

Work-life Benefits & Employee Well-being: Role of Perceived Organizational Support & Self-efficacy

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This paper examines the role of perceived organizational support (POS) and self-efficacy in the relationship between perceived work-life benefits and policies (WLBP) and workplace employee well-being. It is hypothesized that WLBP will be positively related to employee well-being and POS, and self-efficacy will mediate the relationship between POS and employee well-being. Data was collected from 129 managerial employees from various private organizations in India through a structured questionnaire. Analysis was done using multiple regressions. Perceived WLBP were not significantly related to employee well-being directly, but there was significant indirect effect of WLBP on employee well-being through POS. Self-efficacy partially mediated the relationship between POS and employee well-being.

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Introduction

Kanter (1977) proposed that work and family in the business context are two different domains. This does not seem to be the reality today. The quest to retain talent has led organizations to focus beyond the performance outcomes, and pay attention to the factors like physical, social and psychological well-being of employees. Researchers in the field of organizational behavior are increasingly focusing on organizations and employees with a positive perspective (Luthans, 2002). There is a need to examine the role of WLBP on purported outcomes like positive employee attitudes and behavior. Although HR practices are relatively good predictors of company performance, it is difficult to grasp the direct link between HR practices and employee well-being (Vanhala & Tuomi, 2006). This study investigates the link between perceived work-life benefits and policies (WLBP), and employee well-being. The 'investment-in-employee' approach is proposed to send out signals to

employees that the organization values them and cares for their well-being. Baptiste (2008) found that well-being of employees resulted from HR practices that include elements of support and trust. The current study would examine the role of perceived organizational support (POS) in influencing employee well-being at work place. Obligation to give back to organization without a belief in one's ability to bring about desired outcomes, can at times, lead to feelings of inadequacy and stress (Schaubroeck & Merritt, 1997). Therefore, it is necessary to understand the role of POS and self-efficacy in the link between benefits provision and well-being of employees, which has not been adequately addressed in the literature.

Literature Review & Hypotheses Development

Over the years, organizations have focused increasingly on ways to enhance employee contribution at workplace. In the quest to increased productivity, employee well-being emerged as a major area of concern as organizations realized that unmitigated work demands or certain work-related aspects can lead to depletion in employee resources and eventual burnout. Well-being has been discussed as a multidimensional construct encompassing psychological, social as well as physical well-being. Authors have used terms like well-being, flourishing, happiness, and thriving interchangeably, although, all try to convey similar meanings. Warr (1987) defined a 'Vitamin model' of well-being with ten antecedents. These were reported to be "oppor-

tunity for control, opportunity for skill use, variety at work, opportunity for interpersonal contact, externally generated goals, environmental clarity, availability of money, physical security and a valued social position. Some other theories focus on 'hedonic' well-being (related to pleasure and emotion), some on eudaemonic (i.e., happiness and well-being) and certain others talk about a blend of both these domains (Ryan & Deci, 2001). Subjective well-being (SWB) research focuses on how and why people experience their lives in positive ways (Diener, 1994). While general well-being is a broad term and covers multiple domains of an individual's life, the focus of this paper is specifically on the well-being of employees at their work-places. We have measured well-being at work using the PERMA model of flourishing developed by Seligman in 2011 in which he proposed five pillars of well-being, namely, positive emotion, engagement, relationships, meaning, and accomplishment (PERMA).

Well-being is thus a resultant of multiple aspects at workplace, and we are trying to study how the provision of benefits and policies aimed at work-life domains impact it. It has become a trend among organizations to formulate HR policies that claim to support the work-life balance aspirations of employees. But, the pathways from policies and provisions to the outcome is still unclear as earlier studies have demonstrated. Some studies have shown that WLBP holds meaning only for those employees for whom maximum likely benefits can be attained (Rau & Hyland, 2002). While

some other studies suggest that WLBP appeal even to younger generation of employees and influences their career decisions (Casper and Buffardi, 2004). Studies based on Bakker and Demerouti's (2007) JDR model reported that availability of resources in the form of right HR practices like job autonomy, social support, opportunities for growth and learning, and proper feedback, result in lower physical discomfort and enhanced well-being as well as performance (Schaufeli et al., 2009). More recently, Rama Joshi and J.S. Sodhi (2011) examined the common drivers of employee engagement in Indian organizations. Data from over 40000 executive and non-executive employees brought to light the role of work-life balance as an important contributor to employee engagement and well-being.

