

Family Friendly Human Resource Practices as Predictors of Job Performance and Commitment with The Mediating Role of Work Place Spirituality in Indian Private Sector

Abstract

The objective of this research article is to determine the impact of family friendly HR practices (FFHRM) on job performance and commitment. It is also to test the mediating role of workplace spirituality with FFHRM on job performance and organizational commitment in Indian context. The data was collected through the private sector employees and a sample of 250 respondents has been collected with the help of a self designed questionnaire. The data was analysed with the help of regression analysis to find the cause and effect relationship and mediation effect was tested with the help of sobel test. The results of the study indicated a positive cause and effect relationship between family friendly HR practices, job performance and organizational commitment. Also, a mediation effect of workplace spirituality was seen on relationship between family friendly HR practice and organizational commitment, and also between family friendly HR practices and job commitment.

Keywords: Family Friendly Human Resource Practices, Organizational Commitment, Job Performance and Work Place Spirituality

Introduction

Family friendly human resource practices has become the interest of researchers in many countries. Studies has been conducted in the western countries and some other part of the asia and africa proved that it becomes the necessity to adopt the practices which are more friendly to the employees irrespective of the sector. Employees are expecting greater flexibility and freedom in their work to handle the pressure of work and family responsibilities.

India is a country where family has the highest place in the society. Indians traditionally used to live in the joint families where every member has his own responsibilities. Indian workers have to manage their work responsibilities as well as family responsibilities together. This situation is pressurizing the workers psychologically and emotionally. The concept of FFHRM is also known as work-life balance (WLB) (Dessler, 2017).

Porter et al. (1974) describe organizational commitment (OC) as bonding to the organization where employee has an intention to stay and willingly contribute to the goals and objectives of the organization by putting extra

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efforts. Reilly (1989) describes OC as, "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". OC used to refer the bonding that employees shared with the organization and want to remain in his job by giving the positive outcomes.

Campbell (1990) suggested that job performance (JP) is way to achieve the objectives of the job. Everyone is working in the organization to fulfill their needs and aim of his life. JP helps the person to achieve those which he desires while staying in the job. Individual assessment is always a necessary requirement for the organization. JP is individual contribution in the overall achievement of the organization. It is perceived as a contributing value towards organization in the defined period of time (Motowidlo, Barman, & Schmit, 1997).

Employee's job performance and organizational commitment are two important aspects for the organization. Every employer is interested that their employees will remain committed for the job while ensuring a better performance year after year. But this situation may change if the employees feel uncomfortable in the job because of practices or working environment or something which is creating a misbalance between his work requirements and family responsibilities. If employees are not feeling psychologically good, it will impact their psychological bonding also which may result into poor JP and OC.

Workplace spirituality is defined by Ashmos and Duchon (2000), as knowing the employees inner life which flourished by doing the meaningful work in the community. Denton (1999) had defined WPS as an individual efforts geared towards finding fulfillment in the workplace and life.

Giocalone & Jurkiewicz (2003) explained that workplace spirituality (WPS) has become the matter of interest among hr professionals and researchers. In last decades workplace spirituality had emerged as the solution for many employees' related problems. Many studies have been conducted on the concept of WPS and their positive outcomes on the employees (Houghton, Neck, & Krishnakumar, 2016).

Spirituality, according to Smith and Rayment (2007) in Biswakarma (2018) is an experience an employee will have that provides a feeling of support, inner connectedness to a supreme being. In India, many organizations feel the importance of WPS and hired the practitioners who can enhance the spirituality at workplace.

Previous research has highlighted that WPS can enhance employees job involvement (Riasudeen & Prabavathy, 2011) job satisfaction, OC, and job performance (Rego & Cunha, 2008) but not many studies have been conducted in India to examine the effect of FFHRM on employees job performance and commitment while using the WPS as mediator. Therefore it is justifying conducting this study to know the effect of FFHRM on employees' OC and JP while mediated by WPS.

