

CHAPTER 3

RESEARCH FRAMEWORK AND HYPOTHESES DEVELOPMENT

3.1 Introduction

This chapter covers the background for the development of the proposed research framework. The literature review presented in Chapters 2 has set the scene for the model and hypotheses development. Some theoretical viewpoints will be reiterated in this chapter to provide a more coherent flow of discussion. Based on the literature review, an integrative model of work status congruence, satisfaction with work-life balance and work-related attitude (i.e. job satisfaction and affective commitment) is established. This is followed by the development of the research hypotheses.

3.2 Rationale for the Development of Research Framework

The development of more sophisticated models to better understand non-standard employment's effects on organisational behaviour and attitudes is very important because such work arrangements is likely to accelerate in the ever-changing and fluctuating market, global, technological, social and business conditions. As business becomes more competitive with the effects of globalisation and consumer demands, and as labour becomes more diverse in terms of the entering and exiting age, gender composition, education and skill level, and family status, there is a need for non-standard employment which provides flexibility of staffing and scheduling and cost

efficiency advantages for organisations, as well as opportunities for employees to balance work and non-work responsibilities and develop skills or as transit for standard employment (Liu et al., 2011; Leschke, 2009; Felfe et al., 2008).

However, as the non-standard employment is also characterised by lower wages, fewer fringe benefits and entitlements, irregular work schedules, poorer job security and quality, lack of desirable task variety, inferior law protection, limited promotion and career advancement, and lesser training opportunities as compared to standard employment, there is a notion that non-standard employment is sub-standard employment, negatively affecting organisations in terms of low committed employees and also negatively affecting employees' job satisfaction as well (Giannikis & Mihail, 2011; Green & Heywood, 2011; Stavrou et al., 2010). Therefore, to ascertain the impact of non-standard employment, many organisational behaviour researchers have attempted to recognise the impact of such employment relationship and many evidences provided with certain theoretical understanding.

Nevertheless, Walker (2011) in his review on studies of non-standard employment in the United Kingdom, Australia and New Zealand, discovered the definitional and methodological problems of non-standard employments studies were inconclusive and inconsistent, hence neither proving nor disproving non-standard work arrangements as substandard. He then suggested a need for a better theoretical model which provided an adequate account of non-standard employment. Therefore, this study based on the apparent review of the literature of most major published studies on non-standard employment, is aimed to overcome the inconsistent definitional and methodological problems in the past, as well as extend the theoretical underpinning to the newly developed concept of work-life balance.

Although non-standard employment is defined as an employment relationship that entails all employment relationships other than standard permanent and full-time employment, past studies of non-standard employment covered only certain groups of non-standard employees only, i.e. either part-time workers (e.g. Wittmer & Martin, 2011; Boo et al., 2010; Thorsteinson, 2003; Holtom et al., 2002), or temporary/contract employees (De Jong & Scalk, 2010; Han et al, 2009) with comparisons made between standard and non-standard employees, or among non-standard employees themselves (e.g. Felfe et al., 2008; Martin & Sinclair, 2007).

There were studies combining both dimensions of non-standard employment (Bachmann, 2009; Leschke, 2009; Feldman, 2006; Kalleberg et al., 2003); however the studies were non-empirical except for the study conducted by Zeytinoglu et al. (2011) in Canada about non-standard employees' turnover intention. Therefore, this study intends to research on the work-related attitudes and work-life balance of all standard and non-standard employees covering both full-time versus part-time, and permanent versus temporary/contract workers, hence extending the works of Lee and Johnson (2001), Walsh and Deery (1999), and Holtom et al. (2002).

Most studies on non-standard employment investigated its impact towards work-related attitudes mainly job satisfaction and effective commitment, but their results were incoherent among many of early bivariate studies. For example, some studies found that part-time or temporary employees were more satisfied (Eberhardt & Shani, 1984; Ellingson, et al., 1998), less satisfied (Miller & Terborg, 1979; Han et al., 2009), or equally satisfied (Levanoni & Sales, 1990; McGinnis & Morrow, 1990) as compared to full-time permanent workers. Similarly, there were studies which discovered that part-

time or temporary employees were more committed (Martin & Sinclair, 2007), less committed (Han et al., 2009), or equally committed (Thorsteinson, 2003; Pearce, 1993) as compared to full-time permanent employees.

The conflicting findings made many researchers realise the heterogeneity among non-standard employees in terms of their motives for choosing such work arrangements, thus subgroups of non-standard employees were introduced. Despite that, there were still conflicting results. For example, Wittmer and Martin (2011) discovered that primaries and supplementers enjoyed higher job satisfaction and affective commitment than students and moonlighters, but this was not found earlier by Senter and Martin (2007). Additionally, among the subgroups, Martin and Sinclair (2007) found that high school students had the highest affective commitment while they were among the lowest in terms of job satisfaction. Martin and Sinclair (2007) also found that all subgroups of part-timers were better than full-timers in terms of job satisfaction and affective commitment, but Sinclair et al. (1999) found full-timers had more job satisfaction than moonlighters and students.

