4 MATERIALS AND METHODS

4.1 What Is Research?

*Research is a systematized effort to gain new knowledge.* Redman and Mory (1923)

The research design serves as the architectural blue print of the research project, linking design, data collection, and analysis activities to the research questions and ensuring that the complete research agenda will be addressed. A research study’s credibility, usefulness, and feasibility rest with the design that is implemented. *Creditability* refers to the validity of a study and whether design is sufficient rigorous to provide for definite conclusions and desired recommendation.

The purpose of the study is to find out factors which are termed as antecedents and their impact i.e. their consequences either positive or negative on the work life balance among the people working in the Indian Private Financial Sector. The study seeks to address this gap by studying such factors which are termed as antecedents which are influenced by some moderating variables which in turn are the consequences of Work Life Balance.

To achieve the stated objective above, this chapter is divided into mainly five sub sections .The first section describes the context of the three organizations in which data for this study were collected. In the second, data collection procedures are outlined. As the main research method comprised self-administered questionnaires, an overview of the questionnaire content is also provided. Based on the data collected from the surveys, response rate and characteristics of the sample are then presented. A synopsis of data analysis procedures follows. Finally, the rationale for the research design is discussed.

4.2 Purpose of Research

The purpose of this research is mainly descriptive and explanatory both. It is descriptive data because descriptive data has been collected through detailed interviews and
questionnaire from the respondent. And explanatory as the researcher has tried to explain the relationship between various dimensions of WLB. The researcher has tried to form an association between dependent variables like organizational level outcomes and individual level outcomes and independent variables as work domain variables and family domain variables. It is somewhat exploratory in nature since researcher is exploring the relationship between Antecedents and Consequences of WLB with the influence of moderating and mediating variables. The research also augment satisfaction and patronage based on previous theory to develop better understanding about the research area.

4.3 Research Approach

A research approach is a master plan specifying the methods and procedures for collecting and analyzing the needed information. It is a framework or blueprint that plans the action for the research project.

This thesis is qualitative and quantitative both. Various factors and dimensions related to Work Life Balance and its measurement determinants would be studied qualitatively and WLB model will be tested empirically with dimensions and factors taken for the study.

Researchers used quantitative primary data collected through descriptive survey method. Paper based method has been used by the researcher to collect primary quantitative data. Its aim is to develop a body of general knowledge for the understanding of human behaviors, by means of combination of empirical enquiry and application of theory. To achieve this, survey study is found to be more appropriate approach in order to gain a better understanding of the research area.

4.5 Survey Method

The most common method of generating primary data is through survey. A survey is a research technique in which information is gathered from a sample of people using a questionnaire. In this study researcher has developed a concise model of Work life
balance comprising of various Antecedents, moderating variables, and demographics and is associated outcomes with the help of extensive Literature review done.

4.6 Data Collection Method

In this study the research instrument was administered through personal interviews conducted by visiting various financial institutions like banks, insurance companies and mutual fund agencies. To minimize bias, caused by the respondent, prospective respondents were approached and interviewed during their official working hours or during their daily transactions. When survey method is utilized, some form of direct participation by the respondent is necessary during the process. This method of collecting data by visiting to various respondents and getting the questionnaire filled at that very point is superior to other methods of collection and it also maximizes response rate from respondent.

4.7 Sampling Selection

4.7.1 Data Collection and Sampling

The data was drawn from employees working in Indian Private Financial Sector. The Financial sector comprises of Banks, Insurances and Mutual Fund Agencies and some part of NBFC’s too. The survey was commissioned by all those who are involved in similar kind of activity with respect to their job requirements. The survey used probabilistic systematic random sample method to develop a nationwide survey of financial sector

To accomplish the research study questionnaire so developed was administered through personally visiting various financial institutions like banks, insurance companies and mutual fund agencies. Prospective respondents were personally approached and interviewed to reduce the effect of biasness and preserve the validity of the tests.

Measures of work request or work space variables, family request or family area variables, Work-life strife, directing variables, work to family obstruction (WFI), family to work impedance (FWI) and individual and authoritative results were administered on the employees working in the financial institutions.
Investigator chose to use a probabilistic systematic random sample method of statistics compilation. Samples were selected from major cities of Gandhidham, Ahmedabad, Rajkot, Mumbai, Pune and Baroda where there are various branches available for all financial institutions.

