CAREER-FAMILY BALANCE AND ORGANIZATIONAL OUTCOMES OF PROJECT-BASED CONSTRUCTION EMPLOYEES AND THE ROLE OF HR PROFESSIONALS

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Abstract: Changing demographics and social factors induce a diverse workforce which creates the issue of career-family balance in the organizations. The organizations strive to enhance the outcomes of the workforces in the workplace for it is essential to be competitive in the business. At this juncture, it is presumed that HR professionals play a vital role at the organizational level to help the employees in accomplishing the outcomes. The present study is conducted by collecting data from 128 employees, to study the correlation between the career-family balance, organizational outcomes, and the HR professional's roles in the context of project-based construction companies. Organizational outcomes are measured through three dimensions, i.e. Job satisfaction, organizational commitment and Staying intentions of the employees. The findings reveal that there is a significant positive association between career-family balance, organizational outcomes, and HR professional's roles. The significant contribution to organizational outcomes came from career-life balance than HR professional's roles when both are combined to study the impact. However, the HR professional's roles are having a significant positive relationship with career-family balance. Further, findings show that the career-life balance remains the same for married and singles but the organizational outcomes differ for both the groups. The findings, the study implications, and future research directions are also discussed.

Keywords: Career-life balance, Change Agent, Employee advocacy, HR Professionals roles, Organizational outcomes**.**

I. INTRODUCTION

Mankind has the power to transform everything, but one which is out of his control is the time, which is neither created nor destroyed. Hence it is essential for humans to allocate the most valuable resource, the time among the organizational and personal needs. Thus, the career-family balance is a vital aspect for all. The competitive environment of the organization demands more time to learn, adapt and perform. Whereas, a person needs quality family time to relax, refocus and rejuvenate themselves Hence balancing between organizational demands and personal renewal is becoming paramount. Satisfied employees will be committed to the organization and will focused to stay in the company for a lengthier period will in turn results in the productive labor force which is crucial for any organization to meet out the cut-throat competition. Human resource professionals in any organization play a crucial role as an administrative expert, employee advocate, change agent and strategic partner in guaranteeing that the human resources are employed optimally in achieving the organizational goals thus improving productivity.

As the second largest employing sector in India, the construction industry accounts for nearly 11% of the country's GDP. Project-based employment always poses a burden on the employees to finish the assignment on-time which leads to the difficulty in balancing the work and personal demands. Hence the present study is essential to identify the relationship between the HR professional's roles, career-family balance plus organizational outcomes in the project-based employment context in the construction industry.

II. THEORY AND HYPOTHESIS

A. Career-Family Balance

The need to balance the conflicting commitments of society and organizations is increasing day by day due to the extremely competitive setting. Hence, the career-family balance is acquiring prominence in the organization. Career-family balance is the stability accomplished between an employee's principal organizational demands and their private life. The loads of an employee's job should not submerge the individual's ability to have a fulfilling private existence external to the corporate atmosphere. Many working definitions including work-life, work-life conflict, organization's view on work-life conflict, job holder's view on work-life conflict have been proposed by Lockwood [18] (2003).

Career-family balance affects the attitude of the employees towards personal life and organization. The organizations need to preserve highly professional employees since their commitment and devotion are desired for the productivity of the company, and hence career-family balance is important to the organizations (Azeem & Akhtar [3], 2014). The relationship between career-family balance and other organizational effects such as job satisfaction, organizational commitment, and staying intentions are studied by many authors. A study by Boswell & Olson-Buchanan [6] (2007) shows that career-family balance

encourages job satisfaction and turnover intentions. Brough et al.[8], (2014) stated that job satisfaction, family fulfilment, mental anxiety, and turnover intents are the very significant direct outcomes of the career-family balance. A study revealed that unpredictable working schedules such as limited advance notice, last time changes lead to greater career-family conflicts (Henly & Lambert [15], 2014). Career-family balance is the main concern for the employees who wish to leave the organization than job satisfaction. (Sibbald *et al*.[29], 2003).

(i)Time Management

The competitive work ecosystem demands the employees to update themselves by learning, adapting and performing which in turn leads to spending more time in the organizations by the employees. Spending time with family and friends, to fulfill the necessities of the family, taking the self-time to rejuvenate themselves, to have a healthy social life are all getting affected due to the lack of time. Wright et al.[32], (2014) stated that the use of devices such as mobile phones outside the normal working hours for office purposes affects the career-family balance. It shows that communication technologies lead to extended official timings which may affect the quality time to be spent with the family. Time-spatial elasticity is not as personal-friendly, in contrast, it may cause the workers to spend more time on the job than anticipated (Peters, den Dulk, & van der Lippe[24], 2009).