Literature Review

According to Glass & Finley (2002) family friendly human resource practices is hr practice model which facilitates the employees to handle the work related responsibilities while fulfilling the family responsibilities. The HR system would be designed in a way that an employee feels freedom to make a balance between work and life responsibilities. Many employers perceived it as a path to achieve equality in the organization and developed a culture which supports the employees needs (Wise & Bond, 2003).

The previous researches evidently explained the relationship between FFHRM and Organizational commitment. In the last decades because of the competitive pressure, now employees have to spend more hours at work. Their responsibilities demand that they have to involve more with the jobs; it is resulted into the reducing hours for the family. This tendency has been growing rapidly from last two decades (Akintayo, 2010; Jayamohan et al., 2017). This situation is not good for the organisational perspective as it will affect the balance between the work and family and there is possibility of conflict between job demands and family demands. This conflict may emerge when workers put more effort to satisfy their work demands while compromising on family demands (Allen, 2012; Sanders & Yang, 2016).

In the words of Rotundo & Sackett (2002), Job performance is defined as the “actions and behaviors that are under the control of the individual that contribute to the goals of the organization”. Both, commitment to the employees' organization and his performance are all highly related to the development of an employee as well as his organization. Therefore, in this competitive environment, it becomes essential for the organizations to ensure proper commitment from the employees towards the organization thereby enhancing their performance.

Ke & Deng (2018) conducted a research to examine the effect of FFHRM on OC and performance. They also explored this relation with the role of WPS. The research was conducted by using 347 respondent's data, and used hierarchical regression analysis. They explained that FFHRM is significantly influencing OC and JP and WPS is positively playing the role of mediator in this relationship.

The similar study has been conducted by Akintayo & Ayantunji (2020) in Nigerian banking sector. The study conducted by using the data of 239 bankers in Nigeria. They have investigated the impact of FFHRM on employees' behavioral outcomes. The study concluded that FFHRM is having influence on OC, JP and WPS. Authors

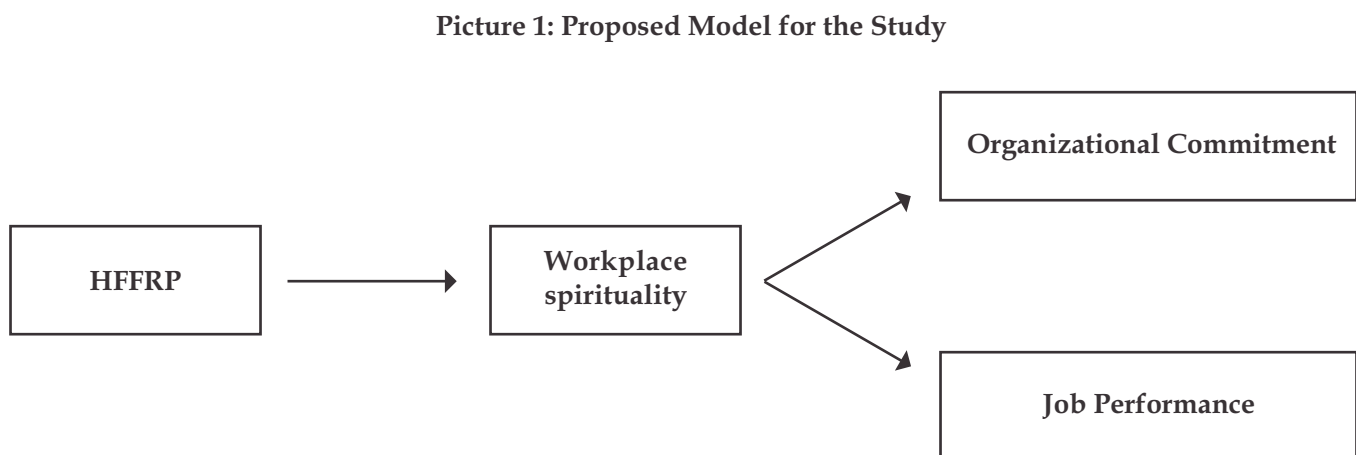
suggested that in banks, the friendly hr policies significantly improve the employee's behavior.

