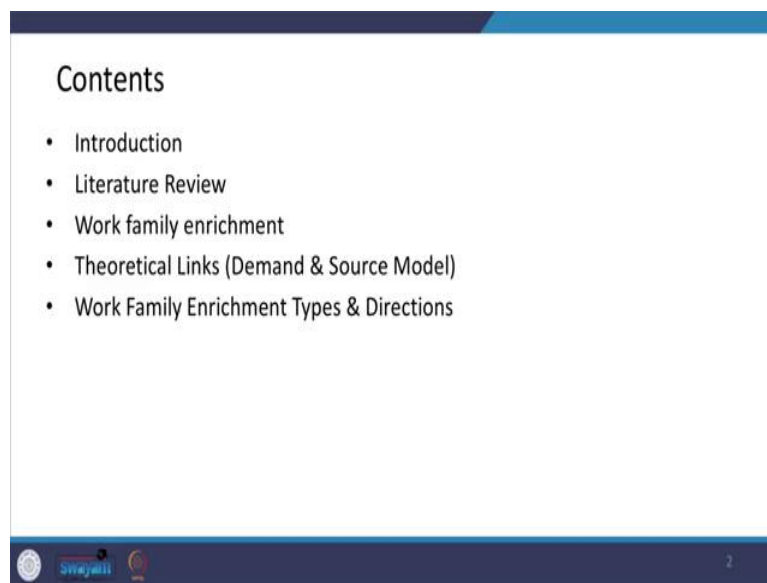


Managerial Skills for Interpersonal Dynamics
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Lecture-56
Flexibility, Quality of Life and Work Family Enrichment - I

In this particular session, I will talk about the another very-very important concept that is the Flexibility, Quality of Life and the Work Family Enrichment.

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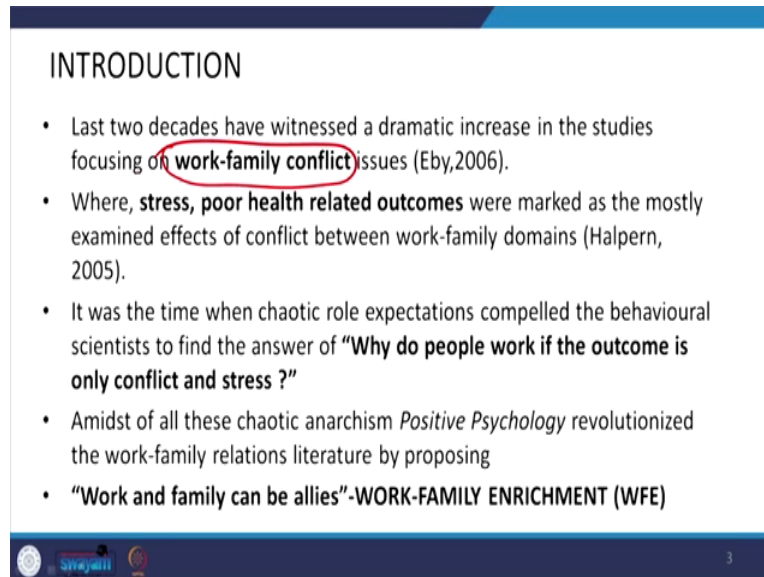
Here first we will have this introduction about these concepts, then there certain the Literature Review which I will share with you. Now a days we see in the family, the structure of family in India is keep on changing. Earlier, it was the joint family and now we are talking about the nuclear family.

When we are taking about the nuclear family, then the whole system of the family that has been change and they were so many helping hands in the earlier times but here in the nuclear family that is the husband wife is there and they find the lot of difficulty to maintain their daily routine.

Now, here the question arises that is the, if this type of these family structure is emerging so it will related to the work family conflict issues. Because in the joint family they were the many people, though to whom you can have the delegation, decentralisation, the power authorization, so therefore in that, empowerment.

So therefore in that case you will find that is the all-managerial function were very easy. But in nuclear family there is nobody to delegate and decentralised, so therefore the conflict arises. And in the conflict that can be the interpersonal conflict or there can be the intrapersonal conflict is there.

