

Do Work–Life Practices Mitigate Work–Life Conflict? Implications for Organizational Performance among Millennials

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Abstract: This study examines the understudied relationship between work-life conflict, life-work conflict, and work-life practices on organizational performance among millennial employees in India. A questionnaire was administered to 248 employees, analyzed using regression analysis in SPSS version 22. The findings confirm that workplace conflict and workplace practices share a substantial and positive connection with organizational performance, while work-life conflict demonstrates a negative relationship with it. Work-life practices were found to positively influence work-life conflict; however, work-life conflict was found to mediate the relationship between work-life practices and organizational performance, rendering the direct effect of work-life practices insignificant. Organizations must take deliberate measures to minimize conflict among young full-time workers, foster work-life balance, and nurture positive relationships between employees and their families. This research contributes original value by challenging the traditional work-family conflict framework and underscoring the importance of recognizing cross-domain interference, particularly in industries with a high concentration of young workers.

Keywords: work – life conflicts, life - work conflict, work - life practices, organizational performance, millennials

1. Introduction

In the current scenario, the term “Work from Home” has become a keyword that connects the work life as well as personal and social life. The literature review portrays that work-family balance is a burning issue affecting the wellbeing of human beings, as family and work is considered to be the most important factor in everyone’s life (Ninaus, et, al., 2021). But it is still an unstable factor of how much the work over life conflicts and life over work conflicts are affecting the performance of an organization. The different generations show varied ways in how they value a work and have different expectations and preferences in how they can practice a natural harmony between work and personal life.

Millennials are the generation between 1980 and 2000 who are entering into the workforce to shape the coming working world. The millennials are people who are considered to be tech-savvy. Even they are finding it hard to stay in front of their devices for long 10-14 hours per day. The life without a balance is giving origin to lifestyle diseases like diabetics, blood pressure etc. There is also a rise in psychological pressure associated with the new lifestyles, which were not given much face value in the previous Gen Z (Schroth, 2019). There is a rise in depression and anxiety-related disorders among the working group. There has been a change in spending pattern which is observable among the working groups. People are starting to spend more on travelling and food explorations. There has been a considerable spending increase in pleasure-seeking activities. There is also an increase in addiction and health deteriorating activities like smoking, drinking etc. The new lifestyle altogether is concentrated around deadlines and pressures associated with that work.

The usage of technology of the Millennials set them apart from the other generations as they have been grown up with smartphones, laptops, broadbands and always have an instant access to world of information (Soroya & Ameen, 2020; Sharma et al., 2021). They would be the one which would be entering the workplace with a better knowledge about the key business tools than the senior workers. The present-day working conditions characterized

by work assignments and new technology have enlarged to the personal life, where the employees are expected to work effectively by maintaining maximum productivity and by playing multiple roles in an organization (Obrenovic et al., 2020). There has been a negative effect on the physical and psychological health considerations with the job productivity of the employees due to the conflicts happening because of work over family (Felstead, et al., 2002). The concept of psychological well-being is a combination of mental and emotional situations and satisfaction from work as well as from life. The balance between the family and work activities improves mental welfare of the workers (Haar et al., 2014).

The conflict between the work and life can be expressed as a psychological experience of contrast between work demands and family demands. A healthy work-life balance is essential for the well-being and maintaining relationships (Sekhar, et al., 2018). Work-family friction usually occurs due to dissatisfaction, emotional collapse, pressure, anxiety, long working hours and role conflict. These events impact employee productivity and their satisfaction towards the job. Work-life balance is one among the new terms that have shown its prominence in 21st century.

The 21st century is famous for its competition and people competing among themselves for the limited job opportunities. The work environment has changed to another dimension all together in the present century. The work and the companies are demanding more efficient and people with more innovative skills. The companies and their origin have a lot to do with the way the organizational culture is designed. For example, the companies from eastern countries like Japan and Korea have extreme low work life balance (Chandra, 2012). Whereas western countries like USA, UK, France has more focus on employee benefits and work life balance. The world has evolved so much that the digital platforms allow or gives opportunities to extend the working hours and a get connected to the teams who are even thousands of kilometers away from each other (Mushfiquir et al., 2018). The importance of technology in this day and age has become a point of high relevance. The scenario of 2020 was one in which Corona is actively making people work from home and the whole work environment has changed. The gap or barrier between work and life has also become so vague that parents are not able to mingle with their children who are working close to 14 hours or more in front of a laptop.

