



Impact of Intervening Role of Procedural Justice in The Relationship Between Work-Life Balance Initiatives and Perceived Organizational Support

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Abstract

The study aims to investigate a causal relationship between variables under study. The central idea behind this research is to explore the influence of Work-Life Balance initiatives upon employees' perception of their organizational support, and whether such practices cultivate a sense in employees to work beyond their assigned duties. Primary Data comprises of 540 respondents, derived from convenience sampling by using survey questionnaire as basic instrument for data collection. Sample size incorporates employees from a number of banking and telecom companies of Pakistan. Confirmatory Factor Analysis (CFA) and Path Analysis techniques by using AMOS have been applied to analyze data. The results indicate that there exists a significant relationship between Work-Life Balance (WLB) and Perceived Organizational Support (POS) when fully mediated by Procedural Justice (PJ), designating the importance of Procedural Justice in nurturing a sense of organizational support. This proposes to the practitioners of Work-Life Balance (WLB) that the provision of only work-life balance initiatives is sterile towards achieving organizational goals, unless equal and fair opportunities of benefitting from such initiatives is made available throughout the organization, ultimately harnessing perceived organizational support on part of the employees towards their respective organizations.

Keywords: : *Procedural Justice, Work-Life Balance Initiatives, Perceived Organizational Support*

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(1) INTRODUCTION

In this era of globalization organization's performance is highly dependent on the effort organizations put toward their competitive human resources. As Jung and Yoon (2014) explored that the extent and nature of support available in the organization by management decides how workers sense about organization and how they perform on their jobs. In other words, employees gauge organizational efforts towards them in accordance of tacit promise made by employer for employee at the time of appointment, fairness of practices and support given by organization as and when required by employees. As they are willing to work and ready to contribute in organizations efforts of performance and productivity where desired environment is provided to them where employer recognized their progress and support employee's non-monetary needs and give them enough opportunity for self-development and treat them fairly.

Pakistan while dealing with the challenges of globalization, facing issues of performance and efficiency management in many organizations, in spite of implementing various HR practices at the organizational level; Majority of the organizations in Pakistan are unable to impress their employees to be perceived as employee supportive organization which curbs employees motivation and commitment at work place which is required for the advancement of the organization in fierce competition locally and globally. However, in recent years an increased trend is witnessed in a diversified workforce stressing on the accordance of flexible work environments and human friendly organizational policies procedures, although researchers explored trivial enhancement in the level to which organization have proper and easy-going policies, initiatives, or procedures to back work-life balance Jung & Yoon (2014) as stated by Aryasri, Ramachandra & Suman (2007) a vast majority of the workers are taking a stab to harmonize a balance between their work and family life. Such development has made organizations to formalize interventions for facilitating workers to cope the challenging work and family demands while being prolific at the organization (Baral and Bhargava, 2010).

In such scenario, management is more concerned in handling their workers issues and ready to facilitate them with initiatives that help employees to manage their work and personal life positively. Volmer, Niessen, Spurr, Linz, & Abele, (2011). Now work life balance has become an area of interest for employers and researchers due to the nature of existing demographic conditions, global changes and modifications in employee prospects and goals (Baral and Bhargava, 2010). In given context this research examines organization's endeavors with respect to its employees' work-life balance and to see whether such activities from organization's perspective has any impact on an employee's Perceived Organizational Support. It will likewise be fascinating to see the mediating role of procedural organizational justice in relationship between WLB and POS.

(2) LITERATURE REVIEW

(2.1) WORK-LIFE BALANCE

Osterman (1995), defined Work-Life Balance Initiatives as those practices which provide support to employees in dealing with conflicts arising from trying to juggle between professional and personal responsibilities. Moreover, Hughes, Kinder & Cooper (2019), opine that ‘work’ refers all those activities which include employment, searching for employment, education in-relation to potential employment in future, taking care of dependents and carrying-out household responsibilities. Whereas ‘life’ refers to all those activities individuals do for self-development and pleasure. Thus maintaining a balance between the two activities is necessary for personal and professional well-being.

Wayne, Butts, Casper & Allen (2016), argue that the notion of work–life balance (WLB) has been the subject of study by academic researchers only lately and thus acknowledge its efficacy as a valuable social construction in studying work-family phenomena. Across the various definitions, WLB is conceived as a global evaluation of the interplay between work and private life.

