaction of the employees. Among the workplace practices, employees should feel the staff support, cohesive team spirit; more job resources should be introduced like family friendly policies. These neuro - based practices will indirectly contribute to the betterment of the quality of life of the employees. When workers see that their organizations help them balance their work and family responsibilities; they would feel more supportive of their organization and thus obliged to respond positively with a beneficial mindset to their work and organization.

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