

# Antecedents and Consequence of Work-Life Balance

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**Abstract :** *The study examines the work life balance and its cause and effect through a survey conducted during 2008 in nine different stars hotels of Kathmandu, Nepal. Employees of these hotels were surveyed to determine the level of work and family stressors as antecedents, balancing between work and family, and organizational commitment as consequence of work life balance. Descriptive statistics were used to explore the condition of work life balance. Regression analysis was also used to examine the cause and effect relationship of work life balance. The study found low level of stressors of both domains indicating low level of their demand and good balance between work and family. The study also found employees of hospitality industry were highly committed towards their hotels. Role ambiguity alone from work domain was found that affect negatively on work life balance and others' effect were found statistically insignificant and positive as well. The positive and statistically significant effect of Hours spend on household work was found on work life balance. Finally the study found work life balance was a good predictor of organizational commitment.*

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## I. INTRODUCTION

The social status of woman was defined primarily by the professional position and income of her husband in few decades back. Today this typecasting does not hold good for most parts of society any more. The work patterns have become apparent in the 21st century include increasing numbers of women in the workforce, increasing pervasiveness of work in people's live, high performance work practices and worker stress, increasing worker dissatisfaction and diminishing social capital (Balmforth and Gardner, 2006). Moreover, in today's fast-paced society, human resource professionals seek options to

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(This paper is originally presented at the "International Seminar on Management" on "Enhancing Enterprise Effectiveness for Global Challenges" organised by Brihaspati College, Siddharthnagar on 3<sup>rd</sup> and 4<sup>th</sup> April 2010. The author acknowledges that the printed version of the paper has come after the suggestions from the Editorial Committee.)

positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends (Lockwood, 2003). In this respect, in organizations and on the home front, thus, the challenge of work/life balance is rising to the top of many employers' and employees' consciousness.

Work-life balance, an emerging issue, is about the interaction between paid work and other activities, including unpaid work in families and the community, leisure, and personal development (State Services Commission, New Zealand, 2005). This definition implies that an individual has to perform his/her different roles in different facets of lives. Performing a role in one facet might affect to other facets of lives means that there is demand of work and life (family). According to the UK Department of Trade and Industry, WLB is about adjusting working patterns. Regardless of age, race or gender, everyone can find a rhythm to help them combine work with their other responsibilities or aspirations. It simply explains about coordinating the demands of employment with life's other obligations.

The mixing results were experienced in course of coordination, interaction and relevancy between work and family domain. Some experience good balance between them, whereas others experience a high degree of imbalance. Numbers of research in the area of work-family research explained an unfavorable relation with a variety of variables associated with employee work life, home life, and general health and well-being: greater health risks for working parents, lowered performance in parental roles, lowered productivity at work, less life satisfaction, anxiety, and work stress (Greenhaus and Beutell, 1985; Kelly and Voydanoff, 1985; Small and Riley, 1990; Allen et al., 2000; Kossek and Ozeki, 1998). Similarly there has been study focusing on the positive effects that work-family balance has on workplace performance, job satisfaction and quality of life (Carnicer, 2004).

These favorable and unfavorable relations are the major concern of human resource professionals simply because of its impact on bottom line of organization. This implies the need of organizational effort on addressing work/life balance. It is an important area of human resource management that is receiving, in developed society, attention from government, researchers, management and employee representatives and popular media (Cieri *et al.*, 2002).

In this connection, the increasing number of day care centres in Kathmandu shows Nepalese employees are looking for balancing their work and life domain. Head of the *Stepping Stone Pre-School*, a day care centre, situated at Surya Bikram Gyawali Marga said that "We have 30 – 35 children in our centre. Some of them aged below 1 year as well. Children arrive in our centre early in the morning around 8 o'clock and they stay here till 5:30 P.M.". This is one picture which shows increasing need of balancing work and life domain. With this regard, the paper primarily focuses to explore the condition of work life balance in the Nepalese context. In addition, the study seeks to explore the causes that influence individual's work life balance and its effect.

## II. REVIEW OF LITERATURE

Much of the literature on relationship of work and life deals with the antecedents and consequences of work life conflict. The relationship of antecedents and work life conflict has been widely studied. The antecedents refer to the demand from both work and non-work domain. Individuals find themselves in conflict when there are incompatible demands from both domains. The presence of work (family) stressor to high extent leads to conflict between work and non-work domains. There is empirical evidence that an increase in work hours (one of the work stressors) is likely to higher work family conflict, especially for those with preschool children (Judge, Boudreau, and Bretz 1994). Role conflict or overload (Duxbury, Higgins, & Lee, 1994) and role ambiguity (Fu and shaffer, 2001) are the causes of work-family imbalance. Similarly, it is found that numbers of hours spent on household activities (Fu and Shaffer, 2001), parental demand (Forne *et al.*, 1997) and hours spent on personal care, recreation and leisure (State service commission, New Zealand) are also likely to high work-family conflict.

