

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**WORK-LIFE BALANCE AND ORGANIZATIONAL
COMMITMENT OF EMPLOYEES AT LIVELIHOODS AND
FOOD SECURITY (LIFT) FUND**

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EMBA II - 61

16th BATCH

December, 2019

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ACADEMIC YEAR (2017-2019)

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“This Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that the thesis entitled “**Work-Life Balance and Organizational Commitment of Employees at Livelihoods and Food Security (LIFT) Fund**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The main objectives of the study are to analyze the effect of organizational and social factors on work-life balance of employees and to analyze the effect of work-life balance on organizational commitment at LIFT Fund. In order to meet research objectives, both primary and secondary data are used. The primary data are collected from 106 respondents out of the total 116 employees from the different departments by using simple random sampling method. The findings from the survey research reflect that both the organizational and social factors have the positive effect on the work-life balance of the employees at Livelihoods and Food Security Fund. Among the organizational factors, the work arrangement and colleagues support show the positive effect on the work-life balance of employees. In addition, the family and social support from the social factors influence on the work-life balance of the employees. Therefore, the work-life balance has a direct effect on the organizational commitment of employees at LIFT Fund. The study recommends that the organizations should have clear work role to ensure employees feel sense of pride and fulfillment, flexible work arrangement to promote work-life balance, clear rules and procedures on work life balance.

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CHAPTER (1)

INTRODUCTION

Work-Life balance has been contemplated of vital importance in many public and private sector undertakings for establishing and sustaining a productive work culture. The Government has taken up the several initiatives, as well as many experts and industrialists and even employees in organizations have taken up the initiatives towards maintaining work-life balance. The individual performs the multiple roles is called for better integration between work and non-work issues. Similarly, if the individuals are not able to organize their private lives, they cannot be effective at work. Therefore, studies on work-life balance has become a research area of much importance in today's context.

Nowadays, many people have a hard time to create a balance between work and personal life in the working environments. Work-life is commonly referred to work and family. Work-life balance refers to the effective management of the different responsibilities at work, at home and in the other aspects of life. The study includes a survey with the participation of employees working in Livelihoods and Food Security (LIFT) Fund. In the study, work life balance is explained with the variables; the work arrangement, workload, management support, colleagues support, family support and social support. There are several critical groups that have work-life balance problem. An important issue among workers globally is perceived as the ability to balance between the requirements of workplace and personal life (Mohd Noor, Stanton, & Young, 2009). It is obvious that balancing between a successful professional life and a private life can be challenging and affect on a person's satisfaction in their works and personal life's roles (Broers, 2005).

Kofodimos (1993) suggests that the work imbalance arouses high level of stress, diminish from quality of life, and eventually decreases individuals' effectiveness at work. The productive and innovative employee provides a balance of work-life in an organization (Greenhaus, 2003), whereas distinction in the work-life balance tends to create depressed and dissatisfied staff (Kofodimos, 1993). Carlson, Derr and Wadsworth (2003) identified in their study that employees who has vast experience working in their careers tend to have more work-family conflicts.

The organizational commitment has been defined as attitude, which the individual attaches to the organization. The results of organizational commitment benefit the organization in terms of increased job performance, intention to stay, increase in attendance, loyalty, decrease in turnover, greater creativity, more cooperation (particularly across discipline specialties), more volunteerism and more time devoted to productive work on behalf of the organization.

The organization can attract and retain their employees with high pay and employee welfare that offered by an organization to continue work with the organization. Besides, work-life balance, flexible arrangements of work, and management support are some examples of approaches that can become a part of the organizational commitment. The employees who commit to their organization generally feel a connection with their organization is defined as the organizational commitment, and feel that they fit in and they understand the goals of the organization.

1.1 Rationale of the Study

In today's competitive environment, there is a high demand in the public and private sector for employees in critical areas such as Health Care, Consumer Goods, Information Technology, Engineering, Accounting, Auditing, Manufacturing and Distributing. The supply of qualified employees is limited. All organizations are needed to balance work and home which increase employee loyalty, minimize employee turnover and maximize organizational commitment in the competitive environment.

When full commitment at job and work-life balance is achieved, people feel that they have attained the best possible quality of life. Work-life balance is an issue of strategic importance to organizations and having significance to employees especially for employees in terms of commitment on the organization. The awareness and action to implement the work life balance strategies joins with an organization's need to attract and retain valued employees in a highly competitive labor market.

The concept of organizational commitment and work-life balance is important in more than one way. There can be many possible ways to affect the commitment and work-life balance, which may be social factors, organizational factors, working environment, type of job, family background, schedule at home and life stage. It is obvious that employees play a critical role in determining the efficiency, effectiveness and sustainability of any

organization. It is possible to lead to a negative impact on work outcomes and personal life if the people are dissatisfied with their workplace and job. Some employees have a real problem, managing their time with work duties and family responsibilities which leads them to feel dissatisfied with work arrangements in the workplace. The employees, who can maintain balance between personal and professional life and possessing a job satisfaction, can contribute more to the success of the organization.

In today's competitive world, organizations are spending a lot of time and money on employees' organizational commitment to improve productivity, and to help businesses with skilled, competent and committed employees as an effective team member to succeed. Failure to ensure this by managers or supervisors can lead to the loss of valued employees who place a premium on the success of organization. There is a growing commitment gap in many organizations. To fill this gap, the skills of committed employee management must be installed in an organization so management skills become part of its culture.

The organizations that have implemented the work-life balance programs recognize that employee welfare effects the bottom line of the business. The existing literature demonstrates the number of studies that have addressed the importance of work-life balance and organizational commitment. The purpose of this study is to observe whether the balanced work life effects on organizational commitment of employees in Livelihoods and Food Security (LIFT) Fund. To fulfill the purpose of the research, this study is conducted among the working employees in LIFT Fund.

This study has to find out work-life balance and organizational commitment for employees. LIFT Fund is helping to improve the lives and prospects of the most vulnerable people in Myanmar. LIFT is funded by Australia, Canada, the European Union, Ireland, Switzerland, the United Kingdom and the United States of America. LIFT has received funding from 15 different donors until now, a total of USD 509 million. LIFT is much more than a funding body. LIFT provides financing to 196 projects up to 2019, in addition, LIFT provides technical expertise, targeted research and its position of oversight to improve programme design and cohesion for better overall impact. LIFT also works with the Government of Myanmar to promote pro-poor policies. Therefore, this study must examine the factors influencing on work-life balance of employees, and to examine to work-life balance of employees and its effect on organizational commitment at LIFT Fund. This study also highlights the current situation of work-life balance of employees at LIFT Fund.

1.2 Objectives of the Study

The objectives of the study are

- (1) To analyze the effect of organizational and social factors on work-life balance of employees at LIFT Fund
- (2) To analyze the effect of work-life balance on organizational commitment at LIFT Fund

1.3 Scope and Method of the Study

This study focuses on the work-life balance and organizational commitment at LIFT Fund. To achieve objectives, this study used both primary and secondary data. The primary data are collected with structured questionnaire design with five-point Likert scale from 106 respondents out of the total 116 employees from the different departmentst in LIFT Fund. Data collection is conducted during the period of October 2019. The secondary data are collected from the relevant text books, organization's records, MBA Thesis, internet websites, and publication research papers.

1.4 Organization of the Study

This paper is organized into five chapters. Chapter (1) is introductory which involves rationale of the study, objectives of the study, methodology and sources of data, scope and method of the study, and organization of the study. The theoretical background on the effect of work-life balance on organizational commitment is presented in Chapter (2). Chapter (3) presents profile and work-life balance in LIFT Fund. Chapter (4) discusses about the analysis on the influencing factors on work-life balance of the employees and their commitment on the organization in LIFT Fund. Finally, chapter (5) involves the conclusion with the findings, discussions, suggestions and recommendations and needs for further research.

CHAPTER (2)

THEORETICAL BACKGROUND

This chapter pinpoints available and relevant literature from a variety of sources. With the definitions, the factors that contribute to work-life balance, work-life balance theories and how work-life balance can effect the organizatioanl commitment and previous studies that show the relationship between work-life balance and organizatioanl commitment and the conceptual framework of the study.

2.1 Work-Life Balance

The concept of work life balance has been known as Work-Family Balance (Voydanoff, 2002; Clark, 2000), Work-Personal Life Balance (Lewis et al., 2003), Work-Life Integration (Pocock, 2005), Work-Family Interaction (Lo, 2003), and Work-Family Fit (Clark, 2000). According to Lewis et al., (2003), work-personal life debates have been continuing for over four decades and these terms have been evolving over that period of time. Early researchers treated work and family systems as if they operated independently because work and family are most often physically and temporally separated and traditionally men assumed the role of breadwinner and women the role of homemaker (Clark, 2000).

With the growth of the industrial market economy during the past 300 years, a trend began which segmented activities associated with generating income and caring for family members. Before the advent of industry and the growth of market economies, a large amount of production was done by families primarily for their own consumptions. As industrialization accelerated, the term work became synonymous with employment. While there was diversity in employment and in family situations in general, work and family activities after the industrial revolution were carried out in different places, at different times, with different sets of people, and with different norms for behavior and expressed emotion. Thus, today most workplaces and homes have cultures and expectations distinct from each other.

Work and Home can be called two different domains-worlds that people have associated with different rules, though patterns and behavior. Work could be initially defined as paid

employment. However, Guest (2002) argued that it has to be taken into account those extra unpaid hours, the time taken to travel to and from work and the more intractable problems of framers, hoteliers and others who from home and where the border between home and work is very porous.

Clark (2000) stated that in one of the studies, individuals reported that work primarily satisfied the ends of providing an income and giving a sense of accomplishment, while home life satisfied the ends of attaining close relationships and personal happiness.

According to the Wikipedia, work could be defined the quantity of energy transferred from one system to another without an accompanying transfer of entropy. Work means the employment of people. A person in the service with any contract of hire may be defined as an employee, where the employee is controlled and directed by the employer who has the power to address the employee in the material details of how the work is to be performed. Moreover, work plays a fundamental role in adulthood, significantly affecting self-concept and general well-being of individuals and groups..

