

PalArch's Journal of Archaeology
of Egypt / Egyptology

WORK FAMILY CULTURE AND WORK FAMILY BENEFITS OF
INFORMAL ELDERLY LABORERS

Wijittra Srisorn

Suan Sunandha Rajabhat University, Bangkok, Thailand

wijittra.sr@ssru.ac.th

Wijittra Srisorn. Work Family Culture and Work Family Benefits of Informal Elderly Laborers. – Palarch's Journal of Archarology of Egypt/Egyptology 17(2), 145-158. ISSN 1567-214X

Keywords: Work family culture, Work family benefits, Organisation attachment, Work family conflicts.

ABSTRACT

The study aimed to evaluate the effect of work family culture on the work family benefits with the specific focus on the community enterprise of Thailand. Since the aim of the study is to determine the relationship between work family culture and work family benefits therefore, the researcher has focused on identifying the factors for designing the survey questionnaire. The data will be collected in form of survey questionnaire. This survey questionnaire will be designed on 5 point-Likert scale. The scale will range from strongly agree to strongly disagree. The study is based on the quantitative research design where primary data has been collected from 420 respondents for the purpose of analysing the research phenomenon. SEM technique has been used on the Smart PLS to determine the results. The findings gathered from the SEM technique has identified that work family culture, work family benefits, organisational attachment and work family conflicts are considered to have significant influence in considering to the community enterprise firms of the Thailand. The main limitation of the study is associated with the research design as the following study is based on the quantitative research design.

INTRODUCTION

In organisational management there has been substantial change in human resource management from scientific management to strategic relationship management, but simultaneously and paradoxically, a marked deterioration in the quality of working life is observed (Kim & Jang, 2018). More globally, the population's mental health seems to be negatively affected since it has been shown that as the gross domestic product (GDP) increases and, although it is unknown exactly why this relationship, but it can be related to the evidence that suggests that there is a significant impact of work life on mental health of workers (Schwartz et al., 2019).

From an organisational point of view, it is observed that under the strategic imperative of competitiveness, companies are making inappropriate demands on productivity for their employees (Park, Cho, & Lim, 2018). They remain in their workplaces for a long time, which seems to be due to their effort to resolve their high levels of indebtedness and their aspirations for social advancement through consumption or, also, because they try to supply insufficient income. On the other hand, there has been an increase in informal employment and job insecurity (Foucreault, Ollier-Malaterre, & Ménard, 2018). There has been continuous growth and development in the community enterprise in Thailand which has resulted in inequality and further stimulated national interest of the social enterprise as the way for delivering the positive social impact and economic growth for the country. In addition to the above statement, there has been a constant upsurge in the social enterprises in Thailand which helps in development of economy of the country. However, this area is still under developed and needs more focus by the government so that the social enterprises can be improved in the country.

The aim of the following study was to determine the relationship between work family culture and work family benefits. Following are the set of objectives designed for this study:

- To explore the theoretical concept of work family culture and work family benefits
- To identify the factors of work family culture
- To determine the relationship between work family culture and work family benefits
- To provide set of recommendations for improving work family culture

The research question of the research has been designed as,

“What is the relationship between work family culture and work family benefits?”

LITERATURE REVIEW

The 'work-family culture' can be defined as the shared beliefs, conceptions, and values about the level of an organization in supporting and valuing the balance between work and family life. Generally, the work-family culture is a philosophy or a belief structure which is family-life sensitive and favours the worker to harmonize work and family life. Research shows if the organizational cultures has these values than workers are better able to organize working hours while also meeting family requirements and hence are able to avoid negative consequences of work on family (O'Neill, 2018).

When work-family reconciliation support is not perceived in the work culture, employees will probably not use the programs or franchises in this regard, due to the observation of inhibiting cultural norms existing in the organisation regarding its use (Iqbal, Yun, & Akhtar, 2019; Setiyawati, Iskandar, & Basar, 2018). Among the obstacles to the effectiveness of work-family reconciliation policies, is the one related to the perceived consequences for workers in their career of using the available benefits or franchises. On the contrary, a culture of support for their use would be one of the facilitators that transform work-family balance policies into effective practice (Cegarra-Navarro, Sánchez-Vidal, & Cegarra-Leiva, 2016).

It has been shown that the perception of a culture that supports work-family reconciliation appears related to greater satisfaction in employees, with greater organisational commitment and less intention to leave employment, and with greater intention to execute citizenship behaviours (Bader, Froese, & Kraeh, 2018). Similarly, negative perceptions of work-family culture are related to tension at work, stress and greater work-family conflict (Bader et al., 2018).

Cegarra-Navarro et al. (2016) states that the perceived support in the organisation, fair treatment at work, trust in management, positive work-family culture and the perception of the family regarding the support of the organisation, are predictive variables of attitudes towards work and towards work-family conflict. Specifically, satisfaction and commitment were predicted by the perception of organisational support, fair treatment and trust in management (Iqbal et al., 2019; Valmohammadi & Jarihi, 2019).