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Provision of work-life benefits aims to enhance employee well-being by aiding employees in managing their work and family responsibilities efficiently. As per Fredrickson's (2004) 'broaden and build' theory of positive emotions, provision of work-life benefits would signal employees that their organization cares about their well-being as persons. In contrast, some studies found that work-life benefits are not related to perceived organizational support (Wayne et al., 1997).

Hence, the relationship between work-life benefits and employee attitude and behavior remain unclear (Casper & Buffardi, 2004; Kossek & Ozeki, 1998). Muse et al (2008) related the use and perceived value of work-life benefits to important attitudinal and behavioral outcomes of employees. Providing work-life balance to employees enhances well-being, and reduces stress and burnout thereby benefitting the organizations (Parkes & Langford, 2008). Therefore, we propose the following hypothesis.

Hypothesis 1 (H1): Perceived WLBP will be positively related to employee well-being.

Relationship between WLBP & POS

Kossek (1989) examined the acceptance of innovations in HRM practices in large corporates, and reported that those HR innovations were better accepted by employees that gave them the signal that organization cares for not just performance, but also their well-being. When organizations provide assistance to employees in need, it symbolizes concern for employees and positively influences organizational attachment (Grover & Crooker, 1995). The relation between provision of WLBP and well-being seems to be influenced by what employees perceive to be supportive of their requirements at work as well as family fronts. Therefore, we propose that provision of WLBP influence employee outcomes when they perceive a sense of organizational support due to their availability.

Hypothesis 2 (H2): Perceived WLBP will be positively related to perceived organizational support.

Relationship between POS & Employee Well-being

Social exchange theory (Blau, 1964) states the conditions under which people feel the obligation to reciprocate when they benefit from somebody's actions. Research studies have examined different ways in which employees respond to the organization's policies (Emerson, 1976). It is found that "positive, beneficial actions directed at employees by the organization or its representatives, contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive, beneficial ways" (Settoon et al., 1996). Rhoades and Eisenberger (2002) reviewed 70 studies and found that positive organizational support was related to fair organizational procedures, rewards, supervisor support, and job conditions, which then led to positive outcomes at both individual as well as organizational levels such as reduced withdrawal behavior, increased commitment, and increased performance. A systematic review of POS conducted by Baran et al. (2012) analyzed 249 studies and reported that employee well-being was the primary theoretical theme associated with POS. Therefore, we propose the following relationship between POS and employee well-being:

Hypothesis 3 (H3): POS will be positively related to employee well-being

Relationship between POS & Self-efficacy

According to Blau's (1964) Social exchange theory, the relationship between an organization and an individual is reciprocal or bi-directional exchange. Although, there is obligation to reciprocate to the support given by organizations, it is not absolute. The translation of environmental support into outcomes like performance, commitment, loyalty, well-being etc. is proposed to be influenced by self-influence aspect of an individual. The belief in one's self-efficacy is perhaps the most pervading self-influence mechanism (Bandura & Locke, 2003). Bandura (1977) defined self-efficacy as "one's belief in one's ability to succeed and attain a given level of performance". Support in the form of empowering leadership has been found to indirectly influence performance through enhanced team efficacy (Srivastava, Bartol & Locke, 2006). Therefore, we propose the following relationship:

Hypothesis 4 (H4): Perceived Organizational Support will be positively related to self-efficacy.

Mediating Role of Self-efficacy

An individual's perception of his own abilities is crucial in determining his behavior at workplace. No matter how skilled someone is or how much support is available to him, a lot of failures and giving up can happen based on the person's perception of own ability to succeed. A lot of studies have ex-

amined the role of self-efficacy related to diverse outcomes such as interviewing performance (Shantz & Latham, 2012); customer service (Raub & Liao, 2012); job satisfaction and performance (Judge & Bono, 2001) and several other topics. Literature generally reveals that self-efficacy is a useful construct that is positively associated with productivity and successful task accomplishments. Parker (1998) reported that organizational practices such as job enrichment and mutually supportive communication enhance employees' perceived self-efficacy to take on more proactive and broader work-roles. The widespread applicability of self-efficacy has been described as "pervasive across contexts and domains of human functioning" (Zimmerman & Schunk, 2003: 448). Luthans et al. (2008) conducted a study to examine the mediating role of positive psychological capital (hope, resilience, optimism, and efficacy) in the relationship between supportive organizational climate and employee outcomes using three diverse samples. Results of the study showed that self-efficacy and other elements of positive psychological capital mediated the relationship between support and outcomes. In a study on stroke survivors' well-being, it was found that those with higher levels of self-efficacy in their daily functioning reported greater level of life satisfaction, posi-