Furthermore, there were some studies like Feldman (2006) which suggested the need to further expand the non-standard employment subgroups by considering more multiple dimensions inclusive time, space, and number/kind of employers. These were not empirically tested yet. In addition, there were other researchers who categorised company direct-hired non-standard employees and agency-hired non-standard employees into different groups (e.g. Felfe et al., 2008, Connelly et al., 2007), but no further segregation of primaries, supplementers, moonlighters and students were considered. Therefore, studies of non-standard employment were not definite in terms of the dimensions and typology, and also the studies were mainly conducting

dichotomous comparisons instead of psychologically assessing the choice made by non-standard employees.

Most of the early bivariate studies of non-standard employment compared standard and non-standard employees, whereas the later studies dichotomously evaluated differences among subgroups of non-standard employees. Theoretically, they were mainly derived based on the frame of reference theory (Logan et al., 1973) or partial inclusion theory (Katz & Kahn, 1978). The frame of reference theory assumed the attitudes of employees were based on other employees; whether the other employees were in a better or worse state or condition (Logan et al., 1973). However, the partial inclusion theory suggested that the feeling of being 'less included' in the organisation shall influence the employees' attitudes. Notwithstanding, many researchers have rationalised both of these theories post-hoc to explain the differences of their results. Further, these theories were applied in studies conducted on part-timers versus full-timers and not in the studies on temporary/contract versus permanent employees.

For example, under the frame of reference theory, part-timers who were more satisfied or committed than full-timers, were alleged to draw on other part-timers as their frame of references. This made them feel equally treated because other part-timers were enjoying relatively similar benefits and treatment from their employer (e.g. Logan et al., 1973; Eberhardt & Shani, 1984, Feldman, 1990; Sinclair et al., 1999). However, when part-timers were found to have lower job satisfaction or commitment than full-timers, the part-timers were presumed to draw on the full-timers as their frame of references. They felt inferior because full-timers were perceived to enjoy more job security, benefits and opportunities for career advancement (e.g. Feldman & Doeringhaus, 1992; Tansky et al., 1997).

In terms of partial inclusion theory, part-timers who were less satisfied or committed than full-timers were assumed to be feeling less included in the organisation as they were treated as external workers with less job security, benefits, and opportunities for career advancement (Miller & Terborg, 1979; Wittmer & Martin, 2011). However, there were other studies which explained that there were non-standard employees who were more satisfied or more committed to their jobs. As they were less included in the organisation, they were protected from the negative culture or from being exposed to existing dissatisfaction or grievances of standard permanent employees (Eberhardt & Shani, 1984; Jackofsky & Peters, 1987; Martin & Sinclair, 2007). On the contrary, Senter and Martin (2007) found that their study failed to support the partial inclusion theory since part-timers who were presumed to be feeling less included in their organisations (i.e. moonlighters and students) were no different in terms of their work attitudes as compared to part-timers that were supposed to be feeling more included in the organisations (i.e. primaries and supplementers).

Since theoretical arguments using partial inclusion and frame of references were not conclusive in overcoming the inconsistent findings of past studies (Thorsteinson, 2003), many studies then realised that the differences among standard and non-standard employees might have originated from their voluntariness of becoming standard or non-standard employees. Some researchers identified non-standard workers as those who had chosen to join such work arrangements voluntarily to earn extra income while studying, upon retirement or as second job, or to find flexibility in meeting their out-of-work responsibilities such as to take care of their children or parents, or other life's interests such as hobbies, travel, and many more (Feldman, 1990).

Whereas, involuntary non-standard employees were those who joined such work arrangements as a result of losing their standard jobs or not being able to find available standard jobs that met their qualifications (Caputo & Cianni, 2001; Feldman & Turnley, 2004; Feldman, 1990). However, the researchers were inconsistent in categorising whether certain reasons for joining non-standard employment such as taking care of children and studying as voluntary or involuntary (e.g. Nardone, 1995; Feldman & Turnley, 1995). Further, there were also researchers like Maynard et al. (2006) who categorised caretakers and students as neither voluntary nor involuntary.

There were also studies which found voluntary part-timers more satisfied (e.g. Boo et al., 2010; Thorsteinson, 2003; Steffy & Jones, 1990) and more committed (e.g. Maynard et al., 2006) than involuntary part-timers. Marler et al. (2002) and Feldman and Turnley (1995) also found voluntary temporaries more satisfied than involuntary temporaries. However, there were other studies which found no significant differences in terms of job satisfaction and organisational commitment among voluntary or involuntary part-timers (e.g. Tansky et al., 1997), or in terms of satisfaction level among voluntary or involuntary temporaries (e.g. Ellingson et al., 1998), or in terms of client commitment among voluntary or involuntary temporaries (Marler et al., 2002). In sum, there were conflicting results from studies on the voluntariness of non-standard employees. Furthermore, there were other studies that found voluntary temporary workers to have less positive attitudes as compared to involuntary temporary workers because most of these involuntary workers hoped to be offered permanent employment from the organisations they were involuntarily working with (Van Dyne & Ang, 1998 ; Feldman et al., 1994).