In this study, researcher will assume that the meaning of the word work and the career are similar and for the purpose of this study the term work will be used. And for the purpose of the study, based on the above literature on work, the researcher defined the word work as the duration and effort an individual spend by employing in a certain organization.

Family can be said for life or non-work life or home. As in Pringle, (2003), Bailyn et al., (1996) stated that the term 'life' has recently superseded 'home' as the partner in balance for a variety of gender and equity reasons, including the desire to include all organizational members in work incentives, such as those without dependents. The term 'life' seems to equate to 'non-work', an expansive grouping that can include such categories as family, friends, pets, leisure, recreation, confinement to the private home site, unpaid activity, caring for children, and love-motivated activities. Guest (2002) has initially defined life (similar to family or non-work life) as activities outside work.

According to the Equal Employment Opportunity Trust of New Zealand report, the term life applies to any non-paid activities or commitment such as social work; childcare and etc., in essence, the term could be enlarged to cover unpaid work. Some studies have used the word family instead of life, in this study the word "life" and the word "family" has similar meaning. For the purpose of this study, the term life is used.

Jim Bird (2003), the founder and CEO of Work-Life Balance.com and worldwide leader in effective time management has stated that the core factors for everybody in finding the work-life balance are daily achievement and enjoyment; where achievement means as action of accomplishing something and enjoyment besides happiness, the feelings of pride, satisfaction, celebration and love. To understand the concept of work-life balance, it is reasonable to address the issues work-life balance is not about. First and foremost, it does not mean that work-life balance is an equal balance (Bird, 2003). This means that the purpose of balancing your life is not about sharing the available daily hours in terms of equal number per activity. Today, you may be single but in five years may be a mother or father of two children. Therefore, it should be remembered that there is no flawless, one-size fits all, balance you should be striving for (Bird, 2003).

According to Maxwell (2005), work-life balance is defined as being about adjusting working patterns regardless of age, race or gender therefore, everyone can find a rhythm to help combine work with their other responsibilities or aspirations. Moreover, Clark (2000) defined balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict” work-life balance is an area of increasing importance to both employees and employers. Employees need it to balance work and non-work roles and employers require it to increase productively and reduce costs (Abbott & De Cieri, 2008).

It is said that the worker has certain control over his working time. It is defined that the working time is any period during which the individual is working, is at the employer’s disposal and is carrying out activities or duties assigned to him by the employer. Work-Life Balance is a broad concept involving proper prioritizing between work on one hand and life on another. The term work-life balance is sometimes used interchanging with the term work-family balance. However, the later term is very limited in its scope including only the responses of work and family.

The research studies providing theoretical support for the current study are as follow. Various researchers defined work-life balance differently. Work-life balance means that the people are having enough time to have balance in their work and home life. According to Karakas and Lee (2004), work-life balance issues as spending a good time with family members, getting free time to be able to relax for emotional well-being and health of family members, having good communication and support from the fellow colleagues, obtaining high quality child care and education; and being satisfied with the workload. As per Bird (2003), work-life balance cannot be defined as equal balance of time for both work-life and

individual life by scheduling equal number of hours as nobody can do it in the practical life. The key assumptions of the concept of work-life balance are that both work and life are separated and that balance between those two spheres is needed.

According to Felicity (2013), work-life balance is important in enhancing employee performance at work and home. Gender differences exist in work-life balance needs because work and non-work responsibilities are different for male and female. Some research results show that female demonstrated more need for work-like balance as compared to male. Researches find that the individual performance can be expressed the work balance practices which effects on the overall organization.

According to Lockwood (2003), defined work-life balance as a managing work and personal responsibilities. Work-life programs require support from senior management. For work/benefits in work environment, it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and support and accepts employees as individuals with priorities beyond the workplace. Work-life balance programs increase employee motivation and productivity.

Clark (2000) defined it as “satisfaction and good functioning at work and at home with a minimum of role conflict”. According to Hill et al., (2001), work-life balance is about how an individual simultaneously balances the temporal, emotional, and behavioral demands of both paid work and non-work activities. As in Chan 2008, Adams et al., (1996) suggest that the relationship between work and family can significantly affect both job and life satisfaction. Pocock (2005) believes that work-life balance requires a broader definition as it links to several parties including individuals, enterprises larger society.

In 2002, Guest defined work-life balance as having sufficient time to meet commitments at both home and work. Guest has clearly defined work-life balance subjectively and objectively. For instance, some may spend long hours at work due to the career stage or due to the limited life outside the work. On the other hand, some may give the place to work which subordinated to the demands of home.

Crooker et al., (2002), have interpreted work-life balance as the stability characterized by the balancing of an individual’s life complexity and dynamism with environmental and personal resources such as family, employer, profession, geography, information, economics, personality, or values. Pichler (2008), have defined work-life balance is the

achievement of an individual who combines various life domains in a successful and especially balanced way.

Clark (2000) defined work-life balance as the satisfaction and good functioning at both work and home with minimal role conflict. People have many roles to play, such as employer, manager, caregiver, parent, partner and child. When role demands from one domain tend to interfere with demands arising from the other domain, role conflict occurs. Hence, Clark's (2000) definition means that work-life balance is how people play a successful role in both work and families with minimal role conflict.

According to Adams et al., (1996) as in Chan (2008), the relationship between work and family can significantly affect both work and life satisfaction. In accordance with it, positive balance suggests an equally high level of satisfaction with work and non-work roles while negative balance implicits an equally low level of satisfaction with those roles. Their definition has three components that include balance of time, involvement, and satisfaction. They gestate balance as independent of desires or values of an individual, which is consistent with the idea of (Clark, 2000).

In work and family border theory, Clark (2000) argues that people shape the nature of work and life to same degree to create a desired balance because individuals are border-crossers. They make daily transactions between these two domains, often refining their focus, goals, and interpersonal styles to fit the demands of each setting. From this viewpoint, work-life balance means different things to different people or different things to the same person at the different life stages. Work-life balance can be located both historically and culturally.

Work-life is the control over of a person's responsibilities between their workplace, family, friends and self. A successful work-life balance strategy decreases levels of stress and increases job satisfaction in the employee while increasing productivity and health care costs for the employer. The accurate assessment of individual health and performance includes estimates of several role demands from work and non-work domains. According to Redmond Valiulis and Drew, (2006), work-life balance refers to the flexible working arrangements that allow both parents and non-parents to the benefit of working arrangements that provide a balance between work responsibilities and personal responsibilities.

The benefits of work-life balance for the organization are (1) measured increases in individual productivity, accountability and commitment, (2) better teamwork and

communication, (3) improved morale. The benefits of work-life balance for the individual are (1) more value and balance in daily life, (2) better understanding of individual's work, (3) increased productivity, and (4) improved relationship both on and off the job.

Several theories have been propounded by various thinkers and experts to explain the work family linkage and the different aspects of the relationship between work, personal and family life. Boundary theory and border theory are the two fundamental theories that study role conflicts and its overall impact on work life balance. Various other theories are built on the foundation laid by these two theories.

Clark (2000) presented a work-life border theory – a new dimensional theory about work-life balance. Clark opines that each person's role take place within a specific domain of life and these domains are separated by borders that may be bodily, temporal, or emotional. The theory states the problem of crossing borders between domains of life, especially the domains of home and work. In accordance with this theory, the flexibility and limit to switch over the boundaries between people's work and family lives will affect the level of integration, and determines the ease of transitions between the two spheres, and the level of conflict between these domains are closely related. Boundaries that are flexible facilitate integration between work and home domains. When domains are relatively integrated, mutual transition is easier, but that may lead to work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely (Bellavia & Frone, 2005).

2.2 Influencing Factors on Work-Life Balance

Many influences of work-life balance have been identified by researchers in both national and international context and are broadly grouped into individual/personal, organizational, societal factors and some other factors. Among them, Poulouse (2014), studied various factors influencing work-life issues and postulated some common dimensions influencing work-life balance namely, individual, organizational and societal factors.

2.2.1 Organizational Factors

The work related factors influencing the perception of work-life balance among individual is explained in terms of flexible work arrangements, work-life balance practices

and policies, workload, organizational support, work support, superior support, job stress, technology and role related factors.

(i) Work Arrangement

Creating a flexible work environment is one of the best ways to satisfy the work-life balance needs of most employees – no matter which age or gender they belong to. A flexible work environment was shown to decrease stress, boost levels of job satisfaction and help employees maintain healthier habits. Employers should offer flexible work hours, the ability to work from home and unlimited personal time off (PTO) to create a more flexible work environment that appeals across the employees.

It is important for employers to realize that work-life balance is about more than just hours. Aside from promoting flexibility, employers should also attempt to improve the overall workplace experience for their employees. Favoring a healthy culture and cultivating a happy workplace environment promotes work-life balance. When employees are satisfied in their roles, work will feel more like a second home, and less like working for a paycheck. Employers should set up the comfortable office conditions, opportunities for professional growth and opportunities for social connections.

Attitudes on work-life balance continues to evolve with cultural, generational and economic changes. Flexible leaders may update or reinvent their workplace culture to try something new if employees report poor work-life balance. The increase of employee productivity will always remain a constant goal, ensuring that employees have the time they wish to away from the office and enjoy their time spent in the office is the best way to keep talented employees and make them lifers.

(ii) Workload

Workload refers to mental and physical effort required by the job task is concerned with the amount of work required to be done (Halfer & Graf, 2006). Workload generally refers to the quantity of physical and cognitive work that workers can perform with endangering their own health and safety or that others, yet still remain efficient McDowall (2009). Given the constant, fast-paced changes taking place within organizations and their consequences, the issues of workload on work-life balance is of concern. Workload is a

major risk factor for work-life balance and the components includes: heavy workload, emotionally challenging work, greater demands, fair payment, clear and precise job description, reporting relationships, clean work conditions, time needed at work and family.

Heavy workload can affect work-life balance. Duxbury and Higgins (2015) identified three components of heavy workload to work-life imbalance. The first is role overload, which exists when the cumulative demands of multiple roles on the individual's time and energy are excessive, such that the performance of one or more of the roles suffers. A second component of heavy workload to work-life imbalance is interference from work to family, when demands from the work role make the fulfillment of family obligations more difficult. The third component of heavy workload to work-life imbalance is interference from family to work, when family demands inhibit performance of work requirements. Heavy workload has been to correlate with job dissatisfaction as well as other work strains and excessive work demands may translate into "job pressure" which may result in unexpected costs to the organization such as high absenteeism or staff turnover, ill health or pay rise demands (Duxbury & Higgins 2015).