In the current scenario, the study about the life balance has much more importance. Special situation demands for special actions. The study highlights the factor affecting the balance of the work as well as life in general and also the rapid changes associated with the special circumstances like corona or a natural disaster of sorts. So, the topic was decided to know how much the culture and the scenario have been playing a role in Indian work environment in the way the employment and work being affected. The objective is to understand the outcome of work over family struggle on organizational performance. To determine the consequences of life to work dispute of the employees on the total performance of an organization. The paper also tries to find out the varied approaches of work-life practices which can shape the performance of an organization especially among the Millennials.

Theoretical background

In the scope of work-life interface, the construct of work to life conflicts has been playing a major role as a prominent theory. In a classic paper, Greenhaus and Beutell (1985) has defined work-life conflict as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. that is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Colombo & Ghislieri, 2008)

They proposed that the theory of work-life conflict can be based on three different aspects that is behavior, strain and time. The theory is emphasizing on the factor that a person is unable to handle the expectations and demand that are put forward from different roles in an organization. The behavior-based, strain-based and time-based grouping of the work to life conflict construct have been supported by empirical evidence (Bruck, et, at., 2003). Role performance in other domains is hindered due to attention or time specified to a single scope such as work time demands and work inflexibility or else such conflicts can be termed as Time-based conflict (hours worked). Role ambiguity or role overload which comes under strain-based conflict hampers role performance in one domain due to increased stress or tension in another domain. Behaviors transferred from one domain which includes role expectations and behavioral habits results in behavior-based conflicts.

The theory of work-life conflict is both sided that is from work over life and from life over conflict as well. According to the researchers there is a difference between work-life conflict and life-work conflict which has shown the work-life conflict attaining a higher level when compared to the life to conflict aspects. From the recent years research, it has been found that the role pressure can deliver negative effects and are directional that is from one orbit

to another (Ford et al., 2007). Therefore, the theory of work-life conflict shows a nature of multidimensionality where if more weightage is given to the work and faces problems in dealing with the personal life that shows the work-life conflicts and when the importance is given more to personal life than to the work then it ends up in life-work conflicts which can be viewed at different sides of conflicts.

Work life conflict and organizational performance

There are numerous studies conducted on this discourse with major focus on certain aspects which range from the study of engagement of employees, the impact of smartphones to the experiences of working women especially. Over the past few years, as the number of working women has increased, enhancing employee wellbeing accompanied by a shift in the work and life balance (Jayasingam et al., 2023). This is because the conventional homemakers stepping out of the four walls have made the work to life conflicts more evident in families. In societies which still stay underdeveloped in terms of gender equality, this will pose as a serious problem, with more pressure on working women to co-exist sanely in both their work and home environments. Firms which enable the employees to have flexible working hours have managed to ease this issue a little (Kelliher & Anderson, 2010).

A study has derived a conclusion by analyzing helpful at work conditions such as flexible timings, job sharing, job rotation, work from home and part-time jobs. The results concluded has shown that part-time hours and flexible timing were able to reduce the pressure of workplace and in turn, the work-life conflict. But work from home, as we saw prominently during the pandemic season, tend to increase the work pressure and the work-life conflicts. This study suggests reconsidering the actual impacts of the so-called 'flexible working arrangements' if its aim is to help employees to reduce the intensity of work-life conflicts (Russell et al., 2012).

Work-life conflict causes counterproductive work behaviors which results in less organizational performance. It is also found that distractions and lack of focus due to attention on family members is the reason for delays in meeting deadlines, mistakes in work and communication loss at work (Nemțeanu & Dabija, 2023). Employees who experience work-family conflicts may feel both physical and psychological fatigue, which can lead to irregular behavior. Ferguson et al. (2012), stated that employees experiencing conflicts tend to isolate themselves and are often filled with anger due to emotional instability and confusion. This leads to a heightened vulnerability to decreased productivity for two main reasons: the pressure on employees diminishes their desire to engage in work, and the occurrence of injustice towards one of the parties results in a loss.

Most debates regarding work-life conflicts, point fingers at long work hours and tries to weave out solutions in the form of organizational policies and amendments which aims at providing work flexibility or favorable work scheduling (Wilson, 2018). However, there are studies which challenge this notion of work hours being treated as the main culprit, and studies which wish to focus on work overload instead. In fact, in the case of a full - time employee, work load was recognized as the strongest predictor of the person's work-like conflict, based on an Australian study. This study evaluated flexibility of work hours as an important but not entirely sufficient factor in the case of work-life conflicts. The study concluded work overload, the key factor which leads to long work hours causing stress and emotional exhaustion, as the main factor which needed regulation, in order to reflect an impact on the work-family conflict (Pocock, 2012). Some of the most negative effects of work load include stress, depression and other mental health issues which would also directly affect the employee performance. Failure to effectively deal with the professional sphere of life would surely affect the person's personal sphere. If the person doesn't receive adequate support from personal life, it would lead to a vicious circle of negativity which would eventually lead to the downfall of the person.