(ii)Personal Needs

The ever-demanding work atmosphere causes individuals to concentrate more on the work and hence they are missing the demands of the spouse, kids, and friends. Their social life is also getting affected. Apart from working overtime, the time spatial-flexibility causes the workers to reflects about job during their family and leisure times which disturbs the personal and social life of the workers (Peters et al. [24], 2009).

(iii)Organizational Support

Lockwood [18] (2003), stated that the organizations are concerned about the career-family balancing issues of the employees and came out with many Employee Assistance Programs (EPAs) to help the employees to come out of the stress created due to the balancing career and family. Organizations believed that maintaining the career-family balance is essential for employees which in turn impacts the quality of work performed by the employees. Felstead, Jewson, Phizacklea, & Walters [12] (2002) stated that family-friendly policies of the organization provide organizational commitment and in-turn contribute to the career-family balance of the employees. Thus, it is important to the organizations to provide family-friendly policies such as shortened work schedules, flexibility in work timings, work from home options, etc to increase the career-family balance and preferred organizational outcomes.

It is difficult for the workers to escape from the work stress physically and mentally in the jobs demanding high involvement (Russel *et al*.[25], 2009). This is in contrast with the findings from the other authors which supports that the family-friendly policy such as work from home provides career-family balance to the employees. Morganson, Major, Oborn, Verive, & Heelan [20] (2010) argues that client-based employees report lesser career-family balance and job satisfaction compared to the employees working in the parent organization, which shows that organizations should keep the client-based employees in mind while formulating the policies for the career-family balance of the employees. Saltzstein, Ting, & Saltzstein [27] (2001) states that family-friendly policies need not provide job satisfaction to all employees in a uniform pattern as each family system is unique in nature and needs. Career-family balance is the strongest predictor of job satisfaction whereas family-friendly policies along with organizational understanding have a straight influence on job satisfaction. Organizations need to focus on career-family balance interventions such as training, Flexi timings and behavioral counseling to improve the career-family balance and employee productivity (Kanwar, Singh, & Kodwani [16], 2009).

B. Organizational Outcomes

The organizational outcomes include job satisfaction, organizational commitment, turnover intentions, employee engagement, employee productivity, quality of work-life, etc. There are many studies which show the positive linkage between the career-family balance and organizational outcomes (Sang, Ison, & Dainty[28] (2009); Kanwar et al.[16], (2009); Gallie *et al*.[14], (2001); & Sang et al.[28], (2009). In contrast to this many authors also found out the negative consequence between career-family balance and organizational outcomes (Saltzstein, Ting, & Saltzstein[27] (2001) & Parkes & Langford [23], (2008).

(i)Job Satisfaction

Job satisfaction is a psychosomatic result to the work needs. It is defined by what degree the job results satisfy or surpass prospects. The features of job satisfaction include the job itself, salary, promotion, prospects, guidance, and co-workers. Sang, Ison, & Dainty[28] (2009) stated that architects expressed dissatisfaction in their work mainly due to organizational aspects rather than the inherent job characteristics itself. A survey of general practitioners disclosed that 25 percent of civil engineers are not satisfied with their job. From the period of 1998 to 2001 the percentage of turnover intentions due to job satisfaction increased from 14% to 22%. The lack of career-family balance leads to a reduction in job satisfaction which also produces other negative job actions such as nonattendance, diminished achievement and turnover (Families and work institute 1998). A study conducted by Saltzstein, Ting, & Saltzstein [27] (2001) showed that family-friendly policies need not provide work satisfaction to all employees in a uniform pattern as each family system is unique in nature and needs. Career-family balance is the strongest predictor of job satisfaction whereas family favorable policies along with organizational understanding have a direct impact on job satisfaction. Increased work-life conflicts lead to lessened job satisfaction and vice versa (Wright et al.[32], 2014).

(ii)Organizational commitment

Organizational commitment is the willingness of an employee to stay as a member and make efforts for the organization and emotionally attached to it and believes in the values and norms of the organization (Kim [17], 2014). High commitment theory advocates that the policies and practices of the organization will impact the commitment of the employees towards the organization. Authors working in this practice argued that policies and practices produce interest in work systems, employee- management relationships and in turn helps in organizational commitment (Gallie *et al*.[14],2001). Organizations can improve the organizational commitment of the employees by understanding their career-family conflicts and offers work flexibility to balance these competing demands of the employees (Osterman [22],1995). A study conducted by Kim [17] (2014) among Korean workers revealed that career-family balance increases affective commitment towards the organization which helps employees in the effective in-role performance.