A challenging work can have an effect on work-life balance. Workload can be emotionally challenging for employees to keep the work-life balance. Emotional exhaustion is linked with stress. Job stress is described in various terms and often include the words: strain, tension, conflict and anxiety. The stress is defined as a reaction by the individual to pressure, external and internal, self-imposed, and which gives rise to physiological, and behavioral changes (Cranwell-Ward and Abbey, 2005). Stress is the retaliation by the body to the demands placed on it; the capacity of an individual to cope with this demand will determine the level of stress the person is faced. Of course, this will change from one individual to the other.

Greater demands put on employees can affect the work-life balance. Organizations have increasingly experienced competitive pressure to perform faster and better and to be more cost-effective (Blyton, Blunsdon, Reed & Datmalchian, 2005). Some explanations for the absence of balance between work and personal life include the continuous job demands and limitations that result from increasing global pressures and rising financial needs that require work with overtime or work for two or more jobs simultaneously. In today's organizations, work and the manner in which job demands are managed or controlled go hand-in-hand with the introducing of technology.

(iii) Management Support

Family supportive supervision has emerged as an important prerequisite for effective family integration and employee's well-being (Straub, 2011). The academics are addressing the need to develop family supportive managers and have introduced a new construct and measure. For the time being, little attention has been focused on the underlying behavioral process and managerial characteristics that triggers family supportive supervisor behavior. The multidimensional perception framework is based in return that examine individual level and contextual level factors that predicts managers' overall tendency to participate in family supportive supervisor behavior.

Work-life scholars therefore point out the importance of moving beyond the pure implementation of work-family practices towards a change in organizational culture. Managers as decision makers and supervisions can be powerful change agents in making workplaces more family-friendly. Managers also act as gatekeepers for the availability and the effective implementation of work-family initiatives and as such agents for informal supportive organizational cultures. Thus, they have considerable discretion over the types and level of family support that employees receive irrespective of whether family-friendly benefits are provided by the organization.

(iv) Colleagues Support

Colleagues support refers to employees' beliefs about the extent to which coworkers provide desirable resources in the form of emotional support like showing concern when a colleague is experiencing difficulties. Providing support especially helping with work tasks have been found to increase the levels of engagement among team members.

One of the factors that researchers have attributed to the achievement of work-life balance is co-worker support. Supportive co-workers assist employees engage with the team to which they belong. This element is measured by how those in employees' immediate workgroups behave and the adequacy of the recognition employees receive for the work place need to feel that they belong and that they have co-workers they can rely on for support and advice including sharing personal/family issues.

2.2.2 Social Factors

The social factors influencing the perception of work-life balance among individuals is explained in terms of family support, social support, childcare arrangement, and spouse arrangement along with other social factors.

(i) Family Support

Family members have a unique opportunity to provide both emotional support and instrumental support to the worker outside of the work environment (Caplan, 1976). Adams et al., (1996) advocated that work and family relations are related to job and life satisfaction and that the level of involvement, or degree of importance, the workers assign to work and family roles are correlated with associations between work and family. Higher levels of family involvement resulted into higher levels of emotional sustenance from family members, which, in turn, had a positive relationship with life satisfaction. LaRocco et al., (1980) revealed through their study that the family and friend support did not predict work-related outcomes like job satisfaction, but it did predict general well-being (e.g., depression and anxiety). Ganster, Fusilier and Mayes (1986). Kaufmann and Beehr (1989) stated that emotional care from family members, friends and relatives are considerably related to a composite of variables, job satisfaction, boredom, and depression that they considered strain responses, but that instrumental care from family and friends did not.

(ii) Social Support

The nature, sources and effect of social support have received considerable attention from researchers in the social and behavioral sciences (Ducharme et al., 2000). The multidisciplinary attention has led to numerous and varied definitions and measures of social support. This classification scheme has been used successfully by Cutrona and her colleagues (e.g. Cutrona, Cole, Colangelo, Assouline, & Russeell, 1994). Barrera (e.g. Barrera & Ainlay, 1983) proposed a similar set of five dimensions and found four of them emerging in factor analyses. This set encompasses tangible support (both material aid and

behavioral acts), directive guidance (i.e. advice or information), nondirective support (emotional support), and positive social interaction (i.e. companionship or network support). Several researchers (e.g. Carver, Scheier, & Weintraub, 1989) have suggested collapsing the various sets of support dimensions into two overarching categories: emotional support and instrumental support. The intuitive appeal of these dimensions is their compatibility with the two dimensions of coping (emotion-and problem-focused coping) suggested by Folkman and Lazarus (1980) in the domain of personal resources for coping. Emotional support is usefully defined as non-directive support in contrast to the more tangible and more directive function of instrumental support. Burke (2006) defines instrumental support as “tangible support one receives directly from others” (Burke, 2006), for example aid in time or money and emotional support as the “individual’s perception of the presence of caring others with whom they may discuss the experiences and feelings” (2006), for example coworkers or family members you can trust and talk to. In this function, focus is on emotional and instrumental sources of care and support at the employee, family and company level.

Using the demand and resource method, a main consequence of support can be illustrated according to (Schaufeli & Baker 2004; Demerouti et al., 2001). House (1988) argues that support can directly enhance health and well-being, regardless of levels of stress. The study of Schaufeli & Bakker (2004) suggests this idea by presenting a direct negative effect of job resources to breakdown and a direct positive effect on job engagement. Support resources on the workplace and family level are assumed to have a positive impact on job satisfaction and a negative effect on burnout. This assumption of a main effect of support proposes that everybody benefits from high levels of support (House, 1988).

2.2.3 Outcomes of Work-Life Balance

Positive outcomes of work-life balance of employees are becoming essential for the successful implementation of business strategy. When a proper work-life balance is found and sustained, it benefits both the employers and employees in terms of increased productivity, Job satisfaction, fulfilling personal life etc.

According to Vlems (2005), the outcomes of work-life balance for employees are (1) increased employee’s well-being and happiness, (2) improved relations with management, (3) improved employee’s self-esteem, health, concentration, and confidence, (4) increased

marital satisfaction and life satisfaction, (5) tasks are managed better, (6) reduction in the level of stress and health related illness. The outcomes of work-life balance for the employer are (1) maximized available labor: the organizational commitment and motivation of employees increases which results in increased productivity and efficiency of the organization, (2) the balance makes employees feel valuable: Proper implementation of work-life balance practices makes the employees feel that organization cares about them. Thus, they will feel more valuable and hence work with more dedication, (3) less stressful work environment: Due to proper Work-Life Balance, work environment becomes less stressful and cordial. Hence, stress related illnesses and mental fatigue decreases along with reduced health care costs, (4) work-life balance practices: the presence of work-life balance practices in an organization makes it attractive to a wider range of candidates when it comes to recruitment, (5) loyal and motivated workforce: motivation level and loyalty of the employee's increases which in turn will increase the productivity of the organization, (6) reduced absenteeism and workforce: absenteeism and turnover intentions of the employees reduce with increased work-life balance, and (7) improved job performance: job performance of the employee's increases with proper management of work life and personal life responsibilities.

2.3 Organizational Commitment

Organizational commitment is identified as psychological state that binds individual to the manager, occupation and organization. Commitment binds an individual to a course of action of relevance to one or more targets. The research made an important contribution towards defining organizational commitment in the form of three bases, which are affective, normative, and continuance.

According to Mowday et al., (1979), for the reason of instrument development, organizational commitment is identified as the relative strength of individual identification with and involvement in a specific organization. It can be characterized by at least three factors: the first one is a strong desire to maintain membership within the same organization; the second one is a strong belief in and acceptance of the organization's goals and values; the third one is the willingness to apply considerable effort on behalf of the organization.

When defined in this method, commitment exemplifies a little beyond mere passive loyalty to an organization or firm. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the wellbeing of the organization. Therefore, commitment can be concluded not only from the expressions of an individual beliefs and opinions but it is also from his or her actions.

As a method, commitment varies from the perception of job pleasure in several ways. The commitment is more global by reflecting a general affective response to the organization as a whole. Employment satisfaction, in the other hand, reflects one's reaction either to one's job or to certain features of one's job. Hence, commitment emphasizes attachment to the employing organization, including its goals and values, commitment attitudes appear to develop slowly but consistently over time as individuals think about the relationship between themselves and their employer.

Organizational factor is important in maintaining a good work-life balance. Organizations that did not recognize the significance of work-life balance may abuse their employees' hard work and efforts. In the other hand, organizations that care about the well-being of their employees would show support by implementing program and policies that emphasize on work-life balance (McCarthy et al., 2013).

McCarthy et al., (2013) suggested that such attempt have a positive impact on employees' work life balance. Besides that, other literatures have also shown that organizational factors has an effect on work-life balance, in which it moderates the relationship between various factors and work-life balance (Amarakoon & Wickramasinghe, 2010; Nasurdin & Driscoll, 2012). In short, organizational factors was found to play an important role in the regulation and management of work-life balance. In fact, organizational factors in the form of work-life balance programmes (i.e. flexible work arrangements and family leave policies) or initiatives could help employees manage a good balance with their work life and personal life.