Therefore, instead of categorising reasons, choices, or motives for joining non-standard employees into voluntary or involuntary subgroup, there were studies that were being developed to dichotomously assess employees' work attitudes with the match or congruence of their preferences for joining a standard or non-standard work arrangements (e.g. full-timers prefer full-time or part-timers prefer part-time), or their incongruent preferences (e.g. full-timers prefer part-time or part-timers prefer full-time). For example, Lee and Johnson (1991), Morrow et al. (1994), and Burke and Greenglass (2000) found that there were significant differences in terms of organisational commitment among congruent full-timers and part-timers, while Armstrong-Stassen et al. (1998) found that incongruent full-timers were less satisfied than incongruent part-timers.

The notion of studies about congruent preferences for work status was introduced by Morrow et al. (1994) based on the theoretical underpinning of the discrepancy model of job satisfaction (Lawler, 1973; Locke, 1969). According to the theory, when employees enjoy "...the desired amounts of personally important job-related outcomes, they will exhibit high levels of job satisfaction" (p. 203). However, the dichotomous comparisons among congruent and incongruent work status have shown some insignificant findings in terms of job satisfaction (e.g. Keil et al., 2000; Morrow et al, 1994). Hence, Krausz et al. (2000) had proposed a continuous measurement of congruent preferences for work schedule instead of work status only and found significant relationship with job satisfaction and organisational commitment. The discrepancy theory was later extended by Holtom et al. (2002) who conceptualised it as a unifying psychological and continuous construct of work status congruence, which was defined as congruent preferences for work status (i.e. part-time or full-time), schedule, shift, and hours and found its positive relationship with job satisfaction and affective commitment.

The significant positive effects of work status congruence towards employees' job satisfaction and affective commitment was later proven in Wittmer and Martin's (2011) study among full-time and part-time workers, as well as towards employees' affective commitment and organisational citizenship behaviour in Carr et al.'s (2010) study among full-time labour. However, the impact of work status congruence among temporary employees, as well as towards employees' work-life balance has not been empirically studied. Therefore, this study aims to extend the work status congruence study towards employees' satisfaction with work-life balance as well as to operationalise it among both standard and non-standard employees of part-time, temporary, and contract basis.

Although there are studies on the effect of non-standard employment towards work-related attitude effects, the empirical evidence of non-standard employment towards work-life balance are few (Higgins et al., 2000). Despite that, non-standard staffing and scheduling arrangements inclusive of part-time, temporary, flexi-time, rotating shift, shorter work hours, and others were promoted by organisations as part of work-life balance policies (Bond et al., 2008). Further, studies of work-life balance were still under-developed since most of prior studies were conceptualised as work-family balance, with focus on balancing work and family only instead of towards other personal life's interest such as study, travel, hobbies, leisure, etc. (Chang et al., 2010). Additionally, the operationalisation of work-life balance were still limited as most of work-family balance studies were also incoherent in their measurements, such as enrichment, facilitation, enhancement or positive spillover instead of balance only (e.g. Chang et al., 2010; Greenhaus & Powell, 2006; Aryee et al., 2005; Grzywacz & Butler, 2005).

Therefore, this study extends the literature on work status congruence towards work-life balance, and also extends the body of knowledge of work-family balance by proposing a concept of satisfaction with work-life balance adapted from satisfaction with work-family balance, as per Valcour (2007). In addition, this study intends to overcome inconsistent findings in terms of effects of flexible or non-standard work arrangements towards employees' balance between their work and non-work domains, by exploring the predicting power of the psychological construct of work status congruence drawing on the discrepancy theory. Work status congruence is proposed as better conceptualisations of flexible work arrangements that are congruent with employees' preferences for such arrangements, and this contention is consistent with the studies on voluntary flexible work options.

Previously, the founding study of work-life balance i.e. work-family balance had found conflicting results of the impact of flexible work arrangements. For example, part-timers were found to enjoy less work-to-family interference or conflict (Buehler & O'Brien, 2011; Higgins et al., 2000), and had more work-life balance or fit (Hill et al., 2004; Hill, 2005). However, there were studies which found that part-timers had difficulty balancing work and family demands as a result of their inferior benefits and career advancement (Higgins et al, 2000), while some other researchers found no significant relationship between flexible work arrangements and work-life balance (Baral & Bhargava, 2010; Wayne et al., 2006; Hyman & Summers, 2004).