Questionnaire method was adopted to accomplish the research objective and the instrument was administered by researcher himself. The questionnaires were randomly distributed among the employees working in banks, insurance companies, and mutual fund agencies. The data collection was done in person by visiting various branches across various locations to the respective population.

4.7.2 Sample size

The model as proposed by researcher has 55 items in total including demographics and personal information. The sample size as suggested by Nunnally in 1978 should be ten times the total number of questions in the questionnaire. Since the number of items/variables in the questionnaire were 55, the targeted sample size set is n=369. In one of the examination it was contended that if the specimen size surpasses 400, than the integrity of fit becomes very weak and the there is not much significant difference in the result so found by considering the effect of constraints and theoretical framework. So set sample size was kept at n=369

4.7.3 Instrument

Work domain variables (WDV) and family domain variables (FDV) Family demand (FD) was measured on twelve items scale querying family role pressures on a person's time at work place (e.g. "What amount of time do you spend on home/family related exercises, for example, dealing with kids or others?" "How often do family responsibilities make you feel tired out?", How much do you worry about your children while working, my companion/accomplice does as much work as I do dealing with our kids, when I achieve office or the other way around I am inwardly, rationally and physically depleted, at work I have such a great amount of work to do that takes away me from my own advantages.) The reaction scale ran from 1 (unequivocally deviate) to
The coefficient alpha in the present study for WDV and FDV was 0.688.

Support from organization and Work life balance practices prevalent in the organizations were measured on six point scale which taps pressures for the persons work demands and family demands. (E.g. my organization considers my goals, values and cares about my well being, there is unbiased treatment of all members in my organization, My association urges to strike parity amongst work and individual lives, there is no kind of sex discrimination in my organization and there are sound HR practices in my organization). The response scale ranged from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha in the present study for support from organization and Work life balance practices prevalent in the organizations was 0.743.

Ten items of Yang’s (1993) work to family interference and family to work interference scale were used to indicate the extent to which work and family compete for a person's interference in their respective domains (e.g., "How much conflict do you feel there is between the demands of your job and your family life?" "How often do you feel that you don’t have the time and energy to meet the demands of being both an employee and a family member?"). Respondents rated each question from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha in the present study for work to family interference (WFI) and family to work interference (FWI) was 0.885. Two specific dimensions of work Interference with family (WFI) and family interference with work (FWI) were measured by Yang's (1993) scales. The measure consisted of items concerning how often demands from the work domain interfere with one's family-related activities such as child care, elder care, household tasks, and relationships with specific family members (e.g., " How frequently does your employment Interferes with your push to perform youngster care errands you think you ought to do as a mother or father?").

The work life conflict measure contained six items concerning how often demands from the home/family domain Interfere with one's effort to cope with work-related Issues such as job performance, job commitment, absenteeism, and relationship with people at work (e.g., The amount of time do I frequently spend at work or family, it gets to be hard to satisfy my family obligations because of strain I have at my employment, I regularly
need to change my family exercises because of over-burden at work or authority duties and bad habit a versa. Respondents rated each question from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha in the present study for work Life conflict was 0.763

Outcome variables fell into two categories: Individual level (i.e., stress-related disorders and low job satisfaction, turnover intentions, bad marital status, parent child relationship, low career advancement), and organizational level (i.e., work role effectiveness, Intended turnover, and absenteeism, low commitment, low performance). The reaction scale went from 1 (strongly disagree) to 5 (strongly agree). Five Items of the Facet-Free authoritative level results were utilized to quantify general occupation fulfillment (e.g., "All taking all things together, how fulfilled would you say you are with your employment?"). Propensity for Job Turnover was used to tap an employee's disposition toward work role withdrawal because of unsolved environmental demands (e.g. "How likely is that you will effectively search for another employment in the following year?") Absenteeism was studied in two classes: complete work days and partial work days missed. Respondents were instructed to count all kinds of absenteeism in 3 months preceding the survey: excused and unexcused, planned and unplanned, and paid and unpaid. The response scale ranged from 1 (strongly disagree) to 5 (strongly agree).