Grover and Croocker (1995), suggest that work-life balance initiatives help employees maintain a balance between their work and family lives and are also effective in developing a work-friendly attitude amongst employees. Likewise, unavailability proper WLB initiatives within the organization has been linked to absenteeism, turnover, and deviant workplace behavior. Boiarintseva & Richardson (2019) exploring the WLB issues of male lawyers, have identified that lack of WLB initiatives are deemed as ‘problematic’ amongst employees. Yasbek (2004), advocates that the give and take culture within the organization is crucial in boosting employee morale and productivity at the workplace, as employers assisting their employees in maintaining the balance is viewed as invigorating act.

(2.2) PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Eisenberger, Malone & Presson (2016), defined Perceived organizational support (POS) as the perception of employees regarding how much their respective organizations acknowledge their contributions and pays earnest considerations towards their personal and professional well-being. This approach has proven to be effective and breed fruitful results for the employees. Eisenberger and Rhoades (1986) first coined the term Perceived Organizational Support in their efforts to advance Organizational support theory. OST suggest that once employees establish a positive sense of care on part of their organizations, they serve be a viable component for business success. Eisenberger & Stinglhamber (2011), elaborate that organizations that place value to employees’ contributions, give importance to the efforts made by them and consider their personal and professional welfare are deemed as desirable places to work, cultivating a sense of loyalty and affectionate commitment towards their organizations. As stated by (Eisenberger et al., 2002 and Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017) the manner in which an employee is treated by his/her organization, propels him/her to construct a perception and form organization’s identification. Such a perception that an employee develops is highly significant in cultivating employees’ wellbeing and ultimately organizational success.

2.3) PROCEDURAL ORGANIZATIONAL JUSTICE (POJ)

Cropanzano & Massaro (2017), elucidated that past researchers in the field of organizational justice have empirically verified that employees exhibit principal concern to organizational justice out of their relative apprehensions and instrumental concerns in accordance to their moral attitudes or as it is called 'deontic' preference for justice. (Cohen-Charash and Spector 2001; Leventhal 1980; Thibaut and Walker 1978; and Adam 1963), all have divided Organizational Justice Perceptions into three well-known categories: Distributive or outcome Justice (i.e. fairness in receiving benefits with relation to their contributions); interactional justice (i.e. treatment in terms of personal behaviors and informational exchanges on part of the management); and procedural justice.

Rupp & Shapiro (2017), define Procedural Organizational Justice the perception of employees regarding how fairly they have been treated by their respective organizations. It is the degree to which an employee believes how the organization should deal with him/her. In lieu of this, varied literature discussing organizational justice, concentrates of the fairness perceptions framed as per individuals' moral consciences regarding how they have been treated at their work setups.

(2.4) PERCEIVED IMPORTANCE OF WORK-LIFE PROGRAMS

Research by Murphy and Doherty (2011) exposed that it is not probable to evaluate WLB in an complete way as there are individual issues which controls the way as it was thought but creating a establishing a synchronization which reflect an individual 's main concern is more significant. Individuals respond in different way on the utilization of Work life initiatives as per their value systems, e.g. few workers may not reciprocate the accessibility of any childcare advantage as it may be considered having no use to them. Workers are probable to differ their observation advantage policy values as to which benefits may better assist them individually and professionally, as well as in dealing with their family compulsion. It is stated by Allen (2001) that the chances are high of practicing available work life balance program by those employees who observed that their organization cares family issues. Research Scholars have stated diversified conclusions on the relationship among perceived Importance of Work-Life plans and worker's outcomes. Weathington and Tetrick (2000) informed that WLB practices have significant non-directional connection with worker's affective commitment. Krishnan & Mary (2012), acknowledged organization's support for work and family as creator of POS. Muse, Giles, and Field (2008), explored that various studies prove that availability of WLB initiatives are in fact considered by workers, enhances comprehensions of organizational support. Baral & Bhargava (2010), stated that WLB programs in organization are capable to boost and influence worker actions and viewpoints for organization. According to Leventhal (1980), organizations show their concern for work-family balance by considering workers' opinion and producing exact, neutral and just WLB processes. Haar & Roche (2010) stated that research demonstrated that work family issues can be reduced by organizations wherever employees judge the arrangement of support is unbiased at workplace so they tend to be responsive to work family concerns.