Consequently, there were studies that found that work-life balance policies did not necessarily improve work-life balance since the employees' individual circumstances, voluntariness, and perceived usability and control were the determinants of the effects

of such arrangements towards their work-life balance (e.g. Jang et al., 2011; Hayman, 2009; Moore, 2007; Fleetwood, 2007; Van Rijswijk et al., 2004; Tausig & Fenwick, 2001). Therefore, this study attempts to close the gaps in overcoming the inconsistent findings in work-life balance effects of non-standard employment by applying the discrepancy theory and the unifying concept of work status congruence (i.e. congruent preferences for work status, schedule, shift, and hours). This study also incorporates the unitary construct of satisfaction with work-life balance to better operationalise the concept of work-life balance, and validates the new construct in more diverse samples.

Additionally, studies of non-standard employment were closely intertwined with studies of work-life balance, investigating their effects towards the employees' work-related attitudes of job satisfaction and affective commitment. Therefore, this study is also designed to extend the body of knowledge by proposing a research framework comprising of work status congruence, satisfaction with work-life balance, job satisfaction, and affective commitment, and simultaneously affirming the mediating role of satisfaction with work-life balance in the relationship between work status congruence and job satisfaction, and in the relationship between work status congruence and affective commitment. In addition, this study is anticipated to also confirm the mediating role of job satisfaction in the relationship between work status congruence and affective commitment, and in the relationship between satisfaction with work-life balance and affective commitment.

The following sections review the proposed research framework and supporting studies that were referred to for the development of hypothesised relationships among work status congruence, satisfaction with work-life balance and work-related attitudes of job satisfaction and affective commitment.

3.3 Research Framework and Hypotheses Development

This study integrates the studies of both non-standard employment and work-life balance in order to develop a model that comprehensively understands more about non-standard work arrangements as part of work-life balance initiatives as well as towards employees' job satisfaction and affective commitment. Chang et al. (2010) in their meta-analytic review of work-family/life studies suggested that work-life balance is still under-developed. Further, this study validates the concept of satisfaction with work-life balance, hence extending work-family balance studies by including non-work demands other than family. Figure 3.1 delineates the research framework of this study. It illustrates diagrammatically the relationships among the constructs in this study.

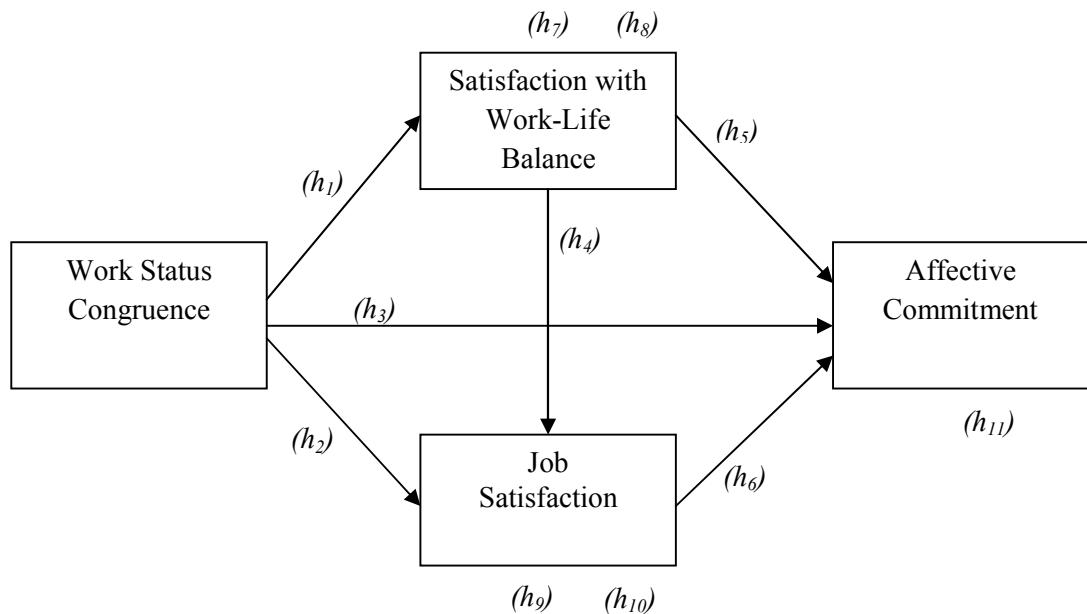


Figure 3.1. The research framework.

The aim of this study is to empirically test the relationships between work status congruence and satisfaction with work-life balance as well as between work status congruence and work-related attitudes i.e. job satisfaction and affective commitment. This study also aims to examine whether the relationship between work status congruence and job satisfaction, and the relationship between work status congruence and affective commitment are mediated by satisfaction with work-life balance. At the same time, this study intends to also test the mediating effects of job satisfaction between work status congruence and affective commitment as well as between satisfaction with work-life balance and affective commitment. The following subsections explain the arguments and logic for each hypothesis developed in this study, representing the proposed research framework consisting of work status congruence, satisfaction with work-life balance, job satisfaction, and affective commitment.

