Antecedents Of Enterprise Surroundings and Its Impact on Career-Family Equity

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Abstract

Career-family equity of employee is a main driver in the business firms that assists to attain higher productivity. It is considered as a healthy blend of both professional life and personal life. However, enterprise surroundings have significant influence on changing the career-family equity of employees. The study considered 536 employees working in business organization. Purposive sampling technique is used. Causal research design is adopted to measure the impact of enterprise surroundings on career-family equity of employees. Structural equation modelling is utilized to examine the causal relationship between enterprise backing, enterprise encouragement, enterprise surroundings and career family equity. Anova is applied to test the experience of employees and its impact on research variables. Results showed that enterprise surroundings had direct and positive impact on career family equity. Impact of experience have no significant difference towards enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.

Keywords: Enterprise Backing, Enterprise Encouragement, Enterprise Surroundings, Career-Family Equity, Organization, Employees.

1. Introduction

Career-family equity is a broad topic that includes both professional development and family care. It is critical to understand how employee combine professional demands with home responsibilities. Professional life entails a desire to advance and gain respect within an organization and in society at large. Taking care of one's family, children, parents, health, and leisure time properly are all part of one's personal life. Things have greatly improved as a result of the advancement of economic and social standards, and the employee's role in balancing their lifestyle has become less burdensome. In today's environment, finding a career-family equity has become one of the most difficult tasks (Vande Griek et al., 2020). To be effective, employees must put in extra hours every day. Furthermore, employees must not only look forward to their work, but also focus on soft skills and life skills in order to build excellent citizens as well as good professionals. All workers have the problem of finding a suitable balance between work and daily life (Jailaxmi & Gautam, 2017).

Work is taking over many people's lives worldwide in a progressive economy. Imbalance in work-life could stimulate an increase in work-family conflicts and stress as a result of long working hours and workload increase. Vacations are getting quicker and more commonly coupled with work, or shoddier, many individuals just do not have the time to take a holiday (Grobelna, 2019). The omnipresence of media is invading quality family time. The income and benefits are appealing. Work, on the other hand, is extremely complicated and hard. During one's working life, there are numerous pulls and pressures. There are too many commitments and deadlines, as well as too many unpredictably highs

and lows throughout the working day. To accomplish those targets, management professionals must work long hours and in many shifts. All of these factors make work a chaotic and demanding activity, causing significant stress as a result of work-life conflict, hampered performance, and caused a reduction in productivity, as well as leading employees to leave organizations due to work-life issues (Gautam & Jain, 2018).

2. Statement of the Problem

Life's demands on the home and family have reached unprecedented heights. An someone may work excessively long hours, sacrificing precious family time, and swiftly get to the top of corporate ladders, but their success and material gain will not compensate them in the long term (Eva et al., 2021). As a result, they have more work stress, less time to spend with their families, and a strained relationship with them. The contemporary emphasis on satisfaction necessitates larger and more urgent balancing. In today's environment, when technology and speed provide 'lead' time in the manufacturing sector, speed distribution has become a requirement in the service industry, consequential in higher time demands for professionals. While some businesses may regard diversity and work/life balance as separate roles, the two are inextricably linked (Gautam & Khurana, 2017). Balance between life and career, and diversity are perceived to be disconnected; however, they need to be tackled in tandem.

Workers' impressions of whether their employer cares about their well-being and contributions are referred to as organizational support. It also includes employees' evaluations of the organization's ability to assist them in achieving professional and personal objectives (Maan et al., 2020). Employees experience a sense of security and commitment when they perceive good organizational support (Hamzah et al., 2021). Employees who are actively backed by the organization believe that the employer cares about their well-being, values their efforts, and will assist them should problems arise (Ikon & Ogochukwu, 2019). Employees with low levels of organisational support, on the other hand, believe that their employers are ignoring their best interests, and that they will be exploited and replaced (Mohamed & Ali, 2016). The creation of suitable working circumstances, value creation and inculcation, variety and multiculturalism, workforce participation, support and teamwork, well-being and safety, ethics and governance, maintainable leadership, and a sustainable environment are all aspects of the work environment (Davidescu et al., 2020).