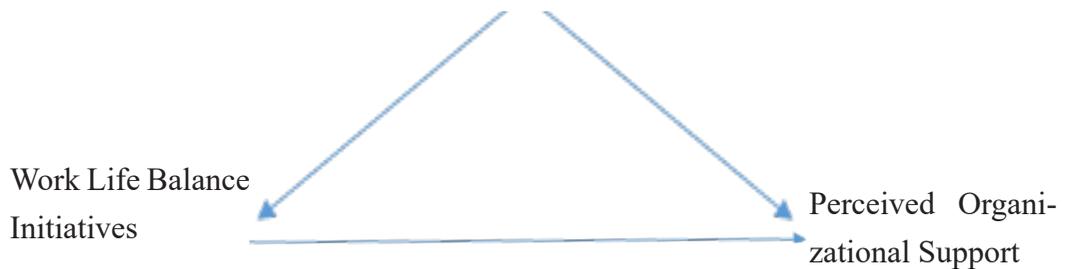
(2.5) PROCEDURAL JUSTICE SUPPORTS TO ATTRACT POSITIVE POS

Researchers have made known that the procedure of justice may play a significant role in the corporations and how attitudes with workers can impact on faiths, feelings and way out of employees. OJ is one of the powerful literary and hypothetically predecessors of POS because of the truth that workers see fair conduct by the firm as suggestive that the firm cares about them, Rhoades & Eisenberger (2002). In components of organization justice, the procedural justice plays crucial role to attract perceived organization support as employees perceive the organization's processes aligned with their work requirements and caters their needs impartially across the board the feeling of supportive organization enhances among employees. Eisenberger et al. (2001) referred the study of Moorman and Byrne (2005) which proposed POS as a connection between PJ and different workers related results comprising OCB, organizational identification and organizational commitment, as workers observe organization's action positive to them where they sense justice in practices and procedures. It is established by Leventhal (1980) that PJ exist only when workers sense that the organizations practices embraces features of ethics, reliability, accuracy and unbiased. The feeling of fairness actually helps employee to perceive organization support as stated by Roch & Shanock (2006) that fairness enhances workers perceived organizational support. Fairness at organization premises show that employer gives importance to employees' wellness and organization such act of justice is one of the main reason of perceived organizational support, Rhoades & Eisenberger (2002). Along with other components of OJ, the procedural justice association with POS is found to be significant, Ambrose and Schminke (2003). It has been also noticed that not only procedural justice attracts POS but also it plays a crucial role in creating significant relationship with OCB. Kogan (2004) States that the study points out an association between POS, PJ and OCB. Moorman et al. (1998) established that PJ is a precursor to POS. So, it is important for firms to search a strategic fit for maintaining work and non-work areas in a way that workers put their efforts to serve the organization and also they successfully perform their family roles. Furthermore, firms do make sure that workers may possess essential infrastructure and tailored-made family caring plans to persuade them to get both the achievements: accomplishment in maintaining fair relationships in family and achievements in their professional lives.

From the initial review of the literature discussed above, below are the hypotheses:

- H1: Work-life balance initiatives effect procedural organizational justice.
- H2: Procedural organizational justice effects perceived organizational support.
- H3: Work-life balance initiatives effects perceived organizational support.
- H4: Procedural organizational justice mediates the relationship between WLB and POS.

Figure A The hypothesized model



(3) METHODOLOGY

(3.1) SAMPLE AND DATA COLLECTION

The present study incorporates a cause and effect analysis of work-life balance practices and perceived organizational support, having been intervened by procedural justice. In lieu of these abovementioned variables, respondents' perceptions are evaluated. Non-probability convenience sampling strategy has been used to collect data and survey questionnaire has been adopted as the research design for assessing the perspectives of respondents in this scenario, allowing the opportunity to cover a significant population size for research. Sekaran & Bougie (2016), have suggested survey questionnaires to be comparatively the most dominant information gathering tool, only when the experts are aware of their precise goals and have the proper assessment skills to measure concerning factors.