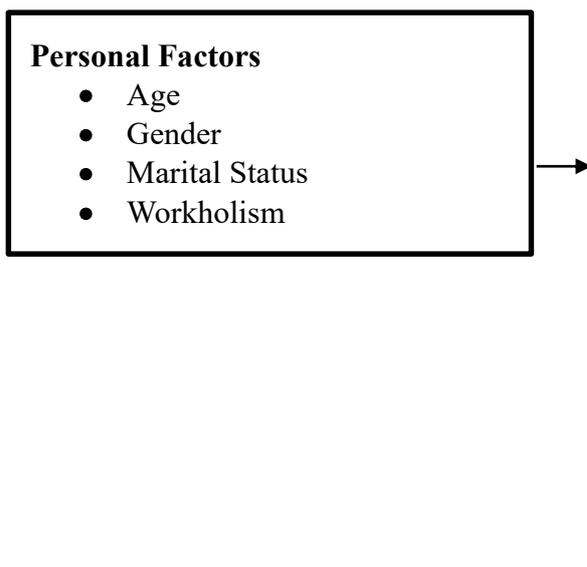
2.4 Previous Studies

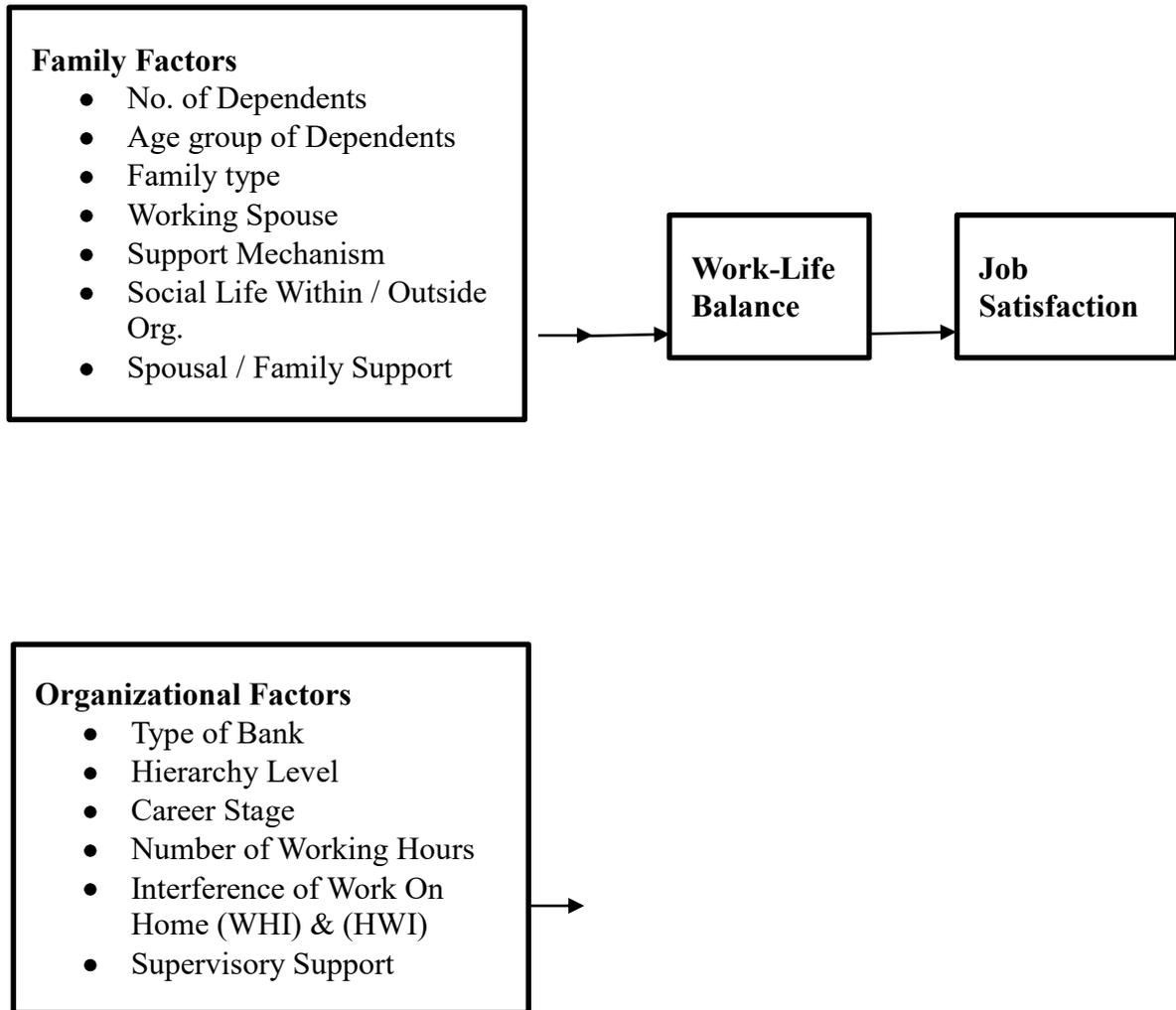
Work-life balance has always been an issue of those concerned in the quality of working life and its connection to wider quality of life (Guest, 2002). Grace (2014) studies that the factors affecting work life balance in Kenyan NGOs. The study found that employees felt a sense of pride and fulfillment in their work activities. However, the

respondents disagreed that many rules and procedures made work life balance difficult. There was mixed reaction as to whether too many contract renewals for professionals contributed to work life balance. It was also evident that jobs were flexible enough to ensure work life balance. Majority of the respondents were very satisfied with their respective professions and felt there was a strong work life boundary. Most of the respondents also mentioned that their work was not stressful as they also felt that work responsibilities were certain to promote a balanced work life. Employees also agreed that work procedures and reporting relationships were good for a balanced work life. It was significant to note that clean work conditions promoted work life balance. The respondents felt that too much time was spent at work as opposed to taking care of the family.

In the United States of America, Malone and Issa (2012), investigated the relationship between work-life balance and organizational commitment of women in the US construction industry. They found that there were differences in their respondents' commitment over different time intervals, as well as in their satisfaction with employer benefits based on whether they had children under 21 living at home. In India, Azeem and Akhtar (2014) for instance, found a significant relationship between healthcare employees' work-life balance and their commitment. Based on the result of their regression analysis, they held that work-life balance contributes 37% variance to the health workers' satisfaction and organizational commitment. More recently, Choo, Desa and Asaari (2016) employing the correlational and linear regression approach of the quantitative research design found that flexible working arrangement was significantly and positively related to organizational commitment.

Figure 2.1: Conceptual Framework of Work Life Balance in Banking Sector in Branches in Pune City in Maharashtra



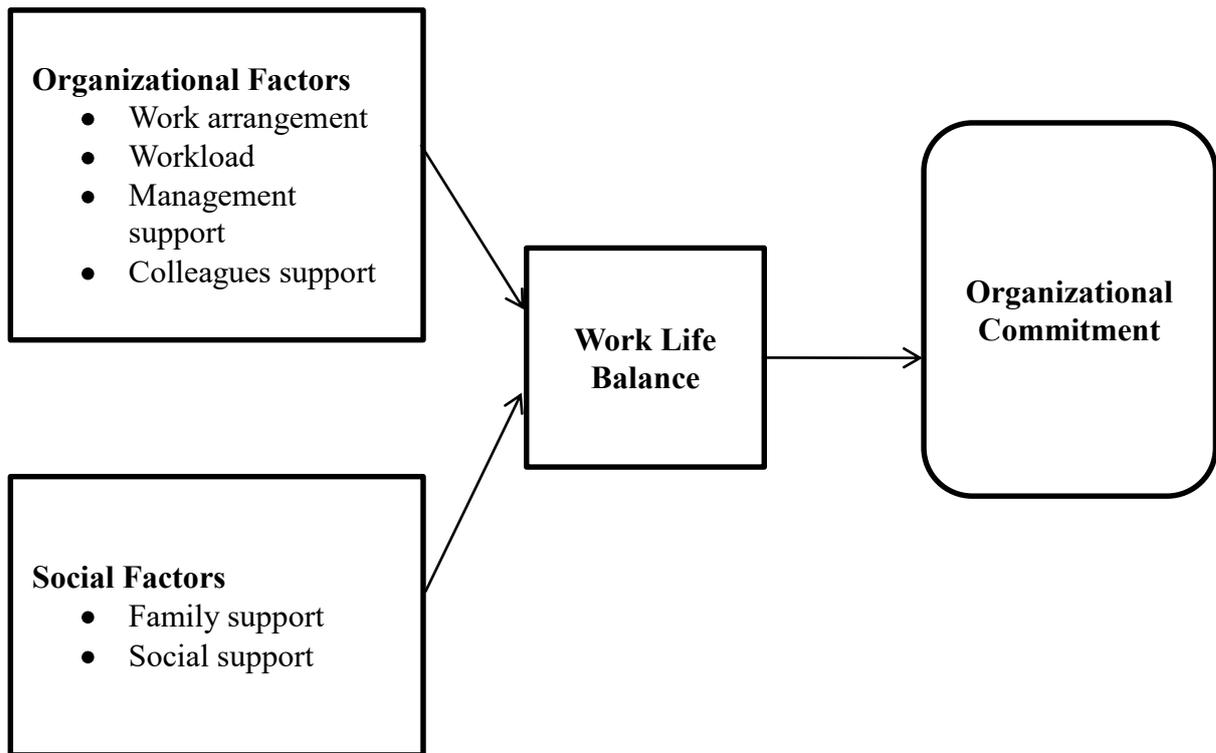


Source: Mirji (2014)

2.5 Conceptual Framework

From the above discussion, the study has developed the conceptual framework as shown in Figure 2.2. The conceptual framework includes factors influencing on work-life balance and organizational commitment as depicted below. Factors of work-life balance include organizational factors and social factors. Figure 2.2 depicts the model developed for the study and the relationship between the research variables.

Figure 2.2 Conceptual Framework of the Study



Source: Own Compilation (2019)

According to the conceptual framework, this study mainly focuses on common work-life balance of surveyed employees in LIFT Fund such as organizational factors (work arrangement, workload, management support, colleague support) and social factors (family support and social support). This study mainly explores concerning the effect to work-life balance on organizational commitment of employees in LIFT Fund.

CHAPTER (3)
PROFILE AND WORK-LIFE BALANCE PRACTICES
OF LIFT FUND

This chapter introduces the background history and profile of LIFT Fund. Moreover, general information about management teams and work-life balance practices of LIFT and the demographic profile of respondents are described.

3.1 Profile of LIFT Fund

LIFT is a multi donor fund that develops the lives and visions of the most vulnerable people in Myanmar. LIFT is backed by seven donors namely: Ireland, Switzerland, the United Kingdom, Australia, Canada, the European Union, and the United States of America. To date, LIFT has received funding from 15 different donors, all of USD 509 million. LIFT is much more than a funding body. Other than financing 196 projects to date, LIFT offers technical expertise, targeted research and their position of oversight to develop program designs and consistency for better overall impact. LIFT also works closely with the Myanmar Government to support pro-poor policies.