The set of revised results allows us to affirm the existence of a positive association between the culture of work-family support and the psychosocial well-being of the employee and, thus, we add, it can be a protective factor for health mental (Daverth, Hyde, & Cassell, 2016). Schwartz et al. (2018) observed a positive association between a climate prone to sharing personal and family concerns with employee performance and psychological well-being. There is also empirical support to affirm that the work-family culture affects employee performance but not always in the direction of higher productivity. Thus, Adisa, Mordi, and Osabutey (2017) observed that the support of the supervisor is associated with greater absenteeism, explaining it through trust, that is, the greater flexibility of the supervisor, the workers feel freer to miss without being sanctioned. On the other hand, Cugin, Sanders, and Williamson (2018) highlight that it is the aspects of a support culture that are most strongly related to the reduction of work-family conflict. It is very important for the organisation to reconcile work and family because it contributes to reducing eventual family work conflicts and their negative effects, and it constitutes a method to avoid these problems, as well as fostering commitment, which has been proven to bring productivity benefits for organisation, decreased turnover, greater predisposition of workers to show positive behaviour, among others (Stefanovska-Petkovska, Petrovska, Bojadziev, Schaeffer, & Tomovska-Misoska, 2019).

On the other hand, the variable commitment of workers to their organisation is also studied here. The commitment is considered by companies as a substantial element to retain good workers and, according to the results compiled by the O'Neill (2018) workers effectively commit themselves to the company when it is concerned with giving them recognition, remuneration, participation and stimuli. In general, in Chile, workers consider that a commitment to the company is not an obligation. According to the reviewed literature, policies are a means of fostering commitment, as they may reflect the company's interest in worker well-being. Furthermore, the good practices derived from human resources policies, especially strategies, have an impact on commitment and therefore on organisational effectiveness (Rachmatullah, Dimiyati, & Zainollah, 2019; Sharma, Oriaku, & Oriaku, 2020).

Work commitment is a subject of great interest in organisational psychology, especially since it is considered that employees who show a high level of commitment will also present better performance, productivity, and lower absenteeism rates (Foucreault et al., 2018). Schwartz et al. (2019) defined commitment as a psychological state that: (a) is characteristic of the relationship between the employee and the organisation, (b) has consequences on the decision to continue or withdraw from the organisation and c) can be sustained on three different bases, which in turn would give rise to three different and complementary types of commitment; the affective, the rationality of the analysis of the perceived costs, and the feeling of obligation to remain in the company out of gratitude, loyalty or moral value (Lee & Choi, 2019).

According to Kim and Jang (2018) a work-family culture is defined as «the assumptions, beliefs and shared values regarding the extent to which the organization supports and values the integration of life and family of workers. Park et al. (2018) highlights the importance of seeking as an objective the balance of the worker's roles, as opposed to a look of confrontation or competition between them. According to him, this concern of the company should be translated not only in an effort to promote a cooperative environment, but in working with the attitudes of the members of the organization so that the policies take effect. In this sense, the value systems of organizations will be relevant when companies seek to be equitable in the assignment of roles and in the labour demand among the members of their human team (Yadav, 2017). Furthermore, organizational culture can influence the perception of the use of work-family balance practices.

Yadav (2017) analyses the demands of time demanded of the worker by the company, expressed in the regulations on the number of hours that each worker must dedicate to work or work-related activities. Although, on the one hand, working long hours reflects participation, commitment and productivity; on the other hand, this behaviour can be an obstacle to satisfy the needs of the family. According to Park et al. (2018) the long-hour culture reduces the feeling of having the right to work in a way compatible with family life. As a result, the work-family conflict is likely to originate. The work-family conflict, in turn, affects the well-being of a worker in different areas of life, as will be discussed later.

Lee and Choi (2019) carried out a study to determine the level of benefit obtained by businessmen, when there are organizational values that support the work-family balance. In this study, he analysed the relationship between professional men's perceptions of organizational values that support a balanced commitment to their work and personal life, and its effect on the level of personal and work satisfaction, as well as on their psychological well-being. The study found that the men who found more support from their companies reported working fewer hours a week and enjoying work. They also showed less job stress and greater satisfaction with their jobs and careers, less desire to quit, more satisfaction with their friends and with the community and, finally, higher levels of emotional well-being (Kim & Jang, 2018; Sultana, Koli, & Firoj, 2019).

From an organizational perspective it is key to analyse the extent to which the organization supports family life. Thus, if an organization develops a series of beliefs and values associated with the support and integration of work and family life for men and women, it will be developing a conciliatory organizational culture. So, the worker will have a perception of existing support, which will be specified in two types of concrete actions (Ollier-Malaterre, 2017). On the one hand, the organizational policies of support towards the family, and on the other the existence of colleagues and superiors who support them. These aspects are essential for a worker to reconcile work and family responsibilities. In this sense, the work-family reconciliation culture model is key, where three fundamental components / dimensions are collected (O'Neill, 2018).

