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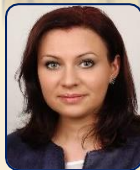


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Research Article: 9

A Study On The Influence Of Motivational Climate On Work-Family Conflict And Work-Family Enrichment In Select Service Organisations



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Abstract

"The motivational climates in select service organisations were assessed to investigate the impact of motivational climate on work-family conflict and work-family enrichment. The data were collected from 455 employees through a survey using questionnaires and were analyzed." The results revealed that organizational climates dominated by Achievement motive and Expert-influence motive led to work-family enrichment. The study found that an organizational climate dominated by Control motive led to work-family conflict.

The study suggested that employees working in a functional organizational climate (Achievement and Expert Influence motives) would have more satisfaction which is instrumental in enriching their work and family life as well. Besides, employees who work in a dysfunctional organizational climate would experience negative outcomes like stress, and job and life dissatisfaction.

Keywords: Work-family conflict, Motivational Climate, Dominant motive, Work-family enrichment.

1. INTRODUCTION

Present study considers two important variables: Motivational Climate of the organization and work- family relationship (work- family enrichment and conflict). Organizational climate is a relevant topic of gaining interest in the management literature. It has a major influence on organizational effectiveness, organizational development, employee motivation, job satisfaction and organizational productivity. "On the other side, the two most important aspects of an individual's life are work and family and their connection". People have to play efficiently both their family role and organizational role, and balance between these two is utmost necessary." Researchers commonly approach the attributes of the relationship between work and family lives from two distinct perspectives, leading to separate research streams that concentrate on either "work-family enrichment" (WFE) or "work-family conflict" (WFC), as indicated by Chen and Powell (2012)". "WFC results in negative outcomes such as stress, hypertension, job/ life dissatisfaction etc. whereas WFE may produce positive outcomes like job/ life satisfaction, better quality of life etc".

Employees' perceived WFC and WFE may vary in different types of organizational climate. Pareek (1989) used the conceptual framework of climate developed by Litwin and Stringer (1968) and designed an instrument to measure organizational climate with special

regard to motivation. Organizational climate motives, which refer to the values and priorities of an organization, may also impact WFC and WFE. "This study aims to explore the impact of organizational climate motives on WFC and WFE". The present study also attempts to assess organizational climate in different service sectors using that instrument. "The current study also aims to assess the influence of organizational climate motives on work family conflict and work family enrichment in select service sectors of Indian Organizations".

2. REVIEW OF THE LITERATURE

Litwin and Stringer (1968) illustrated that individuals driven by specific motives, as proposed by **McClelland (1961)**, perform optimally when the organizational climate aligns with and supports those particular motives.

"**McClelland (1961)** proposed that human behavior is affected by three needs- need for achievement, need for power and need for affiliation".

In his study, **Khanna (1985)** identified correlations between motivational climates and key indicators of organizational effectiveness.

The study of **Mishra, Bhardwaj and Pestonjee (1999)** reported that the overall motivational climate was perceived as strong in control and dependency motives and weak in

achievement and extension motives by the air traffic controllers.

The study of **Sukalyani and Pattanayak (2004)** revealed that the climate of NALCO is dominated by dependency motive and expert influence back-up motive.

The study of **Purohit and Wadhwa (2012)** focused on evaluating the organizational climate from motivational perspective in a government district hospital. "They found in their study, the dominant climate motive in the organization was dependency while back-up climate motive was control".

From the study of **Chaturvedi (2014)**, it was found that employees working in both government and private management colleges are affected differently by different organization climate motives. It is the dependency function that is dominant motive for government organization whereas achievement is the dominant motive in private colleges. "Work-family conflict is a kind of inter-role conflict characterized by the mutual inconsistency of role pressures from both work and family domains (**Greenhaus & Beutell, 1985**). Time-based conflict arises when the time dedicated to one role disrupts the time available for the other role. Strain-based conflict occurs when the stress experienced in one role extends into the other, constraining active participation in that particular role (**Griggs, Casper, and Eby, 2013**).