3. Review of Literature

Business firms motivate its employees in two ways, which is extrinsic motivation and intrinsic motivation (Hee & Rhung, 2019). Development opportunity, information and communication facility and challenges in work, flexibility had moderate impact in work environment (Irhamahayati et al., 2018). The main reason for job shifting of employees includes no development, poor infrastructure, remuneration and incentives, peer group, supervisor, career growth and performance appraisal (Aruchamy et al., 2018). Flexible work environment provides a smooth ambience to discharge work without any physical difficulty, in terms of moderate temperature, proper lighting, comfortable room and so on (Edo & Nwosu, 2018). Organizational support can be defined as each employee's overall belief about the organization's rules and processes, which is established on the basis of their past experience with organizational activities (Zulfikar & Putra, 2020). Work life balance in certain dimensions includes personal needs, social needs, compensation and benefit, team work, time management and work. Further, personal needs are concerned with household needs and time needed to attend financial obligation (Preeti & Naresh, 2019). The office milieu is defined as a work setting that plays a substantial enough role in motivating workers to be more participatory in performing the duties assigned to them (Hastuti et al., 2021). The work setting has a favorable impact on job satisfaction. This occurs because a supportive work environment with tight relationships among workers makes it simpler for employees to assist each other while servicing customers (Ghozali, 2017).

4. Research Objectives

The study is commenced with the objectives proposed below.
1. To test the demographic profile of employees working in business firms.
2. To investigate the causal relationship among enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.
3. To examine the impact of experience of employees on research variables.

5. Research Methodology

The study is commenced with the motive to assess the antecedents of enterprise surroundings and its impact on career-family equity of employees working in business firms. The study considered 536 samples, and it is selected by administering purposive sampling technique. Causal research design is adopted to measure the impact of enterprise surroundings on career-family equity of workforce. Therefore, the study employed structural equation modelling to test the causal relationship between enterprise backing, enterprise encouragement, enterprise surroundings and career family equity. Furthermore, experience of employees is taken into consideration to assess its impact on such research variables using one-way Anova. The following conceptual framework is proposed to test.

Figure 1: Conceptual Framework
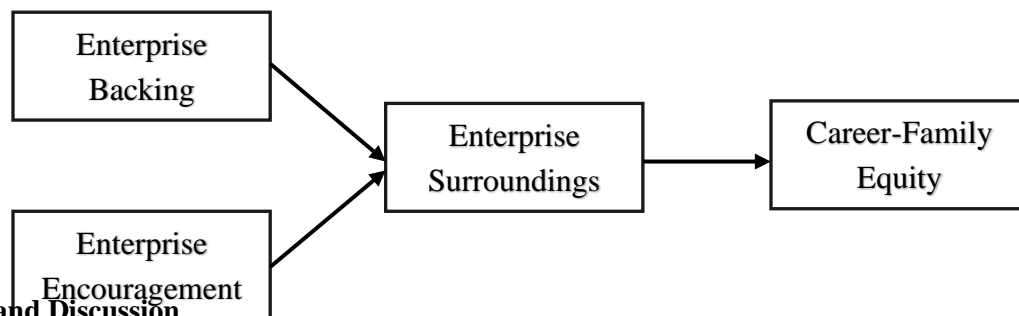
6. Results and Discussion
6.1 Demographic Profile Analysis

The employees' demographic profile is analyzed and presented in Table 1.

Table 1: Analysis of Demographic Profile

Variables	Distribution	Frequency	Percentage
Gender	Men	322	60.07%
	Women	214	39.93%
Age	Less than 30 years	251	46.83%
	30 – 45 years	178	33.21%
	More than 45 years	107	19.96%
Education	UG	345	64.36%
	PG	147	27.43%
	Others	44	8.21%
Salary Per Month	Below Rs.50,000	254	47.39%
	Rs.50,000 – 100,000	184	34.33%
	Above Rs.100,000	98	18.28%

	Less than 3 years	156	29.10%
Experience	3 – 10 years	260	48.51%
	More than 10 years	120	22.39%

Source: Survey Data

Table 1 exhibits the results of employees' demographic profile. Gender consists of 60.07% of male and 39.93% of female employees. Age includes that 46.83% of less than 30 years, 33.21% of 30 – 45 years, and 19.96% of more than 45 years. Education furnishes that 64.36% are completed UG degree, 27.43% are completed PG, and 8.21% are completed diploma and additional degrees. Salary reveals that 47.39% are in below Rs.50,000, 34.33% are in Rs.50,000 – 100,000 and 18.28% are in above Rs.100,000. Experience asserts that 29.10% are in less than 3 years of experience, 48.51% are in 3 - 10 years of experience and 22.39% are in more than 10 years of experience.