A group of donors began discussed in 2008 on ways to help Myanmar make faster progress towards the achievement of Millennium Development Goal “the eradication of extreme poverty and hunger”. After broad consultations with government agent, embassies, the UN and other NGOs, LIFT was commenced in March 2009 but project execution did not materialize until 2010. For the spirit of the Paris Declaration on Aid Efficiency and the OECD/DAC regulations on Harmonizing Donor Practices for Effective Aid Delivery, the donors agreed to a multi-donor trust fund approach, where resources allow for program consistency, more efficient government communication and greater impact. The donors contracted UNOPS - United Nations Office of Project Services as the Fund Manager to administer the funds and to provide transparent and efficient monitoring and oversight for LIFT.

LIFT’s goal is to sustainable reduction of the number of people in Myanmar living in poverty and hunger, and also to ensure that Myanmar’s rural area transformation is involved. LIFT works to gain these four outcomes: (1) increased incomes of rural

households, (2) increased resilience of poor rural households and communities to change and setbacks, (3) improved nourishment of all women, men and children, (4) improved policies and effective public expenditure for pro-poor rural development.

The concept of LIFT is to be a collective and influential symbol for innovation and learning, and to offer a platform for enhanced policy engagement on sustainable agricultural, food security and rural area development. The purpose of LIFT is to enhance the resilience of livelihoods and poor people's nourishment in Myanmar by focusing on interventions that increase income, food availability, utilization and stability of access to food.

LIFT assistance has benefited the lives of over three and a half million people, or nearly ten per cent of the rural population of Myanmar. LIFT outputs are the result of cooperation between a Donor Consortium and Fund Board, The Fund Management Office (UNOPS), The Government Partners, the Implementing Partners, and the Beneficiaries.

(i) A Donor Consortium and Fund Board

LIFT is conducted by a Donor Association, which is managed by a Fund Panel comprising of international rural development professional from donor organizations and a representative of the Ministry of Agricultural, Livestock and Irrigation of the country, and managed by an experienced Fund Management Office (FMO) of UNOPS.

(ii) The Fund Management Office (UNOPS)

The FMO consists of local and overseas rural development specialists who carefully monitor all projects and give guidance and technical training to partners. Results data is gathered by the FMO and understood through a results log frame. Results and experiences are distributed in Annual Report, at the Fund's Annual Knowledge Sharing occasion, and through FMO communications initiatives.

(iii) Government Partners

LIFT works with government directives, and in hand with the Ministry of Agriculture, Livestock and Irrigation. LIFT is registered and working under the Planning and Finance Ministry.

(iv) Implementing Partners

Programmes are designed and projects are selected with a LIFT strategy that is widely consultant, set by the LIFT donors. Funds are pooled and provided through Programmes. Implementing partners are consulted, and then issued with a call for proposals for projects.

Partners mainly involved from local and international NGOs, UN agencies, civil society, research and academia and also the private sector.

(v) Beneficiaries

The people who are getting LIFT activities benefits are the heart of the LIFT community.

3.2 Work-Life Balance Practices at LIFT Fund

LIFT is operating as a Fund Management Office (FMO) with the day-to-day management from the Fund Director. Under the supervision of the Fund Director, the programme team which comprises of senior programme officer, international and national programme officers manages the projects through the implementing partner organizations. The other departments such as monitoring & evaluation team, communication team, grants management team, finance team, admin team and other support teams are running with the respective officers, specialists, analysts and assistants to provide their services to the fund management office. Among these departments, most of the operation departments such as programme, monitoring and evaluation and communications are used to travel to the project implemented areas as a monitoring field visits. Therefore, they are sometimes away from their family.

In terms of work-life balance practices, LIFT allows to apply the flexible work arrangements such as work from home (or) setting up the individual working schedule, for instance, 7:30 a.m. to 4 p.m. (or) 8:30 a.m. to 5 p.m. (or) 9:30 a.m. to 6 p.m. etc. as a daily attendance from Monday to Friday. As per UNOPS work arrangement policy, the core working hour is started from 10 a.m. until 4 p.m. on every Monday to Friday. It is very useful for the employees who needs to take care of their family.

In addition, the purpose of creating flexible work arrangements (FWA) is to enable productive and mutually beneficial options for both the organization and employees, and promoting the harmonization of work and life at LIFT. That is why LIFT is proud to offer flexible working arrangements to all personnel, regardless of contractual modality or personal circumstances. Therefore, the flexible work arrangement practices are dominant in LIFT. The organization provides the breastfeeding (or) mother room for the mother and child as well, hence, it is very convenient for the female staff who has a child for a breastfeeding period. Moreover, the organization provides a room for an exercise e.g. Yoga,

and Zubma for both male and female employees, therefore, the employees can enjoy and to take care of their health at office before or after the working hours. In connection with the flexible work arrangement, family care arrangement and the organization is managing the projects successfully with a total of USD 509 million within one decade, there has no doubt that the employees are collaborating each other for the work done with the productive working environment.

3.3 Reliability Test

Reliability refers to the extent to which it is a consistent measure of a concept of the study and the Cronbach's alpha (∞) is one way of measuring the strength of that consistent. Cronbach's alpha (∞) is used to assess the reliability and it indicates if the designed study is accurately measuring the variable of interest. It is most commonly used when Likert questions in a survey or questionnaire that form a scale are applied to the study.

The result of reliability coefficient ranges from 0 to 1 in providing this overall assessment of a measure's reliability. If every scale item is totally independent from one another (i.e., are not correlated or share no covariance), then $\infty = 0$ and, if all of the items have high covariance, then ∞ will approach 1 as the number of items in the scale approaches infinity. Many methodologists recommend a minimum ∞ coefficient between 0.65 and 0.8 (or higher in many cases); ∞ coefficients that are less than 0.5 are usually unacceptable. Some indicates that the minimum acceptable value for Cronbach's alpha is 0.70.

Table 3.1 describes the reliability of the research instruments and the Cronbach's alphas found in this research for factors influencing in work life balance and organizational commitment of LIFT Fund.

Table 3.1 Reliability Test

Scale	Number of Items	Cronbach's Alpha
Organizational Factors		
Work arrangement	7	0.70
Workload	9	0.73
Management support	7	0.75
Colleagues support	6	0.80
Social Factors		
Family support	11	0.87
Social support	7	0.77
Work-life balance	10	0.73
Organizational commitment	12	0.86

Sources: Survey Data (2019)

In this study, Cronbach's alpha is used to assess the reliability of 106 staffs of this study. Table (3.1) shows the outcomes of reliability test of the study. According to the results, the Cronbach's alpha of all constructs are above 0.70 and it indicates that the consistency or reliability of the constructs under this study is undoubtedly accepted.

3.4 Profile of Respondents

Demographic information of respondents has significant factors to play in expressing and giving the responses about the problem, keeping this in mind. Hence, a set of demographic information of the respondents have been examined and presented in this study.

In this study, respondents are comprised of 106 out of total 116 staffs who are working in LIFT. The demographic information on the staffs corresponded to gender, age, education, experience, work status in the organization. The table shows that majority of the respondents (43.4%) are above 41 years old, followed by (23.6%) are the ages of 36 to 40 years old. The result shows that most of the employees in LIFT Fund are elder age as the nature of job need to make big decision with grants for donor and beneficiaries.

The female respondents with (60%) are more than male counterparts with 40%. More than half of the respondents (62%) are married and (44%) are single. On the other hand, there is almost no divorced/separated as well as no widowed. Most of the married employees 70.97% have at least one child. Some employees have more than 2 children and a few married employee do not have children yet.

Table 3.2 Profile of Respondents

Particular	No. of Respondents	Percentage (%)
Total	106	100
Age:		
24 or younger	5	4.72
25-30 years	10	9.43
31-35 years	20	18.87
36-40 years	25	23.58
older than 41 years	46	43.40
Gender:		
Female	64	60.38
Male	42	39.62
Marital Status:		
Single	44	41.51
Married	62	58.49
Number of Children:		
Married but no child	6	9.68
One child	44	70.97
2 children and above	12	19.35
Educational Level:		
Bachelor Degree	55	51.89
Master Degree	47	44.34
Others	4	3.77
Job Position:		
Director	1	0.94
Senior Programme Officers	2	1.90
Specialist Officers	11	10.38
Analyst	4	3.77
Associate	6	5.66
Assistant	16	15.09

Service Year:	less than 1 year	5	4.72
	2 to 3 years	32	30.19
	4 to 5 years	47	44.34
	6 years and above	22	20.75

Source: Survey Data (2019)

The study pay attention to educational status, job position, and service year. Most of the respondents, 51.89% are graduates, secondly followed by those with postgraduate degree, and 4% with doctorate level. According to job nature, it can be noted that 62.26% are officers and followed by those who are assistant and 10.38 % are specialists.

The majority of the respondents have been working in LIFT Fund for 4 to 5 years and significant for the soundness of the data that provided by the respondents since those who have more stayed in the organization know more about and assumed to be they can offer precise information.

CHAPTER (4)

ANALYSIS OF INFLUENCING FACTORS ON WORK-LIFE BALANCE AND ORGANIZATIONAL COMMITMENT

In this chapter, there are two main parts presented to study the influencing factors of work life balance at LIFT Fund. Firstly, the influencing factors on work-life balance that affect of organization support and social support on work-life balance of employee and secondly effect of work life balance on organizational commitment of employee at LIFT Fund. This study is presented based on the linear regression results from the findings.

4.1 Work-Life Balance at LIFT Fund

As the purpose of this survey is to find out the work-life balance of LIFT Fund, the respondents are asked how many years they have worked for their position and in the organization to find out the length of management-operation level relationship. This particular demographic characteristic can highlight whether the respondents' opinions and judgments are likely to be accurate or not.

In this study, the effect of organizational factors on employees' work-life balance has been surveyed. All the respondents were asked by 5 points Likert scaled questions (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1= strongly disagree) in order to find out the influencing factors in LIFT Fund. The standard deviation, percentage and mean scores of organizational factors, social factors and work-life balance are described in the study based on findings.

The Table 4.1 stated the mean value of work-life balance of employee at LIFT Fund and there are 10 questions to analyze and mean value of each questions are shown as follow.