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INTRODUCTION

- Last two decades have witnessed a dramatic increase in the studies focusing on **work-family conflict** issues (Eby,2006).
- Where, **stress, poor health related outcomes** were marked as the mostly examined effects of conflict between work-family domains (Halpern, 2005).
- It was the time when chaotic role expectations compelled the behavioural scientists to find the answer of **“Why do people work if the outcome is only conflict and stress ?”**
- Amidst of all these chaotic anarchism *Positive Psychology* revolutionized the work-family relations literature by proposing
- **“Work and family can be allies”-WORK-FAMILY ENRICHMENT (WFE)**

3

So, it is becoming very very important that is the when you are in the at the work place, you are worried about your family because there is no one to take care of your family. If you have the small children then definitely you have to deliver your duties to them, but you are getting stuck at your work.

Because you are looking towards a very glories path of the success and promotions. So, therefore in that case you cannot leave the work and you have to stay back, you have to work for a long time, you have to focus more on work, but if you focus more on work so you are not able to focus on your family.

Interestingly in nuclear family, you will find many cases are there, those who are more focus towards the family, because they are afraid, that is the if we will not focus on the family, family will break. So, what is to be done? So, therefore in that case it becomes very very important that is the family how to manage the work and family both. But the seesaw is becoming a very difficult to balance and as a result there is a work family conflict is there.

So, when we are talking about the work family conflict then how to manage this work family conflict? And if the work family conflict is so important then definitely you have to very

careful to where to focus more. A layman will say we have to focus equally, but is it practical, is it practically possible?

So, naturally you are sitting on the seesaw and then you are talking about the balance, that is an issue and that we will be discussing in this particular the session. Where stress, poor health related to outcomes were marked as the mostly examined effects of conflict between the work family domains. So, they highly demanding work place competition, competitiveness is such increasing in the market that is the organizations are becoming the over demanding at the work place.

And as result of which when you are you are screwing your employees and you are over demanding there is a stress, the stress is causing the ill-health at the work place and because of the ill-health there is a more stress, so this stress and ill-health it is continuing in the life. And then when you are at the peak of the tolerance of your ill-health then you collapse.

And that is why at the young age also we find there are many cases of the heart patients, diseases, heart diseases. So, therefore it is becoming a very very important, that is effects of conflict between the work family domains that has to be taken care of, it was a time when the chaotic role expectations compelled the behavioural scientist to find the answer of why do people work if the outcome is only conflict and stress?

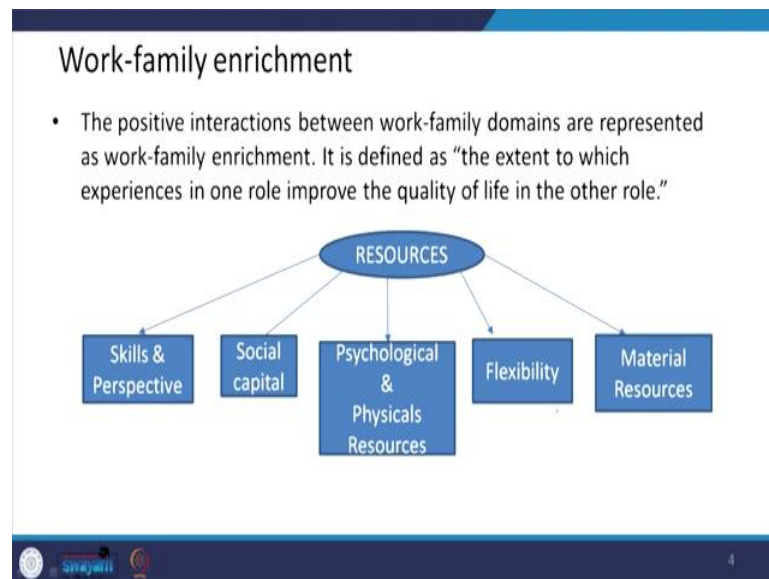
This is also a very very interesting research question, that is the people know that is they will focus more on the work there will be more stress and there will be more stress, there will be it will its effects in the family and then there work family conflict, that will increase, then why? Even people know that is if I will focus more on the work I will get the ill health, but still why they are focusing on more work?

By knowing that there health will be effected but still they are working, why? And there emerged of this chaotic anarchism positive psychology revolutionize the work family relations literature by proposing work and family can be allies. There is a good news for you, that is the psychologies are saying that is the do not worry, do not come under more stress by listening me on the basis of the work family conflict, learn from this particular session, that is how you can manage that particular stress, that is the work and family, that both can be allies.