Greenhaus and Powell (2006) characterized Work-Family Enrichment (WFE)

as the degree to which engagement in one role enhances the quality of life, encompassing performance or emotional well-being, in the other role.

Carlson, Kacmar, Wayne & Grzywacz (2006) has categorized WFE into three dimensions namely work-family capital (work enhances psychological resources as sense of security, confidence, self-fulfillment), work-family affect (moods and attitudes) and work-family development (skills, knowledge, behaviour). In the context of this study, work-family balance is depicted through the connection between work-family conflict and work-family enrichment".

"Balancing work and family responsibilities poses a significant challenge for numerous employees and families (**Hammer, Cullen, Neal, Sinclair, and Shawro, 2005**). Moreover, an imbalance in work-family relationships can lead to diminished health and performance outcomes for individuals, families, and organizations" (**Wayne, Musica, and Flesson, 2004**). "WFE has been seen to predict higher job satisfaction, lower turnover intention and higher affective organizational commitment" as stated by **MCnall, Masuda and Nicklin (2010)**.

"In **Sabina Chhetri's (2019)** study, a significant relationship was observed between Work-Family Enrichment (WFE), Family-Work Enrichment (FWE), and outcome variables, specifically affective commitment, job satisfaction, and family satisfaction.

Individual differences, family support, and organizational practices that support families have received limited attention in the work-family literature, as noted by **Eby et al. (2005)**.

To contribute to the understanding of these factors, **Wayne, Randel, and Stevens (2006)** explored individual differences, both formal and informal organizational support, and family support as precursors to enrichment.

Emphasizing the significance of flexible work arrangements, **Mcnall et al. (2010)** highlighted the positive impact of options like flextime and compressed workweeks, which appeared to contribute to greater work-to-home enrichment. This, in turn, was associated with heightened job satisfaction and reduced turnover intentions among employees.

Aranha et al. research (2023) revealed that psychological, social, and subjective well-being significantly influenced the happiness of B-school faculty, whereas workplace well-being did not exert any effect on subjective happiness. This is likely due to the faculty's focus on sustaining through the pandemic and adapting to rapid changes".

3. RESEARCH GAP

Though few studies have been conducted to assess motivational climate in Indian organizations, the research on assessing motivational climate in different service sectors like government sectors, bank, NGOs and

University departments is very limited. Since Organizational climate has been one of the major constructs used in comparing organization, the present study was intended to compare few organizations in respect of different organizational climate motives. The review of literature reveals that most of the studies addressed the relationship of work-family interface with personality attributes and their effects on family and work satisfaction.

"The studies considered family support, supervisor support as antecedents of work-family enrichment". Though several organizational variables such as job characteristics, supervisor's support, family-friendly benefits, family supportive work culture, work social support, flexible work arrangements were examined in previous studies, the role of organizational climate in creating WFC and WFE is not yet studied.

Pareek observed that the organizational climate dominated by achievement, expert influence and extension motive contributes to organizational effectiveness whereas the organizational climate characterized by control, affiliation and dependency leads to organizational ineffectiveness.

"The present study intends to probe into the functional and dysfunctional organizational climate and their effects of work-family conflict and work-family enrichment".

4. RESEARCH OBJECTIVES OF THE STUDY

The Objectives of the study are as follows –

- To assess motivational climate of organizations in different service sectors. These are Government organization, University departments, Bank, Police and NGO.
- To identify dominant and back-up climate motives in selected Organizations.
- To examine WFC and WFE.
- “To explore the impact of organizational climate motives on WFC and W

5. RESEARCH HYPOTHESES

Hypothesis 1a

Organizational climate dominated by achievement motive will enhance Work-family enrichment.

Hypothesis 1b

Organizational climate dominated by expert-influence motive will increase to Work-family enrichment.