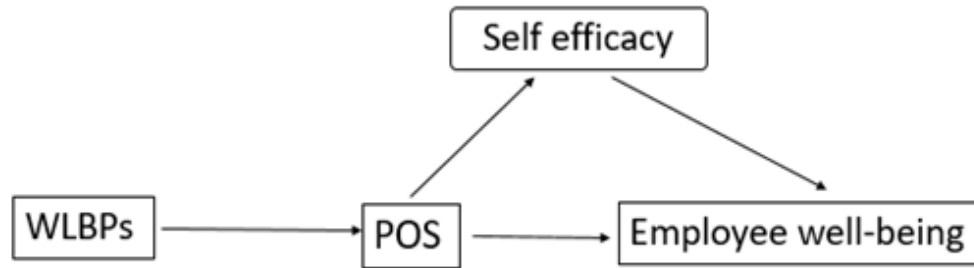
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tive affect and negative affect (Maujean & Davis, 2013). Self-efficacy in patients is enhanced with treatment and support that enables them to gain back their psychosocial functioning levels to the extent possible. This study demonstrated the influence that self-efficacy can have on person's well-being and quality of life. Similarly, greater support at work enhances the self-efficacy levels of employees as they feel better equipped to accomplish tasks and fulfill their responsibilities. This sense of accomplishment along with the training or experience they receive through support further enhances their efficacy in achieving desirable outcomes like performance and well-being. Therefore, it can be proposed that organizational support enhances employee wellbeing by enhancing the employees' self-efficacy beliefs.

Hypothesis 5 (H5): Self-efficacy will mediate the relationship between POS and employee well-being.

Conceptual Model

Based on our review of literature, and building on the new theoretical framework of HRM by Guest (2017) which describes the relationship between HRM practices and employee well-being, we have proposed a conceptual model. This model proposes that WLBP's influence employee well-being through the POS, and Self-efficacy mediates the relationship between POS and employee well-being.



Methodology

This study was a quantitative, web-based survey research. A solicitation letter with a survey link was emailed to a convenience sample of managerial employees from various private organizations in India. Of the total 375 surveys sent, 129 were returned as completed responses indicating a response rate of 34.4 percent. Of the 129 participants, 71.3 percent were male, 55.8 percent were married and 50.4 percent respondents had kids/ elderly family members living with them. 49.6 percent of the respondents belonged to the age-group 26 – 30 years and 69 percent had post-graduate education. 36.4 percent respondents had the organizational tenure of 1-3 years followed by 27.1 percent reporting the tenure in current organization as less than a year. Salary distribution across the sample was fairly similar with around 23-24 percent respondents in the three brackets of Rs. 30001-50000, Rs. 50001-70000 and above Rs. 70000.

Measures Used

1. WLBPs: Employees were asked about the availability of 11 work-life

policies/benefits (e.g. flexible hours, pick-up and drop facility) in their respective organizations. Responses were indicated by “yes” or “no” (yes = 1, no = 0), and a total aggregate score was calculated (Baral & Bhargava, 2010).

2. Self-efficacy was measured using the ten item Generalized Self-efficacy Scale (GSE) developed by Ralf Schwarzer & Matthias Jerusalem (1995). Scale included items like “I can always manage to solve difficult problems if I try hard enough”, and “If someone opposes me”. Responses were measured on a 4-point scale (1 = Not at all true, 4 = Exactly true) with total score ranging from 10 to 40.
3. Perceived organizational support (POS) was measured using the eight-item scale developed by Eisenberger et al. (1986). Scale included items like “The organization values my contribution to its well-being” and “even if I did the best job possible, the organization would fail to notice”. Responses were measured on a 7-point scale (1=Strongly Disagree & 7 = Strongly

- Agree). A higher aggregate score demonstrated higher POS.
- Employee well-being was measured using the Workplace PERMA Profiler developed by Butler and Kern (2016). They based this profiler on the five pillars of well-being defined by Martin Seligman (2011), namely, positive emotion, engagement, relationships, meaning and accomplishment (PERMA). The final questionnaire also included items on negative emotion, loneliness and physical health to capture the overall well-being of respondents. The PERMA-Profiler demonstrated acceptable psychometric properties across a large, diverse, international sample and demonstrated acceptable reliability, cross-time stability, and evidence for convergent and divergent validity (Butler & Kern, 2016). The scale included items like “At work, how often do you become absorbed in what you are doing?” and “How satisfied are you with your professional relationships?” The questions were to be responded on a graduated 0 to 10 scale, with 0 = extremely low levels and 10 = extremely high levels.
 - In order to study the impact of demographic factors, we assessed and controlled for respondent’s gender, age, marital status, education, having responsibility of Kids/elderly, organizational tenure, monthly personal income in rupees.