And in that case work family enrichment will be there and that is called the WFE in the short. So, you should not worry that there is the, always there will be the conflict, not necessarily

there will be always conflict that is the one should know how to manage. And those who are able to manage the high level of work performance with the high level of family satisfaction and that is possible that we will see in this particular session.

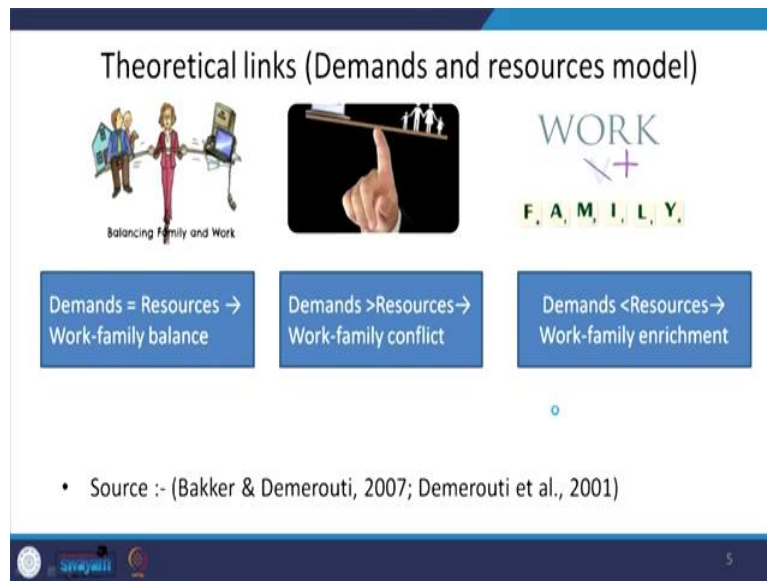
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The positive interaction between the work family domains are represented at work family and enrichment. It is defined as the extent to which experiences in one role improve the quality of life in the another role. So, therefore here we will find, there are the skills and perspectives and the bases of this skills and perspectives that will decide how the one improves the quality of life.

And there will be the social capital, the social capital is your human sources that is the employees. The psychological and the physical resources that we have to focus on. Then the flexibility, how much flexible are you? And the material resources you are taking other than the human resources are there.

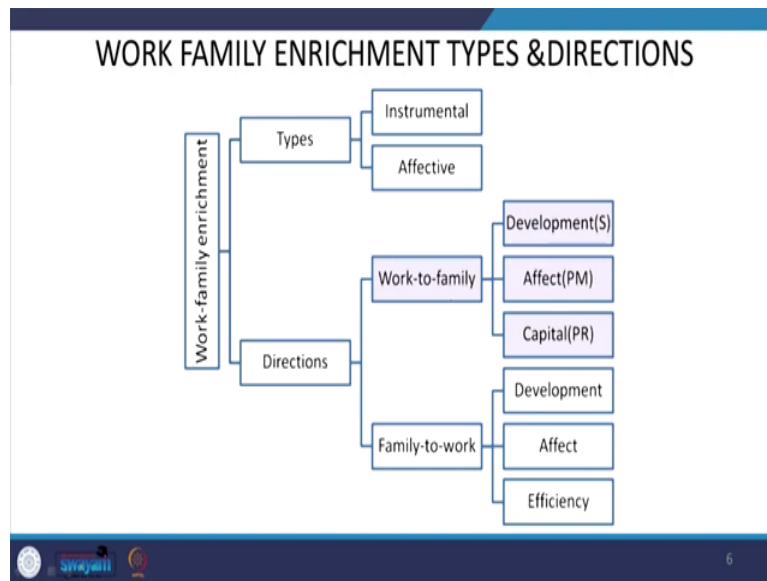
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So, when we are talking about the balancing the family and work there are the so many demands and this demands can be fulfil by the resources. As I mention, it is a game of the resources which you generate and if you are able to generate the resources then this resources that will make the work family balance. But, if you are not able to manage the demands with the resources then definitely there will be the work family conflict.

However, whenever you are able to make the matching between the demands and resources, then definitely there will be the work family enrichment is there. So, here we have to understand that is the right from the balancing, one is a balancing, one is that is a getting the disturb and therefore the conflict is there, either work is preference is more or the family is more. So, therefore you are into the dilemma that is the we have to focus more and you are not clear and life is going like these. But there is a work family enrichment were you are making the proper use of the resources.