Here addition to perceptions of family demand, the survey obtained three other quantitative variables reflecting family/home circumstances (i.e., Gender, Support from organizations, WLB practices in the organization, elderly persons, and others taken care of by the respondent; total number of hours spent on various household tasks per week such as house cleaning and laundry, cooking, household shopping, maintenance, and yard work, etc.; and percentage of those household tasks generally performed by the respondent). Correlations between perceived family demand on one hand, and on the other hand moderating variables like number of care responsibilities, time spent at work/family, household chores done by the respondent.

4.8 Questionnaire Design
The questionnaires were designed to provide a greater understanding of the work-life balance experiences of financial sector employees, working in private banks, insurance and mutual fund agencies. Three main variables that have been widely investigated in the work-life area are: Work domain variables, Family domain Variables, work to family interference and family to work interference and Work life conflict. (Allen, 2001; Allen & Meyer, 1990, 1996; Benbow & Jolley, 2002; Chang, 1999; Dunham, Grube & Castaneda, 1994; Herscovitch & Meyer, 2002; Jaros, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky 2002; Selder & Paustian, 1989; Sullivan, 1989; Yoon & Thye, 2002).

However, it is very difficult to determine the relationships between these factors without considering the impact of variables such as family and relationship strain and support. In particular, the questionnaires investigated job and family characteristics, demographics and employee well-being, family functioning and work-related attitudes. They were designed to measure the extent to which employees experienced tension between work and non-work-life (work-life conflict), as well as antecedent and outcome variables found to be associated with work-life strain in other industrial contexts.

Antecedents, or determinants of work-life conflict, included organizational or job characteristics, such as job demand, work hours, work load and individual characteristics, such as parental responsibilities, number of children etc. Outcome variables also included those experienced by the individual, such as partner and parental relationships, family management and burnout, as well as variables known to have a direct impact on organizational effectiveness. These included organizational commitment, turnover intention and job satisfaction. It is important to recognize that individual outcomes, including burnout, are closely linked to organizational outcomes. Several variables were included in our study as moderator variables. These included perceived organizational support, supervisor and co-worker support and flexible work arrangements.

4.9 Employee Questionnaire
The Indian Private financial industry employee’s questionnaire consisted of eight main sections, which investigated the following areas:

- Demographics;
- Work load and responsibility;
- Work environment;
- WLB practices in the organization
- Support from Organization
- Family dependants;
- Absence from work; and
- Overall work-life balance

Part A

4.9.1 Demographic Information

Demographic information collected from respondents included:

Year of birth; Age; Gender; Number of years worked in the construction industry; Number of years worked for their current employer; Job position; Location of the majority of their work time; and Description of their family and household including dependent children.

Household classifications included separate categories for partnered and non-partnered respondents with or without dependent children. Dependent children were classified as those under the age of 18 years. These classifications were used to describe all forms of family structures, including nontraditional forms, such as single-parents and couples with responsibility for children from previous relationships (Rothausen, 1999).

Part B Work load and responsibility

4.9.2 Work Load

Major, Klein and Ehrhart (2002) suggest that overload occurs when the magnitude of work overwhelms an individual’s perceived ability to cope. A person may experience
work overload even if the work is completed on time. In this regard, a subjective evaluation of overload is more concerned with appraising one’s perceived ability to meet demands, and therefore captures the feeling state.

Subjective quantitative work load was assessed in this study via nine items scored on a 5-point Likert-style scale (Caplan, as cited in Cook, Hepworth, Wall & Warr, 1981). Participants were asked to indicate the extent to which statements reflected the time demands of their work, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. The nine items included statements such as “the number of projects and/or assignments you have”; and “the extent to which you feel you never have any time”. Two items were reversed scored (items 3 and 6).