Hypothesis 1c

Organizational climate dominated by extension motive will improve to Work-family enrichment.

Hypothesis 2a

Organizational climate dominated by dependency motive will direct to Work-family conflict

Hypothesis 2b

Organizational climate dominated by control motive will lead to Work-family conflict.

6. RESEARCH METHODOLOGY

Sample

To collect data, five types of service organizations were covered. The types of service organizations are banks, universities, police, Governments sector and NGOs.

Analysis was done on the basis of data obtained from 455 employees of different types of organizations. Among 455 respondents, the male respondents were 68% and female respondents were 32%.

Instruments Used

“To assess motivational climate of organizations, a validated instrument called Motivational Analysis of Organizations-Climate (MAO-C), developed by Udai Pareek (1989) was used”. The following procedures were followed. The individual ratings for each motive under twelve dimensions were aggregated and converted into index scores ranging from 0 to 100. “The following formula was used to arrive at the index for each motive”:

$$\text{MAO-C Index} = (S-12) \times 100/60 \text{ [S- score]}$$

The abridged versions of the following scales were used to measure the variables: “Carlson, Kacmar & Williams (2000) 18-item Work Family Conflict scale; Three dimensions of WFC and FWC were considered, i.e., Time-based, Strain-based and Behavior-based work interference with family and vice-versa”. Major parts of the statistical analysis were done using SPSS 28.0 and MATLAB 2018 software.

7. RESULTS AND DISCUSSIONS

To assess the motivational climate of organizations in different sectors like banks, Government organizations, University departments, banks and NGOs, the data were analyzed in terms of Mean, MAO-C Index, and Standard deviation. "The results are shown in the following three tables".

Table 1: Mean And Standard Deviation Values Of Different Motivational Climates Of Different Organisations

Type Of Organisation	Sample Size (N)	Achievement	Expert Influence	Extension	Control	Dependency	Affiliation
Banks	101	47.14851 ± 3.045	42.55751 ± 3.9	29.32634 ± 2.56	57.7940 ± 3.36	44.8026 ± 3.05	30.44591 ± 2.97
Police	49	36.71429 ± 3.10	32.87755 ± 2.9	33.12245 ± 2.74	63.7755 ± 3.75	57.2449 ± 3.39	28.26531 ± 2.50
Universities	102	58.37255 ± 3.5	59.84314 ± 3.61	40.3076 ± 3.8	44.3091 ± 3.29	29.35161 ± 2.78	20.2615 ± 2.25
Govts	147	55.96912 ± 2.98	39.92388 ± 3.33	42.9035 ± 3.18	49.4290 ± 3.6	36.40104 ± 2.76	27.37339 ± 2.23
NGOs	56	37.79117 ± 3.03	33.51054 ± 3.38	49.50725 ± 3.13	46.8511 ± 3.85	45.98419 ± 3.23	38.35573 ± 3.28

Table 1.1: Means, Standard Deviations Of Study Variables Sector Wise

Variables	Banks	Police	Universities & Colleges	Governments Organisations	NGOs
WFC_T	3.573 ± 0.891	3.689 ± 0.631	1.333 ± 0.429	2.449 ± 0.824	2.839 ± 0.963
WFC_B	3.640 ± 0.977	3.574 ± 0.798	1.529 ± 0.444	2.639 ± 0.883	2.875 ± 0.983
WFC_S	3.611 ± 0.877	3.702 ± 0.865	1.578 ± 0.437	2.656 ± 0.917	2.634 ± 0.993
WFE_1	1.356 ± 0.411	1.320 ± 0.378	4.373 ± 1.163	3.391 ± 0.770	2.968 ± 0.77
WFE_2	1.472 ± 0.442	1.476 ± 0.446	4.333 ± 1.089	3.524 ± 0.98	3.041 ± 0.852
WFE_3	1.663 ± 0.384	1.517 ± 0.430	4.454 ± 1.182	3.532 ± 1.11	3.16 ± 0.950