For the present study, data has been gathered from employees of banking and telecom sectors in Pakistan, comprising of 400 respondents. Employees from both public and private banks have been approached as well as all prominent telecom companies such as PTCL, Mobilink, Ufone, Zong, Telenor Pakistan have been contacted to gather required information. This is in-sync with what Leedy & Ormrod (2013), suggested that homogeneous populations can entail a smaller sample size, however, heterogeneous populations involve larger samples for better results

(3.2) MEASURES

Data collection and hypothesis testing of model Figure-A is based on a survey questionnaire including 19-items based on 5 point Likert scale. Items of POS, WLB and POJ are adopted from studies of Eisenberger, Huntington, Hutchison & Sowa (1986), Paré, Tremblay & Lalonde (2001) and Colquitt (2001). Statistical Technique

Data analysis, model validation and reliability are all evaluated using AMOS, authenticating the relationship and strength of the outcomes. Likewise, SPSS 22

was used for authenticating the research instrument and approving the participants' profiles.

(3.3) RELIABILITY

To test the reliability of the variables Cronbach's Alpha, Average Variance Extracted (AVE), and Composite Reliability (CR) have been used in this study. Kumar (2019), state that reliability explains the degree of measurement and the level of uniformity as far as its accuracy and predictability is concerned. Bakeman & Gottman (1997), state that research experts have developed a consensus on Cronbach's Alpha Values of 0.7 and above as valid; while CR values by Fornell & Larcker, (1981), have recommended to be above 0.7 as valid. Thus, the table presented below indicate Cronbach's Alpha and Composite Reliability Values to higher than 0.7 and so can be deemed as reliable.

Table # 1– Composite Reliability and Average Variance Extracted

| Variables | No. of Items | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-----------|--------------|------------------|-----------------------|----------------------------------|
| WLB | 6 | 0.846 | 0.845 | 0.481 |
| POS | 6 | 0.854 | 0.898 | 0.558 |
| POJ | 7 | 0.914 | 0.871 | 0.533 |

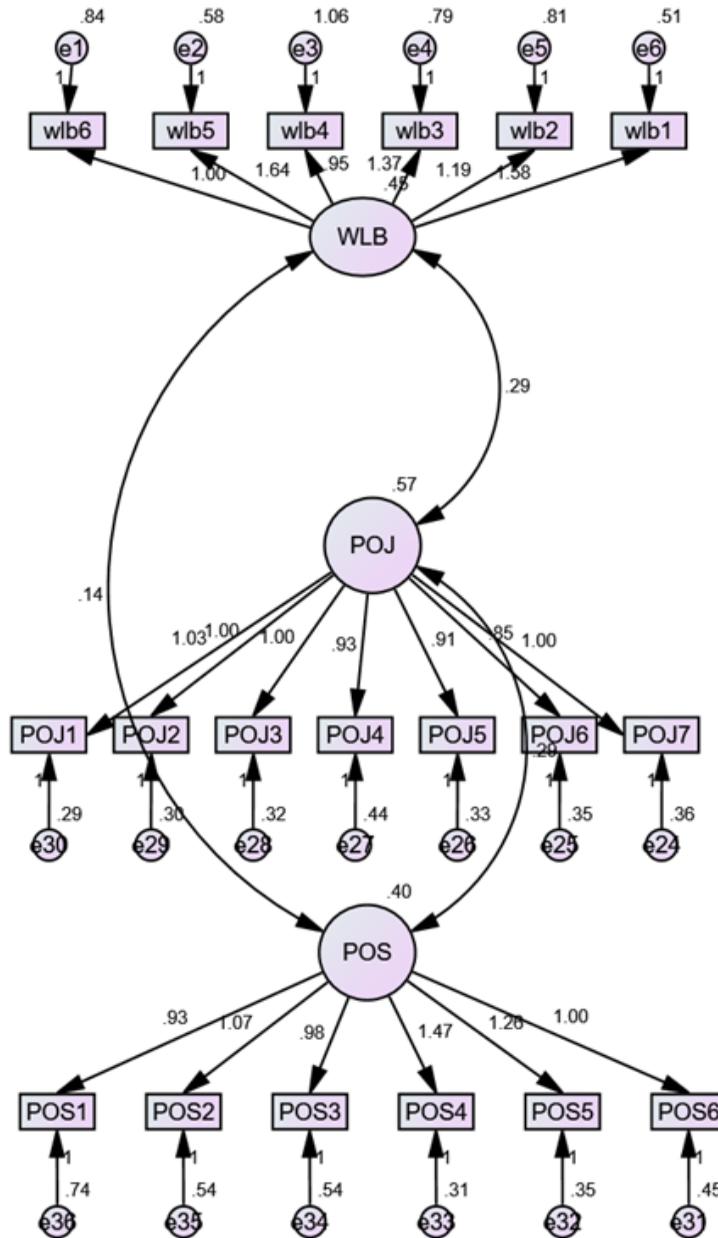
(3.4) STATISTICAL METHODOLOGY:

SEM model (Structure Equation Modelling), through its subsidiary measurement model, postulates the association between observed variables and latent variable. Confirmatory factor analysis has been put to usage to analyse the measurement model. Thus, Measurement model is a reflection of the association of observed and latent variables as investigated through confirmatory factor analysis technique in Structure Equation Modelling.