Table 1 Means, Standard Deviations, Cronbach’s Alpha (in Correlation Matrix Diagonal) and Correlations of the Variables.

Variable	Mean	S.D	1	2	3	4	5	6	7	8	9	10
1. Gender	1.28	.45										
2. Marital Status	1.57	.49										
3. Dependents	0.50	.099	.320**									
4. Education	2.87	.207*	.184*	.181*								
5. Age	3.36	1.05	.498**	.300**	.200*							
6. Experience	2.50	1.42	.422**	.343**	.139	.611**						
7. Salary	3.13	1.36	.362**	.177*	.186*	.321**	.209*					
8. WLBPps	5.5	2.7	-.068	.048	-.119	-.082	.020	.265**	(.728)			
9. POS	4.75	1.32	.099	.218*	-.057	.073	.016	.398**	.374**	(.841)		
10. SE	3.16	.54	-.127	.206*	.111	.090	.091	.218*	.018	.380**	(.892)	
11. Well-being	6.51	1.58	-.074	.232**	.135	.244**	.124	.433**	.120	.617**	.569**	(.928)

Note: WLBPps = Work Life Benefits and Provisions, POS = Perceived Organizational Support, SE = Self Efficacy
 The Cronbach’s Alpha for each scale was well above suggested reliability coefficient of .70 (Nunnally & Bernstein, 1994). **. Correlation is significant at the 0.01 level. *. Correlation is significant at 0.05 level. (2 tailed)

Data Analysis

Employee well-being was found to be significantly related ($p < .01$) to respondents' marital status ($r = .232$), Age ($r = .244$), and monthly salary ($r = .433$). Salary indicated the highest significant positive correlation with employee well-being. Salary was also found to be significantly related at 0.01 level to WLBP, POS, marital status and age.

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We used correlation analyses and multiple regression analyses to test the hypotheses. For H3, H4 and H5 we did intervening variable analysis, and Sobel test was used to determine the significance of the mediation results with the help of online calculator.

Results

No significant correlation was found between employee well-being and work-life benefits (Table 1). Further, we tested the role of POS as an intervening variable between the two based on the literature that does not emphasize on the presence of a direct relation between an independent variable (IV) and a dependent variable (DV). Although, Baron and Kenny's (1986) causal steps approach to testing mediation is a very popular method,

there are many other methods available for testing hypotheses about intervening variable effects. The presence of a significant relationship between IV and DV is a prerequisite for mediation according to Baron and Kenny's method. But it is possible for the intervening variable to be causally related between IV and DV even if they are not associated (Mathieu & Taylor, 2006). Hayes (2009) explained how an independent variable X can exert an indirect effect on the dependent variable Y through an intervening variable M in the absence of an association between X and Y when the total effect is considered as the sum of many diverse paths of influence, direct and indirect. Rucker et al. (2011) showed with simulation studies that mediation (indirect effect) can occur even when the total (IV→DV without M) or direct effect (IV→DV controlling for M) are missing. Hence, in this case we further tested for the indirect effect of WLBP on employee wellbeing through POS.

Relationship between WLBP & POS

Correlation coefficient between WLBP and POS was significant at .01 level indicating a moderately positive correlation between the two variables (Table 1).

Results of regression reported a significant contribution of WLBP on POS with an R^2 of .284 and adjusted R^2 of .236. Step 1 of Table 2 shows the result of regression analysis using only control variables, and introduction of WLBP in

Table 2 Regression Analysis: Relationship between WLBP's & POS

Independent Variables	Dependent Variable: Perceived Organizational Support (POS)	
Step 1: Control variables	Model 1	Model 2
Gender	-.038	-.044
Marital status	-.050	-.008
Kids/ elders	.229*	.209*
Education level	-.142	-.099
Age	-.025	.025
Experience	-.098	-.129
Monthly Salary	.425**	.324**
Step 2		
WLBP's		.269**
R ²	.222	.284
Adjusted R ²	.177	.236
Total F	4.939**	5.946**
R ² Change		.062

* p < 0.05; ** p < 0.01; Values in the table are standardized beta coefficients.