As the consequences of work-life conflict, the presence of work-family conflict to high extent shows low level of (or) no satisfaction at workplace. In addition, absenteeism, low level of organizational commitment, high rate of employee turnover, lack of motivation among employees can be seen in an organization as a result of employees experiencing conflict. On the other hand, an individual unable to balance demands from both domains experiences anxiety, frustration, no marital satisfaction, distress, ultimately no life satisfaction. An individual experiencing high level of work-family conflict cannot be psychological and physical well-being at both workplace and family. This seems that the impacts of work-family conflict are seen on employees themselves (i.e. their non-work life) and organization. Thus, it is better to minimize the conflict level for both individual and organization. One can have low level of conflict only through good balancing between both work and family domains. However, much of the literature on work-life interface examines work-family conflict rather than work-life balance. Work-family conflict is a form of inter-role conflict in which demands from work and family roles are mutually incompatible in some respect (Greenhaus, and Beutell, 1985). In contrast, work-life balance reflects "the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role" (Greenhaus *et al.*, 2003). It's about working 'smart' - being fresh enough to give all you need to both work and home, without jeopardizing one for the other.

### ***Work and Family***

Work is defined as the time and energy people contract to expend to a third party in return for a defined reward (Clutterbuck, 2004). Today, the work patterns have been changed dramatically because of increasing economic pressure that forces to commercial enterprises to improve productivity and competitiveness (Hunt, 2001). This pressure is all too frequently translated into greater burdens being placed upon employees by increasing performance pace and effort (Morehead *et al.*, 1997; Russell & Bowman, 2000).

Life can be equated with responsibility at family including parental demand (Eikhof *et al.*, 2007), household activities and personal care, recreation and leisure (State Services Commission, New Zealand, 2005). For some people the term family invokes a traditional representation of a married couple (father, breadwinner and mother, homemaker) living with their biological children. However, the reality for many contemporary families is quite different. One of the most significant changes occurring in the structure of modern families has been the increasing employment of women and mothers of dependent children (Probert, 1989). As a consequence, family conflict has been increased in contemporary family.

In contemporary work and family environments, different stressors have been identified which challenge, harm, or threaten the individual (Latack, 1986). Such stressors are seen in both work and life domains – called work stressors and life/family stressors. The study considers work stressors: role ambiguity, role conflict and role overload and long working hours as antecedents of work life balance from work domain. Similarly, hours spend on parental activities, household activities and personal care, recreation and leisure are considered as antecedents of work life balance from family domain.

### **Antecedents of work life balance**

#### *Work Stressors*

##### *Role conflict*

In classical organization theory the principle of chain of command and the principle of unity of command and direction have implications for role conflict in complex organizations (Rizzo, *et al.*, 1970). According to the chain-of-command principle, organizations set up on the basis of hierarchical relationships with a clear and single flow of authority from the top to the bottom should be more satisfying to members and should result in more effective economic performance and goal achievement than organizations set up without such an authority flow. Theoretically, such a single chain of command not only provides top management with more effective control and coordination, but is also desirable because it is consistent with the principle of unity of command (Rizzo, *et al.*, 1970).

The principle of unity of command states that for any action an employee should receive orders from one superior only, and that there should be only one leader and one plan for a group of activities having the same objective. The essence of this principle is that the structure of an organization should keep a member from being caught in the crossfire of incompatible orders or incompatible expectations from more, than one superior.

A corollary principle advanced by a more recent classical theorist (Davis, 1951) is the principle of single accountability, which states that a person should be accountable for the successful execution of his tasks to one and only one superior. Such an arrangement is intended to ensure systematic and consistent reporting, evaluation, and control of the work of the subordinate. This prevents the allocating of time and effort according to individual preferences, rather than according to the demands of the task, or the directions of superiors. Subordinates cannot play one superior against another, and

thus prevent accurate evaluation of performance by ambiguous or misleading reporting of performance and allocation of time (Rizzo, *et al.*, 1970).

Role theory states that, when the behaviors expected of an individual are inconsistent—one kind of role conflict—he will experience stress, become dissatisfied, and perform less effectively than if the expectations imposed on him did not conflict. Role conflict can therefore be seen as resulting from violation of the two classical principles and causing decreased individual satisfaction and decreased organizational effectiveness (Rizzo, *et al.*, 1970). Role conflict, thus, refers to the existence of conflicting demands within a single role or arising from the complexities of multiple roles (Elloy and Smith, 2004).

#### *Role ambiguity*

According to classical theory, every position in a formal organizational structure should have a specified set of tasks or position responsibilities. Such specification of duties, or formal definition of role requirements, is intended to allow management to hold subordinates accountable for specific performance and to provide guidance and direction for subordinates. If an employee does not know what he has the authority to decide, what he is expected to accomplish, and how he will be judged, he will hesitate to make decisions and will have to rely on a trial and error approach in meeting the expectations of his superior (Rizzo, *et al.*, 1970).