Another study held in Scotland concentrated on the impact of the culture of an organization on work-life dynamics. The study concluded with a supportive and reliable organizational culture could ease the work-life conflict (Bond, 2004). Organizational culture tends to depend on the organization's work environment, the objectives which lay the foundation for the working of the organization, the system of beliefs of the employees which comprises the influence of a variety of factors like the cultural paradigm the employee belongs to and the ways the company resorts to in order to govern everything effectively (Abu-Jarad, 2010). A strong positive company culture would reap amazing results for the company and the challenge to be a part of this culture forces the employees to work hard so that they can maintain a high level of employee performance. Failure to maintain at this competitive level would surely take its toll on the employee's mental health, physical health and this would create issues in the employee's personal spheres of life. Organizational policies and interventions with an intention to maintain the employee's work and life balance is very much essential for the employee's well-being. An effort by the organization to show interest in the work-life balance of the employees would in turn keep a check on employee performance too (Yoon et al., 2021).

Life-work conflict and organizational performance

Inter-role conflict might manifest itself in the form of work or family issues where the burden due to roles from the job and personal life which are in some ways dissimilar to one another. That is, by contributing more towards the personal role, performance of the employees in the workplace is becoming more tough (Beutell 1985). Nowadays life to work conflict is registered to occur bi-directional which thereby means that family affairs may scatter into the work environment and the other way around. Level of support received from family impacts on work performance, good interpersonal relations with co-workers, social support provided by supervisors and co-workers, organizational responsibility and so on (Pinna, R., et al., 2020). The person who gives much emphasis to family might not be able to spare at least eight hours per day. Human society as a whole was centered on family and societal structure (Kuchinke, K. P., 2013). These structures are meant to lead a comfortable life and to lead a happy life. Now the structure and pattern of life has changed to a more work oriented structure. Now the structure has become so complex that the major terms that are associated with life has become Job Satisfaction, Organizational commitment, job retention rate etc. This shows that the structure has become more job oriented. (Aslam,2011)

LWC (Life-Work Conflict) can be classified into three dimensions: time-based, strain-based, and behavior-based LWC (Greenhaus and Beutell, 1985). Time-based LWC (T-LWC) arises when different roles, such as personal life and work, compete for an individual's time. Naturally, the time devoted to one role (e.g., personal life) cannot be allocated to another role (e.g., work). This type of LWC is linked to excessive work hours, schedule conflicts, role overload, and time pressure. Strain-based LWC (S-LWC) occurs when symptoms like tension, anxiety, fatigue, and depression in one role hinder the ability to fulfill responsibilities in another. Behavior-based LWC (B-LWC) arises when the behavior required in one role is incompatible with the expectations of behavior in another role. Previous literature describes this conflict as stemming from the expectation that work-related behavior is self-reliant, emotionally stable, aggressive, and objective, while personal life-related behavior is warm, nurturing, emotional, and vulnerable (Greenhaus and Beutell, 1985). B-LWC occurs when individuals struggle to adapt behaviors from their personal life roles to meet the expectations of their work roles (Greenhaus and Beutell, 1985; Carlson et al., 2000). According to studies, life-work conflict leads to work exhaustion, lower innovative job performance and lower routine job performance (Weinert, & Weitzel,2023).

The three terms that are associated with life and work are work-life balance, life-work balance and life satisfaction. The life satisfaction which is a broad topic which combines the factors that lead to know how happy a person is. The new balance has become vaguer with the developing times and emergence of technology. (Bakalim,2017). The Indian scenario is similar to the Chinese scenario of early 21st century and end of 20th century. The employable youth or the millennial is the majority of the population. That means that people looking for jobs are more. The competition for jobs has increased more but at the same time the number of jobs has not increased at the same time. The job creation has not increased to supply the youth and millennial with enough jobs (Agarwal,2020).

The change from one generation to the next can appear to be dramatic and sudden. How effectively each generation interacts with the work world is much more incremental from one generation to the other (Sakdiyakorn, et al., 2021). The real issue is not only about the change it is about how the change is being perceived as insignificant. The thing that matters is the point at which these gradual changes become tipping. Organizations can present a "take it or leave it" offer by ignoring the requests of groups when only a small minority of people is makes new demands for work (Levenson 2010).

Work-life practice on organizational performance

With the increasing focus of a business organization to its better performance and maximization of financial status of the company, it eventually depends upon the effectiveness, satisfaction and efficiency of the employees. In response to the changing working environment that is longing working hours, more female employees and sophisticated constant communication technology and the upcoming conflicts due to the multiple roles, there have been some work practices implemented by the organization for the employee's betterment and personal fulfilment (Rapoport, et al, 2002).