Table 2: Significance Of Dominant Motives

Types Of Organisations	Motivational Climates	Sample Size (N)	Mean	SD	t-value	Sig. level p-value
Banks	Control (Dominant)	101	57.79405	± 3.36	23.6213	0.000
	Achievement (Back-up)		47.14851	± 3.045		
Police	Control (Dominant)	49	63.77551	± 3.75	9.0423	0.000
	Dependency (Back-up)		57.2449	± 3.39		
Universities	Expert Influence (Dominant)	102	59.84314	± 3.61	2.9526	0.0035
	Achievement (Back-up)		58.37255	± 3.5		
Govts	Achievement (Dominant)	147	55.96912	± 2.98	15.6258	0.000
	Control (back-up)		49.42907	± 3.6		
NGOs	Extension (Dominant)	56	49.50725	± 3.13	4.0056	0.00011
	Control (Back-up)		46.85112	± 3.85		

Table 3: MAO-C Scores Of Different Motivational Climates Of Different Organisations

MAO-C Scores						
Type Of Organisations	Achievement	Expert Influence	Extension	Control	Dependency	Affiliation
Banks	58.58086	50.92919	28.87723	76.3234	54.67101	30.74318
Police	41.19048	34.79592	35.20408	86.2925	75.40817	27.10885
University	77.28758	79.73856	47.17933	53.8485	28.91935	13.76917
Govts	73.28187	46.53979	51.50583	62.3817	40.6684	25.62232
NGOs	42.98529	35.8509	62.51208	58.0852	56.64032	43.92622

**Table 4: Dominant And Back-Up Motives Of Climate Motives
Of Different Organisations**

Type Of Organisations	Dominant Motive	Back-up Motive
Banks	Control	Achievement
Police	Control	Dependency
University	Expert Influence	Achievement
Govts	Achievement	Control
NGOs	Extension	Control

The results (**Table - 1**) show the mean score of six motivational climates for different types of organisations. The results of **Table - 2** indicates that the dominant motive found for different organisations is significantly dominant ($p < .05$) over back-up motive. The results of **Table - 3** clearly indicate the MAO-C scores of six motivational climates of the different organisations. With the help of the results obtained in **Table - 1 & 3**, the dominant motive and backup motive of different types of organisations can be ascertained. The results are illustrated in **Table - 4**. The Organisational climates of Government organisations are dominated by the Achievement motive (**Table - 4**). This indicates that most employees in those organisations work on challenging goals. The employees work hard in order to achieve the target set by the organisations. The back- up motive of Government Organisation is Control, which means the employees of that organisation also have to follow regulations and norms set by the government organisations. The Expert Influence motive is found as the dominant motive for the Organisational Climate of Universities while the back-up motive is Achievement (**Table - 4**). This implies that the universities are dominated by experts and place a high value on specialisation. The Universities also value excellence in the performance of faculty members.

It is also evident from the results of **Table - 4** that the Organisational climates NGOs have been characterized by extension as their dominant motive. This implies that both the organisations emphasize social consciousness. For NGOs, the backup motive is control. It can be said that those organisations have a clear hierarchy. It is observed from the results of **Table - 4** that the Organisational climates of Banks and Police Organisation are dominated by the Control motive. Thus, it implies that all those organisations emphasize strict adherence to the rules / regulations and norms.

On the other hand, the backup climate of banks is Achievement which indicates that the employees of the banks work hard for the accomplishment of the tasks and contribute for the development of the organisations. The dependency motive is found as the backup motive for the

Organisational climate of Police Organisations. It implicates that the key decisions are controlled by a few people at higher levels in some cases.

It is pertinent to mention here that the other two Organisational Motives i.e., Dependency and Affiliation Motives are not found as the dominant motive for any organizations in this study. So, **Hypothesis 2a** and **Hypothesis 2c** cannot be tested.