3.3.1 Work Status Congruence and Satisfaction With Work-Life Balance

The studies of non-standard employment have evolved from just examining the effects of non-standard work arrangements such as part-time, temporary and contract by way of bivariate or dichotomous comparison between standard and non-standard employees or among their subgroups, towards more intricate studies that considered psychological construct assessing employees' voluntariness and congruent preferences for such work arrangements. The examination of congruent preferences for work status only did not provide inconsistent results (e.g. Thorsteinson, 2003; Keil et al., 2000), hence, some researchers suggested that preferences for work schedule (Krausz et al., 2000; Morrow et al., 1994; Lee & Johnson, 1991) as well as work hours (Van Emmerick & Sanders, 2005; Tansky et al., 1997) should be considered. Thus, work status congruence

conceptualised as congruent preferences for staffing and scheduling arrangements (i.e. work status, schedule, shift, and hours) by Holtom et al. (2002) drawn on the discrepancy theory (Lawler, 1973; Locke, 1969) have proved to overcome contradictory results of past studies.

However, the studies of work-life balance were still under-developed, with sparse operationalisation and measurements, plus conflicting findings in terms of effects of flexible or non-standard work arrangements towards employees' balance between their work and non-work domains. For example, despite touted as part of work-life balance policies, flexible work arrangements that comprised of non-standard work status (e.g. part-time, temporary, contractual) and non-standard work schedule (e.g. flexi-time, various shift, flexible hours) had been found to have a conflicting impact on employees' balance between work and non-work domains.

For instance, though part-timers should experience less work-to-family interference or family-to-work interference and less difficulty in managing individual and family time, their inferior benefits and career opportunities might create complication in fulfilling their family demands (Higgins et al., 2000). Furthermore, there were studies which revealed that fewer work hours in flexi-time and irregular workshifts did not positively affect employees' ability to balance work and family demands (Barnett & Gareis, 2002; Staines & Pleck, 1984). In addition, studies by Hyman and Summers (2004), Wayne et al. (2006), and Baral and Bhargava (2010) found insignificant effects of flexible or non-standard staffing and scheduling arrangements towards employees' work-life balance.

Therefore, there were studies that suggested voluntariness in choosing such flexible work arrangements as a determinant of employees' work-life balance. For example, Van Rijswijk et al. (2004) who inferred work-life balance as low work-family conflict, found that employees who voluntarily chose part-time employment for facilitating their work and family demands were experiencing low work-to-family interferences. Additionally, Moore (2007) contended that employees' work-life balance shall depend on each employee's individual circumstances in using the offered work-life balance policies and not necessarily based on their position, gender, rank or marital status. Moreover, Tausig and Fenwick (2001) and Jang et al. (2011) found that employees' work-life balance were associated with their ability to control the flexibility of their work schedule according to their preferences. Nelson and Tarpey (2010) affirmed that employees' work-life balance was a significant outcome of their satisfaction with their work schedule and hours.

Hence, these studies have warranted the applicability of the work status congruence concept by Holtom et al. (2002) to better understand the effect of flexible or non-standard work arrangement towards the balance of work and non-work lives of employees as well as overcoming the incompatible findings in the past. Work status congruence derived from the discrepancy theory (which suggested that employees with congruent preferences for work status, schedules, shifts, and hours shall have favourable feeling), is hypothesised to positively affect employees' satisfaction with work-life balance. Work status congruence was measured by indicating the degree of agreement about whether the employees' work status, and arrangements of their work schedule, shift, and hours by their supervisors were in accordance to their preferences or choices, hence comparable with the notion of voluntariness and perceived control that were suggested as determinants by earlier work-life balance studies.

On the other hand, satisfaction with work-life balance is a concept representing the employees' contentment of work-life balance which extends the study by Valcour (2007), who proved her concept of satisfaction with work-family balance was negatively predicted by work hours, though positively associated with control over work time. Thus, work status congruence that also incorporated congruent preferences for work hours is hypothesised as an antecedent of satisfaction with work-life balance. Therefore the following hypothesis was derived for this study:-

Hypothesis 1 (h₁) : Work status congruence is positively related to satisfaction with work- life balance.

3.3.2 Work Status Congruence and Work-Related Attitudes, i.e. Job Satisfaction and Affective Commitment

Work status congruence was originally studied by Morrow et al. (1994) but the conceptualisation was non-continuous with dichotomous segregations between congruent and incongruent preferences for work status and work schedule. They found no significant differences in terms of job satisfaction, although employees with congruent preferences for work status and schedules were more committed to their organisations (not measured as affective commitment). Similar inconsistent findings were found among studies examining dichotomous congruent and incongruent preferences for work status only (no inclusion of work schedule). For instance, Armstrong-Stassen et al. (1998) found that incongruent full-timers were less satisfied than incongruent part-timers, Burke and Greenglass (2000) found that congruent part-timers were more satisfied than incongruent counterparts, and Keil et al. (2000) found

no significant differences in terms of job satisfaction among congruent or incongruent full-time and part-time employees.