Not so many studies conducted in Indian context to investigate the above mentioned relationships. This study is an attempt to investigate the relationship of FFHRM, OC, JP and WPS among the private sector employees on Gwalior region of India.

Hypotheses to Be Tested in The Study

- H₁ : There is significant impact of HFFRP on OC.
- H₂ : There is significant impact of HFFRP on JP.
- H₃ : There is significant impact of HFFRP on WS.
- H₄ : There is significant impact of WS on OC.
- H₅ : There is significant impact of WS on JP.
- H₆ : There is a mediation effect of WS on relationship between HFFRP and OC.
- H₇ : There is a mediation effect of WS on relationship between HFFRP and JP.

Proposed Model for The Study



Source : Author's Proposed Model

Methodology

The study is causal in nature where the impact of family friendly human resource practices and organizational commitment is measured on employee job performance with the mediating role of work place spirituality. The research population included all the private sector employees in India, and the total sample size consists of 250 individual employees. The data was collected with the help of self designed questionnaire, the measure was Likert -type and possessed a sensitivity of 1- 5. While non-probability sampling technique was used for data collection. Statistical Package for the Social Sciences (SPSS) was used for data analysis, where cronbach's alpha reliability test was applied on each variable to check the internal consistency of the items used in the questionnaire. Regression analysis was done to check the impact of independent variables on dependent variable, sobel test was applied to check the mediating effect of work place spirituality.

Analysis & Interpretations

Reliability analysis: Reliability of all the five factors viz. family friendly HR practices, organizational commitment, job performance and workplace spirituality was computed by using SPSS software.

Reliability coefficient was computed using Cronbach's alpha reliability coefficient of all items in the questionnaire. Table 1 shows the reliability measures.

Table 1: Cronbach Alpha Reliability statistics

Measures of reliability	Cronbach Alpha value
Family Friendly HR practices	0.966
Organizational Commitment	0.916
Job Performance	0.916
Workplace Spirituality	0.953

Source : Primary Data

On the basis of the above table it can be seen that the Cronbach Alpha value for each variable is higher than the standardized value of .7, indicating that the reliability of all measures are adequate. The Cronbach's alpha values were 0.966 for 18 items Family Friendly HR practices, 0.916 for 11 items of Organizational Commitment, 0.953 for 22 items of Workplace Spirituality and 0.916 again for 9 items of Job Performance.

Regression Analysis : Regression analysis is a group of techniques helps to evaluate the impact of an independent variable on dependent variable.

Table 2: Linear Regression Analysis Results and Parameter Estimates for the Mediation Models

Variable	R ²	F	Sig.	Unstandardized Coefficients		B	T	Significance Level Sig.
				B	Std Error			
FFHRP — OC	.586	375.908	.000 ^a	.655	.034	.765	19.388	.000
FFHRP — JP	.555	331.666	.000 ^a	.648	.036	.745	18.212	.000
FFHRP— WPS	.449	216.504	.000 ^a	.593	.040	.670	14.714	.000
WPS— OC	.575	360.340	.000 ^a	.733	.039	.758	18.983	.000
WPS---JP	.488	253.283	.000 ^a	.686	.043	.698	15.915	.000

Source : Primary Data

Hypothesis 1: There is a significant positive impact of FFHRP on OC

Linear regression was applied to check the impact of family friendly human resource practices on organizational commitment, where family friendly human resource practice was taken as independent variable while organizational commitment was taken as dependent variable.

In the above table the value of R square was found to be .586, indicating that independent variable i.e. family friendly HR practice explained 58.6% variance on organizational commitment. The proposed model was tested using F value which was found to be 375.908, $p=.000$ indicating that the model has a good fit. Also the result in the table indicates the contribution of independent variables on dependent variable through the beta value which is .765 which was significant at .000 hence the hypothesis (H1) stating that, there is a significant positive impact of FFHRP on OC was accepted further explaining that that there is a significant positive impact of FFHRP on OC.