Role theory, likewise, states that 'role ambiguity—lack of the necessary information available to a given organizational position—will result in coping behavior by the role incumbent, which may take the form of attempts to solve the problem to avoid the sources of stress, or to use defense mechanisms which distort the reality of the situation. Thus, according to role theory, ambiguity should increase the probability that a person will be dissatisfied with his role, will experience anxiety, will distort reality, and will thus perform less effectively (Rizzo, *et al.*, 1970). Role Ambiguity implies a lack of information about a particular role, and hence uncertainty regarding the expectations associated with the role (Lewis and Cooper, 1988).

#### *Overload*

Work overload occurs where several demands exceed one's resources, and may be either qualitative (where a task is too difficult to complete) or quantitative (when there are too many tasks that need to be done). While the two sets of overload may be independent, they are often reciprocally related. Most studies have focused on quantitative overload, with domestic overload experienced when demands for housekeeping tasks exceed the time available to complete them, and overload in the work situation experienced when there is insufficient time for completing set tasks (Elloy and Smith, 2004).

#### *Long working hour*

Generally, the work-life balance debate assumes that individuals have too much rather than too little work – a debilitating long working hour culture is said to be pervasive (cited in Eikhof *et al.*, 2007). Frone *et al.*, (1997) found the work stressors of number of

hours worked each week and perceived work overload to be positively related to work-life conflict. Fu and Shaffer (2001) also supported this relationship of working hour and work-life conflict.

Thus, It is the—more or less explicit – premise that work is bad and to be contained, and throughout work-life balance debate and practice, working time is the stated point of intervention (Eikhof *et al.*, 2007).

It is empirically supported that existence of long working hours, role conflict and overload are likely to have work family conflict. For instance, there is a strong relationship between the number of paid work hours and work-family conflict, especially for those with preschool children. Shamir (1983) reported that working more than 9 hours a day resulted in much greater conflict between work and non-work facets of life (cited in Hill, *et al.*, 2001). Fu and Shaffer (2001) found that Individuals who have role conflict and overloaded role at work place will have higher levels of work family conflict.

#### *Life/Family stressors*

State Service Commission, New Zealand, 2005 indicates that the work-life balance issues generated by different life needs for time for families – elder care, sickness of family member, parental demand - ; community and emergency situation and for personal time – recreation / leisure, sports, and holidays.

Though, State Service Commission, New Zealand covers time for community, personal time as life stressors, most of literature from very beginning examined parental demand is main contributor of work-life conflict. For example, Herman and Gyllstrom (1977) showed parents are more likely to experience work-family conflict than non-parents.

And parental demands increase with the number of children, and parents of younger children (who are likely to be particularly demanding of their parents' time) experience more conflict than the parents of older children (Beutell and Greenhaus, 1980 – cited in Fu and Shaffer, 2001). Similarly, Greenhaus and Beutell (1985) identified family domain stressors (e.g., young children, spouse employment, and large families) as contributing to work-family conflict.

Frone, et al., (1997) found the family stressors of number of hours devoted to childcare each week and perceived parenting overload, to be positively related to work-life conflict. Kinnunen and Mauno (1998) also reported number of children, employment status (full versus part-time) and shift work to be positively related to work life conflict. In support of these evidences, a closer look at work-life balance policies within workplaces reveals that the work-life balance debate also has a particular perception of life – one centered on caring responsibilities (Eikhof, et al., 2007).

Hours spent on household work are also a major predictor of work-family conflict. Because time is a limited resource, spending more time on household chores means that less time is available for work. The result is an increased level of work family conflict (Fu and Shaffer, 2001).

Empirical results have also revealed a number of additional antecedents with stressors implications that are associated with work-family conflict including: gender (Guttek, et al., 1991; Hammer, Allen, & Grigsby, 1997), marital status (Cooke & Rousseau, 1984), employment status of one's spouse (Greenhaus, Parasuraman, Granrose, Rabinowitz, & Beutell, 1989; Hammer et al., 1997; Parasuraman., 1992), age and number of children (Greenhaus & Kopelman, 1981; Frone & Yardley, 1996), and shift work (Greenhaus et al., 1989; Jaffe & Smolensky, 1996; Smith & Folkhard, 1993). In contrast, Fu and Shaffer, (2001) found no effect of marital status, working spouse, role autonomy and ambiguity on work life conflict.

## **Consequence of Work Life Balance**

### *Organizational commitment*

Organizational commitment describes the level of loyalty between the person and their employing organization. Affective commitment refers to employees' emotional attachment to, identification with, and involvement in the organization (Allen & Meyer, 1990). This is one of three types of organizational commitment, the other two being continuance commitment and normative commitment.