(3.5) CONFIRMATORY FACTOR ANALYSIS (CFA)

In order to analyse the data and establish an association between variables, this study has opted to utilize path analysis and confirmatory factor analysis (CFA) techniques in structural equation modeling (SEM). Below is provided the results for various constructs as developed through confirmatory factor analysis. The CFA technique was helpful in testing the hypothesis for every factor stated. This technique attempts to test a larger set of quantifiable data and is highly accommodating while carrying out researches in social and behavioral sciences.

Figure # 1 Measurement Model for Pooled Construct



(3.6) MEASUREMENT MODEL FOR POOLED CONSTRUCT

The pooled confirmatory factor analysis has been executed to analyze the fitness of measurement model. Following table depicts the overall fitness of the model:

Table # 2 Fitness of the Model

| Chi- Square | χ^2 / df Ratio | p-Value | GFI | AGFI | CFI | TLI | NFI | RMSEA |
|-------------|---------------------|---------|-------|-------|-------|-------|-------|-------|
| 198.384 | 1.331 | 0.004 | 0.951 | 0.937 | 0.987 | 0.985 | 0.950 | 0.029 |

Values in above table are close to 1, and depict good fit. Bentler, (1992) Schumacker & Lomax, (2004).

(4) CONSTRUCT VALIDITY:

Measurement model in this study is fulfilling the requirements of construct validity as all fitness indices are above the minimum acceptance level.

(5) CONVERGENT VALIDITY:

Hair et. al., (2006), discussed that standard factor loading of all variables should at least be above 0.5 and 0.7 or more is an ideal situation. In table below all the factors are above 0.5 which shows acceptable level of CV.

Table 3. Summary of the factor Analysis and model fit

| | Estimate |
|-----------|----------|
| wlb6 ← F1 | .591 |
| wlb5 ← F1 | .821 |
| wlb4 ← F1 | .526 |
| wlb3 ← F1 | .719 |
| wlb2 ← F1 | .663 |
| wlb1 ← F1 | .829 |
| POJ7 ← F4 | .782 |
| POJ6 ← F4 | .733 |
| POJ5 ← F4 | .768 |
| POJ4 ← F4 | .725 |
| POJ3 ← F4 | .798 |
| POJ2 ← F4 | .811 |
| POJ1 ← F4 | .822 |
| POS6 ← F5 | .684 |
| POSJ ← F3 | .802 |
| POS4 ← F5 | .856 |
| POS3 ← F5 | .643 |
| POS2 ← F5 | .675 |
| POS1 ← F5 | .564 |

(6) DISCRIMINANT VALIDITY:

All constructs meet the discriminant validity criteria of Fornell & Larcker, (1981) where (MSV) is less than (AVE) is suggested by him in the measurement model. Values of Maximum Shared Variance in this research are: WLB <--> POJ = 0.339, WLB<-->POS =0.109 and POJ<-->POS = 0.386. Model of the study is acceptable for discriminant validity since all the values of MSV are less than AVE.