Work practices do not have a standardized definition but the same can be said as an organizational support for an individual's care, flexible working hours option, and personal and family leaves (Estes & Michael, 2005). Eventually it also points out the flexi-time factor which basically allow the employees to begin and end their daily task in a particular set of hours. Then there is compressed working week where the employees have to work only for four days a week and can take an off on the fifth day, accompanying with other practices like job sharing, work from home, family leave programs that includes the childcare, eldercare, etc.

The behavioral results of both directions that is work over life conflict and life over work conflict has also shown reduced work effort, performance and more of absence from the workplace. But the literature review leans towards a negative side and as well as towards the positivity of work to life conflicts and life to work conflicts resulting in a mixed outcome (Greenhaus, J. H., & Foley, S., 2007). The use of flexible working hours, according to some academics, has reduced the amount of work-life problems. From a study of male executives, it has been found that there is only a little amount of effect of the practice on lowering the work to life conflicts but no changes on the life to work conflicts (Judge, Boudreau & Bretz, 1994).

Another set of researchers has done a study which explains that there is no connection between the work practices and the dual directional conflicts with the arrangements of work and life practices like childcare services and work-life conflicts (Allen, et. al, 2000). A paper on role transition and boundary theory recommends that because employees have their own desire for assimilation and distribution of office duties and personal part, certain organizational practices are ineffective in lowering the work-life conflicts (Ashforth, et al, 2000).

Work-life practices and Work-life Conflict

Natalie Skinner states that a large portion of the dispute, as well as organisational policies and solutions, regarding preserving a healthy working culture and work–life balance revolves around work time as in form of long hours or office scheduling management (flexibility). The study suggests that the quantity of work has more weightage than the quality of work (work overload). It has been found that the biggest predictor of work–life conflict for the full-time employees is work overload, based on data from a nationwide Australian survey. Work hours, how well they match with preferences, and how much control one has over one's work schedule all indicated minor to moderate links to work–life conflict. Time-based work–life policies, processes, and interventions, according to this study, are crucial but insufficient for addressing work–life conflict. Effective work overload management should be seen as a basic technique to maintain a healthy work–life link, since it has the potential to contribute to emotional strain/exhaustion and long work hours. (2008, Skinner, N., and Pocock, B.)

Article talks about Ireland's recent rapid economic expansion which has been followed by a considerable increase in the number of women working, resulting in a considerable increase in the number of households with two incomes. As a result of these developments, the issue of balancing work and family duties has risen to the fore. Flexible work arrangements in the workplace have long been recognised as a valuable tool for balancing work and other responsibilities (Chung, H., & Van der Lippe, T., 2020). With the help of data from Ireland's first nationwide survey of employees in 2003, the study has shown the flexitime, part-time hours, working from home, and job sharing are all flexible working options that have been linked to two primary employee outcomes: work pressure and work–life conflict. While part-time employment and flexitime are connected to lower levels of work pressure and work–life conflict, working from home is linked to greater levels of both work pressure and work–life conflict, according to our findings. We believe that distinguishing between flexible working arrangements is crucial to determining their potential for reducing work pressure and work–life conflict. (Russell and colleagues, 2009).

Thanks to advancements in communication technology, employees may now stay connected to work even while they are not in the office. The focus of this article is on advancements in communication technology. However, people only have a rudimentary understanding of the consequences for important aspects of work and life. The goal of this research is to explore how using communication technologies outside of working hours influences work attitudes and work-life balance. According to the data, employees with more desire and job involvement were more likely to use communication technologies after hours. Furthermore, according to the employee and a significant other, the employee's work-life conflict was connected to the use of communication tools after hours. (Boswel and Buchanan, 2007)

Organizational interventions' effectiveness in mitigating the negative repercussions of work–family conflict has yielded conflicting results (Vickovic & Morrow., 2020). This study looks at how the utilisation of 'family friendly' organisational resources (for example, crèche services, good working conditions, and flexible schedules) has a long-term impact on work–family conflict, as well as job and family happiness. In 398 working males and females who each filled a self-report questionnaire twice, those linkages were investigated using structural equation modelling. The implementation of organisational initiatives was directly related to increased levels of contemporaneous (Time 1) work–family conflict and following (Time 2) job satisfaction. In 398 working males and females who each filled a self-report questionnaire twice, those linkages were investigated using structural equation modelling. The implementation of organisational initiatives was directly related to increased levels of contemporaneous (Time 1) work–family conflict and following (Time 2) job satisfaction. Both organisational and family interventions (i.e.,

assistance) were found to have a favourable impact on later family satisfaction. The findings show that providing 'family-friendly' policies in the workplace leads to better psychological results for employees. (Brough et al., 2005)