Perceived WLBP's significantly contributed to the variance in POS.

the model in step 2 of the regression results in a total F value of 5.946 which is significant at .01 level, and the R square change is .062. Therefore, perceived WLBP's significantly contributed to the variance in POS. This result provided full support for H2.

The results (Table 3) indicate that the control variables together with employee well-being as dependent variable, had significant effect on employee well-being (F = 4.532, p < 0.01) with standardized beta value of monthly salary being significant at p < 0.01. The effect of salary on well-being became insignificant in Model 2 when POS was entered in the regression model, indicating the strong role of POS in influencing employee well-being.

Mediating Role of Self-efficacy

To test the mediating role of self-efficacy, we conducted the following regressions:

1. The mediator (self-efficacy) was regressed on the control variables (Model 1)
2. The mediator (self-efficacy) was regressed simultaneously on the control variables and independent variable (POS) (Model 2)
3. The dependent variable (employee well-being) was regressed on control variables (Model 1)
4. The dependent variable (employee well-being) was regressed simultaneously on control variables and independent variable (POS) (Model 2)
5. The dependent variable (employee well-being) was regressed simultaneously on control variables, indepen-

Table 3 Regression Analyses Between WLBPs, POS & Employee Well-being & Mediating Role of Self-efficacy.

Independent variables	Dependent variables				
	Self-efficacy		Employee well-being		
<i>Step 1: Control variables</i>	Model 1	Model 2	Model 1	Model 2	Model 3
Gender	-.151	-.138	.007	.028	.083
Marital status	-.022	-.005	.049	.077	.079
Kids/ elders	.195*	.117	.044	-.084	-.131
Education level	.089	.138	-.063	.016	-.039
Age	-.062	-.054	.135	.149	.170
Experience	.015	.048	-.067	-.012	-.031
Monthly Salary	.171	.025	.391**	.153	.143*
Step 2					
POS		.343**		.560**	.423**
Step 3					
Self-efficacy					.398**
R ²	.100	.192	.208	.451	.579
Adjusted R ²	.048	.138	.162	.415	.548
Total F	1.926	3.562**	4.532**	12.335**	18.213**
R ² Change		.092		.243	.128

* p < 0.05; * * p < 0.01; Values in the table are standardized beta coefficients. Model 1 includes only the variables listed in step 1, Model 2 includes the variables listed in steps 1 and 2, and Model 3 includes variables listed in steps 1, 2, and 3

dent variable (POS), and the mediator (self-efficacy) (Model 3)

Table 1 indicates that the independent variable POS was significantly related to the dependent variable (employee well-being) with $r = .617$ ($p < .01$) and the purported mediator (Self-efficacy) with $r = .380$ ($p < .01$). Thus, H3 and H4 were supported. Further, the mediating variable (self-efficacy) was found to be significantly related to the dependent variable (employee well-being) with $r = .569$ ($p < .01$). Hence, we assessed the mediating effect of self-efficacy on employee well-being. Table 3 presents the result for mediation analysis

by entering the independent variable (POS) and mediator (self-efficacy) simultaneously in the regression model predicting employee well-being. In the final step, after controlling for the mediator (self-efficacy), the beta weight for POS dropped from .560 to .423 which remained significant at $p < .01$ level, thus fulfilling the requirements of a partial mediator in the relationship between POS and employee well-being. Further, we used the product of coefficients approach, most well known as the Sobel test (Sobel, 1982; 1986). Sobel test was conducted to examine the significance of the mediation effect of intervening variable self-efficacy in the proposed model.

Z was computed as 3.612 at $p < .001$ level, thus indicating a significant mediation effect of self-efficacy. Thus, H5 was partially supported. Sobel test requires an estimate of the standard error of ab (the product of coefficients), and the ratio of ab to its standard error is the test statistic. The null hypothesis in Sobel test is that the “true” indirect effect is zero, with p-value derived from standard normal distribution (Hayes, 2009; Preacher et al., 2004).

Discussion & Implications

This study contributes to the employee well-being literature in three ways. First, by examining the role of WLBP in contribution toward employees’ perceptions of support and well-being, we were able to throw light on the gap between benefit provision and their outcomes at workplace. Second, the study provided strong evidence for the important role that perceived organization support (POS) plays in the relationship between HRM practices (benefits and policies) and outcomes like employee well-being. Third, by investigating the role of self-efficacy, we were able to contribute to the literature explaining the differential employee outcomes to organizational support and practices.