4.9.4 Work Hours

Two measures relating to work hours were used in this study. Participants were first asked to indicate the actual number of hours spent directly undertaking “work duties”. However, this did not take into account the number of hours spent travelling to work (particularly if the worksite location varied); nor did it consider time spent contemplating work. For this reason, participants in this study were asked to indicate the average number of hours per week worked in the organization and the number of hours spent away from home due to work on a daily basis. While self-reports of work hours are not always accurate, the perception of overload rather than actual overload is of more interest, as it is when perceived work exceeds perceived ability to cope, that “stress” occurs.

4.9.5 Organizational Support

In this study, perceived organizational support was measured via 16 items drawn from a larger 36-item scale (Eisenberger, Huntington, Hutchison & Sowa, 1986). Items were scored on a 5-point scale where, 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. Participants were instructed to read the statements about organizations and decide the extent to which they agreed with them in relation to their own organization. It included items such as “the organization values my contribution to its well-being”; and “the organization disregards my best interests when it makes
decisions that affect me” (reverse scored). Seven items were reverse scored (items 2, 3, 5, 6, 9, 12 and 13).

4.9.6 Supervisor Support

In this study, supervisory support was measured utilising 13 items drawn from two larger scales (Lambert, 2000; Thomas & Ganster, 1995). The first seven items were taken from an 8-item sub-scale measuring supervisor support, originally drawn from the Michigan Assessment of Organizations Questionnaire (Cammann, Fichman, Jenkins & Klesh & Families and Work Institute, as cited in Lambert, 2000). The eighth item, “my supervisor is concerned about the way we workers think and feel about things”, was excluded from the modified scale as it felt by the researchers that this issue was adequately investigated in the additional items drawn from Shinn (as cited in Thomas & Ganster, 1995). The term “immediate supervisor” was defined as the person who most often officially assessed their

4.9.7 Job Performance

The scale included statements such as “my immediate supervisor is understanding when I have personal or family problems which interfere with my work”, and “my immediate supervisor appears to know a lot about company policies that help employees manage their family responsibilities”. The final six items were taken from a nine-item supervisor support scale by Shinn (as cited in Thomas & Ganster, 1995). In the original scale, a 5-point frequency scoring method was used whereby participants were asked to rate how often in the past two months their supervisor engaged in specific supportive behaviours. However, in the modified supervisory support scale, participants were asked to read a list of behavioral attributes and then indicate the frequency with which their immediate supervisor behaved in that way. The statements included items such as “my immediate supervisor switched schedules (hours, overtime hours, vacation) to accommodate my family responsibilities”, and was scored as follows: 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. Three items were reverse scored (items 8, 11 and 13).

4.9.8 Co-Worker Support
Two scales were used to tap into practical and emotional support employees felt they received from their co-workers. Co-workers are defined as the people with whom they had the most contact with in the company, excluding their immediate supervisor. “Faith in peers” (Cook & Wall, as cited in Cook, Hepworth, Wall & Warr, 1981) was measured via three items. Participants were asked to read the statements about their work group, and to indicate the extent to which they agreed or disagreed with them in relation to their co-workers. Responses were scored on a 5-point scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. All items were scored in the same direction and summed. A high score was indicative of the perception of a high level of practical support from co-workers. Taylor and Bowers (as cited in Cook, Hepworth, Wall & Warr, 1981) developed a Survey of Organizations Questionnaire, which included a component examining aspects of leadership. As part of this, they included a number of peer leadership sub-scales, including a three-item peer support scale.

Participants were asked to read the statements and indicate the extent to which the statement reflected the behaviour of their co-workers. Items were scored in a positive direction on a 5-point Likert scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. It included items such as “how friendly or easy to approach are the persons in your work group?”. A high score was indicative of the perception of a high level of emotional support from co-workers.

Participants were asked to read the statements of work-related feelings and decide the extent to which they agreed or disagreed with them in relation to their organization. The scale contained statements such as “I would feel guilty if I left my organization now”, and “I do not feel any obligation to remain with my current employer”. They were scored on a 7-point scale, where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. Mean scores for each of the three commitment scales was obtained. A high score indicated a high degree of commitment to the organization.