Work life conflict mediates the relation between work-life practices and organizational performance

Work-family enrichment plays an important role in the linkages between job involvement and organizational interventions towards work-life balance (job characteristics, work-life perks and regulations, supervisor support, and working atmosphere) (job satisfaction, affective commitment and organizational citizenship behavior). Work-life balance initiatives in the workplace are predicted to improve outcomes, with work-to-family enrichment acting as a mediator (Baral, R., & Bhargava, S., 2010)

There is research found on the mediation factors of work life conflict between various different roles and one of them is the link between job stress and work-thought interference (Ramasundaram & Ramasundaram., 2011). Work and family are the two fundamental pillars that support a person's existence (Howard, 1992). These two institutions have traditionally coexisted as independent spheres in one's life. However, in recent decades, society demographics have begun to shift the distinction between work and life. For the most part, the traditional nuclear family, in which the husband goes for work and the wife takes care of the children and home, is no longer the norm. In the recent past, there has been an increased migration of women into paid work positions (Spurlock, 1995). More women are now entering the labour field, which was long thought to be solely for men (Collins, Hollander, Koffman, Reeve, and Seidler 1997; Frone and Yardley, 1996). Women are predicted to grow at a faster rate than males when they enter the workforce. Women began to make up a major share of the worldwide workforce in the 1980s. Women gained their independence and campaigned for equal pay and position in the workplace with men.

Another study looks at how work-life conflict affects the connection between WLB practices and intention to leave. According to the data, manager support was the only WLB method that had a significant negative direct impact on turnover intentions (Belkin, L. Y., et al., 2020). Through work-life conflict, job autonomy had a adverse indirect influence on turnover intentions. In the meanwhile, scheduling flexibility had little impact on turnover purposes. As a result, it was obvious that informal Work-Life Balance practices (management backing and work autonomy) made the greatest impact and are considered to be the most important drivers of intentions towards turnover. Only when job autonomy was present did work-life conflict play a mitigating function. Furthermore, work-life conflict had a favorable and substantial impact on turnover intentions (Suifan, T. S., et, al., 2016)

From all the above mention literature is has been found that that there has been no research done on the area that talks about the influence of work over life conflict along with the life over work conflict along with the work life practices that would increase the organizational performance among Millennials. This paper also focuses on an innovative aspect of work-life conflict acting as a mediator amid the role of work life practices and organizational performance.

Based, on the above literature review the following hypotheses is proposed:

H1: Work life conflict has a negative relation on organizational performance

H2: Life-Work conflict has a negative relation on organizational performance

H3: Work-life practices has a positive relation with organizational performance

H4: Work-life practices has a positive relation with Work-life Conflict

H5: Work life conflict mediates the relation between work-life practice and organizational performance

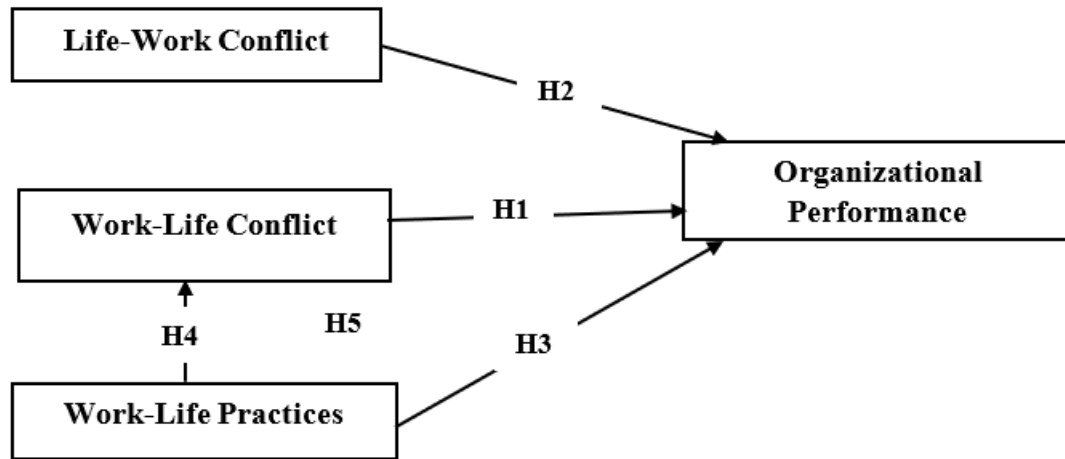


Figure 1: Conceptual framework

2. Methodology

Sample and procedures

The data was collected using a structured questionnaire through a standardized online survey. The sample consists of (248) respondents. The target population and sample consist of Gen Y individuals covering the southern part of India. To test the research hypothesis, regression was conducted using SPSS version 22. The Cronbach alpha is the most commonly used coefficient to measure reliability. According to Hair et al., (2010) the rule of thumb for a good reliability is 0.7 or higher.