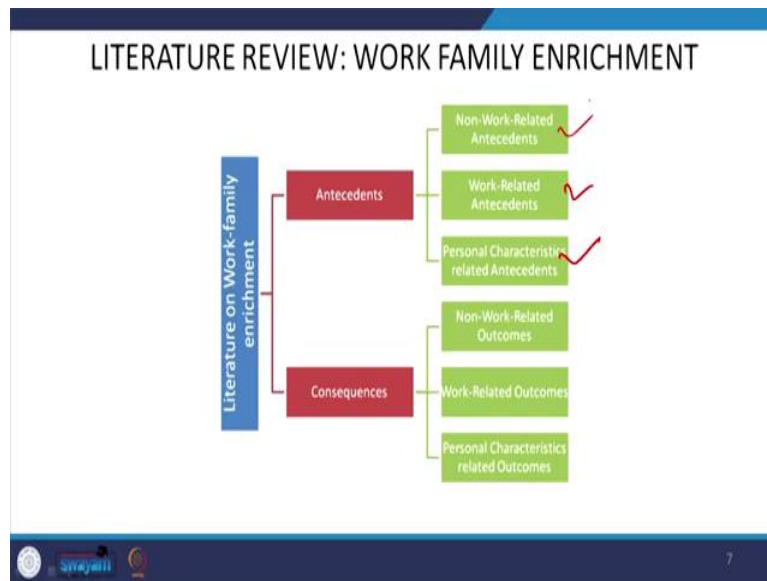
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So, here I will like to talk about the work family enrichment types and directions. So, there are the two types are there in work family enrichment, one is the instrumental other is the effective. And second is that is the what directions do you give? The direction is the work to family and the family to work. When you are, direction to work to family, then there is a development, there is an affect and there is the capital is there.

So, in that case there are these 3 dimensions that is becoming very-very important. So, from work to family you are talking, direction is from work to family so that is about what are your developments are there, what are your affect is there and what is your capital is there. But when you talk about Family to work, so there is a development, there is an effect but there is a question of the efficiency.

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So, in this case the literature review, it talk about the work family enrichment, in the work family enrichment the literature it is having the certain antecedents and there are certain consequences. Antecedents are the non-work related antecedents are there, there are the work related antecedents are there and personal characteristics related to the antecedents are there.

While when we are talking about the consequences, the consequences are non-work related outcomes, work related outcomes and personal characteristics related outcomes are there. So, here we find that is the in case of the antecedents are there, there are the personal characteristics that is related becoming very very important is there, the which you cannot avoid much and is related to the work related antecedents are there.

And the non-work related antecedents are there which you find that is the work family enrichment is same. Similarly, in the consequences non-work related outcomes are there, work related outcomes are there and personal characteristics related outcomes are there. So, here it is becoming the very important aspects that is the outcome on the bases of this antecedents that will lid towards the whatever is the outcomes are there which may not be the work related, which may not, some will be the work related an some will be related to the personal characteristics related, outcomes are there.

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Work-Related Antecedents	Nature of Relationship	Authors and Year
Organizational support	Positive	(McNall&Masuda, 2011; Wadsworth & Owens, 2007)
Leader-member exchange	Positive ✓	(Culbertson, 2009)
Organizational citizenship behavior	Positive	(H.-K. Kwan & Mao, 2011) <i>Right direction.</i>
Job role quality	Positive	(Brockwood, 2002)
Positive affective responses to work	Positive	(Yanchus, Eby, Lance, 2010)
Relationship management	Positive	(Seery, Corrigall, & Harpel, 2008)
Relationship with Supervisor	Positive	(Dawn S. Carlson et al., 2006b)

How this is balance that we will see with the help of the literature. A literature says that, if you want to make a balance between the work family enrichment then first and for most that is required is organizational support and then there nature relationship will be positive. What is the organizational support? Organizational support is like simple example flexible working hours or the support by the superior to the subordinates for managing the resources.

So, person is ready to do lot of work, but then he will require help of technology, if the organization provides the technology his efficiency that will be double and he will be more effective. And therefore in that case the first and foremost is that is whenever you are at the work place and there is a organizational support.

Now, I will also like to talk about the behaviour of the boss and then in that case if the behaviour of the boss, that is also very positive, then you will get the more support. Here the number of papers like the McNall and Masuda in 2011 and the Wadsworth and Owens in the 2007, they have said that is a, there is a very very positive relationship between the organizational support and work family enrichment is there.

