Collision of Work Life Balance on Millennials Life Satisfaction, Organizational Citizenship Behaviour and Work Family Conflict

Y. C. Mohan, P. Pradeep, S. Susi, R. Jothikumar

Abstract: The main aim of this article is to identify the millennial work life balance (WLB),and to identify the connection among millennial WLB and work family conflict (WFC), Organizational citizenship behaviour (OCB) and life satisfaction (LS). The study also focuses on identifying the significant differences of millennials work life balance on OCB. Sample size of the study consists of 284 millennials working in Hyderabad. For data collection structured questionnaire was used. In this study SPSS 19 software were used for data analysis and statistical tools such as correlation and one - way anova are used for analysing the data. The study results states that relationship among millennial WLB and work family conflict, OCB and life satisfaction. The study also finds the significant variance among millennial WLB and its dimensions and Organization citizenship behaviour.

Keywords: Millennials, work life balance, Organizational citizenship behaviour, work family conflict.

I. INTRODUCTION

Individual who are aged between 23 to 35 were the millennials. In the workplace Millennials were the youngest generation. Millennials were also known Generation Y or entitlement generation. If millennials expectation is not met, they will move to new opportunities where they will be more appreciated. Organ et al (2005) states Organizational citizenship behaviour denotes to individual behaviour which aids the business but not officially rewarded by business. The importance of OCB is improving organizational effectiveness in an ever-changing context. Millennials were facing a slow job market and a proportion of college loan debt. Caraher (2016) stated that some employers have thought millennials

Manuscript published on November 30, 2019.
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were more demanding than other employees about WLB. Employers have experiential that to manage their good life millennials were willing to change jobs. Employers have identified that millennials are very open in communicating their wants. The main aim of the paper is towards identify association between millennial WLB and LS, OCB and work family conflict (WFC). This study also wants to identify the significant differences of millennials work life balance on organizational citizenship behaviour.

II. LITERATURE REVIEW

Scanlan et. al, (2013) states that due to psychological and physical healthiness problems employees are further expected to leave firm if burnout starts. At work when workers are stressed, they will suffer from their mental and physical health. At work when employees have sky-scraping wellbeing, they are fewer possibility to go away from their jobs.

DeVaney, S. A. (2015) focused to provide suggestions for effectively engaging millennials in the workplace. The researcher stated that to employer and manager to offer significant work, inputs and aid millennial to feel good fit on a good team.

Pradhan, R. K.., et al (2016) conducted survey to identify the impact of WLB on OCB and as well observes the part of organizational commitment on the association among WLB and OCB. Sample were taken from executives and employees working in manufacturing industries in eastern India. The study finds that there is significant impact of WLB on OCB. And it also finds that there is mediating impact of Organizational commitment on the association between WLB and OCB.

Sathya Dev & John Mano Raj(2017) conducted a study on employees of nationalized banks over levels of WLB and its effect on their work. In this study five nationalized banks in Madurai were selected. Sample size consists of 120. The study result states that optimistic association among WLB and work-related factors (i.e., job satisfaction, job commitment, work stress, service delivery, target achievement, job commitment, rate Of absenteeism, career development) and also finds that work life balance have impact on work related variables.

Taşdelen-Karçkay, A., &Bakalım, O. (2017) focuses to develop WLB scale for men and women working in Turkish. This study also examines intervene effect of WLB among family work conflict (FWC), WFC, and life satisfaction. Convenience sampling method was used in this study to select the sample.

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The study developed work life balance scale and also finds relationship between FWC, WFC, life satisfaction and WLB. Buzza, J. S. (2017) observes various diverse levels of WLB and job advancements disturbs a budding Job seekers charm to position. The study focused Millennials job market entry. The sample was collected from 95 males and 75 female college students of medium sized private university in northeast. This study findings state that the respondents were able to express changes in conditions, and when there are high levels of WLB they were further drastically paying attention to position. And there is no significant difference between WLB and conditions of job advancement. Outcome states for millennial job advancement are important in view of job and at the moment WLB makes an impact.