Table 4.1 Work-Life Balance at LIFT Fund

Sr No.	Particular	Mean
1	Clearing boundary between work and family	3.74
2	Sparing a suitable time for the family	3.65
3	Impacting an adverse	3.24
4	Having work-life balance is easy	3.28
5	Supporting family for work-life balance	3.67
6	Integrating work and family duties	3.00
7	Having successful organization for a good balance of work and life	4.26
8	Fulfilling personal life and work-life responsibilities	3.81
9	Separating from work on vacation	3.50
10	Operating effectively and successfully in profession	4.36
	Overall Mean	3.65

Source: Survey Data (2019)

Table 4.1 presented that the employees from LIFT Fund feel that a good work-life balance provides more effective and successful operational profession. In addition, the employees believe that the organization will be successful if the employees have a good work-life balance. The employees also feel that they are able to fulfill their personal life as well as adequately perform their work responsibilities.

The above table depicts that, majority of the employees will be successful if the employees have a good balance of work and life. Most of them have agreed to the statements like they have thoughts of work even when they are not in work, spending much time in work and

missing quality time with family and friends because of work. On the other hand, they have a perception that they can be able to manage work and life in a balanced way too.

4.2 Analysis of the Effect of Organizational Factors on Work-Life Balance

The effect of influencing factors that consists of work arrangement, workload, management support and colleagues support on work-life balance at LIFT Fund is analyzed. In this study, linear regression is used to find out the relationship between independent variables (organization factors) and dependent variables (work-life balance). Table 4.8 shows effect of organizational factors on work-life balance of LIFT Fund.

4.2.1 Organizational Factors

Organizational factors of work arrangement, workload, management support, colleagues support is analyzed to examine the influence of work-life balance on employee commitment at LIFT Fund. The following table shows the mean of each variable by each question. Overall mean for each organizational factors is provided too. The questions are asked by 5 points Likert scale (strongly agree, agree, neutral, disagree and strongly disagree).

(i) Work Arrangement in LIFT Fund

Table 4.2 shows that the employees' perception on work arrangement in LIFT Fund with mean scores by seven items. All the respondents have moderate level in work arrangement because all the mean scoes are higher than neutral score 3.

Table 4.2 Employee Perceptions on Work Arrangement at LIFT Fund

Sr No.	Particular	Mean
1	Feeling happier and healthier on the flexible work arrangements.	4.51
2	Enough flexibility from the management or staff members	3.99
3	Describing the flexible work schedule	4.23

4	Priotizing on work responsibilities	4.18
5	Developing and evaluating several potential options to reslove work-life conflict	3.85
6	Developing a reasonabe plan to complete during a flexible work arrangement	4.24
7	Defining personal/family needs objectively.	4.29
	Overall Mean	4.18

Source: Survey Data (2019)

The highest mean 4.51 is found in the statement of flexible work arrangements and clearly defines personal / family needs objectively. While comparing with all the statements of work arrangement, most of the employees can describe the flexible work schedule such as working from home, starting from 7:30 a.m. to 4 p.m. (or) 9:30 a.m. to 6 p.m. etc. The employees can develop a reasonabe plan to complete during a flexible work arrangement. They can also develop and evaluate several potential options to resolve work-life conflicts. The employees on effective work-life flexibility practice for balancing work arrangement and personal responsibilities. Employees having control over their work schedules will enable them to meet their work and personal responsibilities. Therefore, higher the perceive of flexible work arrangement leads to higher organizational commitment.

(ii) Workload

From the Table 4.3, the mean value of workload of employees and there are nine questions to analyze and mean values of each question are shown as follows.

Table 4.3 Employee Perceptions on Workload at LIFT Fund

Sr No.	Particular	Mean
1	Heavy workload	2.98
2	Emotionally challenging workload	2.89

3	Without stopping to take breaks or rests	2.41
4	Coming back home late in the evening	2.85
5	Planning work and perform without delay	3.87
6	Running out of time to complete the work.	3.12
7	Unevenly distributing workload so it piles up.	2.73
8	Working procedures and reporting relationships are good	3.92
9	Spending too much time at work.	3.05
	Overall Mean	3.09

Source: Survey Data (2019)

The above Table 4.3, the overall mean is 3.09, indicating that the higher in workload is leading to the lower in work-life balance for employees. The employees are manageable to plan for work and they perform their task without delay, it shows that the employees have the workload for some extent. The result shows that employees need to spend too much time at work, which is not a good working style even if for some time. The employees faces running out of time to complete the work, and they need to work without breaks. It shows that the employees have heavy workload. Therefore, the management should review the workload of the employees.

(iii) Management Support

From the results of the Table 4.4, the employees' perception on management support with mean scores by eight items. The highest mean 4.00 is found in the statement of positive relations among the employees in the workplace following the management motivates to achieve more on personal and career goals is 3.35. The statement of the employee receives regular feedback from manager and organization and the employee believe senior management manages changes well in the organization are 3.21 and 3.08 respectively.

Table 4.4 Employee Perceptions on Management Support at LIFT Fund

Sr No.	Particular	Mean
1	Training and development	3.10
2	Involving in workplace decision-making using things	3.13
3	Advicing career impartially	3.25
4	Filling up of inside staff when new positions come up	2.88
5	Managing well by senior management	3.08
6	Receiving regular feedback from manager and organization.	3.21
7	Relating well among the employees in my workplace	4.00
8	Motivating to achieve more on personal and career goals	3.35
	Overall Mean	3.25

Source: Survey Data (2019)

The management at LIFT Fund is trying to get employees more involved in workplace decision making using things like self-directed work teams, and involvement in the programme. The management supports to have a good cooperation among the colleagues.

The management also motivates the employee to achieve on their personal and career development goals. When the fulfillments are met with employee's needs, employees are motivated to make better performance for the organization with highly committed and they engage in the organization very well.

(iv) Colleagues Support

From the survey results, Table 4.5 is shown the employees' perception on colleagues support with mean scores by six items. The highest mean 4.25 is found in the statement of a good relationship with the co-workers, following assist from the co-workers successfully completing the work is 3.93.

Table 4.5 Employee Perceptions on Colleagues Support at LIFT Fund

Sr No.	Particular	Mean
1	Encouraging of co-workers to personal and career development.	3.80
2	Feeling a strong personal attachment to co-workers	3.71
3	Having a good relationship with my co-workers.	4.25
4	Covering by co-workers	3.88
5	Assisting from co-workers successfully completing work	3.93
6	Sharing share knowledge and information by co-workers	3.92
	Overall Mean	3.91

Source: Survey Data (2019)

The employees in LIFT Fund have a good collaboration and support each other. The co-workers are never hesitated to assist for successfully completing works. They also share knowledge and information each other and the co-workers would cover when need to leave work for important personal issues. Moreover, colleagues encourage co-workers for personal and career development.

The above table illustrates that the employees at LIFT Fund are working with helpful and supportive colleagues. Therefore, the employees are able to manage many different, and serious financial projects between donors and beneficiaries. Without the colleagues support, the employees cannot make correct decision. Therefore, it is important to have colleagues support in the organization.

4.2.2 Effect of Organizational Factors on Work-Life Balance

According to Table 4.6, the specified model could explain very well about the variation of the effect of organizational factors on work-life balance of LIFT Fund since the value of R^2 is almost 54 percent. The model can explain 52 percent about the variance of the independent variable and dependent variable because Adjusted R square is 0.52. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid.

Table 4.6 Effect of Organizational Factors on Work-Life Balance at LIFT Fund

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.23	.54		2.26	.026	
Work Arrangement	.38***	.09	.27	3.88	.000	1.08
Workload	-.27***	.06	-.30	-4.20	.000	1.19
Management Support	.10*	.06	.12	1.73	.086	1.15
Colleagues Support	.34***	.06	.39	5.46	.000	1.14
R	.73					
R Square	.54					
Adjusted R Square	.52					
F Value	29.82***					

Source: Survey Data (2019)

Colleagues support has the expected positive sign and highly significant coefficient value at 1 percent level. The organization has the higher level of colleagues support which leads to the positive work-life balance in LIFT Fund. An increase in colleagues support by 1 unit will also raise the effect on work-life balance by 0.34units. The standardized coefficient (Beta) of colleagues support has the largest value (0.39) among four organizational factors indicating that colleagues support have the greatest contribution to the effect on work-life balance when the variance explained by other variables is controlled.

The organization also has a flexible work arrangement for the employees such as working from home, starting from 7:30 a.m. to 4 p.m. (or) 9:30 a.m. to 6 p.m. etc. The employees can develop a reasonable plan to complete the work during a flexible work arrangement.

The positive relationship indicates that the better work arrangement increases in higher level of work-life balance and leads to more organizational commitment in LIFT Fund.

Workload is affected on any job that is negative sign on work-life balance of all employees at LIFT Fund. According to the study, the workload of every staff including working late, heavy duty, exhausted working time, work procedures and reporting mechanism are very important to manage well to get the work-life balance for the employees.

In summary, the results show that the two factors have significant value of work-life balance at LIFT Fund. Colleagues support and work arrangement are highly influencing factors on employee work-life balance of LIFT Fund.

4.3 Analysis of the Effect of Social Factors on Work-Life Balance

Social factors of family support and social support are analyzed to examine the influence of work-life balance on employee commitment at LIFT Fund. The following table shows the mean of each variable by each question. Overall mean for each social factors is also provided. The questions are asked by 5 points Likert scale (strongly agree, agree, neutral, disagree and strongly disagree).

4.3.1 Social Factors

The family and social support from the social factors also influence on the work-life balance of the employees. The employees are well supported and encouraged by family and vice versa. Therefore, employees are productive in their work and that lead to highly committed to organization. The employees at LIFT Fund are working with helpful and supportive family, friends, colleagues. The employees always need to have excellent family, friends and teamwork to deal with my different, difficult projects. Without social support to each other, the employees at LIFT Fund cannot get work-life balance.

(i) Family Support

The Table 4.7 shows that the employees' perception of family support with mean scores by 10 items. The overall mean value is well above neutral. Overall mean can be interpreted that most of the employs at LIFT Fund get the fully support from family.