(iii)Staying Intention

Wright et al.[32], (2014) in their study found out that the perceptions of the employees for using communication technologies, such as whether it helps to connect with the workplace or interferes with the free time predicts the other organizational consequences such as burnout, job satisfaction, and turnover intentions. Generalized results state that half of the architects in the UK struggle to maintain a career-family balance and one in three architects is looking for a switch in their jobs (Sang et al. [28], 2009). This indicates that career-family balance is an important cause of the turnover intentions in the organization. Career-family balance is the main worry for the employees who wish to leave the organization than job satisfaction (Sibbald *et al*. [29], 2003). In contrast to the above findings, a study conducted among 16000 Australian employees by Parkes & Langford [23] (2008) showed that career-family balance is least connected to the staying intention.

C. HR Professionals Roles

To overcome the 'marginality of the personnel function' HR professionals must adapt to the new organizational roles. They must face challenges and make changes to the work assignment to add value to the organization (Arachchige & Weerasinghe [2], 2012). Out of the four roles described Ulrich [31] (1997), three roles i.e. Employee advocate, change agent and strategic partner roles are used for this study.

(i)Employee Advocate

On assessing the practice of the managers towards the interest of the employees, they conclude that the organization represents and support their interest and this judgment can be called employee advocacy (Akgunduz & Sanli [1], 2017). The relations between an employee and the organization must follow a win-win situation, to have a constructive relationship with the organization. Innovative organizations follow employee advocacy practices. Employee advocacy is affected when the manager supports the employees. The supported employees believe that the manager is trust in his potentials and capabilities and is willing to put his extra effort for a longer period to achieve organizational goals which improve workplace productivity (Yeh [34], 2014). Rynes [26] (2004) argued that organizations that consider the contributions of their employees are treasured and valued are the ones that adapt employee advocacy, on the contrary, the organizations which consider their employees as worthless will not follow or adapt the employee advocacy. Such organizations that treasure the contributions of the employees, practices employee advocate increases the job satisfaction of their employees and reduces turnover intentions. A study conducted by Akgunduz & Sanli [1], (2017) among the hotel employees in Turkey found out that employee advocacy have a constructive consequence on job embeddedness which shows that employer who values the interest of the employees increases the optimistic approach of the employees about the organization. Whereas the study does not show the negative effect of employee advocacy on turnover intention which implies that the managers cannot prevent the employee's willingness to depart the organization though they are inclined towards the employee interest.

(ii)Change Agent

Wright and Snell [33] (1998) suggested that the dynamically changing organizations must develop a mechanism with which employees must be consulted regarding their needs and desired behaviors in the organization. This argument states that HR professionals must have a shared understanding of the employees to act a good change agent in the organization. (Kim [17], 2014) The organizational sense-making process should be performed effectively by the HR professionals by including the line managers and the employees in the process of change management. As the change agent, the HR professionals not only induces the effective changes but also protects the employees from the negative consequences of the adverse transformations (Long, Wan Ismail, & Amin [19], 2013). Ulrich [31] (1997) the role of the change agent is helping in the smooth transitions in the personnel area during the changes in the organization. Also, in addition to the transition, they should suggest the best practices for change based on the best market practices.