Figure # 2 - Tested Research Model

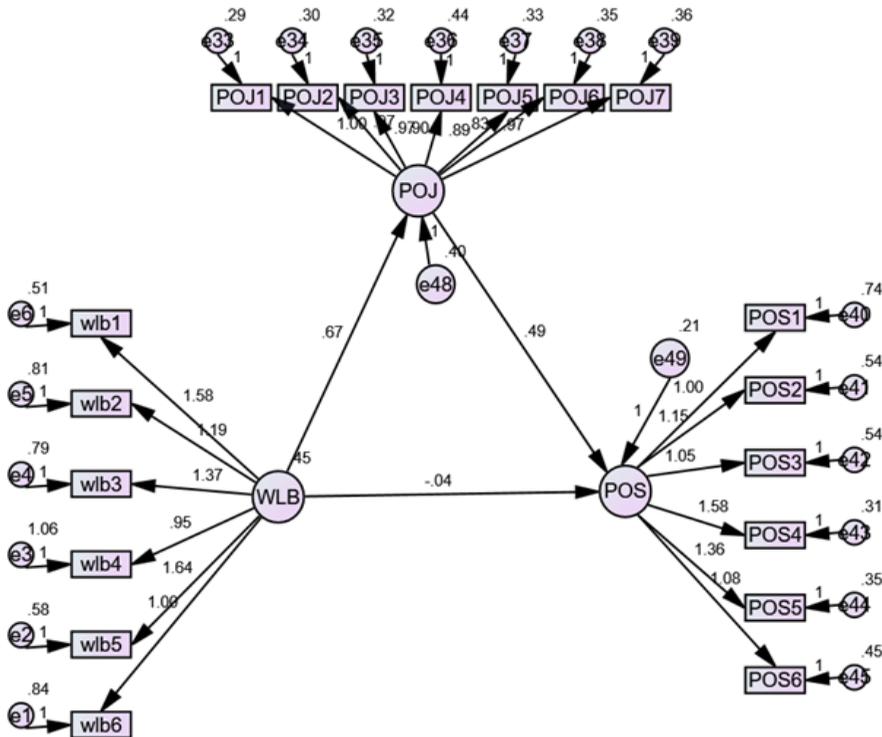


Table # 4 – Results of Path Analysis – SEM

| | | | Estimate | S.E. | C.R. | P | Results |
|-----|------|-----|----------|------|-------|------|-------------|
| POJ | <--- | WLB | .674 | .077 | 8.813 | *** | H1 Accepted |
| POS | <--- | POJ | .491 | .061 | 8.032 | *** | H2 Accepted |
| POS | <--- | WLB | -.042 | .054 | -7.89 | .430 | H3 Rejected |

Table # 5 – Mediation based on Indirect Effect

| Relationships | Standardized β | P | B C C I | | Type of Mediation | Results |
|-------------------|----------------------|-----|---------|-------|-------------------|--------------|
| | | | Lower | Upper | | |
| WLB -->POJ -->POS | 0.3283 | *** | 0.297 | 0.480 | Full | H 4 Accepted |

Note: ns = not significant, * = $p < 0.05$, ** = $p < 0.01$, *** = $p < 0.001$.

(7) WORK LIFE BALANCE PRACTICES AND PROCEDURAL ORGANIZATION JUSTICE H1:

Results of path analysis represents WLB – POJ regression statistics, with significant coefficient value, ($\beta = 0.674$) at ($p = 0.000 < 0.05$) entails an affirmative notion of companies work life balance practices to have driven harmony and prevailing organizational justice for its employees. The stated hypothesis hence can be accepted as results also support studies of Haar & Roche (2010); Judge and Colquitt (2004). Where they revealed that organizations able to lower work family conflicts where workers have opinion about the structure of support is impartial in the organization so they incline to be more reactive to work family issues. Further it is stated by Korsgaard and Roberson (1995). Organizational justice has a role in managing work-life balance issues as Lambert (2013) stated that it helps employees to manage work family interface while they see justice at their organizations.

Employees link their wellbeing issues and the policies pertains to quality of work life in organization as procedural justice which help them to perceive organization efforts as supportive or not supportive. Moghimi, Kazemi & Samiie (2013) explored the positive and significant association between OJ and QWL and all component of organization justice show positive association with QWL in correlation analysis. Najafi (2011) Procedural justice deals with the worker's opinion of justice of processes through which means are apportioned and differences are fixed. It is stated by Leventhal (1980), that organizations demonstrate they care about work-family balance by taking employee views in account and creating accurate, impartial and just work- family processes

(8) PROCEDURAL ORGANIZATIONAL JUSTICE DERIVES POS H2:

Results of path analysis represents POJ – POS regression statistics, with significant coefficient value, ($\beta = 0.491$) at ($p = 0.000 > 0.05$) instill procedural organizational justice prevailing in the banking and telecommunication sector helping in drive the positive notion of organizational support within its employees. The stated hypothesis hence can be accepted as results of the study also supports findings of the study conducted by Ambrose & Schminke (2003), in which procedural justice along with other components of organizational justice shown significant association with perceived organizational support.