Khalid, A., & Rathore, K. (2018)assesses the impact of job-related variables (organizational support, supervisor support and job value on work life balance among PG trainees in public hospitals. And also, the study focused on identifying the intervene behaviour of WLB among motivation to work and work factors. This study consists of cross-sectional study. The samples were selected through Simple random sampling and the sample size consists of 335. The outcome states there is affirmative association among job related factors and WLB. The result also finds that there is a partial intervene role of WLB among work motivation and job linked factors.

Gong, B., et al.(2018) evaluates millennials career concerns (Job crafting and career anchor) and their association with organizational citizenship behaviour. This paper also evaluates the total impact of the millennials on OCB and also exact impact of labour force generations with career development. Survey was collected from full time workforce through online in USA. The sample size consists of 321 millennials. The study finding states that millennials are less concerned in OCB than earlier workforce generation. The result also states that career growth factor was optimistically associated with organizational citizenship behaviour.Susi. S et al., (2019) studied the correlation among WFC and depression. The research study finds that significant correlation and differences exist among WFC and depression with women (only lecturers) working professionals. Susi. S et al., (2019) surveyed the variances among working professionals of nurses. The study finds that differences exist among nurses with low, average and high Emotional Intelligence and Work Centrality on the dimensions of Work life balance.

III. STATEMENT OF THE PROBLEM

There is a presence of Work-life imbalance among millennials working in Hyderabad city.

IV. OBJECTIVES OF THE STUDY

1. To identify the association among millennials WLB and work family conflict, OCB and life satisfaction.
2. To swot up the variation among millennials at diverse levels of organizational citizenship behaviour on WLB.

V. CONCEPTUAL FRAMEWORK
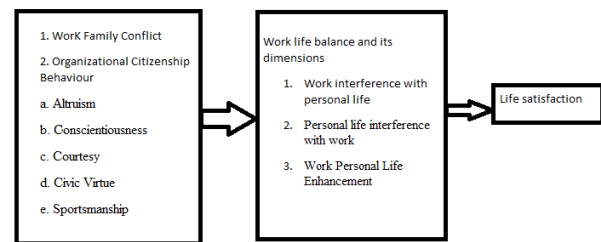
Fig.1 Theoretical construction of the study

In this study (Figure 1) WLB and its dimensions were considered as dependent variable and the variables work family conflict, organizational citizenship behaviour was considered as independent variable and life satisfaction were considered as outcome variable.

VI. RESEARCH METHODOLOGY

The study proposes to discover the WLB among millennial in Hyderabad. The study followed descriptive research design. In this study both men and women millennials working in Hyderabad have been selected as sample. Convenience sampling technique has been selected as sample method. The sample size consists of 284 millennials (i.e. 180 men and 104 women). Both primary method and secondary method of data collection was used in study. Research instruments taken for this study arework life balance scale (Fisher (2001) and Hayman J, (2005) with 15 items, WFC scale (Carlson D.S., et al (2000)) with 18 items, organizational citizenship behaviour scale (Podsakoff P. M., et al(1990))with 15 items and satisfaction with life scale (Diener, E. D., et al (1985)) with 5 items. tatistical analysis was done using SPSS 19.0 version. Spearman's Correlation and one-way Anova were the statistical techniques were employed for data analysis.

A. Hypothesis

H1: Millennials WLB have significant correlation with work family conflict, Organizational citizenship behaviour (OCB) and life satisfaction.

H2: Millennials WLB have significant differences with their Organizational citizenship behaviour (OCB).

VII. DATA ANALYSIS

In this study Cronbach's Alpha was used to test the variable instrument. The following Table 1 shows the Cronbach's alpha results. In this study the work life balance is an dependent variable with 15 questions and its reliability Cronbach's alpha value is .904 and independent variables considered in this study are work family conflict with 24 questions and its reliability Cronbach's alpha value is .916, Life satisfaction with 5 items and its reliability Cronbach's reliability value is .946 and Organizational citizenship behaviour contains 15 items and its reliability Cronbach's alpha value is .939.

Table 1: Variables- Reliability Cronbach alpha value.

S.no	Variables	No. of Items	Cronbach alpha value
1	Work Family Conflict	18	.916
2	Work life balance	15	.904
3	Life satisfaction	5	.946
4	OrganizationalCitizenship Behaviour	15	.939

Table 2: Correlation of Work family conflict, organizational citizenship behaviour and WLBamong millennials.