The first dimension includes the organization's time demands, which refers to expectations about the amount of time that should be dedicated to work. To recover from the negative effects of working during the day and which can have negative consequences on both health and personal well-being, employees need recovery time that can be affected by: (a) excess hours spent at work (Ebrahimejad, Zare, Rezaei, & Hosseini, 2017) (b) the existence of new demands outside of work and that are part of the worker's private sphere (Cogin et al., 2018) and (c) a slowdown in the recovery process due to previously maintained levels of activity (Yadav, 2017). All these assumptions would have the power to interfere in the work / non-work reconciliation and that may constitute an interference of time or tension.

In other works, Park et al. (2018) affirm that both workers tend to use more conciliation measures related to flexible hours than childcare aids. But there are still very many organizations that consider that the presence of the employee in the workplace and the time they dedicate to work activity are clear indicators of their contribution, commitment to the organization and, of course, their efficiency.

The second dimension is the perceived support, which in the original model was only managerial support, but which in the Lee and Choi (2019) expansion has also included the Support from co-workers, perceived by employees in response to their need's family members. This dimension has also been extensively studied, even with data from more than ten countries, because this perception encourages or not the use of such conciliation policies.

The third dimension is constituted by the perceived negative consequences in the career, in case of benefiting from the work-family conciliation programs / policies. As Adisa et al. (2017) affirm, in their work on the reduction of work-family conflict, the negative consequences that the professional career of all those employees who benefit from conciliation measures or who dedicate too much time to Your personal obligations are a fundamental element when evaluating the use of these conciliation measures.

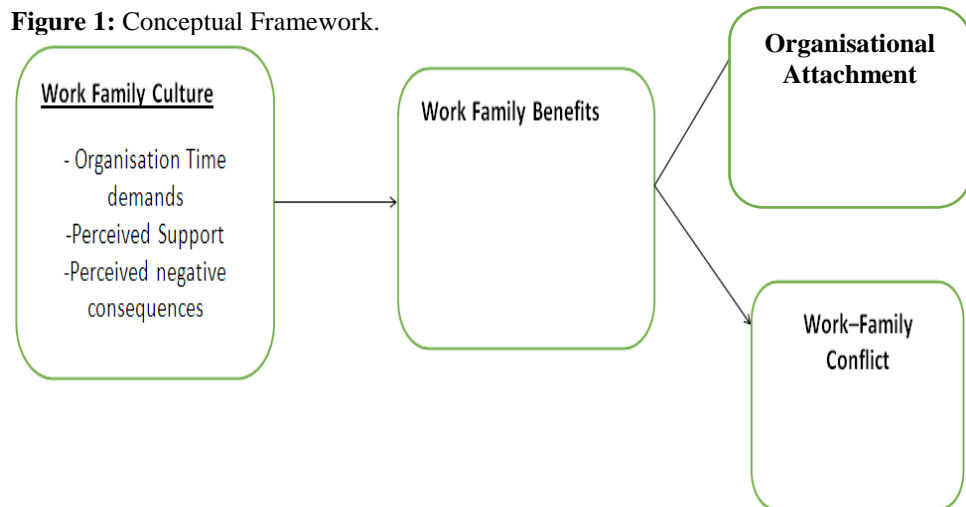
Much of the empirical work carried out on the work-family reconciliation culture has been quantitative, and its objective has been to try to relate the cultural element to the different consequences that derive from it, and social support being the cultural element that most influence exerts (Schwartz et al., 2018). An organizational culture favourable to work-family reconciliation is associated with a greater number of policies favouring such reconciliation and a greater use of the specific measures established. These measures are also related to other psychosocial variables such as: sex, the presence of children in the home, the size of the company, the sector to which it belongs or the culture of support from superiors and colleagues (Rachmatullah et al., 2019).

Organizations that favour work-family reconciliation experience their positive effects, such as: increased job satisfaction, organizational commitment, the degree of family well-being and the balance between work and family demands (Ifeoma, 2019; Stefanovska-Petkovska et al., 2019). In fact, from the theoretical perspective of the accumulation of roles, it is stated that participation in different roles allows people to acquire certain competences that can be transferred from one area to another and, therefore, better perform said roles (Alqahtani, 2019; Daverth et al., 2016; Ting et al., 2019).

A work on conciliation policies in Spanish companies carried out by Ollier-Malaterre (2017) shows the mediating effect of organizational culture between the use of conciliation policies and work-family enrichment. Since, as employees use these reconciliation policies, obstacles related to time management and promotion possibilities begin to emerge, impacting this situation negatively on enrichment experiences and positively on conflict experiences work-family (Ollier-Malaterre, 2017).