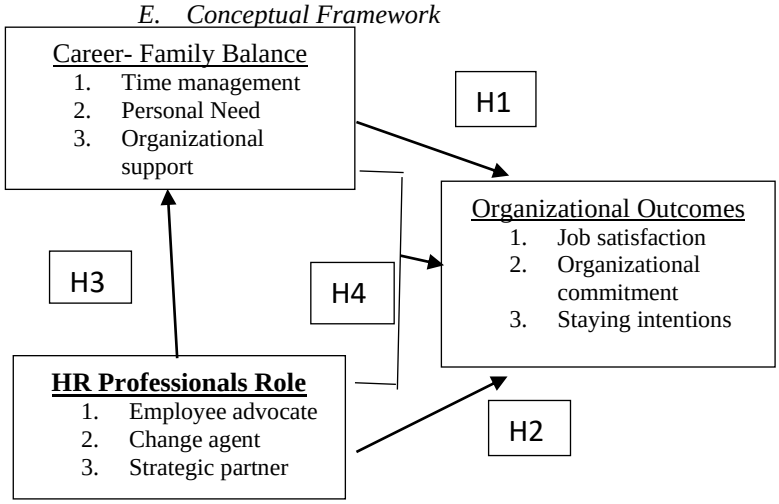
(iii)Strategic partner

The ability to transform the business policies to HR policies and the capability of the HR professionals to take part in the strategic decision-making process comprises of strategic partner role of HR professionals (Arachchige & Weerasinghe [2], 2012). Aligning the business policies with HR policy, implementing strategies and becoming a partner in policy making comprises the role of the HR professional as a strategic partner (Ulrich [31] 1997). A study by Bhatnagar [5], (2007) among 640 Indian managers reveals that there is a positive association between the strategic partnership role of the HR professionals and the organizational commitment.

D. Objectives of the Study

- To examine the correlation between Career-Family balance, Organizational outcomes and HR Professional roles.
- To study the impact of HR professional's roles and career-family balance combined on organizational outcomes.
- To analyze the best predictor of the organizational outcomes among HR-Roles, career-life balance and the combination of both.

E. Conceptual Framework



F. Hypothesis

H1: There is a significant correlation among career-family balance and organizational outcomes

H2: HR professional's roles will positively relate to organizational outcomes

H3: There is a significant correlation between career-family balance and the HR professional's roles

H4: The HR Roles combined with career-life balance will have a significant consequence on organizational outcomes

H5 (a): The Marital status has a significant influence on career-life balance

H5 (b): The Marital status has a significant influence on the organizational outcomes

III. METHOD

A. Participants and Procedure

The sample consists of 128 respondents, the employees working in the construction companies on a project basis i.e., working in the construction site from seven different organizations in Bangalore. The method used in this study to collect the data is convenience sampling. Out of 128 respondents, 87% of the respondents are male and 13% of the respondents are female. 20 respondents belong to the age group of fewer than 25 years, 54 in the 26 to 35 years age group, 42 respondents in the age group of 36 to 45 years and 12 respondents are in the age above 45 years. The mean age of all the respondents is 28.66 years.17% of Diploma holders and 83% of undergraduates and 0% of postgraduates participated in the study. Respondents profile shows that half of the respondents (50%) are having less than 3 years' experience in the organization, 23% in 3 to 5 years, and 12% of respondents in 6 to 10 years and 14% in above 10 years of experience. Out of 128 respondents, 98 are married and 30 respondents are single.

B. Measures

The modified version of Smeltzer's *et al [30]* , (2016) & Brough et al. [9], (2014) career-family balance assessment scale was used to measure the part of the time management aspect of the career-family balance of the employees. The scale developed by Small and Riley [30] (1990); Bacharach *et a*[4]*l.* (1991) and Smeltzer et al.[30], (2016) is used to measure the personal needs of the employees to balance the career and family on a five-point basis from strongly disagree to strongly agree. Nanjundeswaraswamy [21] (2019) and Morganson *et al.*, framed the five-point scale, was used in this current study to measure the organizational support aspects of the career-family balance.

The modified version of Cook *et al.*'s [10] (1981) a seven-point scale of Job satisfaction, from extremely satisfied to extremely dissatisfied is used which has been tested for reliability by (Fields,2002). The scale developed by Youcef, Ahmed, & Ahmed [35], (2016), a five-point scale, which is tested for reliability with Cronbach's alpha 0.71 is used to measure the organizational commitment. Sang et al., [28] (2009) &Youcef et al.,[35] (2016) scales are used in this study to assess the staying intentions of the employees. A part of Ulrich & Conner [31] (1996), the HR role assessment survey questionnaire is used to measure the HR roles. A part of Felstead et al.,[12] (2002) questionnaire is used to assess the change agent role of the HR professionals. Cronbach alpha for different scales is presented in Table 1.

A. Results

All the hypotheses are tested with the help of various statistical analyses using SPSS 21 and the results of the same are presented below. The first section presents correlation results, followed by regression results and the t-test results.

Table: 1 Cronbach alpha for Different scales (n=128)

SI. No	Scale	Cronbach alpha	No. of Items
1	Career-family balance	0.64	12
2	Job Satisfaction	0.74	4
3	Organizational Commitment	0.70	5
4	Staying Intentions	0.73	4
5	HR Roles	0.68	11

(i)Correlation Results

Table 2 shows that there is a significant positive correlation among variables i.e, Career-life balance, (Time management, personal needs, and organizational support), Organizational outcomes (Job satisfaction, Organizational commitment, and staying intentions) and HR Professional's roles (Employee advocacy, Change agent and strategic partner).