6.2. Causal Relationship among Research Variables

The following were the observed, endogenous variables: EB5, EB4, EB3, EB2, EB1, EE5, EE4, EE3, EE2, EE1, ES1, ES2, ES3, ES4, ES5, CFE5, CFE4, CFE3, CFE2, and CFE1. The following were the unobserved, endogenous variables: Enterprise backing, enterprise encouragement, enterprise surroundings and career family equity. The unobserved variables (exogenous) comprised e1 to e24. The model constituted forty-eight variables of which twenty-eight were not observed in contrast to twenty observed ones. The structural model is depicted in Figure 2 and the path analysis in Table 2.

Table 2: Structural Model Path Analysis

Path			Estimate	S.E.	C.R.	P
EB5	<---	Enterprise Backing	1.000			
EB4	<---	Enterprise Backing	0.953	0.048	19.728	***
EB3	<---	Enterprise Backing	0.998	0.034	29.756	***
EB2	<---	Enterprise Backing	0.990	0.056	17.641	***
EB1	<---	Enterprise Backing	0.984	0.056	17.577	***
EE5	<---	Enterprise Encouragement	1.000			
EE4	<---	Enterprise Encouragement	1.019	0.038	26.519	***
EE3	<---	Enterprise Encouragement	0.961	0.035	27.470	***
EE2	<---	Enterprise Encouragement	0.949	0.043	22.301	***
EE1	<---	Enterprise Encouragement	0.855	0.038	22.392	***
ES1	<---	Enterprise Surroundings	1.000			
ES2	<---	Enterprise Surroundings	0.984	0.017	56.817	***
ES3	<---	Enterprise Surroundings	0.995	0.018	55.812	***
ES4	<---	Enterprise Surroundings	0.980	0.018	54.408	***
ES5	<---	Enterprise Surroundings	0.989	0.023	42.265	***
CFE5	<---	Career Family Equity	1.000			
CFE4	<---	Career Family Equity	0.984	0.022	44.302	***
CFE3	<---	Career Family Equity	0.968	0.020	47.411	***
CFE2	<---	Career Family Equity	0.961	0.020	49.027	***

Path			Estimate	S.E.	C.R.	P
CFE1	<---	Career Family Equity	0.946	0.030	31.561	***
Enterprise Surroundings	<---	Enterprise Backing	0.277	0.036	7.627	***
Enterprise Surroundings	<---	Enterprise Encouragement	0.642	0.051	12.627	***
Career Family Equity	<---	Enterprise Surroundings	0.538	0.040	13.523	***