4.9.10 Turnover Intentions
“Turnover intentions” has been defined as a “general tendency to remain with or leave the organization” (Whitener & Walz, as cited in Jaros, 1997). In the current study, it was measured via the two items “I often think about quitting” and “I will probably look for a new job in the next year”, which were drawn from a 3-item sub-scale of the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins & Klesh; Sheashore, Lawler, Mirvis & Cammann, as cited in Cook, Hepworth, Wall & Warr, 1981). They were scored on a modified 5-point scale where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. A higher mean score reflected a higher likelihood of a person leaving their job.

4.9.11 Job Satisfaction

Job satisfaction, or the degree of overall contentment with one’s job, was computed through an open ended question developed at the University of Michigan (Taylor & Bowers, 1972), and consisted of one single liner phrase “Are you satisfied from your job. The further elaboration included questions such as “how satisfied are you with the chances you have to do something that makes you feel good about yourself as a person?”; “how satisfied are you with the amount of pay you get?”; and “how satisfied are you with the friendliness of the people you work with?”. Respondents were given open ended question to answer this as they can express their views freely without any scored scale.

4.9.12 Burnout

This study utilized the 16-item Maslach Burnout Inventory (MBI) which comprises three sub-scales assessing: emotional exhaustion (I feel emotionally drained from my work); cynicism (I have become less interested in my work since I started this job); and professional efficacy (At work, I feel confident that I am effective at getting things done). The items of this test were used in the form of outcomes of the study under the section of Individual Level outcomes.

Since the response formats of intensity and frequency have been found to be highly correlated, only frequency ratings were used. Items were rated on a 5-point Likert scale.
where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree.

4.9.13 Absenteeism

Participants were asked to indicate the number of working days they were absent in the preceding twelve months, excluding those taken for holiday purposes. To explore reasons for this absenteeism, participants were asked to indicate how many of these days were taken due to their own illness, to look after one another that were unwell, and other reasons. Respondents were asked to indicate what arrangements were made for this time off work, for example, did they take sick leave, use annual leave or arrange to make up the time at a later date?

4.9.14 Work-Life Conflict

In this study, the scales for work-to-family and family-to-work conflict were drawn from the work of Boles et al., which was based on the scales of Netemeyer, Boles and McMurrian (1996). Participants were asked to read 10 statements about their experiences at work, and outside of work and to indicate the extent to which they agreed or disagreed with them. The items were scored on a 5-point scale, where, 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral, 4 = Agree; and 5 = Strongly Agree. It included statements such as “the demands of my work interfere with my home and family life” and “my co-workers and peers at work dislike how often I am preoccupied with my family life”.

4.10 Data Analysis

In the first instance, the reliability of our measurement of the variables was examined and descriptivestatistics for each variable, such as means and standard deviations, were calculated.

4.10.1 Reliability Of Measurement

Reliability analysis allows an assessment of the measurement scales and items that make them up. For example, reliability analysis provides an answer to the question
“does my questionnaire measure work life conflict in a useful way?”. Using reliability analysis, the extent to which items in the questionnaire scales are related to each other is considered and an overall index of the internal consistency of each scale is produced. Problem items that should be excluded from the scale can also be identified. Cronbach’s alpha coefficients were calculated for each of the scales. Cronbach's alpha is a measure of internal consistency based on the average inter-item correlation. These reliability and descriptive statistics are presented in the results. The descriptive statistics enable an assessment of the overall levels of work-life conflict experienced by respondents and the antecedents and outcomes of this conflict to be assessed.

However, these descriptive statistics do not allow the experiences of different demographic groups, such as respondents working in the public and private sectors, to be compared. Neither do these statistics provide an insight into the way in which the variables are linked. For example, it would be useful to know whether, and in what way, work schedule demands are associated with work-life conflict. It is also helpful to find out whether, and in what way, work-life conflict is associated with individual, family or organizational outcomes, such as burnout, relationship quality or job satisfaction.

In order to explore some of these differences and linkages between variables, further statistical analysis was undertaken using the statistical comparison of means, correlation analysis, regressions and modelling techniques described below.

4.10.2 Statistical Comparisons Of Means

In order to compare the work-life experiences of different groups of employees, statistical tests were conducted to compare the mean scores for important variables between groups of employees. Correlation and Regression Analyses were used to test for significant differences in the effect of independent variables on dependent variables.