Now, **Hypothesis 1** can be tested by analysing the results of the following tables.

Table 5: One Sample t-test To Show The Relation Of Achievement Climate Motive with WFE for Government Organisations

Organisational Climate	Type of the Organisations	Total No. Of Respondents	t-test Statistics of WFE Dimensions		
			Development	Affect	Capital
Achievement	Govt Organisations	147	Mean score: 3.391	Mean score: 3.524	Mean score: 3.532
			SD: 0.770	SD: 0.98	SD: 1.11
			t-score: 6.15	t-score: 6.43	t-score: 5.81
			df: 146	df: 146	df: 146
			Significance (p-value): 0.000	Significance (p-value): 0.000	Significance (p-value): 0.000

From this **Table - 5**, the mean values of the three dimensions of work-family enrichment are 3.391, 3.524 and 3.532, respectively and the values of SD are 0.8682, 1.11 and 1.25, respectively. For all the scales score 3 was considered as a response 'middle point. Hence the mean value is tested using one-sample t-test to check whether the mean value is significantly greater than 3. The results show that the mean value is significantly higher than 3 ($p < .05$). **Thus, the Sub Hypothesis H1a is accepted.** Therefore, it can be said that the organizational climate dominated by achievement motive leads to work-family enrichment.

Table 6: One Sample t-test To Show The Relation Of Expert Influence Climate Motive With WFE For Universities

Organisational Climate	Type of Organisations	Total No. of Respondents	t-test Statistics Of WFE Dimensions		
			Development	Affect	Capital
Expert Influence	Universities	102	Mean score: 4.373	Mean score: 4.333	Mean score: 4.454
			SD: 1.163	SD: 1.089	SD: 1.1828
			t-score: 11.923	t-score: 12.362	t-score: 12.423
			df: 101	df: 101	df: 101
			Significance (p-value): 0.000	Significance (p-value): 0.000	Significance (p-value): 0.000

“The results (Table- 6) show the score of one sample test-test from which it can be determined whether Expert Influence motive will cause work-family enrichment or not”. Since the mean scores of three dimensions of work-family enrichment are significantly higher than 3 ($p < .05$), it is concluded that the Expert influence motive will lead to work-family enrichment. So, the sub hypothesis H1b is accepted.

Table 7: One Sample t-test To Show The Relation Of Extension Climate Motive With WFE For NGOs

Organisational Climate	Type of Organisations	Total No. of Respondents	t-test Statistics Of WFE Dimensions		
			Development	Affect	Capital
Extension	NGOs	56	Mean score: 2.968	Mean score: 3.041	Mean score: 3.16
			SD: 0.77	SD: 0.852	SD: 0.950
			t-score: -0.31	t-score: 0.36	t-score: 1.26
			df: 55	df: 55	df: 55
			Significance (p-value): 0.379	Significance (p-value): 0.36	Significance (p-value): 0.106

The mean values of the three dimensions (Table - 7) of work-family enrichment are 2.968, 3.041 and 3.16, respectively and the values of SD are 0.81, 0.909 and 1.01, respectively. However, the one-sample t-test results show that the mean values are not significantly greater than 3 at the significance level ($p < .05$). Thus, the sub hypothesis of H1c is not accepted. Therefore, it can be said that the Extension Motive does not lead to work-family enrichment. Further probe is needed in this direction.