Measures

Work-life conflict comprises of 5 items which is counted on a 5-point Likert scale (Haslam et al., 2015). Sample items such as “There is no time left at the end of the day to do the things I’d like at home” and “My work performance suffers because of my personal and family commitments” The reliability of work-life conflict scale is .77.

Haslam’s *Life-work conflict* scale is estimated on a 5-point scale (1- strongly disagree to 5 – strongly agree) using 5 items measuring the limit to which an employee experiences the problems caused because of giving importance to family over job. Sample items contains: “My family has a negative impact on my day-to-day work duties” and “It is difficult to concentrate at work because I am so exhausted by family responsibilities” (Haslam et al., 2015). The reliability of Life-work conflict scale is .80.

Work life practices contains of 10 items, on a 5-point Likert scale adapted from previous studies (Konrad and Mangel, 2000; Bloom et al., 2006; Leslie et al., 2012; Kelly et al., 2008; Smith and Blum, 2000). The practices include work flexibility (4 items) and employee and family well-being (6 items). The sample item for work flexibility is “My organization has responsive shift-work policies” and for Employee and family well-being is “My organization provides household expenses reimbursement”. The reliability of work-life practice scale is .86.

Organizational Performance is measured on a five-point rating scale that consists of 12 items scale ranging from 1 meaning very strongly disagree and 5 as very strongly agree by each researcher (Jyothibabu et al., 2010; Chang et al., 2017). “My organization has a strategy that positions it well for the future” and “Individuals are happy to work in my organization” are some of the sample items. The reliability of organizational performance scale is .89.

Data Analysis and Interpretation

Table 1

Sociodemographic Characteristics of the Participants

Sample. Characteristics		n	%
Gender.	Male.	121	48.8
	Female.	127	51.2

Age (in years).	20-25	112	45.2
	26-30	76	30.6
	31-35	23	9.3
	36-40	37	14.9
Educational Qualification	Undergraduate (UG)	84	33.9
	Postgraduate (PG)	137	55.2
	Others	27	10.9
Marital Status	Married	78	31.5
	Unmarried	170	68.5
Work Experience (in years)	Less than 1	40	16.1
	Less than 5	136	54.8
	5-10	32	12.9
	11-15	11	4.4
	Above 15	29	11.7

Note: n=248

Table 1 provides an overview of respondents' characteristics. We limited our sample in the examination to the 248 respondents who were millennials and also were having a job. The table represents the sociodemographic characteristics of the participants which carries the Sample Characteristics that is Gender, Age, Educational Qualification, Marital Status and Work Experience (in years). The gender of the respondents consists both Male (n= 121) and Female (n= 127) and from the age group the maximum number of respondents were from the group 20-25 (n= 112) whereas the other groups were 26-30 (n= 76), 31-35 (n=23) and 36-40 (n=37). Educational Qualification of the majority of respondents is Postgraduates (n=137) then comes Undergraduates (n= 84) and Other which consists of Diploma, ITI, etc. (n=27). The characteristic Marital Status consists of two categories Married (n= 78) and Unmarried (n= 170). Majority of the millennials are ones with less than 5 years of work experience (n= 136), then comes the group of employees with less than 1 year of experience (n= 40), followed by the followings that is 5-10 years' experience (n= 32), Above 15 years of work experience (n= 29) and 11- 15 years' experience group (n= 11).

Table 2

Correlation of work life conflict, life-work conflict, work life practices & organizational performance

	M	SD	WLC	OP	LWC	WLP
WLC	3.13	1.03	1			
OP	3.82	0.70	.555**	1		
LWC	2.37	0.97	0.073	-.150*	1	
WLP	2.98	0.94	.936**	.515**	.135*	1

* $p < 0.005$, ** $p < 0.001$, *WLC, work life conflict, OP, organizational performance, LWC, life-work conflict, WLP, work-life conflict, WLP, work life practice

Table 2 shows the impact of Work life conflict, Life work conflict, Work life practices on organizational performance among millennials. Work-life conflict have the mean value of 3.13 and standard deviation of 1.03, Organizational Performance have the mean value of 3.82 and 0.70 is its standard deviation, Life-Work Conflict has a 2.37 is the average and its standard deviation is 0.97 and the Work-life practices consists of a 2.98 is the average value and its standard deviation is 0.94. The factors Work-life conflicts and Work-life practices are having a positive correlation on Organizational performance with a value ($r = .555$ and $r = .515$ respectively) which is significant at the

level ($p < 0.001$). But the only factor Life-Work conflict has shown a negative correlation on Organizational Performance with a value of ($r = -.150$) which is insignificant at the level ($p < 0.005$).