Conceptual framework

The conceptual framework of the study is designed as,

Figure 1: Conceptual Framework.**Hypothesis statement**

The hypothesis of the study are designed as,

H₁: There is a significant impact of organisation time demands on work family benefits which leads to organisation attachment

H₂: There is a significant impact of organisation time demands on work family benefits which leads to reducing work-family conflict

H₃: There is a significant impact of perceived support on work family benefits which leads to organisational attachment

H₄: There is a significant impact of perceived support on work family benefits which leads to reducing work-family conflict

H₅: There is a significant impact of perceived negative consequences on work family benefits which leads to organisation attachment

H₆: There is a significant impact of perceived negative consequences on work family benefits which leads to reducing work-family conflict

METHODOLOGY**Research design and data collection process**

With the help of deductive approach and positivist's philosophy, the researcher will use quantitative method of research design. This will be suitable for testing of hypothesis. Furthermore, the data collection method will be primary and the household/family members will be used as the target audience for collecting the data. Since the aim of the study is to determine the relationship between work family culture and work family benefits therefore, the researcher will focus on identifying the factors for designing the survey questionnaire. The data will be collected in form of survey questionnaire. This survey questionnaire will be designed on 5 point-Likert scale. The scale will range from strongly agree to strongly disagree. In this context, the researcher has approached the participants from the employees working in the community enterprise sector of Thailand and specifically associated with the work-family conflicts, organisational attachment and work-related benefits. The researcher focused on distributing questions onto different platforms which includes emails, online social media platforms and physical distribution for the purpose of increasing the response rate.

Sampling technique and sample size

Since the following study underpins work-related conflicts, therefore, the employees were approached of different companies in the community enterprise sector of Thailand. The sampling strategy selected was the purposive sampling which is another type of non-probability sampling technique. The researcher approached 420 employees out of which only 420 sample size was found to be appropriate and also large data helps to make the study more reliable and authentic. On the other hand, small size is not reliable. In this context, the response rate was estimated to be 100% approximately because 420 respondents returned survey which was eligible for carrying out the analyses.

Data analysis technique

In order to analyse data, the researcher has utilised Structural Equation Modelling (SEM) technique along with the CFA analysis. Furthermore, path analysis was also used along with the testing of validity and reliability of the instrument. In addition, blindfolding has also been carried out for the purpose of determining the predictive relevance of the structural model which has been theories within this study. Considering this, the analysis has been carried out on Smart PLS for the purpose of testing the model.

RESULTS

Measurement model- partial least square algorithm (PLS)

In this particular section, the researcher has carried out CFA analysis for the purpose of determining the measurement model. At the first place, the reliability for each latent construct has been tested and as per the study carried out by Avkiran and Ringle (2018) the minimum acceptable value for the composite reliability and the Cronbach Alpha is 0.6. In consideration of this, the table below mainly depicts all latent constructs or the variables which has been selected for the study in which the least value of composite reliability is estimated at 0.874 whereas, within the context of Cronbach Alpha, the minimum value which has been computed in the table is estimated at 0.784. Moreover, the CFA analysis most important aspect is related to the assessment of the outer loading which has threshold value of 0.6 as well. In consideration of this, the following table presented below explaining that no variable has been dropped as the outer loadings identified had values above 0.6 as the minimum computed value is 0.789. In addition to the above statement, the significance of the outer loadings has been used through bootstrapping and it can be assessed that they are statistically significant. In consideration to the convergent validity of the study, the researcher here has tested the relatedness and association of the latent constructs, and in this manner, the AVE is the widely used metrics which have threshold value of 0.5. In this context, the AVE is calculated at 0.619. These perspectives are discussed in the figure 1 and in accordance with this; the model is mainly comprised of the reflective constructs in which the latent variable causes the main indicators (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

Table 1: Reliability Testing.