Continuance commitment reflects employee perceptions, for example, the costs associated with leaving the organization such as loss of working conditions and affiliations, while normative commitment reflects commitment based on a sense of duty or loyalty. The three components of commitment reflect employees' feelings, cognitions and behaviour toward an organization (Hartman & Bambacas, 2000) but affective commitment is most likely to be related to employees' other emotional attachments.

### *Work life balance and Organizational commitment*

Work-family conflict has been found to be negatively related to affective organizational commitment as employees who experience difficulties integrating their work and family roles feel less committed to the organization (Allen & Meyer, 1990; Kossek & Ozeki, 1998).

Allen et al. (2000) identified only five studies of the relationship between conflict and organizational commitment: two that reported a negative relationship (Good, Sisler, & Gentry, 1988; Netemeyer et al., 1996), and three that found no relationship (Anderson-Kulman & Paludi, 1986; O'Driscoll et al., 1992; Wiley, 1987). Furthermore, Balmforth and Gardner (2006) found no significant association between levels of conflict and organizational commitment. The reviewed literatures show mixed result about the relationship between conflict and organizational commitment. In view of this mixed results, the present study sees the impact of work-life balance on organizational commitment.

The above reviewed literature regarding antecedent of work life conflict provides support for the notion that high presence of work stressors and life stressors should be positively related to work-family conflict, and thus, negatively related to work-life balance. In addition, the study assumes that an individual experiencing good work-life balance



will show commitment towards the organization. As a result, the study came up with following theoretical framework (figure 1), hypotheses and models; one incorporating work and family stressors, work-life balance (model I), and another incorporating work life balance and organizational commitment (model II).

$$WLB = \alpha + \beta_1 RA + \beta_2 RC + \beta_3 RO + \beta_4 HPW + \beta_5 PD + \beta_6 HH + \beta_7 PCRL + e_i \dots\dots\dots(I)$$

$$\text{Subject to, } \beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7 < 0$$

$$OC = \alpha + \beta WLB + \dots\dots\dots(II)$$

$$\text{Subject to, } \beta > 0.$$

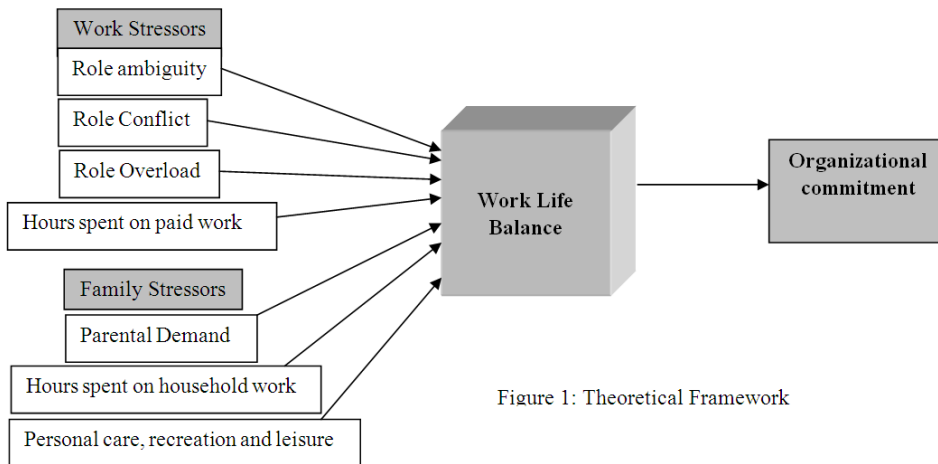


Figure 1: Theoretical Framework

**H1:** Work stressors: **(a)** role ambiguity, **(b)** role conflict, **(c)** role overload, and hours spent on paid work **(d)** will be negatively related to work-life balance.

**H2:** Family stressors: Parental demand **(a)**, hours spent on household work **(b)**, and hours spent on personal care, recreation and leisure **(c)** will be negatively related to work-life balance.

**H3:** Work life balance will be positively related to organizational commitment.

### III. METHODOLOGY

The study is totally based on primary data those collected through questionnaire survey conducted at 9 different star hotels (Soaltee Hotel, Radisson, Annapurna, Hyatt, Everest, Himalaya, Malla, Sangrila and Marsyandi) of Kathmandu Valley during 2008. The respondents were selected for the study through convenience sampling technique. Of the 96 distributed questionnaires, 63 usable questionnaires were obtained for a response rate of 65 per cent. 49 per cent of the respondents were from Soaltee Hotel and remaining from Radisson, Annapurna, Hyatt, Everest, Himalaya, Malla, Sangrila and Marsyandi. The majority of respondents were in the 21 – 30 age range that is around 43 per cent and followed by the 31 – 40 age range; 36 per cent. Around 70 per cent respondents were male and majority of respondents were married; 73 per cent. Of the



married respondents, around 63 per cent respondents have two children and 23 per cent have only one child. Descriptive statistics were used to explore the condition of work life balance and regression analysis to know the cause and effect relationship of work life balance.