S. No.	Variables	Pearson's correlation value WLB			
		Work interference with personal life (WIPL)	Personal life interference with work (PLIW)	Work Personal Life Enhancement (WPLE)	Work Life Balance (WLB)
1	Work family conflict	.218*	.226**	.287**	.280**
2	Organisational Citizenship Behaviour (OCB) and its Dimensions:				
	1. Altruism	.904**	.485**	.256**	.804**
	2. Conscientiousness	.909**	.464**	.205**	.780**
	3. Courtesy	.938**	.460**	.216**	.800**
	4. Civic Virtue	.921**	.520**	.238**	.819**
	5. Sportsmanship	.922**	.473**	.185**	.783**
	6. OCB Total	.965**	.505**	.231**	.837**
3	Life satisfaction	.132*	.003	.130*	.127*

**. Significant at the .01 level

To identify the association between dependent and independent variables Pearson's correlation test was conducted. From Table 2, Work family conflict was strongly and positively correlated with WIPL (r = .218; p<.01), PLIW (r= .226; p<.01), WPLE (r=.287; p<.01) and work life balance (r= .280;p<.01). organizational citizenship behaviour and its dimensions was positively related with WIPL (Altruism; r=.904, Conscientiousness; r=.909, courtesy; r=.938, civic virtue; r=.921, sportsmanship; r=.922; OCB total, r=.965) at .01 level of significance, personal life interference with work (Altruism; r=.485 , Conscientiousness; r= .464, courtesy; r= .460, civic virtue; r=.520 , sportsmanship; r=.473; OCB total, r=.505) at .01 level of significance , work personal life enhancement (Altruism; r= .256, Conscientiousness; r= .205, courtesy; r=.216 , civic virtue; r=.238 , sportsmanship; r=.185; OCB total, r=.231) at .01 level of significance and Work life balance ((Altruism; r= .804, Conscientiousness; r=.780 , courtesy; r= .800, civic virtue; r=.819, sportsmanship; r=..783; OCB total, r=.837) at .01 level of significance. Life satisfaction was positively correlated with WIPL(r = .132; p<.05), WPLE (r=.130; p<.05) and WLB (r= .127; p<.05) but there is no correlation with PLIW. The study result states that Millennials WLB have significant correlation with work family conflict, Organizational citizenship behaviour (OCB) and life satisfaction.

From the Table 3, F-values were found to be significant for WIPL (F=302.41,p<.01), PLIW (F=35.796,p<.01), WPLE (F=15.223,p<.01) and for work life balance (F=167.983,p<.01) at 0.01 level. The result states Hypothesis 2 was accepted as Millennial WLB have significant differences with their Organizational citizenship behaviour (OCB).

Table 3: Representing ANOVA for millennials WLB and Organizational citizenship Behaviour

WLB	Variance	Sum of Squares	Df	Mean Square	F
Work interference with personal life(WIPL)	Between Groups	9640.145	2	4820.072	302.41**
	Within Groups	4478.681	281	15.938	
	Total	14118.826	283		
Personal life interference with work(PLIW)	Between Groups	1129.142	2	564.571	35.796**
	Within Groups	4431.853	281	15.771	
	Total	5560.995	283		
Work Personal Life Enhancement (WPLE)	Between Groups	560.137	2	280.068	15.223**
	Within Groups	5169.751	281	18.397	
	Total	5729.888	283		
Work Life Balance (WLB)	Between Groups	22400.321	2	11200.160	167.983**
	Within Groups	18735.410	281	66.674	
	Total	41135.731	283		

Significant at 0 .01 level- **
Significant at 0.05 level- *
Not significant-NS

VIII. CONCLUSION

Employers want to satisfy their millennials so that they retain at their job for a long time, by hiring them in the first place it will create a higher return on investment. If Millennials is satisfied their WLB is not suffering so they didn't leave the firm. Firms have to enhance flexibility and job autonomy to encourage innovations in task processing. Millennials have to be motivated with organizational support to excel at their work and behave as a citizen of the organization. The present study states that there is significant link between WFC, organisational citizenship behaviour, LS and WLB among millennials. The study findings also state that there are significant differences among OCB and WLB. Millennials WLB is the significant driver towards firm success. Unless millennials balances work life and personal life, they didn't get job satisfaction. Only is there is millennials WLB firms can sustain in the competitive market.

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