Table 4.7 Employee Perceptions on Family Support at LIFT Fund

Sr No.	Particular	Mean
1	Doing house works	3.26
2	Cooking activity is easier	2.81
3	Attention to the cleanliness	3.29
4	Drinking together a cup of coffee / tea	3.02
5	Having tasty food along with my family at least once in a day.	3.30
6	Supporting by family or mate	3.52
7	Supporting from the family is very high	3.58
8	Providing a great deal of emotional support by family	3.58
9	Encouraging with Honor, respect, fidelity	4.09
10	Supporting of family is very high in emotionally	3.93
	Overall Mean	3.44

Source: Survey Data (2019)

The results of the study shows that the employees from LIFT Fund have a family support for the house works, which is really supporting to the employees. They are also getting honor, respect and fidelity from their families and it supports to the staff to live with happiness. The respondents try to eat tasty food and have a cup of coffee / tea along with the family at least once in a day. The employees received high and emotional support from the family as well.

Therefore, it can be interpreted in the way that the support from family is important to get work-life balance at LIFT Fund. The family of LIFT Fund strongly supports the employees with emotionally and also physically. The employee always need to have excellent family support to deal with many different and difficult project. Without family support, the employees at LIFT Fund cannot give right decision for donors and beneficiaries. Moreover, if the employee not well managed work-life balance and they also cannot commit to the organizaiton.

(ii) Social Support

The Table 4.8 is stated that the employees' perception of social support with mean scores by seven items. The overall mean value is well above neutral. Overall mean can be interpreted that most of the employees at LIFT Fund fees they get support from family, colleagues and organization.

Table 4.8 Employee Perceptions on Social Support at LIFT Fund

Sr No.	Particular	Mean
1	Solving my problems by several people that I trust	3.71
2	Talking to several people when feeling lonely	3.75
3	Giving me an objective view	3.78
4	Sharing my most private worries and fears with	3.92
5	Helping me with my duties at work if I were sick	3.88
6	Taking me to the doctor if I were sick	3.96
7	Getting the emotional help and support	3.94
	Overall Mean	3.85

Source: Survey Data (2019)

The employees can easily find someone's help to go to the doctor if they get sick. In addition, they often feel that they can share their most private worries and fears. It is very helpful for the person who has to be balance between work and family life.

As the results, it illustrates that the employees at LIFT Fund are working with helpful and supportive family, friends, and colleagues. The employees always need to have excellent family, friends and teamwork to deal with many different and difficult projects. Without social support to each other, the employees at LIFT Fund cannot get work-life balance. Therefore, there is a strong social support among the employees.

4.3.2 Effect of Social Factors on Work-Life Balance

The Table 4.9 described that the specified model could explain some extent about the variation of the work-life balance of employees at LIFT Fund since the value of R^2 is 50.7 percent. The model can explain 49.7 percent about the variance of the independent variable and dependent variable because Adjusted R square is .497. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid.

Table 4.9 Effect of Social Factors on Work-Life Balance

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.15	.24		4.68	.000	
Family support	.17***	.06	.23	2.95	.004	1.31
Social support	.49***	.07	.56	7.15	.000	1.31
R	0.712					
R Square	.507					
Adjusted R Square	.497					
F Value	52.957***					

Source: Survey Data (2019)

Family support has expected positive sign and significant coefficient value at 1% level. Therefore, that variable has relationship with work-life balance at 99% confidence interval. The positive relationship indicateds that the increase in the family support leads to increase work-life balance of employees at LIFT Fund. However, family support or support to family is balancing for employee at LIFT Fund. They are well supported and encouraged by family. So, employees are productive in their work and that lead to highly committed to organization.

The family of LIFT Fund strongly supports the employees with emotionally and also physically. The employee always need to have excellent family support to deal with many

different and difficult project. Without family support, the employees at LIFT Fund cannot give right decision for donor and beneficiaries. Moreover, if the employees do not well manage work-life balance and they also cannot commit to the organization.

The employees at LIFT Fund are working with helpful and supportive family, friends, colleagues. The employees always need to have excellent family, friends and teamwork to deal with my different, difficult projects. Without social support to each other, the employees at LIFT Fund cannot get work-life balance. Therefore, there is strong social support among the employees.

In summary, the results show that the two factors have significant value of family support and social support at LIFT Fund. Family support and social support are highly influencing factors on work-life balance of the employee.

4.4 Analysis of the Effect of Work-Life Balance on Organizational Commitment

In this section, the effect of employees' work-life balance on organizational commitment in LIFT Fund is analyzed. The standard deviation, percentage and mean scores of employees' work-life balance and organizational commitment are presented in the study based on findings.

Work-life balance has expected positive sign and highly significant coefficient value at 1 % level. Therefore, that variable has relationship with organization commitment at 99% confidence interval. The positive relationship indicates that the increase in the work-life balance leads to increase organization commitment at LIFT Fund. An increase in work-life balance factor by 1 unit will increase on organization commitment by 0.75 units.

4.4.1 Organizational Commitment

The following table 4.10 shows the mean value of organizational commitment of the employee and there are 12 questions to analyze and mean value of each questions are shown as follow.

Table 4.10 Organizational Commitment at LIFT Fund

Sr No.	Particular	Mean
---------------	-------------------	-------------

1	Committing deeply to this organization.	4.12
2	Belonging proudly to this organization.	4.15
3	A good place to work.	4.19
4	Liking people in my social organization	4.05
5	Valuing that are promoted by the organization	3.90
6	Concerning about the future of the organization	3.50
7	Feeling the problems of the organization as my own.	3.61
8	Making a great effort for this organization.	4.30
9	Better working organization	3.88
10	Receiving more from the organization	2.98
11	Morally obliging to continue in this organization.	3.46
12	Loyalty to the organization.	3.99
	Overall Mean	3.84

Source: Survey Data (2019)

According to Table 4.10, it illustrates the organizational commitment of employees at LIFT Fund, most respondents are highly agree with to made a great effort for this organization. The employees in this organization seem that they have a very high level of commitment and feel that they ought to remain with the organization. They believe is the moral and right thing to do. LIFT Fund is a good plact to work and they are proud to belong tho this organization.

They like people in their social environment to know that they participated in this organization. The employees at LIFT Fund take into account that they receive more from the organization than they give. The employees are concerned on the future of the organization. The employees are doing their best for the existence of the organization sustainably.

4.4.2 Effect of Work-Life Balance on Organizational Committment

According to Table 4.11, the specified model explains very well about the variation of the organization commitment of employees at LIFT Fund.

Table 4.11 Effect of Work Life Balance on Organizational Commitment

Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.10	0.25		4.35	0.00	
Work-Life Balance	0.75***	0.07	0.73	10.92	0.00	1.00
R	0.73					
R Square	0.53					
Adjusted R Square	0.53					
F Value	119.25***					

Source: Survey Data (2019)

The study shows that most of the respondents strongly believe that they effectively collaborate with the colleagues and also achieve the satisfactions of their support every time. Most respondents moderately believe that they are working without supervision as necessary, and fully demonstrate themselves as effective team members and initiate appropriately. Respondents fairly believe that they are satisfied with the organizational factors.

The employee are highly committed at the organization because they are satisfied their work-life balance and mostly they are managed well with family life and work. The study illustrates that the employee of LIFT Fund can work very proudly and also improve the organization development.

CHAPTER (5)

CONCLUSION

This chapter is organized with findings and discussions, suggestions and recommendations from the study of the paper. This chapter also includes the suggestions for the further study needs for the influencing factors of work life balance and organizational commitment at LIFT Fund.

5.1 Findings and Discussions

This study makes some contributions to work-life balance studies regarding non government organization like LIFT Fund. The study found that the employee of the organization has flexible work arrangements and clearly defines personal / family needs objectively. Most of the employees can describe the flexible work schedule, they can develop a reasonable plan to complete during a flexible work arrangement. They can develop and evaluate several potential options to resolve work-life conflicts. It was evident that employees job responsibilities were clear and precise to plan for a balanced work life. Employees agreed that work procedures and reporting relationships were good for a balanced work life as well. The employee in LIFT Fund work without stopping to take breaks or rests. However, the employees have manageable workload. The employees are good relations each other in the workplace following the management motivates to achieve more on personal and career goals. The support and commitment of management are crucial toward work-life balance initiatives. Majority felt that management appreciated work life balance as they were neutral on administration in implementing work life balance. Finally it was evident that there was no difficulty with colleagues in promoting work life balance.

Regarding the extent to which social support the employees seems to get the honor, respect, fidelity shown by family are great encouragements to the employees to live with happiness. They get both high and emotional support from the family. The employees are within work-life balance because the study found that they eat tasty food and have a cup of coffee/tea along with the family at least once in a day. The study found that the employees at LIFT Fund have someone to take to the doctor and who are easy to get along with when they get sick. The result indicates that the employee get help from family with emotionally. The respondents are often feel that they can share their most private worries and fears. Moreover, the employees at LIFT Fund help each other when one person sick. According to the results, it illustrates that the employees at LIFT Fund are working with helpful and

supportive family, friends, colleagues. The employees always need to have excellent family, friends and teamwork to deal with my different, difficult projects. Without social support to each other, the employees at LIFT Fund cannot get work-life balance. Therefore, there is strong social support among the employees.

The study found a strong significant positive relationship between influencing factors and work-life balance at LIFT Fund. The study revealed that majority of employees felt a sense of pride and fulfillment in both their work and non-work activities. This showed a clear balance between work and family life. The positive relationship between colleagues support, work arrangement and work-life balance could be attributed to the fact that strong relationship with colleagues and sharing knowledge, information from colleagues.

The study found significant relationship between work-life balance and organizational commitment at LIFT Fund. This implies that organization commitment is improve by work-life balance. The relationship between work-life balance and organizational commitment is there but very significant, meaning that if employees are continually motivated and managed well with family and life, there is a likelihood that they will highly committed. These findings indicate that the employees are willing to serve the company long enough if there is a good relationship between the colleagues, family and management.

5.2 Suggestions and Recommendations

It was reasonable from the study to draw the following recommendations to encourage work-life balance; organizations should have flexible work schedules to promote work-life balance, clear work role to ensure employees feel sense of pride and fulfillment, clear rules and procedures on work life balance and to create the productive working environment with the management support.