### *Variables: Measures*

#### *Work stressors*

Role ambiguity, an independent variable of work domain, was measured by a composite four different positive statements showing no any ambiguity on role developed by Rizzo et al. (1990). Respondents rated all four positive statements on a 7-point scale Likert Scale from 1- strongly disagree to 7- strongly agree (e.g. "I know exactly what is expected of me"). The score on these positive statements were reversed while analyzing to have a real value representing the fact. The cronbach alpha 0.961 of this construct shows higher internal consistency.

Role Conflict is another independent variable from work domain that was determined by a combination of seven different statements developed by Rizzo et al. (1990). These statements were also rated on a 7-point Likert Scale from 1-strongly disagree to 7-strongly agree (e.g. "I receive incompatible requests from two or more people").

Role overload was assessed by two items rated on a 7-point Likert scale from 1-strongly disagree to 7-strongly agree. One item was "The amount of work I am asked to do is fair" - positive statement thus the score on this statement was reversed while computing composite mean to have a value representing the fact. Finally, Hour spent on paid work, the final variable of work domain was assessed by single item (that is "Beside the regular, I usually need to work extra hours") rated on a 7-point Likert scale 1- strongly disagree to 7-strongly agree.

#### *Family Stressors*

Parental demand was measured by single item (that is "I spend my time on the child-care activities – playing with child, school/child care visit) rated on a 7-point Likert scale 1- not at all to 7- a lot.

Hours spent on household work were measured by three items relating to the time spent on household activities. One of them was "household chores, such as cooking and cleaning" The respondents were asked to rate these items on 7-point Likert Scale 1- not at all to 7- a lot.

Personal care, recreation and leisure were assessed by two items rated on 7-point Likert scale 1-not at all to 7- a lot. One of them was "I spend my time on the recreation and leisure – sports, reading, watching T.V., hobbies / arts).

Work life balance, the dependent variable of this study, was measured by a composite four statements related to balance the demands of work and their own personal and family life developed by Hill et al., (2001). Respondents rated

all four statements on a 7-point scale Likert scale from 1 – strongly disagree to 7 – strongly agree (e.g. “It is easy for me to balance the demands of work and personal/family life”). The cronbach alpha 0.893 for this construct represent higher reliability.

Organizational commitment, the consequence of work life balance, was measured by a composite five statements related to affective commitment developed by Huang et al (2007). Respondents were asked to rated all statements on a 7-point scale Likert scale from 1 – strongly disagree to 7 – strongly agree. One of the statement was “This organization has a great deal of personal meaning for me”. The cronbach alpha for this construct is 0.936 representing higher reliability.

#### IV. DATA ANALYSIS

The mean, standard deviation, inter-correlation and reliability coefficients of the work, family stressors, work life balance and organizational commitment were presented in Table 1. The composite mean of the four statements indicating work life balance, 4.98 is just near to score 5 (slightly agree) indicates employees were not in conflict between the work and family. Moreover, they were also not in better condition of balancing. This also has been supported by the standard deviation of this construct – 1.56. The mean value of work and family stressors were found 4.14 (standard deviation-0.64) and 2.61 (standard deviation -1.00) respectively indicating more demand at workplace than family, however, both value don't depicts higher demand.

Indeed, it was found that employees were in conflict at workplace and experienced long working hours that explained by the mean scores of both individuals' stressors are found above the composite one. In contrary, remaining stressors are found below the composite one indicating no overloaded and not ambiguous at workplace. As comparison to work stressors, employees spent less time for family domain. The highest mean score on personal care, recreation and leisure (PCRL) indicates that the time left from work is spent for their personal care, recreation and leisure on a higher priority. Their least priority is for household activities. However, their scores below 4 indicate they were not demanded at family domain.

In addition, both work and family stressors were found, in contrary to theoretical expectation, positively related with work life balance and only the family stressors (variable 2 see Table 1) is found highly statistically significant ( $r = .478$ ;  $p < .001$ ). Quite interestingly, while breaking these two different variables into seven specific variables (four as work stressors and three as family stressors), the variables representing work stressors were found negative relation with work life balance as per theoretical expectation except the role conflict one. However, among them, the variables – role ambiguity and conflict – has significant relation with work life balance ( $r = -.228$ ,  $p < 0.10$  and  $r = .270$ ,  $p < 0.10$  respectively). Regarding to the family stressors, still, none of the variables were found negative relation with work life balance as explained by literature.