Source: Survey Data

*** p significant at $p < 0.001$

Figure 2: Structural Model
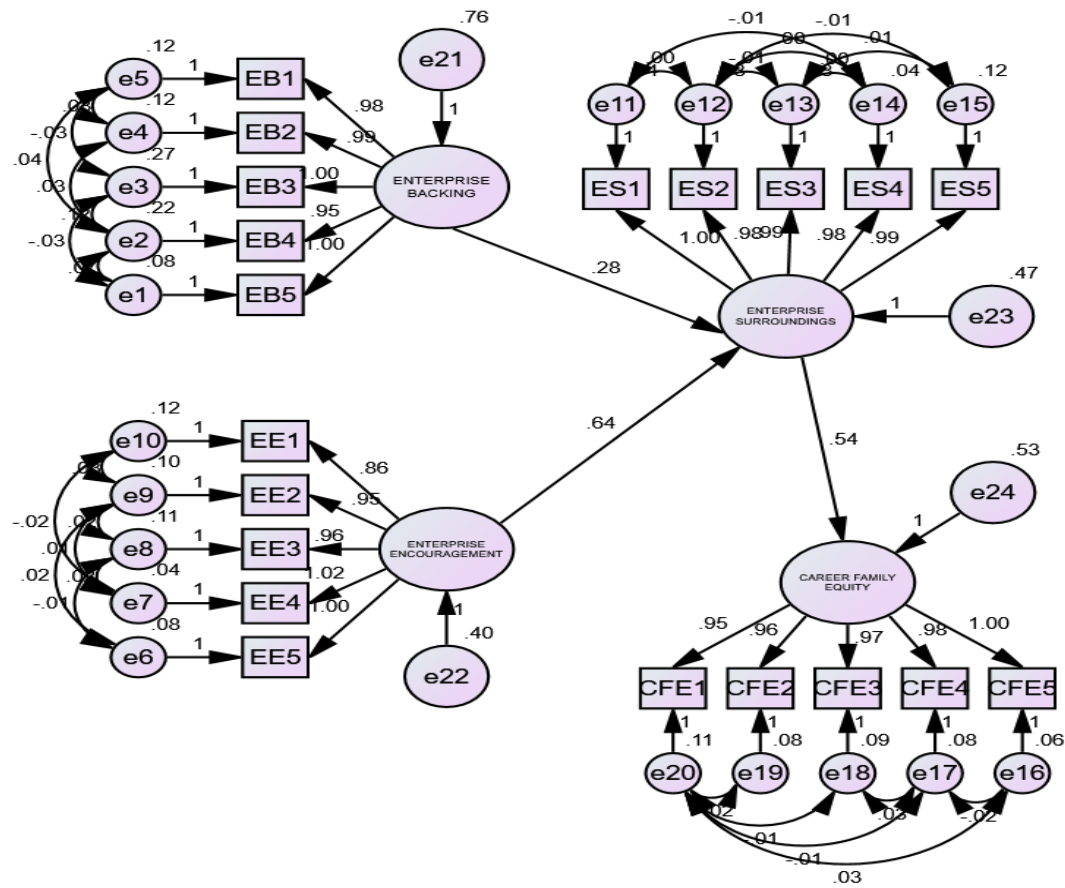
The structural model fit indices indicate that the value of GFI is 0.949, it assures that it has reasonably a good fit and its AGFI is 0.924. Similarly, the values of RFI (0.975), CFI (0.990), NFI (0.982), IFI (0.990), and TLI (0.986) have reasonably good fit. Furthermore, RMSEA is 0.048, its smaller value assures better model. The value of CMIN/df is 2.223, it is safely less than the threshold value. The value of Expected Cross Validation Index (ECVI) is 0.843, these values are within the acceptable level and it indicates a better model fit.

Impact of Antecedents on Enterprise Backing

Antecedents impact on enterprise backing is tested with the following hypotheses.

$H_{1.1}$: Antecedents have a positive impact on enterprise backing.
$H_{01.1}$: Antecedents do not have a positive impact on enterprise backing.

Its results are depicted in Table 3.

Table 3: Impact on Enterprise Backing

Path			Estimate	S.E.	C.R.	p
EB5	<---	Enterprise Backing	1.000			
EB4	<---	Enterprise Backing	0.953	0.048	19.728	***
EB3	<---	Enterprise Backing	0.998	0.034	29.756	***
EB2	<---	Enterprise Backing	0.990	0.056	17.641	***
EB1	<---	Enterprise Backing	0.984	0.056	17.577	***

Source: Survey Data

Table 3 discloses that the coefficient of enterprise backing being 1.000 for EB5 holding other variables as constant. The coefficient of EB4 being 0.953, EB3 being 0.998, EB2 being 0.990, and EB1 being 0.984 holding other variables as constant. The positive coefficient implies that for every 1.000 unit increase in EB5; for every 0.953 unit increase in EB4; for every 0.998 unit increase in EB3; for every 0.990 unit increase in EB2; and for every 0.984 unit increase in EB1, there will be 1-unit increase in enterprise backing. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.1}$ is rejected. Hence, antecedents have a positive impact on enterprise backing.

Impact of Antecedents on Enterprise Encouragement

Antecedents impact on enterprise encouragement is tested with the following hypotheses.

$H_{1.2}$: Antecedents have a positive impact on enterprise encouragement.
$H_{01.2}$: Antecedents do not have a positive impact on enterprise encouragement.