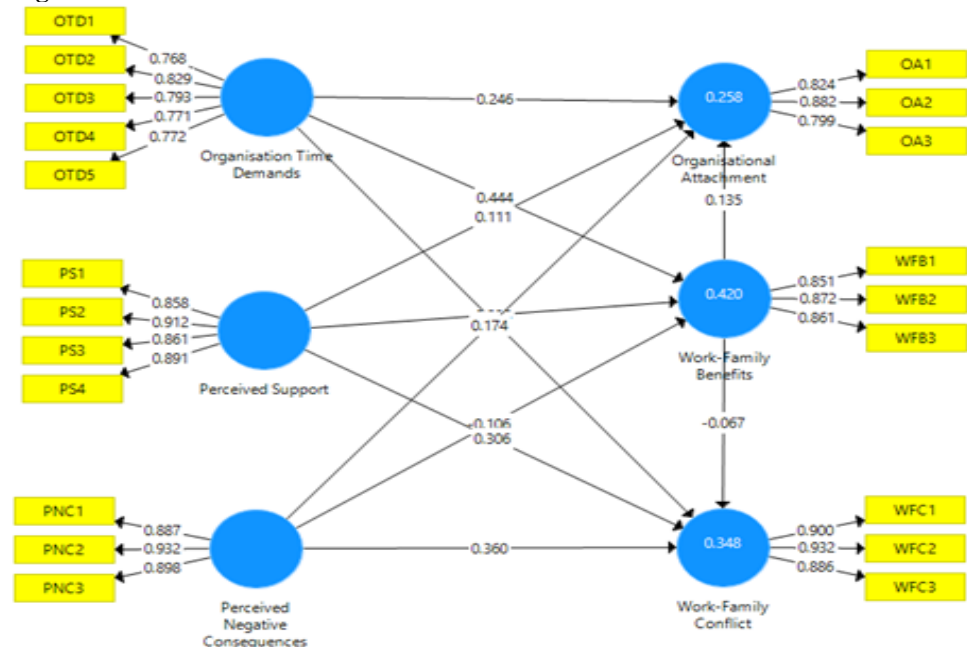
	Cronbach's Alpha	Outer Loading	Composite Reliability	Average Variance Extracted (AVE)
Organisation Time Demands	0.847	0.852	0.890	0.619
Organisational Attachment	0.784	0.789	0.874	0.699
Perceived Negative Consequences	0.891	0.891	0.932	0.821
Perceived Support	0.904	0.912	0.933	0.776
Work-Family Benefits	0.827	0.831	0.896	0.742
Work-Family Conflict	0.891	0.892	0.932	0.821

In addition to the determination for the convergent validity and reliability, it is significant for the determination of variables distinctiveness (Ahram, Karwowski, & Taiar, 2018). In consideration of these findings, the researcher has utilised HTMT ratio which is used for the determination whether or not the variables are distinct and the maximum value at the acceptable value is 0.85 which is based on the conservative criterion. As per the findings presented in the table below, it has been observed that none of the values has been violating the criterion set for the HTMT ratio and it mainly implies that the variables can be utilised for the path analysis due to the fact that the maximum value which is computed is estimated at 0.906.

Table 2: Discriminant Validity using HTMT Ratio.

	Organisation Time Demands	Organisational Attachment	Perceived Negative Consequences	Perceived Support	Work-Family Benefits	Work-Family Conflict
Organisation Time Demands	0.787					
Organisational Attachment	0.442	0.836				
Perceived Negative Consequences	0.315	0.322	0.906			
Perceived Support	0.553	0.392	0.425	0.881		
Work-Family Benefits	0.593	0.370	0.174	0.530	0.861	
Work-Family Conflict	0.340	0.477	0.509	0.478	0.216	0.906

Figure 2: Measurement Model.



Path assessment

The following assessment is based on the measurement model which has assisted the researcher for determination of the reliability and validity of the factors for the latent variables or constructs along with the significance of the hypothesised paths which has been analysed in the following SEM model. In addition to the above statement, the table presented below explains the significance and effects which has been tested and analysed with the help of bootstrapping and depicted in both table and figure below. According to the study of Hair Jr et al. (2016) bootstrapping is mainly considered as the process of subsampling and resampling for the determinations of the significance. In the context of the results presented below, it can be observed that organisation time demands is significant for the organisational attachment in community enterprise sector of Thailand (B= 0.248; p-value= 0.020 < 0.05). It has been contingent since the p-value or significance value was less than the threshold of 5%. In addition, the organisation time demands has also had a positive influence on the work-family benefits in the community enterprise sector companies of Thailand (B= 0.445; p-value= 0.000 < 0.05) as the threshold level is set at 5% significance. However, the organisation time demands have a negative influence on the work-family conflict (B= 0.096; p-value= 0.052 > 0.05). In addition to the above findings, it can also be reflected that perceived negative consequences has a positive influence on the organisational attachment as the results are found to be positive (B= 0.177; p-value= 0.011 < 0.05). Furthermore, the perceived negative consequences has also a positive influence on the work-family conflict (B= 0.360; p-value= 0.000 < 0.05). It has been contingent since the p-value or significance value was less than the threshold of 5%. Also, there is insignificant impact of work family benefits on work family conflict (B= -0.069; p-value= 0.000 > 0.363). The results depicted in Figure 3 have been presented with the application of the bootstrapping technique for assessing the p-values.

Table 3: Path Analysis.

	Path Coefficients	T Statistics	P Values
Organisation Time Demands -> Organisational Attachment	0.248	2.321	0.020
Organisation Time Demands -> Work-Family Benefits	0.445	5.561	0.000
Organisation Time Demands -> Work-Family Conflict	0.096	1.145	0.252
Perceived Negative Consequences -> Organisational Attachment	0.177	2.560	0.011
Perceived Negative Consequences -> Work-Family Benefits	-0.108	1.735	0.083
Perceived Negative Consequences -> Work-Family Conflict	0.360	5.642	0.000
Perceived Support -> Organisational Attachment	0.109	1.201	0.230
Perceived Support -> Work-Family Benefits	0.330	4.169	0.000
Perceived Support -> Work-Family Conflict	0.307	4.088	0.000
Work-Family Benefits -> Organisational Attachment	0.131	1.428	0.153
Work-Family Benefits -> Work-Family Conflict	-0.069	0.909	0.363

Figure 3: Bootstrapping With P-Values.