Employees and management should clearly understand rules and procedures on work life balance. On the other hand, management should respect and implement the laid down policies on work life balance. It is needed to ensure satisfaction with ones profession as it leads to work life balance. Employees and management must also ensure that there is strong work life boundary to be able to promote work life balance and to get the organizational commitment.

Organizations should take into account workload to ensure work-life balance through placing fewer demands on employees and fair remuneration as a motivator. The organization should also bear in mind to provide the health care program for the employees, because it helps not only to the employee but also to their family members too. If the employees have a useful healthcare program and they have a good health, it effects on their works, colleagues and the organization finally. Therefore, the employees possess the productive and healthy working environment. There should be clear and precise job responsibilities and reporting relationship as well, therefore, the employees are able to do their works efficiently and effectively and they do not need to spend too much time at work at the expense of taking care of the family.

It is recommended that management must constantly provide feedback to the employee on benefits of work-life balance. They must also provide detailed explanation on work arrangement and non-work assignments to employees. Finally, there is need to have policies that encourage work-life balance and ensure that they are supported through respect and implementation of policies by management.

5.3 Needs for Further Research

The study faced difficulty in finding with some project-based field staff since some of them travelled with official duties. Therefore, it is better to cover the larger sample size of the organization to get more accurate results and findings. Further study is required to identify the extent of employee performance at non-profit government organization and the challenges of each of the NGO faces in implementing organizational commitment. This study only focused on two factors that affect work life balance at LIFT Fund. Therefore, future research should focus on the other factors which affect organizational commitment like work-life conflict, work policies, well-being, job satisfaction and among others. Since it was one organization that was focused on, the other study can do further research on other industries and find out what factors affect them as well.

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APPENDICES

APPENDIX I – Questionnaire

The Effect of Organizational and Social factors on Work-Life Balance and how this work-life balance influences the Organizational Commitment of employees at LIFT Fund.

Section A : Demographic Profile

Please place a tick or mark for each of the following.

1. Gender

- Male
- Female

2. Age

- < 24 years
- 25 - 30 years
- 31 - 35 years
- 36 – 40 years
- Above 41 years

3. Marital Status

- Male
- Female

4. Number of Children

- Married but no child
- One Child
- Two Child and above

5. Education level

- High School
- Certificate / Diploma
- Bachelor Degree
- Master
- Others, Please specify.....

6. How long have you been working in LIFT Fund?

- < 1 year
- 2 – 3 years
- 4 – 5 years
- 6 years and above

7. What is your current position?

- Director
- Senior Programme Officer
- Specialist (Programme, M&E, Communications, Finance, Grants, Admin)
- Officer (Programme, M&E, Communications, Finance, Grants, Admin)
- Analyst (Programme, M&E, Communications, Finance, Grants, Admin)
- Associate (Programme, M&E, Communications, Finance, Grants, Admin)
- Assistant (Programme, M&E, Communications, Finance, Grants, Admin)

Section B: Organizational, Social Factors and Work-Life Balance and Organizational Commitment

Please describe to what extent you agree with each of the following statements regarding the current work-life balance and organizational commitment at LIFT Fund by using the following scales where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

No	Particulars	1	2	3	4	5
	Work Arrangement					
1	Flexible work arrangements make me feel happier and healthier.					

2	You have experienced enough flexibility from the management or fellow staff members at LIFT Fund.					
3	You can describe the flexible work schedule that you are interested in having.					
4	You can manage work responsibilities by prioritizing what is important.					
5	You can develop and evaluate several potential options to resolve your work – life conflict.					
6	You can develop a reasonable plan for completing your work during a flexible work arrangement.					
7	You can clearly define your personal/family needs objectively.					
	Work Load					
1	The workload is too heavy to have a good work-life balance.					
2	The workload is emotionally challenging to maintain a work-life balance.					
3	You work without stopping to take breaks or rests.					
4	I often come home late in the evening.					
5	I plan my work and perform accordingly without any delay.					
6	You often run out of time to complete your work.					
7	Your workload is unevenly distributed so it piles up.					
8	The work procedures and reporting relationships are good for a balanced work-life balance.					
9	I spend too much time spent at work.					
	Management Support					
1	The management has provided me training and development, such as on the job training or some sort of course or planned activity, to update my skills.					
2	The management is trying to get employees more involved in workplace decision-making using things like self-directed work teams, total quality management, and involvement programmes.					
3	I have been given impartial career advice when I needed it.					

4	When new positions come up in middle senior levels of management, the management normally tries to fill them with people from inside the organization.					
5	I believe senior management manages changes well in my organization.					
6	I do receive regular feedback from my manager and organization.					
7	There are good relations among the employees in my workplace.					
8	The management motivates me to achieve more on personal and career goals.					
	Colleagues Support					
1	My co-workers encourage my personal and career development.					
2	I feel a strong personal attachment to my co-workers in the work place.					
3	I have a good relationship with my co-workers.					
4	My co-workers would cover for me when I need to leave work for my important non-work issues.					
5	My co-workers assist me for successfully completing my work.					
6	My co-workers share knowledge and information.					
	Family Support					
1	I have utilized someone (servant, relative, etc.) to do my house works like cleaning, cooking and shopping when I am away from home.					
2	Cooking activity is easier for me because I am getting support from extended family.					
3	There is more attention to the cleanliness of my house with the help of my family members.					

4	I have a cup of coffee/tea with my family at least once in a day.					
5	I have a tasty food along with my family at least once in a day.					
6	My family or mate is very supportive of the work that I do at our home.					
7	The degree of my physical support from my family is very high to meet demands of home.					
8	My family provides me with a great deal of emotional support for my work.					
9	Honor, respect, fidelity shown by my family are great encouragements to me to live with happiness.					
10	Indeed, degree of emotional support of family is very high to meet demands of home.					
	Social Support					
1	There are several people that I trust to help to solve my problems.					
2	When I feel lonely, there are several people I can talk to.					
3	There is one who can give me an objective view of how I am handling my problems.					
4	I feel that there is one I can share my most private worries and fears with.					
5	If I were sick, I could easily find someone to help me with my duties at work.					
6	If I were sick and needed someone (friends (or) family member) to take me to the doctor, I would easily find someone.					
7	I get the emotional help and support I need from my family.					
	Work-Life Balance					
1	There is a clear boundary between work and family.					
2	My job is enabling me to spare a suitable time for my family.					
3	Lack of work-life balance has had an adverse impact on my family life.					
4	I feel that making a balance between my work, my family and other social responsibilities is easy for me.					

5	My family supports me in work-life balance.					
6	I tend to integrate my work and family duties.					
7	An organization will be successful if the employees have a good balance of work and life.					
8	I am able to have a fulfilling personal life and adequately perform my work life responsibilities.					
9	When I take a vacation, I am able to separate from work.					
10	A good work-life balance provide a more effective and successful operational profession.					
	Organizational Commitment					
1	I am deeply committed to this organization.					
2	I am proud to belong to this organization.					
3	This organization is a good place to work.					
4	I like people in my social environment to know that I participate in this organization.					
5	I identify with the values that are promoted by the organization.					
6	I am concerned about the future of the organization.					
7	I feel the problems of the organization as my own.					
8	I have made a great effort for this organization.					
9	Working in this organization is better than working in another one with similar activities.					
10	I receive more from the organization than I give.					
11	I feel morally obliged to continue in this organization.					
12	I am loyal to the organization.					

Thank you for your time, opinion and comments.

APPENDIX II

Analysis on Effect of Organization Factors on Work-life Balance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.736 ^a	.542	.523	.38306	.542	29.823	4	101	.000	1.797

a. Predictors: (Constant), CSMean, MSMean, WAMean, WLMean

b. Dependent Variable: WLBMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.505	4	4.376	29.823	.000 ^b
	Residual	14.820	101	.147		
	Total	32.325	105			

a. Dependent Variable: WLBMean

b. Predictors: (Constant), CSMean, MSMean, WAMean, WLMean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.231	.545		2.261	.026		
	WAMean	.382	.098	.273	3.889	.000	.924	1.082
	WLMean	-.277	.066	-.309	-4.205	.000	.838	1.193
	MSMean	.105	.061	.125	1.735	.086	.868	1.152
	CSMean	.341	.063	.394	5.462	.000	.871	1.148

Analysis on Effect of Social Factors on Work-life Balance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.712 ^a	.507	.497	.39336	.507	52.957	2	103	.000	1.649

a. Predictors: (Constant), SSMean, FSMean

b. Dependent Variable: WLBMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.388	2	8.194	52.957	.000 ^b
	Residual	15.937	103	.155		
	Total	32.325	105			

a. Dependent Variable: WLBMean

b. Predictors: (Constant), SSMean, FSMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.151	.246		4.683	.000		
	FSMean	.173	.058	.235	2.958	.004	.761 1.314
	SSMean	.495	.069	.567	7.152	.000	.761 1.314

a. Dependent Variable: WLBMean

Analysis on Effect of Influencing Factors on Work-life Balance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.719 ^a	.517	.508	.38928	.517	55.157	2	103	.000	1.680

a. Predictors: (Constant), SF_Mean, OF_Mean

b. Dependent Variable: WLBMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.717	2	8.358	55.157	.000 ^b
	Residual	15.608	103	.152		
	Total	32.325	105			

a. Dependent Variable: WLBMean

b. Predictors: (Constant), SF_Mean, OF_Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1 (Constant)	-.142	.509		-.279	.781	
OF_Mean	.476	.145	.236	3.296	.001	1.090
SF_Mean	.569	.066	.615	8.606	.000	1.090

a. Dependent Variable: WLBMean

Analysis on Effect of Work-life Balance on Organizational Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.731 ^a	.534	.530	.39079	.534	119.252	1	104	.000	2.047

a. Predictors: (Constant), WLBMean

b. Dependent Variable: OCMean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.212	1	18.212	119.252	.000 ^b
	Residual	15.883	104	.153		
	Total	34.094	105			

a. Dependent Variable: OCMean

b. Predictors: (Constant), WLBMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.104	.254		4.351	.000		
WLBMean	.751	.069	.731	10.920	.000	1.000	1.000

a. Dependent Variable: OCMean