Its results are depicted in Table 4.

Table 4: Impact on Enterprise Encouragement

Path			Estimate	S.E.	C.R.	p
EE5	<---	Enterprise Encouragement	1.000			
EE4	<---	Enterprise Encouragement	1.019	0.038	26.519	***
EE3	<---	Enterprise Encouragement	0.961	0.035	27.470	***
EE2	<---	Enterprise Encouragement	0.949	0.043	22.301	***
EE1	<---	Enterprise Encouragement	0.855	0.038	22.392	***

Source: Survey Data

Table 4 discloses that the coefficient of enterprise encouragement being 1.000 for EE5 holding other variables as constant. The coefficient of EE4 being 1.019, EE3 being 0.961, EE2 being 0.949, and EE1 being 0.855 holding other variables as constant. The positive coefficient implies that for every 1.000 unit increase in EE5; for every 1.019 unit increase in EE4; for every 0.961 unit increase in EE3; for every 0.949 unit increase in EE2; and for every 0.855 unit increase in EE1, there will be 1-unit increase in enterprise encouragement. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.2}$ is rejected. Hence, antecedents have a positive impact on enterprise encouragement.

Impact of Antecedents on Enterprise Surroundings

Antecedents impact on enterprise surroundings is tested with the following hypotheses.

$H_{1.3}$: Antecedents have a positive impact on enterprise surroundings.

$H_{01.3}$: Antecedents do not have a positive impact on enterprise surroundings.

Its results are depicted in Table 5.

Table 5: Impact on Enterprise Surroundings

Path			Estimate	S.E.	C.R.	p
ES1	<---	Enterprise Surroundings	1.000			
ES2	<---	Enterprise Surroundings	0.984	0.017	56.817	***
ES3	<---	Enterprise Surroundings	0.995	0.018	55.812	***
ES4	<---	Enterprise Surroundings	0.980	0.018	54.408	***
ES5	<---	Enterprise Surroundings	0.989	0.023	42.265	***

Source: Survey Data

Table 5 discloses that the coefficient of enterprise surroundings being 1.000 for ES1 holding other variables as constant. The coefficient of ES2 being 0.984, ES3 being 0.995, ES4 being 0.980, and ES5 being 0.989 holding other variables as constant. The positive coefficient implies that for every 1.000 unit increase in ES1; for every 0.984 unit increase in ES2; for every 0.995 unit increase in ES3; for every 0.980 unit increase in ES4; and for every 0.989 unit increase in ES5, there will be 1-unit increase in enterprise surroundings. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.3}$ is rejected. Hence, antecedents have a positive impact on enterprise surroundings.

Impact of Antecedents on Career Family Equity

Antecedents impact on career family equity is tested with the following hypotheses.

$H_{1.4}$: Antecedents have an affirmative effect on career family equity.
$H_{01.4}$: Antecedents do not have an affirmative effect on career family equity.

Its results are depicted in Table 6.

Table 6: Impact on Career Family Equity

Path			Estimate	S.E.	C.R.	p
CFE5	<---	Career Family Equity	1.000			
CFE4	<---	Career Family Equity	0.984	0.022	44.302	***
CFE3	<---	Career Family Equity	0.968	0.020	47.411	***
CFE2	<---	Career Family Equity	0.961	0.020	49.027	***
CFE1	<---	Career Family Equity	0.946	0.030	31.561	***

Source: Survey Data

Table 6 discloses that the coefficient of career family equity being 1.000 for CFE5 holding other variables as constant. The coefficient of CFE4 being 0.984, CFE3 being 0.968, CFE2 being 0.961, and CFE1 being 0.946 holding other variables as constant. The positive coefficient implies that for every 1.000 unit increase in CFE5; for every 0.984 unit increase in CFE4; for every 0.968 unit increase in CFE3; for every 0.961 unit increase in CFE2; and for every 0.946 unit increase in CFE1, there will be 1-unit increase in career family equity. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.4}$ is rejected. Hence, antecedents have a positive impact on career family equity.

Impact of Enterprise Backing and Enterprise Encouragement on Enterprise Surroundings

Enterprise backing and enterprise encouragement impact on enterprise surroundings is tested with the following hypotheses.