**Table 1: Mean, standard deviation, correlations and reliability coefficients of variables under study**

Variable	Mean	SD	1	1 a)	1 b)	1 c)	1 d)	2	2 a)	2 b)	2 c)	3	4
<b>1. Work Stressors</b>	<b>4.14</b>	<b>0.64</b>	(n/a)										
1 a) Role Ambiguity	2.15	1.55	--	(.961)									
1 b) Role Conflict	5.32	1.22	r	-.287*	(.897)								
			p	.043									
1 c) Role Overload	3.55	1.11	r	-.297*	.207	(n/c)							
			p	.032	.159								
1 d) Long Working Hours	5.02	1.71	r	.095	.076	-.107	(n/c)						
			p	.460	.601	.449							
<b>2. Family Stressors</b>	<b>2.61</b>	<b>1.00</b>	r	--	--	--	--	(.727)					
			p	.893									
2 a) Child Care Activities	2.98	1.75	r	-.080	.372*	-.153	.143	--	(n/c)				
			p	.619	.033	.365	.373						
2 b) Household Activities	2.16	1.08	r	-.062	.184	.099	-.088	--	.420*	(.771)			
			p	.680	.255	.521	.558		.013				
2 c) Personal Care, Recreation and Leisure	3.14	1.41	r	-.255***	-.030	.069	-.036	--	.388*	.423**	(n/c)		
			p	.053	.842	.633	.789		.013	.003			
<b>3) Work Life Balance</b>	<b>4.98</b>	<b>1.56</b>	r	-.228***	.270***	-.049	-.105	.478**	.339*	.348*	.022	(.893)	
			p	.072	.058	.733	.412	.000	.030	.017	.872		
<b>4) Organizational Commitment</b>	<b>6.12</b>	<b>1.04</b>	r	-.633**	.114	-.013	-.173	.389*	.097	.139	.206	.357**	(.936)
			p	.000	.431	.929	.183	.025	.546	.353	.128	.005	

The Sign \*, \*\* and \*\*\* indicates significant at the 0.05, 0.01 and 0.10 level respectively (2-tailed)

Figures in the parentheses in diagonal are cronbach's alpha

(n/c) Reliability information was not calculated for one and two item measures or index scores.

(n/a) – not acceptable cronbach's alpha

Furthermore, table 2, 3 and 4 examine the relationship of work life balance with its antecedent variables individually as well as simultaneously using regression analysis. And table 5 examines the relationship of organizational commitment with work life balance. The regression results of work life balance on stressors of work domain are presented in Table 2. The first four models include one of the four independent variables at a time. Models 5 to 12 include various combinations of the stressors and model 13 includes all the four stressors simultaneously. The work life balance is, here, negatively influenced by role ambiguity, role overload and hours spent on paid work, and positively influenced by role conflict when the relation of WLB is observed only with work domain. The t-statistics of role ambiguity are statistically significant for the models 1 and 7. Similarly, the t-statistics of role conflict are also statistically significant for the models 2, 8, 9, 11, 12 and 13.

Model 5 attempts to unravel the separate influence of role ambiguity and conflict on work life balance. Role ambiguity and conflict do dominate each other. In model 1 and 2 their t-statistics are significant, when they come together in model 5, both are seemed insignificant. In the absence of any of two in any model, they came back in their original position seen in model 1 and 2 with same predicting power. However, in model 6, t-statistics of role ambiguity seems insignificant even in the absence of role conflict. Finally, in model 13, when all the four variables are included simultaneously, t-statistics of role conflict alone appears statistically significant with higher level of significance than seen separately in model 2. The result, thus, suggests that other three variables may not play important role in balancing work and life except role conflict. However, coefficient of role conflict is positive as not of the prior expectation whereas all other variables have negative coefficients representing negative relation with work life balance as expected. Mainly, model 1, 2 and 5 are found significant at 10 per cent level of significance and others are insignificant.

The variance explaining capability,  $R^2$ , of individual stressor of work domain ranged from 0.002 to 0.073 (see model 1 to 4 in Table 2) and in different combination of stressors, It went up to 0.111(see model 5 to 12 in same table). Finally, when all four variables came together, work domain was able to explain by 12.9 per cent which is relatively less than other variables under the study.

Table 3 presents the regression results of various models of work life balance on different family domain stressors (variables): Parental demand (PD), hours spent on household activities (HH) and for personal care, recreation and leisure (PCRL). The overall results show WLB is negative relationship with PCRL as per expected. On the contrary, the result reports the positive relationship of WLB with PD, HH. All the models developed regarding the family domain seems statistically significant except model 3.

The first three models include one of the three independent variables at a time. Models 4 to 6 include combinations of the different two stressors and model 7 includes all the three stressors simultaneously.