Hypothesis 2: There is a significant positive impact of FFHR practice on JP

In the above table the value of R square was found to be .555, indicating that independent variable i.e. family friendly HR practice explained 55.5% variance on job performance. The proposed model was tested using F value which was found to be 331.666, $p=.000$ indicating that the model has a good fit. Also the result in the table indicates the contribution of independent variables on dependent variable through the beta value which is .745 which was significant at .000 hence the hypothesis (H2) stating that, there is a significant positive impact of FFHRP on JP was accepted further explaining that that there is a significant positive impact of FFHRP on JP.

Hypothesis 3: There is significant impact of family friendly HR practice on Workplace spirituality

R square value on testing this relationship was found to be .449, indicating that independent variable i.e. family friendly HR practice explained 44.9% variance on workplace spirituality. The proposed model was tested using F value which was found to be 216.504, $p=.000$ indicating that the

model has a good fit. Also the result in the table indicates the contribution of independent variables on dependent variable through the beta value which is .670 which was significant at .000 hence the hypothesis (H3) stating that, there is a significant positive impact of FFHRP on WS was accepted further explaining that that there is a significant positive impact of FFHRP on WS.

Hypothesis 4: There is significant positive impact of WS on OC

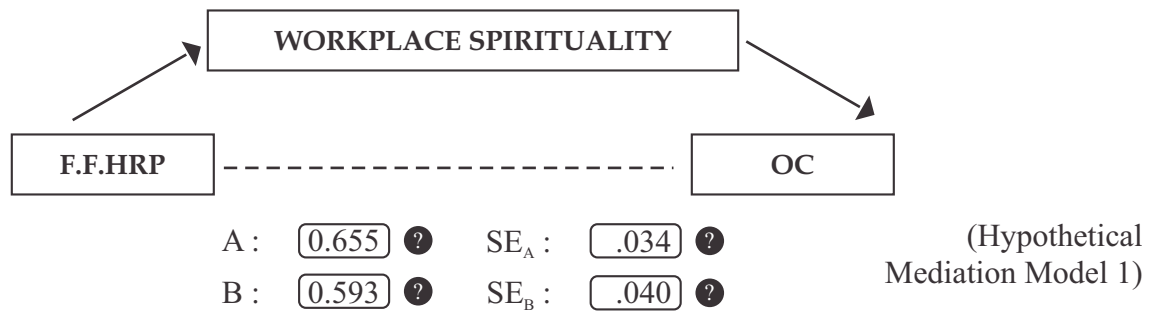
The value of R square was found to be .575, indicating that independent variable i.e. workplace spirituality explained 57.5% variance on organizational commitment. The proposed model was tested using F value which was found to be 360.340, $p=.000$ indicating that the model has a good fit. Also the result in the table indicates the contribution of independent variables on dependent variable through the beta value which is .758 which was significant at .000 hence the hypothesis (H4) stating that, there is a significant positive impact of WS on OC was accepted further explaining that that there is a significant positive impact of WS on OC.

Hypothesis 5: There is a significant impact of WS on JP

The value of R square was found to be .488, indicating that independent variable i.e. workplace spirituality explained 48.8% variance on job performance. The proposed model was tested using F value which was found to be 253.283, $p=.000$ indicating that the model has a good fit. Also the result in the table indicates the contribution of independent variables on dependent variable through the beta value which is .698 which was significant at .000 hence the hypothesis (H5) stating that, there is significant positive impact of WS on JP was accepted further explaining that that there is a significant positive impact of WS on JP.

Mediation Model Results**Hypothesis 6 : There is mediation effect of workplace spirituality on relationship between family friendly HR practice and organizational commitment**

Figure 2 : Mediation Model Results



Calculate!

Sobel test statistic : 11.74888336 One-tailed probability : 0.0 Two-tailed probability : 0.0

Source : Test Output

Sobel test value 11.74888336 was found to be significant at 0% level therefore, the hypothesis stating that there is a mediation effect of WS on relationship between FFHRP and OC was accepted. And hence, it can be interpreted that WS mediated the relationship between FFHRP & OC.