Based on Krausz et al.'s (2000) suggestion for a continuous and psychological construct examining congruent preferences for work status and work schedules that was proven to have significant positive relationship with employees' job satisfaction and organisational commitment (not measured as affective commitment), Holtom et al. (2002) later extended the previous studies of congruent preferences for work status and work schedule by introducing a unifying psychological and continuous construct of work status congruence, that incorporated all preferences for work status, schedules, shifts and hours. Similarly, Holtom et al.'s study also found significant positive relationship between work status congruence and job satisfaction, and significant positive relationship between work status congruence and affective commitment in both of their samples of retail and hospital employees in the United States.

Consequently, Wittmer and Martin (2011) in their study among full and part-time retail food chain employees in the United States also found a positive relationship between work status congruence and job satisfaction, and a significant positive relationship between work status congruence and affective commitment, although the measurement of work status congruence was operationalised as congruent preferences for work status only. Nevertheless, the actual measurement of work status congruence by Holtom et al. (2002) was partly replicated by Carr et al. (2010) in their study of full-time employees in three large material processing and distribution facilities in the United States (i.e. one item representing congruent preferences for work status was dropped), and they also discovered significant positive relationship between work status congruence and affective commitment.

However, work status congruence by Holtom et al. (2002) have yet to be operationalised in a single study combining all dimensions of standard and non-standard employees; i.e. full-time versus part-time, and permanent versus contract/temporary. Therefore, this study is designed to also extend work status congruence as antecedents for work-related attitudes of job satisfaction and affective commitment, among standard and all non-standard employees, across part-time and temporary/contract dimensions. Thus, the following hypotheses were proposed:-

Hypothesis 2 (h₂) : Work status congruence is positively related to job satisfaction.

Hypothesis 3 (h₃) : Work status congruence is positively related to affective commitment.

3.3.3 Satisfaction With Work-Life Balance and Work-Related Attitudes, i.e. Job Satisfaction and Affective Commitment

Satisfaction with work-life balance is a new concept extended from satisfaction with work-family balance study by Valcour (2007), who discovered that work hours were a negative predictor of satisfaction with work-family balance. Therefore, this study might be the first to extend the concept of satisfaction with work-family balance as satisfaction with work-life balance and as the determinant of employees' work related attitudes (i.e. job satisfaction and affective commitment). Drawing on the social exchange theory (Blau, 1964), positive experience of managing both work and out of work activities was estimated to improve affective commitment and job satisfaction (Aryee et al., 2005).

Therefore, the relationship was expected to be positive with reference to other past studies between work-life balance and job satisfaction, and between work-life balance and affective commitment. For example, a recent study by Kanwar et al. (2009) who developed the measurement of work-life balance and tested it on a sample of information technology employees in India, found a positive significant relationship between work-life balance and employees' job satisfaction. Similarly, Virick et al. (2007) in adapting the work-family balance scale by Hill et al. (2001), found that work-life balance was positively related to job satisfaction.

However, there was no empirical evidence relating work-life balance to affective commitment using newly developed or adapted measurement of work-life balance instead of work-family balance. This study predicted the positive association between satisfaction with work-life balance and affective commitment based on past work-family balance results. For example, Baral and Bhargava (2010) found that work-family enrichment was positively related with affective commitment. Other studies assessing work-family balance in terms of enrichment or facilitation between work and family interfaces, have also established a positive relationship between work-family enrichment/facilitation and affective commitment (e.g. Van Steenbergen et al., 2007; Gordon et al., 2007; Aryee et al., 2005).

Additionally, besides extending studies of satisfaction with work-family balance by Valcour (2007) into the concept of satisfaction with work-life balance that includes employees' personal life's interests other than family such as travel, leisure, study, and hobbies, this study also operationalised the new concept in a more diverse sample combining both standard and non-standard employees which was not done by Valcour.

The examination of non-standard employees' work-life balance is vital as this work arrangement was mostly preferred for balancing needs of out-of-work responsibilities. Furthermore, the validation of the unifying construct of satisfaction with work-life balance is intended to consistently conceptualise work-life balance instead of focusing on facilitation, enrichment, or enhancement of interaction between work and non-work domains.

Therefore the followings were hypothesised:-

Hypothesis 4 (h₄) : Satisfaction with work-life balance is positively related to job satisfaction.

Hypothesis 5 (h₅) : Satisfaction with work-life balance is positively related to affective commitment.

3.3.4 Job Satisfaction and Affective Commitment

Both job satisfaction and affective commitment are the most studied work-related attitudes in both work status congruence and work-life balance studies (e.g. Wittmer & Martin, 2011; Carr et al., 2010; De Jong & Schalk, 2010; Kanwar et al., 2009). However, to the best of the researcher's knowledge, none of the studies on work status congruence and work-life balance ascertain the direction of relationship between job satisfaction and affective commitment. Most of the studies merely report positive correlation between job satisfaction and affective commitment (e.g. Wittmer & Martin, 2011; Holtom et al., 2002; Baral & Bhargava, 2010), thus it is improper for the work

status congruence and work-life balance researchers to affirm that job satisfaction is the determinant of affective commitment or vice versa.