We found no significant relation between the perceived WLBPs and the workplace well-being of employees.

Contrary to the findings of some earlier studies (Hammer et al., 1997) that

reported significant relation between work-life benefits and individual-level outcomes, we found no significant relation between the perceived WLBPs and the workplace well-being of employees. However, the results are consistent with the findings of Thompson et al. (1999) and Wayne et al. (2007). Thompson et al. (2004) also reported no significant relation between availability of formal organizational policies and employee outcomes such as absenteeism, productivity and work-family conflicts. Significant relation was found between WLBPs and POS, and POS was found significantly related to the employee well-being at workplace. Findings of our study indicate that although perceived WLBPs do not directly impact employee well-being at work, they place significant positive influence on the perceived organizational support, and hence influence well-being indirectly through POS as an intervening variable. This corroborates with the extensive research on effects of POS (Rhoades & Eisenberger, 2002). Organizations need to consider the relative contribution of family-friendly practices to the support employees perceive due to their availability, and focus on those WLBPs that contribute toward POS significantly based on employee preferences.

Self-efficacy was found to partially mediate the relationship between POS and employee well-being. As per literature “High job demands with an opportunity to exercise control over various facets of the work environment is un-per-turbing to jobholders of high perceived efficacy, but stressful to those of low

perceived efficacy to manage them” (Schaubroeck & Merritt, 1997). Thus, despite the availability of support and resources, efficacy beliefs regulate human functioning by impacting cognitive, motivational, affective, and decisional processes. What is considered as a stressor by employees might be a function of self-efficacy. Highly efficacious employees consider challenging jobs to be a motivation to perform to their potential. On the other hand, similar job might lead to feelings of overload and stress in employees with low self-efficacy beliefs. Therefore, well-being of employees at workplace is highly influenced by their self-efficacy levels.

Programs aimed at developing a resilient sense of efficacy can yield significant dividends in performance accomplishments and personal well – being.

Considering the significant positive associations of WLBP and POS, organizations may opt for those policies and practices that employees perceive to be contributing to the overall support towards accomplishing their job and family responsibilities. Merely following trends without a deeper understanding of the employees’ requirements can prove to be a waste of organizational resources on cosmetic practices. Focusing on employee well-being as the outcome of HRM practices can result in valuable contribution to organizational and individual outcomes such as enhanced performance, increased work commitment, organization loyalty, and so on. As per

Bandura (2009), “Given the generality and centrality of the self - efficacy mechanism in the causal structures governing diverse aspects of organizational functioning, programs aimed at developing a resilient sense of efficacy can yield significant dividends in performance accomplishments and personal well – being”. Therefore, efforts to enhance well-being should be dealt by looking deeper into the individual differences in self-efficacy of employees, and designing trainings and development programs based on the four ways of enhancing self-efficacy described by Bandura.

Conclusion

Employee well-being is a crucial aspect that organizations should focus on in order to sustain a positive and productive work place environment. As the findings suggest, mere provision of benefits has little to do with the outcomes until the employees perceive the benefits and policies to be supportive in their pursuit to accomplish tasks successfully. Therefore, the role of perceived organizational support is paramount in determining the final outcomes. Further, self-efficacy belief is an important individual resource that motivates employees to take on the daily challenges at work and put their best effort in trying to meet deadlines or job expectations. An individual’s confidence in own capabilities is largely a function of the resources available and the support from significant others as well as his own skills and expertise on the job. Thus, in order to ensure the well-being of employees at work, organizations not only need to design their policies and prac-

tices properly, but they should also try to gauge whether the policies and benefits are truly supportive to employee needs. In order to build a truly positive work place environment, the organizations should focus on enhanced performance that is accompanied by a heightened sense of well-being, rather than merely draining the employees of their energies and leading to burnout in the long run.

Limitations & Directions for Future Research

Our sample was limited in number and was dominated by employees from organizations in IT sector. There was marked difference in gender representation with 71.3 percent male respondents. Most respondents belonged to the age group of 26 – 30, thus limiting the impact of life stage on the study. Another limitation is the use of Sobel test instead of bootstrapping or empirical M-test to test the significance of mediation effect. Although Sobel test has been widely used, in recent years bootstrapping is gaining popularity. Future research needs to longitudinally explore the relationships over time. It is advisable to study impact of WLBP by differentiating their provision and perceived usefulness scores

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