4.10.4 Regression Analysis

In order to determine the nature and strength of linkages’ between the variables measured and to see the impact of dependent variables on independent variables Regression Analysis was done. Regression enables an assessment of the degree to
which the independent variable has influencing power or impact over dependent variable. Modeling procedures together with regression analyses were undertaken to determine the extent to which selected antecedent variables predicted certain outcome variables. Several models were developed, based on existing theory of work-life issues. Once models are specified, data are analysed to determine whether the model is consistent with them. Failure of the model to fit the data results in model falsification, whereas a good fit supports the theoretical arguments. Although no model can be definitively confirmed, the repeated failure to disprove a model adds strength to researcher’s belief in the theory (Cohen et al., 2003).

The theory-driven models we developed relating to work-life interface were tested to determine the extent to which, in our sample, specified outcome variables were “explained” by the other variables measured in our study. These models and the statistical results are presented in the later part of the results section of this report. Hypotheses were tested using regression analysis. This procedure allowed researcher to simultaneously regress work domain variables and family domain variables on the outcomes of work life balance model while also modeling the influence of mediating variables and moderating variables. In order to determine if the pattern of relationships was caused by common third variables rather than true relationship between antecedents and consequences of WLB researcher also tested the model including controllable variables called as moderating effects.

4.10.5 Moderators and Mediators

There are a number of different roles variables can play in theory. A cause (X) of some variable (Y) is believed to precede Y in time. However, some theories provide for the inclusion of mechanisms through which variable X is related to variable Y. For example, previous studies have shown that work hours are related to burnout through work-to-family conflict (Lingard & Francis, in press). These intervening variables are called mediators of the effect of X on Y.
Figure 1 provides an example of a mediator \( (Z = WLC) \) that totally accounts for the relationship between \( X = (WDV/FDV) \) and \( Y = (OAO) \).

Figure 4(a)  Mediating variable WLC between WDV/FDV and OAO (Source, Cohen et al., 2013,).

\[
\begin{align*}
\text{WDV/FDV} & \rightarrow WLC \rightarrow OAO \\
\end{align*}
\]

Figure 4(b)  Mediating variable WFI/FWI between WDV/FDV and OAO (Source, Cohen et al., 2013,).

\[
\begin{align*}
\text{WDV/FDV} & \rightarrow WFI/FWI \rightarrow OAO \\
\end{align*}
\]

In order to test for mediation effects we used procedures described by Baron and Kenny (1986). Baron and Kenny suggests that, to test for mediation, three regression equations must be estimated, as follows:

1. The mediator is regressed on the independent variable;

2. The dependent variable is regressed on the independent variable; and

3. The dependent variable is regressed on both the independent variable and the mediator.

To establish mediation, the independent variable must affect the mediator in the first equation; the independent variable must affect the dependent variable in the second equation; and the mediator must affect the dependent variable in the third equation. If these conditions hold, then the effect of the independent variable on the dependent variable in the third equation must be less in the third equation than in the second.

Other important variables in some causal theories are moderators. These are variables which modify the relationships among other variables (see Figure 2). The arrow from Z
Figure 5  Contingent effects, as mediating variable between WFI/FWI and OAO (Source, Cohen et al., 2013,).

WFI/FWI-----------------------WLC--------------------------OAO

In order to test for moderation effects, we used procedures described by Baron and Kenny (1986). Prior to conducting any tests for moderation effects, all continuously measured predictor variables were centered (Aiken & West, 1991). Centering is a linear transformation method which eliminates problems associated with multi-co linearity. It is achieved by subtracting the mean value for a variable from each score for that variable. The power of moderated regressions to detect interactions is reported to be low, resulting in a high Type II error rate (Aiken & West, 1991). Butler et al., (2004) suggest one remedy for this is to accept a higher Type I error rate.

Figure 6  Moderating effect of Support from organization on WDV/FDV and Overall Outcomes

Support from Organization

Work Domain Variables  Overall
Family Domain Variables  Outcomes
Figure 7  Moderating effect of Work life balance practices in organization on WDV/FDV and Overall Outcomes

WLB Practices in Organization

Work Domain Variables  Overall
Family Domain Variables  Outcomes