In view of the fact that this study examines the effects of both work status congruence and satisfaction towards work life balance towards work-related attitudes of job satisfaction and affective commitment, this study anticipates that job satisfaction positively predicts affective commitment, as suggested by Kim and Brymer (2011), Yang (2010), DeConinck (2009), and Güleriyüz et al. (2008). Therefore, this study extends the body of knowledge of job satisfaction as another determinant of affective commitment, while simultaneously tested among standard and all types of non-standard employees (i.e. part-time, contract and temporary). Apart from work status congruence, and satisfaction with work-life balance, that were the two main foci of this study, a supplementary focus of this study is hypothesised as follows:-

Hypothesis 6 (h₆) : Job satisfaction is positively related to affective commitment.

3.3.5 Work Status Congruence and Work-Related Attitudes (i.e. Job Satisfaction and Affective Commitment) As Mediated by Satisfaction With Work-Life Balance

The studies of non-standard employment and work-life balance have been considered closely related since non-standard or flexible work arrangement was part of work-life balance policies, and both studies of non-standard work arrangement and work-life balance have examined their effects on work-related attitudes (Wittmer & Martin, 2011; Carr et al., 2010; Holtom et al., 2002; Baral & Bhargava, 2010; Kanwar et al., 2009).

Further, the studies of work-life balance were the extension of work-family balance studies which found work-family balance mediates the relationship between work-life policies and work-related attitudes (Baral & Bhargava, 2010; McNall et al., 2010).

To the best of this researcher's knowledge, there is no study that tested the mediating role of work-life balance using actual work-life balance measurement. Moreover, Beard and Edwards (1995) proposed that future research should identify variables that may mediate the relationship between non-standard employment and various outcomes experienced by non-standard workers.

The studies on the mediating role of work-family balance emerged since work-family balance proved to be a better concept than directly examining the effects of work-life policies in predicting employee attitudes (Boles, Howard, & Donofrio, 2001; Thompson, Beauvais, & Lyness, 1999). This is because inconsistent results of studies predict the effects of work-family policies instead of using the concept of work-family balance as antecedents of work-related attitudes. For example, work-family balance policies have positive effects on organisational commitment (Batt & Valcour, 2003; Berg, Kalleberg, & Appelbaum, 2003; Halpern, 2005; Frye & Breaugh, 2004) and on job satisfaction (Konrad & Mangel, 2000; Allen, Herst, Bruck, & Sutton, 2000), while other studies have found negative effects of work-family policies on organisational commitment (Barton, 1994). There were also few studies that found no effects of work-family balance benefits and policies on work-related attitudes (Baral & Bhargava, 2010; Thompson, Jahn, Kopelman, & Prottas, 2004; Thompson et al., 1999).

As the concept of work-family balance was better in predicting work related attitudes, plus work-life balance itself has been studied as an outcome of work-family policies, such as flexible work arrangements, Deery (2008) in her study on workers in the hospitality and tourism industry in Australia suggested studies that simultaneously assessed all the joint links of relationships among work-family policies, work-family balance, and work-related attitudes, where work-family balance was examined as the mediating mechanism between work-family policies and work-related attitudes. For example, Van Rijswijk et al. (2004) who inferred work-family balance as low work-family interference found that work-family interference mediated the relationship between part-time employment and well being. Additionally, although Chang et al.'s (2010) meta-analytic review of 245 empirical work-family balance studies published between 1987 and 2006 found that work-family balance was yet being examined as a mediator, there were two studies that examined the mediating role of work-family balance in 2010.

First, a study by McNall et al. (2010) among 220 working adults in the United States, found that work-family enrichment, mediated the relationship between flexible work arrangements and job satisfaction. Second, a study by Baral and Bhargava (2010) among 216 full-time managerial employees of two manufacturing and two information technology organisations in India, found that although there was no relationship between work-life policies and job satisfaction, work-family enrichment was found to fully mediate the relationship between job characteristics and job satisfaction, and work-family enrichment was found to partially mediate the relationship between job characteristics and affective commitment, while work-family enrichment was also found to fully mediate the relationship between supervisor support and affective commitment.

Therefore, with reference to past studies of work-family balance and its mediating effects between part-time or flexible work arrangements and work-related attitudes of job satisfaction and affective commitment, this study extends past work status congruence and work-family balance studies by proposing the mediating role of satisfaction with work-life balance in the relationship between work status congruence and work-related attitudes (i.e. job satisfaction and affective commitment). In other words, it is assumed that employees with congruent preferences for flexible work arrangements in terms of work status, schedules, shifts and hours shall be satisfied with the balance between their work and non-work demands, and in turn be more satisfied with their jobs and more affectively committed with their organisations. Thus, it may be hypothesised as follows:-

Hypothesis 7 (h₇) : Satisfaction with work-life balance mediates the relationship between work status congruence and job satisfaction.