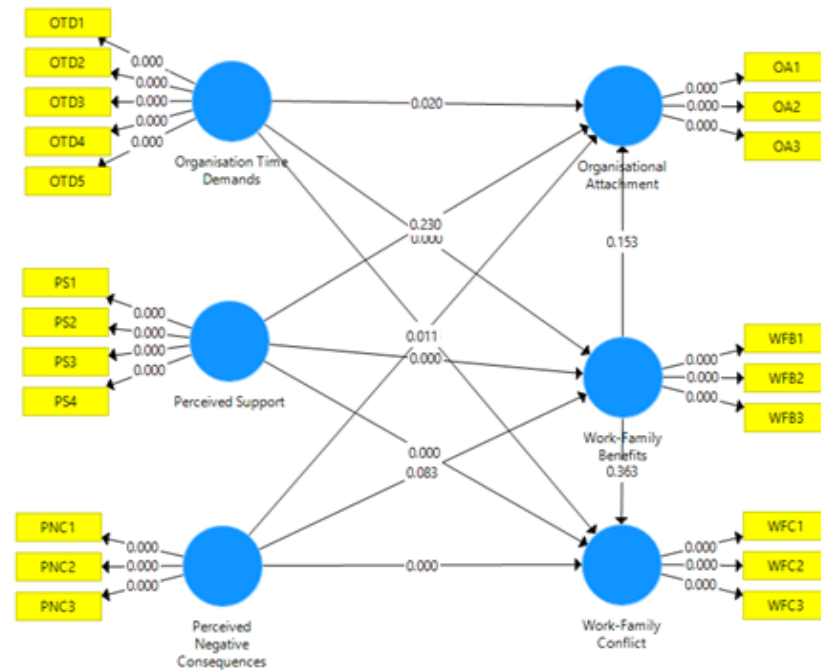


Table 4: Total Effects.

	Path Coefficients	T Statistics	P Values
Organisation Time Demands -> Organisational Attachment	0.306	3.515	0.000
Organisation Time Demands -> Work-Family Benefits	0.445	5.561	0.000
Organisation Time Demands -> Work-Family Conflict	0.065	0.946	0.344
Perceived Negative Consequences -> Organisational Attachment	0.163	2.328	0.020
Perceived Negative Consequences -> Work-Family Benefits	-0.108	1.735	0.083
Perceived Negative Consequences -> Work-Family Conflict	0.368	5.862	0.000
Perceived Support -> Organisational Attachment	0.152	1.684	0.092
Perceived Support -> Work-Family Benefits	0.330	4.169	0.000
Perceived Support -> Work-Family Conflict	0.285	3.799	0.000
Work-Family Benefits -> Organisational Attachment	0.131	1.428	0.153
Work-Family Benefits -> Work-Family Conflict	-0.069	0.909	0.363

Quality criterion of the model and predictive relevance

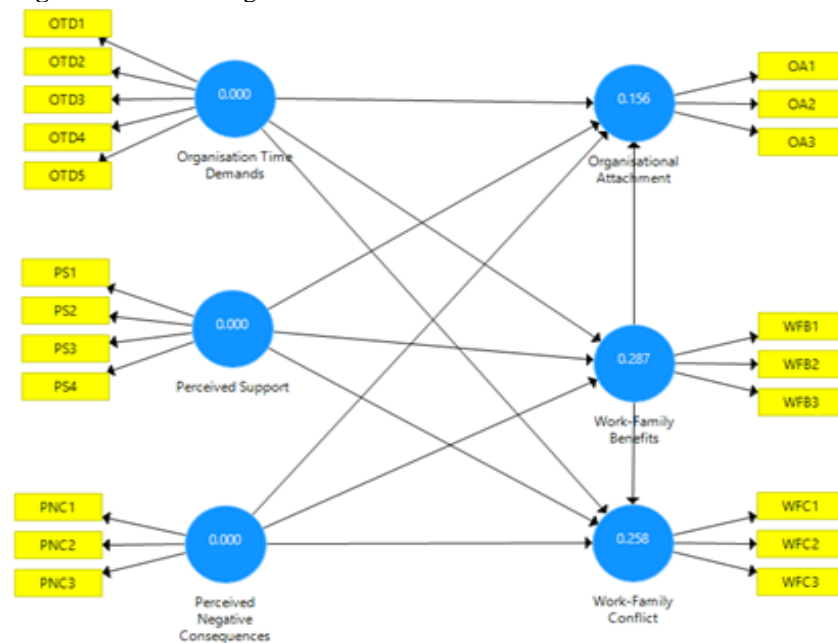
After carrying out the assessment of the measurement model along with the path analysis of the model, it is necessary to evaluate model quality along with the predictive relevance. As per the study conducted by Miller (2014) it has been assessed that the adjusted R-square and R-square mainly helps in the evaluation of the quality of the