(ii)Regression

Linear single regression and stepwise multiple regression methods are used to establish the relationship between the variables.

Table:2 Correlation between Career-life balance, HR Professional's Roles and Job satisfaction, Organizational commitment and Staying intentions (N=128)

Variables		Career-life balance	Role of HR professionals	Job satisfaction	Organizational Commitment	Staying Intentions	HR roles with Career-life balance
Career life balance	Pearson Correlation	1		.77**	.877**	.77**	
HR Professional's Roles		.813**	1	.035	.502**	.035	
Job satisfaction		.077		1	-.021	.981**	.060
Organizational Commitment		.877**		-.021	1	-.021	.060
Staying Intentions		.077		.981**	-.021	1	.060
HR roles with Career-life balance				.060	.073	.060	1

**. Correlation is significant at the 0.01 level (2-tailed).

Table:3 Regression analysis between Career-life balance and Organizational Outcomes

Model	Predictors	R Square	Adjusted R Square	F	T	Sig.	Unstandardized Co-efficient
1	Career-life balance	.221	.215	35.729	5.977	.000	.638
2	Personal needs	.192	.185	29.898	5.468	.000	.959
3	Personal needs, Organizational support	.289	.278	25.448	5.036 4.143	.000 .000	.843 .976

Dependent Variable: Organizational outcomes **P<0.01

H1 stated that organizational consequences such as job satisfaction, organizational commitment and staying intentions increases with the career-family balance of the employees. Pearson's coefficient values in correlation analysis revealed that there is a high positive correlation between career-family balance and job satisfaction, organizational commitment and staying intentions (r =0.77, 0.87 & 0.77 respectively). The regression analysis also shows that the organizational outcomes will increase with the increase in the career-life balance, with 23% of variance explained, $p<.001$, $\beta = 0.63$, adjusted $R^2 = 0.21$, supporting H1, results represented in Table 3.

H2 stated that the role of HR professionals i.e., employee advocacy, change agent and strategic partner will positively relate to organizational outcomes. Pearson's coefficient values in correlation analysis exposed that there is a low degree of the positive correlation between HR Professional's roles and job satisfaction, organizational commitment and staying intentions (r =0.035, 0.502 & 0.035 respectively). The regression analysis shows that the organizational outcomes will get impacted by HR professional's roles, with only 6% of variance explained, $p<.001$, $\beta = 0.41$, Adjusted $R^2 = 0.06$, not supporting H2, though the model is fit, results represented in Table 4.

Table:4 Regression analysis between HR Professional's roles and Organizational Outcomes

Model	Predictors	R Square	Adjusted R Square	F	T	Sig.	Unstandardized Co-efficient
1	HR Roles	.068	.060	9.171	3.028	.003	.401
2	Employee Advocate	.145	.138	21.397	4.626	.000	1.173
3	Employee Advocate, Change agent	.171	.158	12.907	5.005 1.980	.000 .050	1.288 .516

Dependent Variable: Organizational outcomes **P<0.01

Table:5 Regression analysis between HR Professional's roles and Career-family Balance

Model	Predictors	R Square	Adjusted R Square	F	T	Sig.	Unstandardized Co-efficient
1	HR Roles	.661	.658	245.223	15.660	.000	.922
2	Change Agent	.358	.353	70.263	8.382	.000	1.376
3	Change Agent, Employee Advocate	.713	.709	155.438	14.977 12.443	.000 .000	1.694 1.389
Dependent Variable: Career-family balance							**P<0.01

Hypothesis 3 stated that the HR professionals' roles as an employee advocate, change agent and strategic partner will increase the career-family fit of the employees. Pearson's coefficient value in correlation analysis revealed that there is a high positive correlation between the HR professional's roles and career-life balance (r =0.813). The regression analysis also shows that the career-family balance will increase with the increase in the role of HR professionals, with 66% of variance explained, p<.001, β = 0.922, adjusted R^2 = 0.658, the model is highly fit, supporting H3 high significantly, results represented in Table 5.