The coefficients of each variable are found positive when the relationship is observed separately and the t-statistics of PD and HH in the first two models are found statistically

significant. By observing the three models 4, 5 and 6, HH seems more dominate to others, and PD seems statistically significant in the absence of HH. This indicates a household activity is more powerful and secondly, parental demand to predict the work life balance from family domain. Interestingly, the positive coefficient of PCRL in model 3 is found negative in model 5 when it came together with household activities. Finally, the same results are found even in model 7 where all variables of family domain are included simultaneously. This changing sign of coefficient of PCRL means that the variable is not important to explain the work life balance when the relation of WLB is observed with family domain alone.

**Table 2: Relationship of work life balance on work stressors**

Models	Intercept	Regression Coefficients of				R <sup>2</sup>	SEE	F
		RA	RC	RO	HPW			
(1)	5.476 (16.442)*	-0.23 (-1.830)***				0.052	1.54	3.35***
(2)	2.971 (2.840)*		0.372 (1.941)**			0.073	1.64	3.767***
(3)	5.190 (6.614)*			-0.073 (-0.344)		0.002	1.68	0.118
(4)	5.465 (8.833)*				-0.097 (-0.827)	0.011	1.57	0.683
(5)	3.715 (3.033)*	-0.168 (-1.157)	0.306 (1.533)			0.098	1.64	2.565***
(6)	6.005 (6.096)*	-0.240 (-1.349)		-0.161 (-0.732)		0.038	1.66	0.970
(7)	5.847 (9.045)*	-0.222 (-1.750)***			-0.077 (-0.671)	0.059	1.54	1.885
(8)	3.531 (2.930)*		0.414 (2.088)**	-0.204 (-0.915)		0.093	1.66	2.302
(9)	3.556 (2.966)*		0.387 (2.011)**		-0.130 (-0.999)	0.092	1.64	2.382
(10)	5.692 (5.264)*			-0.088 (-0.413)	-0.090 (-0.678)	0.012	1.68	0.288
(11)	4.399 (2.824)*	-0.169 (-0.882)	0.354 (1.689)***	-0.257 (-1.112)		0.109	1.66	1.787
(12)	4.192 (2.999)*		0.434 (2.173)**	-0.239 (-1.055)	-0.128 (-0.937)	0.111	1.66	1.823
(13)	5.719 (2.974)*	-0.182 (-0.952)	0.371 (1.763)***	-0.299 (-1.272)	-0.137 (-1.002)	0.129	1.66	1.591

Dependent variable: Work life balance. Figures in parentheses are t-values

The signs \*, \*\* and \*\*\* denote that the results are significant at 0.01, 0.05 and 0.10 level respectively.

In family domain, the variance explaining capability,  $R^2$ , of individual variable was found ranging from 0.000 to 0.121 (see model 1 to 3 in Table 3) and in different combinations, it went up to 0.259 (see model 4 to 6 in Table 3). Explanation by all the variables of family domain at once is little bit lower than found in different combinations. It came down to 0.257 from 0.259 (see model 4 and 7 in Table 3). This falling in explaining capability by 0.002 was found with the existence of PCRL in the model. This also supports to see PCRL as less important variable to explain the variance in work life balance.

**Table 3: Relationship of work life balance on family stressors**

Models	Intercept	Regression Coefficients of			$R^2$	SEE	F
		PD	HH	PCRL			
(1)	3.741 (7.583)*	0.323 (2.253)**			0.115	1.58	5.077**
(2)	3.855 (7.505)*		0.531 (2.490)**		0.121	1.56	6.200**
(3)	4.989 (9.376)*			0.024 (0.162)	0.000	1.58	0.026
(4)	2.554 (3.690)*	0.141 (0.763)	0.775 (2.584)**		0.259	1.53	5.412*
(5)	4.048 (6.400)*		0.573 (2.538)**	-0.088 (-0.493)	0.120	1.59	2.935***
(6)	3.667 (5.532)*	0.321 (2.016)***		0.034 (0.169)	0.122	1.62	2.565***
(7)	2.601 (3.321)*	0.149 (0.722)	0.797 (2.389)**	-0.039 (-0.185)	0.257	1.58	3.339**

Dependent variable: Work life balance. Figures in parentheses are t-values

The signs \*, \*\* and \*\*\* denote that the results are significant at 0.01, 0.05 and 0.10 level respectively.

Table 4 presents the relationship of work life balance on both domains simultaneously. The results seemed in model are found some deviated from earlier found. The predicting power of role conflict from work domain (However, most of models themselves in Table 2 were found statistically insignificant), now, shifted to role ambiguity. Role ambiguity alone appeared as most powerful variable from work domain ( $\beta_1 = -0.500$ ,  $p < 0.10$ ) that influenced work life balance significantly.

Regarding the family domain, predicting power remains with household activities ( $\beta_6 = 0.633$ ,  $p < 0.10$ ) and quite interesting finding is that the coefficient of hours spend

on household activities is positive with the indication positive relation with work life balance. However, the level of significance for HH in this model has been raised. Finally, this model is found statistically significant at 5 per cent level of significance. The model shows that both domains simultaneously can explain the variance in WLB by 50.7 per cent whereas individual domain: work / family can explain by 12.9 per cent and 25.7 percent respectively (see Table 2 and 3).