Sobel test value 12.28725462 is significant at 0% level. Therefore, the hypothesis stating that there is a mediation effect of WS on relationship between FFHRP and JP was accepted. And hence, it can be interpreted that WS mediated the relationship between FFHRP & JP.

Hypothesis 6 : There is a mediation effect of WS on relationship between FFHRP and JP

Discussion

Figure 3 : Relationship between FFHRP and TP



A : 0.655 ? SE_A : .034 ?
 B : 0.686 ? SE_B : .043 ?

Calculate!

Sobel test statistic : 12.28725462
 One-tailed probability : 0.0
 Two-tailed probability : 0.0

Source : Test Output

This research work has been conducted to study the impact of family HR practice on job performance and organizational commitment with mediating role of workplace spirituality. The results of the study indicates that family friendly HR practices have a positive impact on the organizational commitment of the employee's, similar results have been found in the study conducted by Ke & Deng (2018) where the sample included the employees working in government as well as private sector and the results indicated that more are the FFHRP better is the commitment level of the employees. A more detailed study was conducted by Bagraim & Sader (2007), where the impact of FFHRP was seen on the different types of commitment and the results indicated a positive significant relationship between FFHRP and organization commitment (including both affective and continuance commitment) of the employees, but it is noteworthy to mention that there was a negative relationship found between FFHRP and normative commitment.

The another major finding of the study is that there is a positive significant impact of FFHRP on job performance which is again in-line with the results

obtained by Ke & Deng (2018) who reported a positive significant impact between the two variables. Springer (2011) also highlighted that if the organization follows FFHRP then the performance of the employee gets improved.

The results of the study also highlighted a mediating role of workplace spirituality on family friendly HR practices and job commitment as well as organizational commitment. According to Glass & Finley(2002), Rastgar et al. (2012), Ke & Deng (2018), FFHRP influences workplace spirituality positively, and WS positively influences OC and JP. Also WS, mediates the relationship between FFHRP and OC as well as JP.

Implication of The Study

The performance of an employee and his commitment toward the organization is to a very large extent associated with the stress caused due to the work-family conflict, so in order to improve the performance of the employees and to make them more committed toward the organization it becomes essential to ensure that the HR comes into its role of comforting the employees at the workplace and provide counseling to them whenever required. The results obtained from the above study can help the employer and management to understand the importance of Family Friendly Human Resource Practices as in today's time it has become very complex to manage work and family liabilities by the employees. With the increasing stress and with the help of the results obtained the management can realize how important it is to manage the work family conflict through family friendly HR practices so as Organizational Commitment, and Job Performance of individuals can be enhanced and improved among Employee and also understand the mediating role of work place spirituality on organizational commitment and job performance. The result of this study is applicable in both, the public and private sector.

Suggestions

1. In the present piece of study the total sample size of 250 service and manufacturing employees was taken from private sector, the data could be collected from the public sector employees as well, so that comparative

analysis could be done.

2. Also the sample size could be enhanced to get better results.
3. Demographic analysis could also be done to find the differences between gender and different salary grouped employees.

Conclusion

Family-friendly practices by HR leads to high performance of an employee by increasing work family balance and enhanced commitment towards the workplace, and these positive relationships are partially mediated by workplace spirituality. To test this theoretic model, the present piece of research tested seven hypotheses. Total sample size of 250 employees was taken and further tests were applied. Linear regression was applied to test the impact of family friendly HR practices on organizational commitment and the results indicated that there is a significant impact of friendly HR practices on organizational commitment. Similarly, impact of friendly HR practices on job performance, impact of friendly HR practices on workplace spirituality, impact of workplace spirituality on organizational commitment and impact of workplace spirituality on job performance were evaluated and the results indicated a significant positive of all the independent variables on dependent variables. Also, Sobel test was applied to check the mediating role of workplace spirituality between family friendly HR practices and organizational commitment, along with the mediating role of workplace spirituality between family friendly HR practices and job performance was also evaluated and the results of both the test revealed that there is a mediating role of workplace spirituality on both family friendly HR practices and organizational commitment and also on family friendly HR practices and job performance.

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