model. In this context, the results which are presented in the table presented below explain the variance of the factors which includes work family benefits, work family conflicts, organisational attachment and work family culture. The organisational attachment R-square is estimated at 25.8%, where it has been adjusted as 24.8%. In addition to the above statement, the work-family benefits R-square are estimated at 42% and adjusted R-square is estimated at 41.4%. Moreover, work-family conflict is estimated at R-square of 34.8% and R Square Adjusted is estimated at 34%.

Table 5: Quality Assessment of the Model

	R Square	R Square Adjusted
Organisational Attachment	0.258	0.248
Work-Family Benefits	0.420	0.414
Work-Family Conflict	0.348	0.340

Figure 4. Blindfolding of Model.



Summary of hypotheses

Table 6:

Propositions	Decision
H ₁ : There is a significant impact of organisation time demands on work family benefits which leads to organisation attachment	Accepted
H ₂ : There is a significant impact of organisation time demands on work family benefits which leads to reducing work-family conflict	Accepted
H ₃ : There is a significant impact of perceived support on work family benefits which leads to organisation attachment	Accepted
H ₄ : There is a significant impact of perceived support on work family benefits which leads to reducing work-family conflict	Accepted
H ₅ : There is a significant impact of perceived negative consequences on work family benefits which leads to organisation attachment	Rejected
H ₆ : There is a significant impact of perceived negative consequences on work family benefits which leads to reducing work-family conflict	Accepted

DISCUSSION

The previous sections mainly outlines the outcomes of the test applied based on different methods and statistical measures. Moreover, the following section explains the brief discussion of the different research outcomes. Considering the findings of the CFA, the variables were considered to be reliable within the context of Cronbach Alpha and composite reliability. In addition, based on the outer loading values, the results identified no variable from this study which has been dropped. For the purpose of achieving the objective of the study, the researcher has carried out path assessment and on the basis of the findings; it was identified work family culture, work family benefits, organisational attachment and work family conflicts are considered to have significant influence in considering to the community enterprise firms of the Thailand. The results are in accordance with the study carried out by Daverth et al. (2016) which has highlighted that work-family conflict reduction along with the supportive work-family culture will make an organisation the most desirable place to work. Moreover, the findings also suggest that a positive working culture will enhance the organisational commitment of the employees with the company.

CONCLUSION

The main aim of the study is based on investigating the impact of work family culture on the work family benefit within the context of the community enterprise sector of Thailand. For this purpose, the researcher has utilised quantitative research design so that the statistical information can be gained related to the research topic and hence it was analysed with the measurement model for the Smart PLS. The main variable of the study which works family culture has been divided into three important aspects as perceived support, perceived negative consequences and organisation time demands. It was analysed that there is a positive significant impact of work family culture on work family benefits. The findings further suggest that perceptions for the supportive work-family culture are significantly related with the work-family benefits.

LIMITATIONS AND FUTURE RESEARCH

The main limitation of the study is associated with the research design as the following study is based on the quantitative research design. However, in the future the incorporation of the qualitative research design will further add value to the research and will help the research in providing more comprehensive and detailed information for gaining effective insights on the research phenomenon. In addition, the incorporation of the mixed design will help in providing more strong research findings and further enable the researcher to validate the research outcomes.

References

- Adisa, T. A., Mordi, C., & Osabutey, E. L. (2017). Exploring the implications of the influence of organisational culture on work-life balance practices. *Personnel Review*, 46 (3), 454-473.
- Ahram, T., Karwowski, W., & Taiar, R. (2018). *Human systems engineering and design*. Paper presented at the In Conference Proceedings IHSED.
- Alqahtani, A. S. (2019). Examining the relationship between academic leaders' communication skills and their social media usage. *International Journal of Learning, Teaching and Educational Research*, 18(6), 55-67.
- Avkiran, N., & Ringle, C. (2018). Partial least squares structural equation modeling. *Handbook of Market Research*, 1-29.
- Bader, A. K., Froese, F. J., & Kraeh, A. (2018). Clash of cultures? German expatriates' work-life boundary adjustment in South Korea. *European Management Review*, 15(3), 357-374.