Finally, table 5 shows positive coefficient of WLB to organization commitment indicating positive effect of work life balance to organizational commitment. This statistically significant model ( $F=8.636$ ,  $p < 0.01$ ) shows that 12.8 per cent variance of organizational commitment is explained by work life balance.

**Table 4: Relationship of work life balance on both work and family stressors**

Mode	Intercept	Regression Coefficients of							R <sup>2</sup>	SEE	F
		RA	RC	RO	HPW	PD	HH	PCRL			
(1)	4.614 (2.072)***	-0.500 (-1.928)***	0.189 (0.611)	-0.243 (-0.981)	-0.288 (-1.594)	0.321 (0.990)	0.633 (1.739)***	0.051 (0.212)	0.507	1.51	2.792**

Dependent variable: Work life balance

Figures in parentheses are t-values

The signs \*, \*\* and \*\*\* denote that the results are significant at 0.01, 0.05 and 0.10 level respectively.

**Table 5: Relationship of organizational commitment on work life balance**

Model	Intercept	Regression Coefficients of WLB	R <sup>2</sup>	SEE	F
(1)	4.952 (11.849)*	0.234 (2.939)*	0.128	0.98	8.636*

Dependent variable: Organizational Commitment

Figures in parentheses are t-values

\* denotes that the results are significant at 0.01 level.

### *Tests of Hypotheses*

A Hypothesis 1(a) has been supported indicating the role ambiguity from work domain alone is an important stressor that influence the work life balance negatively ( $\beta = -0.500$ ,  $p < 0.10$ ) (see Table 4). And household activities – H (b) – from family domain has been appeared as another influencing variable to work life balance, however, the variable influenced positively ( $\beta = 0.633$ ,  $p < 0.10$ ) in contrary to theoretical expectation. Finally H3 has been supported indicating work life balance is also one of the predictor that influence the organizational commitment positively ( $\beta = 0.234$ ,  $p < 0.01$ ). Along with this all other remaining Hypotheses were not supported showing statistically insignificant; positive relation [H 1(b), H 2(a) and H 2(c)] and negative relation [H 1(c) and H 1(d)] to work life balance.



## V. FINDINGS, DISCUSSION AND CONCLUSION

The study found first variable, role ambiguity, as important variables from work domain to influence on work life balance negatively as per theoretical expectation in the context of Nepalese hospitality industry. More ambiguous at work place lower the level of work life balance. The result is contradicted with Fu and Shaffer (2001) study conducted in Hong Kong. The study reports that all the remaining three variables (role conflict, role overload and hours spent on paid work) do not play any important role to influence work life balance. Second variable role conflict has been found positively related to work life balance which was also contradicted with Fu and Shaffer (2001). On the other hand, the study found negative relationship of both variables role overload and hours spent on paid work with work life balance as per prior theoretical expectation which is consistence with earlier studies (Fu and Shaffer, 2001; McInnes, 2005, Drew and Murtagh, 2005, Hill, et al., 2001, Greenhaus and Beutell, 1985; Virick, et al., 2007). However, the relationships discussed earlier except of role ambiguity were found statistically insignificant.

The study found the positive influence of all the family stressors under study with work life balance in contrary to prior theoretical expectation. The result is contradicted with the studies (Hill et. al., 2001; Fu and Shaffer, 2001; MacDonald, et al., 2005). Among them the relationship of hours spent on household work alone appeared statistically significant representing most influencing variable from family domain, meaning that engaging in household work leads to feel having good balance between work and family in the Nepalese hospitality industry.

At the end, the study found the positive effect of work life balance on organizational commitment as per theoretical expectation. The finding is consistent with the various research findings (Allen & Meyer, 1990; Kossek & Ozeki, 1998; Good, et al., 1988; and Netemeyer et al., 1996) and contradicted with several other studies (Anderson-Kulman & Paludi, 1986; O'Driscoll et al., 1992; Wiley, 1987; and Balmforth and Gardner, 2006) those found no relationship between work family conflict and organizational commitment whereas the present study found positive effect of work life balance on organizational commitment.

In conclusion, the study explores the condition of work life balance in the context of Nepalese hospitality industry. The result shows low level of work and family demand, and good balance between work and family. In fact, employees in the Nepalese hospitality industry do not feel any adverse effect of family domain to work life balance. Especially employees feel good balance between work and family when they get involved in household activities more. On the contrary, ambiguous role at work alone was likely to feel imbalance between work and family for employees in the Nepalese hospitality industry. Finally, the present study provides evidence that the organization can be ensured the increased level of commitment among those employees having good balancing between work and family.

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