The second one is that is the now you are working with a boss, but you are working with a same boss for a long years, then that may affect your work family enrichment, but when you are changing your boss and your subordinates, means that team is keep on changing, leader member exchange.

So, whenever there is a leader member exchange the research supports that there will be the positive nature of relationship. In case of the leader member exchange also there will be the positive support will be there in nature of the relationship for work family enrichment is there. Now, the OCB the Kwan and the Mao has done a lot of work on this Organizational citizenship behaviour, who is a citizen? A citizen is a person who knows the rights and duties.

What are the rights? And what are the duties? So, in the case when there is the person is clear about the organizational rights and organizational duties for example any particular country you are a citizen of a particular country, so you know what are your fundamental rights and what are your fundamental duties.

Similarly, in the organization, also, you are a citizen, organizational citizen and in organizational citizen you should know what are your rights and what are your duties. Once you know your rights and duties, you be able to manage your work family enrichment. Job role quality this is also important as I mention there is a conflict, conflict will be intrapersonal conflict also, the intrapersonal conflict that arise from the job role quality. Whatever job I am doing, now a days the young generation, they are very much particular about the JD - job description.

So, they are ready to go at the comparatively lower package, but the better job which the better means, the definition of better means suitable to them, suitable to their personality, their thought process and there vision, then in that case they will be going for the job role quality is there.

So, in the job role quality then nature of relationship that is becoming a very much positive, so if the job role quality is there, the work which the person is doing and he finds that there is a quality in that job then definitely his attitude towards the family that is also very positive. Positive effective responses to work, whenever we do any work, we are not always looking for the monetary rewards, what we are looking for, recognition, appreciation.

And this recognition and appreciations they are becoming the positive effective responses to work, and this will lead towards the wok family enrichment. Because you get lot of appreciation at your work place. People are happy with you, your behaviour is appreciated, people like you, people want to talk to you, they look towards you as a role model, then definitely that positive imbibes, vibes and that particular positive feelings that you will take and spread to the family.

So, therefore in that case it becomes very very important that is the how positive or there is a effective response to the work is there. Then the relationship management that is how you are able to develop a relation if your relation at the work place with the management, with your subordinates with your colleagues is positive then definitely that will also create a positive atmosphere in the family.

And that is why there is a positive relationship between the work family enrichment and relationship management. The most important relationship with the supervisor, normally people with their supervisors they treat like they are mother in laws.

So, therefore in that case that is the they are not FFO's, they are not fall finding offices, they are there to support you because you are inexperience they are experience, so they want to share that experience and they want that is you should learn that experience and then work accordingly, especially in the organisation were the superior, supervisor is since long time.

So, he knows the culture of the organization, he knows the practices of the organization, he knows the decision making style of the organization and therefore in that case that particular relationship with the supervisor that is required to be very much positive.

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Substantive complexity	Positive	(Joseph G Grzywacz & Butler, 2005b)
Support from supervisor	Positive	(Baral & Bhargava, 2011; Bhargava & Baral, 2009; Gali Cinamon & Rich, 2009; Taylor et al., 2009; van Steenbergen & Ellemers, 2009; Wadsworth & Owens, 2007)
Team resources	Positive	(Hunter, Perry, Carlson, & Smith, 2010)
Surface acting	Negative	(Seery et al., 2008)
Work engagement	Positive	(Oi ling Siu et al., 2010)
Work pride	Positive	(Voydanoff, 2004a)

Work-family enrichment: Literature Review		
Work-Related Antecedents	Nature of Relationship	Authors and Year
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So, they are the certain substantive complexities are there and here they it talks about that is the how support from the supervisor in this Indian studies, some of the Indian studies and foreign studies it has been mentioned that is the support from supervisor relationship from the supervisor that is affecting your family in this case, if it is positive then definitely it is affecting. If the relationship with supervisor is bad, then definitely also there is also showing a positive value it means that that is the affecting the family at large.

But when there is support from the supervisor then definitely in that case there is positive impact on the family and work family enrichment that will be balanced. The team resources, now you see that type of personality is working with you in that team. The team means there are the different types of personalities. But there will be certain very corporative personalities, there we certain very complex personalities. So, in the team if there is a complex personality we have to understand it is because of the maybe attributes are determinants of personality.

And attributes of personality are the when we talk about that is heredity environment situations are the locus of control, Machiavellianism, self-esteem, self-regulations, so therefore in that case it is risk checking. So, therefore in that case what type of personalities are there the team will be accordingly. So, team leader he supposed to manage. If he is not able to manage the family will be getting affected will be getting affected negatively.