Aryee et al. (2004) stated that a huge quantity of research has indeed revealed that the direct impact of OJ on worker's reactions is influenced through PJ. Results of this study also endorsed, Rhoades & Eisenberger (2002) study where they stated OJ is one of the powerful literary and hypothetically predecessors of POS because of the truth that workers see fair conduct by the firm as suggestive that the firm cares about them.

Impartial process in the organization too indicate that the organization regards employees' privileges, such thing participates surely to Perceived Organizational Support (POS), Moideenkutty, Blau, Kumar & Nalakath (2005). Roch & Shanock (2006) that fairness enhances workers perceived organizational support. Fairness at organization premises show that employer gives importance to employees' wellness and organization such act of justice is one of the main reason of perceived organizational support, Rhoades & Eisenberger (2002)

(9) WORK LIFE BALANCE AND PERCEIVED ORGANIZATIONAL SUPPORT H3:

Results of path analysis represents WLB – POS regression statistics, with insignificant coefficient value, ($\beta = -0.042$) at ($p = 0.430 > 0.05$) entail work life balance practices to have no effect directly on perceived organizational support. This acutely explains the hypothesis theory of our study and reflects the discussion undertaken explaining work life balance relationship with employees perceived support in banking and telecommunication sector. The finding also suggests and endorse the significant role of POJ and it suggests to the practitioners of work-life balance that just ensuring the availability of work life balance options is not enough, but guaranteeing fair and just distribution of these options throughout the organization is significant to construct positive perceptions of organizational support amongst employees.

(10) WLB AND POS INTERVENED BY PROCEDURAL ORGANIZATIONAL JUSTICE H4:

Indirect effect as indicated in the above table, postulates the role of Procedural Organizational Justice as an intervening variable between WLB and POS. Here exists a complete mediation between POS and WLB, as a considerable indirect effect of WLB is observed on POS through the intervention of POJ (Standardized $\beta = 0.3283$, $p < 0.001$, Lower Bias-Corrected Confidence Interval (BCCI) = 0.297, Upper BCCI = 0.480).

(11) CONCLUSION:

The present article focuses on the associations between WLB practices and employees' perceptions of organizational support and how it provides opportunities to enhance the cumulative performances of employees in their respective organizations.

Present article is based upon a sample of individuals employed within the service sectors, particularly Banks and Telecom companies all across Pakistan. Here, findings expound that findings Work-Life Balance initiatives do not yield a significant impact on building positive organizational support perceptions amongst employees. However, if the Work-Life Balance practices are implemented equally across the board, cultivating the procedural justice within the organization, only then they are likely to impact upon building perceptions of organizational support amongst employees.

Current study pinpoints that when employees believe that organization is fair in its distribution of resources, and when work-life balance opportunities are afforded on fair and equal basis, employees develop a sense of organizational support. This nurture amongst employees' positive perceptions, that their respective organization values their work and is careful in promoting their well-being.

This suggest that merely policy initiative to incorporate work-life balance practices is not enough, unless and until organizations guarantee that such initiatives will be carried out all across the organization in a fair and transparent manner. Allowing the employees to have a say in deciding what kind of work-life balance programs they would want and have their input valued fairly, is key towards strengthening perceived organizational support, ultimately reaping greater employee productivity. Thus, it is safe to conclude that Organizations in Pakistan, in their efforts towards promoting work-life balance initiatives to foster perceived organizational support on part of their employees, also need guaranteed procedural justice in the dissemination of work-life balance practices. Failing to do so, is likely to result in a demotivated employee.

(12) RECOMMENDATIONS:

The results from the present study ensues that organizations should thrive for increasing managements' endeavors to allow participation of employees opting for best work-life balance practices and also to guarantee that its distribution would be on fair and equal basis. This way organizations can secure their employees' emotional support. Since perceived organizational support is a subjective issue, good organizational practices remain highly significant in assuring positive support perceptions amongst employees.

Since, the present study is based on the data of Banks and Telecom companies, and both sectors employ personnel of higher caliber as compared to other service sectors, it is recommended with conviction that here employees' perceptions are highly impacted by management practices and decision making procedures.

Limitations

The limitations witnessed in this study are that the sample taken in this study is from service sector and limit the application of this examination to others segments and different companies. So generality of this examination findings to different sectors may not be suitable. Another limitation of this study is self-reported measures which are subject to common method bias and do report un necessary increase in

relationships commonly.

The knowledge of participants who contributed in this study may have influenced the results of this research as the literacy level, proficiency of language and personal preferences present among participants while data has been collected.

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