Table 3

Regression Coefficient of Predictors on organizational performance

Variable	<i>B</i>	β	<i>SE</i>
Constant	2.643***		.119
Work-life conflict	.376***	.555	.036
<i>R</i> ²	.30		
Constant	4.081***		.117
Life-work conflict	-.108***	-.150	.046
<i>R</i> ²	.02		
Constant	2.684***		.127
Work-life practices	.382***	.515	.041
<i>R</i> ²	.26		

* $p < 0.005$, ** $p < 0.001$

Table number 3 shows the impact of predictors that is work-life conflict, life-work conflict and work-life practices in organizational performance among millennials. The *R*² value of .30 revealed that the predictor variable work-life conflict explained 30 percent significance in the outcome variable. The finding revealed that Work-life conflict has a positive influence on Organizational Performance ($= .555$, $p < 0.001$). The *R*² value of .02 revealed that life-work conflict being a predictor variable only has explained a 2% of significance in the outcome variable. According to the findings, Life-work conflict has a negative influence on Organizational Performance ($= -.150$, $p < 0.005$). Whereas, the predictor Work-life practices with a *R*² value of .26 has explained a 26% significance on the outcome variable. According to the findings, Work-life practices is having a beneficial impact on organizational performance. ($= .515$, $p < 0.001$). $\beta\beta\beta$

Table 4

Regression Analysis for Mediation of work-life conflict between work-life practices and organizational performance

	Variable	<i>B</i>	99% CI	SE <i>B</i>	β	<i>R</i> ²	ΔR^2
Step 1	Constant	2.684	[2.43, 2.93]	.127	0.515***	0.27	0.27***
	WLP	.382	[0.30, 0.46]	.041			
Step 2	Constant	2.653	[2.41, 2.90]	.124		0.31	0.04***
	WLP	-.031	[-0.25, 0.19]	.112	-0.042		
	WLC	.403	[0.20, 0.60]	.102	0.594***		

Note. CI= confidence interval

*** $p < .001$

Table 4 shows the impact of Mediation of work-life conflict between work-life practices and organizational performance among millennials. In step 1, *R*² value of .27 revealed that the work-life practices explained 27 percent significance on the organizational performance with $F(1, 246) = 88.562$, $p < 0.001$. The finding revealed that work-life practices have a positive relation with organizational performance, which tells that there is a complete mediation.

In step 2, the R^2 value of 0.31 reveals that the work life practices and work life conflicts explained a 31 percent significance on the organizational performance with $F(2, 245) = 54.602, p < 0.001$. The findings revealed that work life practices with work life conflicts have a negative significance on organizational performance. The ΔR^2 of .04 revealed a 4 percent change in the variance of model 1 and model 2 (.27 to .31). More specifically, when the mediator Work-life Conflict is included, the independent variable Work-life Practice becomes negligible in relation to the dependent variable Organizational Performance, and the new variable Work-life Conflicts has a stronger impact on Organizational Performance.

3. Discussion and Implications

This research helps to improve knowledge about the relationship between practices of work-life and organizational effectiveness. Work-life conflict as well as Life-Work conflict are thought to be two types of conflict that happen in work as well as in family because they arise from seemingly independent life domains. The hypothesis that these variables are linked in a reciprocal manner has been raised in the literature several times. This provides broad evidence that this isn't only a case of these two factors, and adding up to the existing literature that the variable Work-Life Practices also has a significant impact on Organizational success.

This study created and validated a short, easy-to-use assessment of work-family conflict and organizational performance using an expert technique and input from working millennials. The resulting score, which is divided into three subscales, assesses work-to-life conflict, life-to-work conflict, and work-life practices. Analysis revealed that these conflicts do have effect on the performance of the employees.

The data show that work life conflict has a positive relation to the organizational performance, which was opposite of what was expected in accordance to *H1*. Instead, studies have revealed that employees assigned to several banks had workplace difficulties, tension, and disagreements, which had a detrimental influence on their career, family, and health. Furthermore, people say that their existing occupations do not provide them with a good mix of work and personal life. Furthermore, the data suggest that workplace conflict and stress are linked (Khan, M. N., 2015). The reason behind the unexpected results may be urge to have more job satisfaction by the millennials which makes them to choose a job that makes them happy.