But in the case if there is the team resources, then enough team resources are there, supportive, then there will be the positive effect on the work family enrichment. Work engagement, Schaufelli has talk about that the 3 dimensions that is a vigor, absorption and

dedication. So, if you are engaged at your work, so then your engagement will give the better results and as the result of which the family will be also getting the support from you.

Because you will reach with the positive mood at the in the evening, you will having the support to your family because you yourself is getting the support from the organization. So, the, but that vigor is required. So, vigor will be that is the energy, and that if that energy is there then the absorption in the dedication is there then definitely the work engagement it will be high.

High will be the wok engagement less will be the work family conflict rather work family enrichment will be more. So, therefore it is expected that is the employees they will have high and high the work engagement. Work pride, what work you are doing? For example, in a pharmaceutical company one is asked, what are you doing? And then he says, “I am doing job, I am getting my bread and butter by this doing job,” the other one says, “I am giving the lives to others.”

That is the, “I am producing the drugs and these drugs in the pharmaceutical companies, they are saving, live saving drugs and they are saving the lives of the others. So, what I am doing? I am saving the lives of the others.” Other person what he says, “I am doing a job given to me.” So, therefore in that case it becomes very very important that is the how the persons they are taking their jobs and if they feeling the pride in their work then definitely they will be the positive.

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Work-family Enrichment(WFE) in India			
Study	Year	Sample Size	Findings
Bhargava, S.	2010	(n= 216) M= 79.4% F= 20.6%	WLBPs and job outcome, JC and SS showed positively related with WFE. WFE worked as a mediator between JC and all job outcomes and also between SS and AC.
Bhargava, S.	2009	(n= 245) M=71% F=29%	<p>JC and SS predicted WFE.</p> <p>CSE, FS and SS predicted FWE.</p> <p>Outcomes-</p> <p>WFE predicted JS, OC and OCB.</p>

Note: CSE= Core Self-evaluation, FS=Family Support, JC=Job Characteristics, SS=Supervisory Support, JS=Job Satisfaction, OC=Organizational Commitment, OCB= Organizational Citizenship Behavior, WLBPs=Work-life benefits and policies, WLC=Work-family culture, CoWS=Co-worker support, Gen=Gender, CRs= Community resources, FRS= Family role salience, EBA=Employer brand attraction, PC=Psychological capital, QT=intention to quit

So, work life balance in this particular work life enrichment in India. I would like to take this particular study, there in year 2010 work life balance and the outcomes that is the in this case that is the, these are the job characteristics, supervisory support, showed positively related with the work family enrichment and in this case the work family enrichment here it will become very very important that is the how work family enrichment is there.

So, in this sample of the 216 whether male were the 79.4 percent and the female were 20.6 percent and that showed that is the job characteristics and supervisory support are positively related, the job characteristics and the nature of the job which is person is doing and supervisor support, they are positively associated with the work family enrichment is there.

And work family enrichment work is a mediator between the job characteristics and the all job outcomes in also between the family support and also it is talking about that is the how they are getting the satisfaction at the work place. So, therefore in this case we will find that is this job satisfaction, it is always there.

And when we are in the job characteristics, a mediator work family enrichment is playing the role of the mediator between the mediator between the job characteristics and all outcomes, therefore in this case it is becoming very very important, that is the how the person is mostly involved in the job and then he is getting that particular support.

The job characteristics and the supervisory support, the supervisory support are predicted in the work from an enrichment and it has been found that is the core self-evaluation and the family support in that case there is the supervisory support predicated in here how the family work enrichment is there. So, therefore in that case it is been that is the work family enrichment predicated that the supervisory support, organizational citizenship and organization citizenship behaviour is there.

So, if organizational commitment and organization citizenship behaviour, they will be taking care of the work family culture and then here that every person, those who are able to give that there the outcome, the best outcome, best managerial performance and that work family enrichment is playing a very very the mediating role between the supervisory support and in case of that is the here work family enrichment.

So, therefore it is becoming very very important, there is whenever we are talking about the how this organizational citizenship behaviour and organizational commitment. So, work

family enrichment is predicting the job satisfaction organizational job organizational commitment and organizational citizenship behaviour. So, if really we want that is the we have to balance between the, balance between the work and family then definitely in that case it is important that is we are the having the family support, we are having the satisfying the job characteristics.