$H_{1.5}$: Enterprise backing and enterprise encouragement have a positive impact on enterprise surroundings.
$H_{01.5}$: Enterprise backing and enterprise encouragement do not have a positive impact on enterprise surroundings.

Its results are depicted in Table 7.

Table 7: EB and EE Impact on Enterprise Surroundings

Path			Estimate	S.E.	C.R.	p
Enterprise Surroundings	<---	Enterprise Backing	0.277	0.036	7.627	***
Enterprise Surroundings	<---	Enterprise Encouragement	0.642	0.051	12.627	***

Source: Survey Data

Table 7 discloses that the coefficient of enterprise surroundings being 0.277 for enterprise backing holding other variables as constant. The coefficient of enterprise encouragement being 0.642 holding other variables as constant. The positive coefficient implies that for every 0.277 unit increase in enterprise backing; and for every 0.642 unit increase in enterprise encouragement, there will be 1-unit increase in enterprise surrounding. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.5}$ is rejected. Hence, enterprise backing and enterprise encouragement have a positive impact on enterprise surroundings.

Impact of Enterprise Surroundings on Enterprise Career Family Equity

Enterprise surroundings impact on career family equity is tested with the following hypotheses.

$H_{1.6}$: Enterprise surroundings have an affirmative effect on career family equity.
$H_{01.6}$: Enterprise surroundings do not have an affirmative effect on career family equity.

Its results are depicted in Table 8.

Table 8: EB and EE Impact on Enterprise Surroundings

Path			Estimate	S.E.	C.R.	p
Career Family Equity	<---	Enterprise Surroundings	0.538	0.040	13.523	***

Source: Survey Data

Table 8 discloses that the coefficient of career family equity being 0.538 for enterprise surroundings holding other variables as constant. The positive coefficient implies that for every 0.538 unit increase in enterprise surroundings; there will be 1-unit increase in enterprise surroundings. The p value for all paths is significant at 0.1% level, hence null hypothesis $H_{01.6}$ is rejected. Hence, enterprise surroundings have a positive impact on career family equity.

6.3. Impact of Experience on Research Variables

Impact of experience on enterprise backing, enterprise encouragement, enterprise surroundings and career family equity. One-way Anova test is used to test its impact with the following hypothesis.

$H_{1.7}$: There is significant difference among experience with respect to enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.

$H_{01.7}$: There is no significant difference among experience with respect to enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.

It results is depicted in Table 9.

Table 9: Anova

		Sum of Squares	df	Mean Square	F	Sig.
Enterprise Backing	Between Groups	27.372	2	13.686	0.690	0.502
	Within Groups	10579.536	533	19.849		
	Total	10606.909	535			
Enterprise Encouragement	Between Groups	14.823	2	7.412	0.762	0.467
	Within Groups	5187.354	533	9.732		
	Total	5202.177	535			
Enterprise Surroundings	Between Groups	18.735	2	9.368	0.499	0.607
	Within Groups	9996.173	533	18.755		
	Total	10014.909	535			
Career Family Equity	Between Groups	10.313	2	5.157	0.283	0.754
	Within Groups	9722.894	533	18.242		
	Total	9733.207	535			

Source: Survey Data

Table 9 reveals that the null hypothesis is accepted for enterprise backing, enterprise encouragement, enterprise surroundings, and career family equity are found to be non-significant as its p-values are higher than 0.05. Therefore, there is no significant difference among experience with respect to enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.

7. Conclusion

Balancing business and personal life have become a major difficulty for practically every firm in the modern world. In many ways, the lack of career-life balance has a negative impression on career-family equity. As a result, it is critical to comprehend the impact of the business environment on career-family equity. In this way, this study aimed to analyze the impact of enterprise backing, enterprise encouragement on enterprise surroundings. Consequently, the impact of enterprises surroundings on career-family equity. Antecedents of had direct and positive impact on enterprise backing, enterprise encouragement, enterprise surroundings and career family equity. Enterprise backing and enterprise encouragement rendered significant role in transforming favorable enterprise surroundings. Finally, enterprise surroundings had direct and positive impact on career family equity. Impact of experience on research variables asserts that there is no significant difference among experience with respect to enterprise backing, enterprise encouragement, enterprise surroundings and career family equity.

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