Home demands, according to Peeters, Montgomery, Bakker, and Schaufeli (2005), contribute to home-work interference (LWC). This connection is explained by the fact that when a huge amount of expectation is put forward from home, it eventually leads to a buildup of unfavorable negative effects that spread to the workplace. The given literature is in a support to the *H2* of this paper that is how Life Work Conflict has a negative relation on the organizational performance which has been proved by the regression analysis.

Work life practices having a positive relation with the organizational performance that is the *H3* of this paper, which explains that the work life practices of an organization helps the employees for better performance in the organization. The availability of flexible timing and telework by the organization including the paid holidays are some of the work life practices that has encouraged the employees for the better performance of the organization as well as the employees themselves. Family insurance, financial assistance, travel allowance, and other practices assist employees in maintaining a pleasant family atmosphere while also establishing a beneficial relationship between work life practices and work life disputes.

Only a few research have shown a relationship between work-life practices and work-life conflict, and the findings are mixed, with some papers indicating a good link and others indicating a negative link. The *H4* of this paper is been proved as a positive correlation between work life conflict and work life practices. A previous study discovered that job and family resources had a positive influence on work and family fulfilment, supporting the premise that offering 'family-friendly' jobs will result in improved psychological outcomes for today's workers (Brough, et al, 2005)

Despite the fact that most studies have indicated a correlation between work-life conflict and other parameters, there is very little study on the role of work-life conflict as a mediator in the relationship between work-life balancing methods and organizational performance. The study is attempting to prove the fifth hypothesis *H5*, which justifies that when work-life conflict acts as a mediator, the positive connection between work life practices and organizational performance is negatively impacted. It describes that when work life conflict comes on the role, it gradually neglects the correlation of work life practices on organizational performance making it into a negative relation by being a mediator.

The study looked at the work life conflict, life work conflict, work life behaviors, and organizational performance of young full-time working personnel from various industries, particularly the millennials category in India. The insights can be used by managers and practitioners to implement strategies to resolve conflicts, resulting in increased employee performance. Work-life conflict is also identified as a mediating variable in the study's link between work-life behaviors and organizational performance.

Previous research has demonstrated that life-work conflict has a detrimental influence on organizational performance, and that organisations must take major measures to ensure that employees are given exciting activities to keep them interested in their job. Employees might perform weekly fun activities that are mandatory and help employees refresh their brains to make them more active and interested in the organisation. Another concept is a hybrid work culture, in which an employee can work from home or at an office, depending on his preferences. Employees may benefit from a sense of family participation by the company since they will believe the company is concerned about the entire family, not just the employees' mental health.

The study also introduces a new component of work-life conflict, in which it functions as a mediator, which has not been explored in previous research. The company can aim to prioritize individuals with less family commitments so that their efforts on the work are not hampered, especially if the position is critical. Organizations should incorporate additional processes and regulations that can assist in ignoring the detrimental impact of work-life conflict on the organization's overall performance. The study provides business and management researchers hope for broadening the scope of their research by extending the findings.

4. Conclusion

The research adds to the body of knowledge of work-life balance by combining studies on Individual work-life balance, job happiness, and subjective well-being are all factors to consider. Because organizational efficiency is primarily dependent on employee performance, employees should be contented, skilled, intrinsically motivated, and mentally present at work. If they do not have an imbalance and conflicts in their work-life or work-family, it is possible. As an outcome of conflict in work and life, they are dissatisfied, psychologically disturbed, nervous, and distracted. As a result, people have absent brains at work. Work-life conflict is caused by lengthy task hours, work overload, and a lack of perceived organizational support, according to a study.

Findings on Work Life Practices perceptions should be viewed with care. Millennials in the current scenario used to jump from organization to organization based on their interest. So, there is a chance that employees might not be aware about the organizational policies that are accessible for them from the organization. The WLBP availability score supplied by each organization's HR managers should be used to examine WLBP in the future. Instead of utilizing a composite score, future studies may classify WLBP in categories into policy, benefit, and service categories.

This study is been done while most of the organizations started the work from home mode, but a further study can be done when the organizations have implemented hybrid working culture which will help in measuring the different aspects in such a working atmosphere. Scope is also paving way for checking the wellbeing of the organization as well which has become an important factor in the current scenario where organizations are also looking forward to a position like happiness manager. One of the themes of this research is the quantitative way of data gathering, which eliminates the element of subjectivity, which is necessary to cover a wide range of elements and off-shoots through thorough responses. As a result, future research is advised to use both quantitative and qualitative data collection approaches in order to achieve better findings across the large domain of organizational performance and work-life conflict.

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