So, those jobs characteristics will be given this satisfaction that whatever job I am job that job profile the job description JD's that is giving the satisfaction and that satisfaction is affecting my family life. So, the supervisor support in job satisfaction naturally creating the organizational commitment. So, organizational commitment and organizational citizenship behaviour that is also playing a very very role in the work family enrichment is there.

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Study	Year	Sample Size	Findings
Baral, R.	2011	(n= 485) M=68%, F=32%	SS, JC, WLBP and WFC predicted WFE. CSEs, FS and JC predicted FWE. The moderating effect of CSE was significant between SS and WFE.
Baral, R.	2011	(n=485) M=68%, F=32%	Gender moderated the relationship between WLBP and WFE i.e. more for women. While JC and WFE relationship was stronger for men than women.

Note- CSE= Core Self-evaluations, FS=Family Support, JC=Job Characteristics, SS=Supervisory Support, JS=Job Satisfaction, OC=Organizational Commitment, OCB= Organizational Citizenship Behavior, WLBP=Work-life benefits and policies, WLC=Work-family culture, CoWS=Co-worker support, Gen=Gender, CRs= Community resources, FRS= Family role salience, EBA=Employer brand attraction, PC=Psychological capital, QT=intention to quit

In the another study into Baral S, that is the when we are talking about that is the supervisory support that is the SS supervisory support and job characteristics, so therefore this job characteristics and the supervisory support that is the work life balance they are playing and then it is creating that particular work life benefits and policies and is therefore work family commitment is there.

So, here we will find that is these are predicating the work life enrichment and core self-evaluations, family support and the job commitment predicated here that we will find is between the family work environment. So, work, family work environment it is becoming very very important that is the how this particular predictors they are affecting the work life enrichment is there.

The moderating effect of the course self-evaluation was significant between the supervisory support and work life, work family enrichment. So, these particular the course self-evaluation already whether I am getting that particular support or not that is affecting an playing moderating effect. So, the supervisory support and work family enrichment.

The gender moderated relationship between the work life balance and work family enrichment that is more for women, while the job commitment, job characteristics and the work family enrichment relationship was stronger for men than women. So, here we will find that is the gender is playing a role towards the job men, so job commitment and work family enrichment that is our stronger for men then in case of the women.

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Study	Year	Sample Size	Findings
Mishra, P.	2015	(n= 24) M=65%, F=35%	Antecedents- perceived work family culture, community resources, Family role salience. Positive outcomes- Employer brand attraction, OCB, Psychological capital. Negative relation with intention to quit.

Note: CSE= Core Self-evaluations, FS=Family Support, JC=Job Characteristics, SS=Supervisory Support, JS=Job Satisfaction, OC=Organizational Commitment, OCB= Organizational Citizenship Behavior, WLBPs=Work-life benefits and policies, WLC=Work-family culture, CoWS=Co-worker support, Gen=Gender, CRs= Community resources, FRS= Family role salience, EBA=Employer brand attraction, PC=Psychological capital, QT=intention to quit

12

Finally, I would like to this particular study the Mishra and P that talks about the antecedents perceived work family cultural, community resources and family role salience is there. Positive outcomes is the employer brand attraction organizational citizenship behaviour, psychological capital. So, negative relation with intention to quit.

So, naturally so it means that it is if there these are the dimensions in the work family enrichment, work family minimizing the conflict what is important is that is the your family support, supervisory support, job satisfaction organizational commitment, organizational citizenship behaviour, work lab benefits and the policies, the work family culture, co-worker support, that is also important, then the gender, the community resources, the family role salience, then employ brand extraction, psychological capital, that will making the more positive effect.

And therefore there will be the negative relation with intention to quit. So, if an organization it focuses more on this dimensions then there will be the work family enrichment in the employees. And when they are happy at work also and they are happy at the in the family also, their family is also is happy, family life is also satisfied naturally there will be negative tendency to intention to quit the organization.

Because that organization is taking care of the not only of getting work done from them, but also taking care of their families and the employees themselves and employ is happy because of the all support provided by the organization. So, this is all about the role of the work family enrichment, with the help of the flexibility and supervisory support.

I am sure this formula and the research base formula will help the, will help you that is to manage your the work family enrichment and you will be happy person, manage to balance you work and family both. And wherever you are working you will have the less intention to quit. Thank You.