Hypothesis 8 (h₈) : Satisfaction with work-life balance mediates the relationship between work status congruence and affective commitment.

3.3.6 Work Status Congruence, Satisfaction With Work-Life Balance and Affective Commitment As Mediated By Job Satisfaction.

Both work-related attitudes of job satisfaction and affective commitment were proven as positively related with work status congruence (Wittmer & Martin, 2011; Holtom et al., 2002), and job satisfaction was proven as an outcome of work-life balance (Kanwar

et al., 2009; Virick et al., 2007). Although there was no study on work-life balance (i.e. actual extension of work-family balance) that empirically associated affective commitment, there were many studies of work-family balance that found positive relationships with affective commitment (e.g. Baral & Bhargava, 2010; Van Steenbergen et al., 2007; Gordon et al., 2007; Aryee et al., 2005). In unison, affective commitment was discovered as an outcome of job satisfaction by Kim and Brymer (2011), Yang (2010), DeConinck (2009), and Güleriyüz et al. (2008).

Based on all hypothesised relationships of all variables in this study, affective commitment was expected as the ultimate outcome, hence predicting the second mediating effect of job satisfaction apart from the first mediating effect of satisfaction with work-life balance. Hypothetically, favourable work status congruence and work-life balance shall result in higher job satisfaction, and consequently greater affective commitment. Furthermore, Kim and Brymer (2011) in their study among 324 hotel employees in the United States found that job satisfaction mediated the relationship between leadership and affective commitment. Likewise, Testa (2001) found that job satisfaction mediated the relationship between satisfaction with employer and affective commitment.

Therefore, this study is targeted to extend work status congruence and work-life balance studies by proposing the mediating mechanism of job satisfaction in the relationship between work status congruence and affective commitment, and in the relationship between satisfaction with work-life balance and affective commitment, as well as in the overall complete relationship between work status congruence, satisfaction with work-life balance, and affective commitment, which were yet to be empirically examined before. Hence, the following hypotheses were proposed:-

- Hypothesis 9 (h₉)* : Job satisfaction mediates the relationship between work status congruence, and affective commitment.
- Hypothesis 10 (h₁₀)* : Job satisfaction mediates the relationship between satisfaction with work-life balance and affective commitment.
- Hypothesis 11 (h₁₁)* : Job satisfaction mediates the relationship between work status congruence, satisfaction with work-life balance, and affective commitment.

3.4 Summary

This chapter presented the research framework that intended to close the gaps of prior studies concerning non-standard employment and work-life balance. This chapter described the development of the research framework and the hypotheses. Satisfaction with work-life balance was identified as the mechanism that explains the relationship between work status congruence and work-related attitudes, i.e. job satisfaction and affective commitment. The present study also explored the mediating role of job satisfaction in the relationships between work status congruence, satisfaction with work-life balance, and affective commitment. For ease of reference, Table 3.1 summarises the hypotheses in this study. The following chapter discusses the research methodology. The designed methodology was based upon prior studies as well as based on the research framework and all hypothesised relationships developed in this study.

Table 3.1

Hypotheses of the Study

| | | |
|---------------------------------------|---|---|
| <i>Hypothesis 1 (h₁)</i> | : | Work status congruence is positively related to satisfaction with work- life balance. |
| <i>Hypothesis 2 (h₂)</i> | : | Work status congruence is positively related to job satisfaction. |
| <i>Hypothesis 3 (h₃)</i> | : | Work status congruence is positively related to affective commitment. |
| <i>Hypothesis 4 (h₄)</i> | : | Satisfaction with work-life balance is positively related to job satisfaction. |
| <i>Hypothesis 5 (h₅)</i> | : | Satisfaction with work-life balance is positively related to affective commitment. |
| <i>Hypothesis 6 (h₆)</i> | : | Job satisfaction is positively related to affective commitment. |
| <i>Hypothesis 7 (h₇)</i> | : | Satisfaction with work-life balance mediates the relationship between work status congruence and job satisfaction. |
| <i>Hypothesis 8 (h₈)</i> | : | Satisfaction with work-life balance mediates the relationship between work status congruence and affective commitment. |
| <i>Hypothesis 9 (h₉)</i> | : | Job satisfaction mediates the relationship between work status congruence, and affective commitment. |
| <i>Hypothesis 10 (h₁₀)</i> | : | Job satisfaction mediates the relationship between satisfaction with work-life balance and affective commitment. |
| <i>Hypothesis 11 (h₁₁)</i> | : | Job satisfaction mediates the relationship between work status congruence, satisfaction with work-life balance, and affective commitment. |