- Cegarra-Navarro, J.-G., Sánchez-Vidal, M.-E., & Cegarra-Leiva, D. (2016). Linking unlearning with work–life balance: An initial empirical investigation into SMEs. *Journal of Small Business Management*, 54(1), 373-391.
- Cogin, J. A., Sanders, K., & Williamson, I. O. (2018). Work-life support practices and customer satisfaction: The role of TMT composition and country culture. *Human Resource Management*, 57(1), 279-291.
- Daverth, G., Hyde, P., & Cassell, C. (2016). Uptake of organisational work–life balance opportunities: The context of support. *The International Journal of Human Resource Management*, 27(15), 1710-1729.
- Ebrahiminejad, M., Zare, F., Rezaei, Z., & Hosseini, S. S. (2017). Investigating the relationship between quality of work life (QWL) and professional ethical culture among managers of technical and vocational training organization of Kerman.
- Foucreault, A., Ollier-Malaterre, A., & Ménard, J. (2018). Organizational culture and work–life integration: A barrier to employees' respite? *The International Journal of Human Resource Management*, 29(16), 2378-2398.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.
- Ifeoma, D. A. (2019). Personal Characteristics and job satisfaction among business educators in public secondary schools in Imo state, Nigeria. *International Journal of Business Tourism and Applied Sciences*, 7(2), 90-98.
- Iqbal, S., Yun, T. H., & Akhtar, S. (2019). Organizational culture and employee retention at SMEs in Pakistan; an investigation of mediating role of quality of work life. *International Journal of Research*, 6(10), 647-657.
- Kim, J. H., & Jang, S. N. (2018). Maritime workers' quality of life: Organizational culture, self-efficacy, and perceived fatigue. *International Journal of Environmental Research and Public*, 1-9.
- Lee, J. M., & Choi, H. G. (2019). Influence of organizational culture supporting work-life balance on well-being and depression mediated by work-life balance: An application of multi-group analysis across gender and age. *Korean Journal of Industrial and Organizational Psychology*, 32(1), 1-27.
- Miller, T. W. (2014). *Modeling techniques in predictive analytics with python and R: A guide to data science*: FT Press.
- O'Neill, O. (2018). The FACCTs of (Work) Life: How relationships (and returns) are linked to the emotional culture of companionate love.
- Ollier-Malaterre, A. (2017). Cross-national work–life research: Common misconceptions and pervasive challenges. *Community, Work & Family*, 20(1), 92-98.
- Park, J.-H., Cho, Y.-S., & Lim, S.-R. (2018). Analysis of factors affecting the quality of work life of dental hygienists based on the culture-work-health model. *Journal of Dental Hygiene Science*, 18(1), 32-41.
- Rachmatullah, N. Y., Dimiyati, M., & Zainollah, Z. (2019). The effect of work life quality, work culture, work motivation, and religiosity on staffs performance. *MBA-Journal of Management and Business Application*, 2(2).
- Schwartz, S. P., Adair, K. C., Bae, J., Rehder, K. J., Shanafelt, T. D., Profit, J., & Sexton, J. B. (2019). Work-life balance behaviours cluster in work settings and relate to burnout and safety culture: A cross-sectional survey analysis. *BMJ Quality & Safety*, 28(2), 142-150.
- Schwartz, S., Adair, K., Rehder, K., Bae, J., Shanafelt, T., & Sexton, J. (2018). 1271: The relationship between work-life balance behaviors and teamwork, safety, and burnout climates. *Read Online: Critical Care Medicine/ Society of Critical Care Medicine*, 46(1), 619.
- Setiyawati, H., Iskandar, D., & Basar, Y. S. (2018). The quality of financial reporting through increasing the competence of internal accountants and accrual basis. *International Journal of Economics, Business and Management Studies*, 5(1), 31-40.

- Sharma, N., Oriaku, E. A., & Oriaku, N. (2020). Cost and effects of data breaches, precautions, and disclosure laws. *International Journal of Emerging Trends in Social Sciences*, 8(1), 33-41.
- Stefanovska-Petkovska, M., Petrovska, I., Bojadziev, M., Schaeffer, I., & Tomovska-Misoska, A. (2019). The effects of organizational culture and dimensions on job satisfaction and work-life balance. *Montenegrin Journal of Economics*, 15(1), 99-112.
- Sultana, N., Koli, R., & Firoj, M. (2019). Causal relationship of money supply and inflation: A study of Bangladesh. *Asian Economic and Financial Review*, 9(1), 42-51.
- Ting, L. C., Moorthy, K., Kee, H. W., Yee, C. W., Yee, L. W., Ni, O. A., & Ting, W. (2019). Service quality and outpatients satisfaction in public hospitals in Malaysia. *International Journal of Public Policy and Administration Research*, 6(1), 57-73.
- Valmohammadi, C., & Jarihi, S. (2019). The impact of transformational leadership on people empowerment: The mediating role of organization culture. *International Journal of Business Tourism and Applied Sciences*, 7(2), 55-74.
- Yadav, S. (2017). The relationship between organization culture, work-life balance and employee engagement. *International Journal of Management, IT and Engineering*, 7(1), 212-219.