Table 8: One Sample t-test To Show The Relation Of Control Climate Motive With WFC Dimensions For Banks

Organisational Climate	Type of Organisations (# Of Respondents)	Total No. of Respondents	t-test Statistics Of WFC Dimensions		
			Time	Behaviour	Strain
Control	Banks (101)	101	Mean score: 3.573	Mean score: 3.640	Mean score: 3.611
			SD: 0.891	SD: 0.977	SD: 0.877
			t-score: 6.46	t-score: 6.58	t-score: 7.00
			df: 100	df: 100	df: 100
			Significance (p-value): 0.000	Significance (p-value): 0.000	Significance (p-value): 0.000

Table 9: t-test Statistics To Show The Relation Of Control Climate Motive With WFC Dimensions For Police Organisation

Organisational Climate	Name of Organisations (# of respondents)	Total No. of Respondents	t-test Statistics Of WFC Dimensions		
			Time	Behaviour	Strain
Control	Police (49)	49	Mean score: 3.689	Mean score: 3.574	Mean score: 3.702
			SD: 0.631	SD: 0.798	SD: 0.865
			t-score:7.64	t-score:5.03	t-score: 5.68
			df: 48	df: 48	df: 48
			Significance (p-value): 0.000	Significance (p-value): 0.000	Significance (p-value): 0.000

The **Hypothesis H2b** i.e., Control motive will lead to work-family conflict can be tested by checking the results of one sample t-test shown in **Table - 8** and **Table - 9**. Since all the mean scores of three dimensions of work-family conflict are higher than 3 ($p < .05$), the **Sub Hypothesis H2b** is **accepted**. Thus, it can be concluded that the Control motive will lead to work-family conflict.

CONCLUSION

In conclusion this research proposes that the motivational climate of an organization plays an important role in deciding the level of work-family conflict and enrichment experienced by employees in selected service organizations. The overall results reveal that organizational climate dominated by achievement and expert influence leads to work family enrichment. In selected Government Service Sectors where the achievement motive is found as dominant motive, the employees work on challenging goals, perceive work family enrichment.

The college and universities are dominated by the expert influence motive where the academicians tend to be motivated by opportunities to demonstrate their knowledge and expertise, share their ideas and opinions, and contribute to the organization's success. Furthermore, this study has shown that the organizational climate dominated by control motive ensures to work-family conflict. In this study, the control motive is found as dominant motive for Bank and Police organization, which implies that, the organizations value control, influence, and authority. Organizations should strive to create a positive motivational climate that supports employees' work-family balance by fostering a culture of teamwork and employee development.

“The study of motivational climate and its relationship with work-family conflict and enrichment has important implications for organizations and managers. It highlights the importance of creating a positive motivational climate that encourages employee engagement and motivation. When employees feel supported, recognized, and valued, they are more likely to experience positive work-family spill over, such as work-family enrichment, which in turn leads to increased job satisfaction, organizational commitment, and overall well-being”. It's important to note that while control is necessary in a police organization, it should be balanced with some family-friendly policies to reduce employee work-family stress. In the banking industry, an excessive focus on control can sometimes lead to negative effects on employee autonomy, work-family balance, and overall employee well-being.

The study's outcomes offer valuable insights for management to make crucial decisions aimed at enhancing employee productivity within service sectors. Additionally, this research adds to the current body of knowledge on work-family dynamics, paving the way for new avenues in future research.

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Kolkata Bidhannagar Society for Academic Advancement West Bengal, INDIA

KOLKATA BIDHANNAGAR SOCIETY FOR ACADEMIC ADVANCEMENT (hereinafter referred to as the 'KBSAA') established in the year 2022 as a registered Society under the West Bengal Societies Registration Act (West Bengal Act XXVI) of 1961 bearing registration No. S0025851 of 2021-2022.

KBSAA is a Non-Profit seeking Society for Promotion and Advancement of Learning and Research in the field of Social Sciences and other allied areas.

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The main objectives of the KBSAA are as follows –

- To promote and develop the Academic Advancement of Learning in the field of Research and Academics.
- To publish Research Journals, Books, Newsletters, Periodicals, Magazines, Brochure etc. with an objective of furthering academic research, information and knowledge.
- To organize and participate in Conferences, Seminars, Webinars and Workshops in collaboration with other Societies, Corporates and other Organizations / Associations / Foundations etc. for the promotion and development of research in the field of Social Sciences and other allied areas.

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