Table:6 Regression analysis between HR roles with Career-family Balance and Organizational outcomes

Model	Predictors	R Square	Adjusted R Square	F	T	Sig.	Unstandardized Co-efficient
1	HR roles with Career-life balance	.152	.146	22.670	4.761	.000	.296
2	Career-life balance	.221	.215	35.729	5.977	.000	.638
3	HR Roles	.661	.658	245.223	15.660	.000	.922
Dependent Variable: Organizational Outcomes							**P<0.01

Hypothesis 4 stated that the roles of HR professionals combined with career-family balance will have a significant effect on the organizational outcomes. The regression analysis shows that the organizational outcomes will increase with the increase in the role of HR professionals and career-life balance combined, but with only 15% of variance explained, p<.001, β = 0.296, adjusted R^2 = 0.146, though the model is fit, rejecting the H4. Also, the regression analysis shows that the organizational outcomes will increase with the increase in the career-life balance, with 23% of variance explained, p<.001, β = 0.63, adjusted R^2 = 0.21, which proves that the career-life balance is the best predictor of the organizational outcomes (Table 6).

(iii)T-test Results

To examine the effect of marital status on the career-family balance and the organizational outcomes, independent samples t-test is performed. The results are displayed in Table 7. H5 (a) stated that the Marital status has a significant influence on career-family balance i.e. the married and single will experience a difference in balancing the family and career demands. The difference in the standard deviation among the married and single for the career-life balance is very small, the significance for the equality of the variance by Levene's test for equality of variance is 0.558 (P>0.05), significantly higher than the accepted values which depict that the variances are equally distributed and assumed, which results in the rejection of the hypothesis H5 (a). Hence marital status does not have any significant influence on career-family balance.

H5 (b) stated that the Marital status has a significant influence on organizational outcomes i.e. the job satisfaction, organizational commitment, and staying intentions differ significantly for married and single employees. From the Levene test for equality of variance, it is inferred that the two groups (Married and Single) are not having an equal variance, [F=3.702, Sig. = 0.47], which leads to accepting the hypothesis H5 (b). The variance for the two groups is not equally assumed and hence there is a significant effect of marital status on the organizational outcomes.

IV. DISCUSSION

The results of this study indicate that there is a significant positive relationship exists between the career-family balance, organizational outcomes and the role of HR professionals. The correlation results reveal that the career-family balance is the strong predictor of job satisfaction, organizational commitment besides staying intentions which aligns with the findings of Kanwar *et al.*,[16] (2009)Though career-life balance alone will not contribute to the organizational outcomes, it is a significant analyst of the outcomes. HR professional's roles in the organization such as employee advocacy, strategic partner and change agent helps the employees in harmonizing the job personal demands. Understanding the employee's needs, creating a change in the organization to adapt to the rising demands and helping the organizations in framing the policies and procedures helps the employees in achieving life career equilibrium. Also, the inter-variable correlation matrix of the organizational outcomes discloses a perfect positive relationship among job satisfaction and the staying intention. This is a clear indication of an employees to stay in an organization considering that he/she is satisfied with the job.

The career-life balance was studied under three dimensions i.e. time management, personal needs and organizational support from the organization and the regression analysis proves that when the employees can balance the job and personal demands effectively they can meet the job satisfaction, will have organizational commitment and will have intentions to stay longer in the organization. From the results, it is evident that if the organization provides support to the employees by understanding their needs, provide

flexible work-timings, avoiding unpredictable work schedules and providing a supportive work environment will increase the organizational outcomes significantly. And also, if the employees feel that their personal life is not affected by the organizational duties, sufficiently attending the parental and marital demands and spending time on social life will increase the productivity of the employee. But time management dimension is not a predictor of the organizational outcomes because with the new telecommunication technologies the demarcation line between the office and personal time is fading away which is supported by the (Wright et al., [33] 2014). The role of the employee advocate includes listening and understanding the employee needs, helping them in achieving life and job demands, take care of personal needs and improving the organizational commitment of the employees.

Table:7 T-test results of Marital status and Career-family Balance & Organizational Outcomes

Variables	Marital Status				Levene's test for Equality of variance		t-value
	Married (N=98)		Single (N=30)				
	Mean	S.D.	Mean	S.D.	F	Sig	
Career-life balance	48.61	4.64	48.13	5.44	.345	.558	.474
Time Management	15.24	1.89	15.00	2.67	5.836	.017	.558
Personal needs	18.46	2.64	18.53	3.98	3.791	.054	-.102
Organizational support	14.89	2.17	14.60	1.99	.007	.934	.670
Organizational outcomes	54.38	6.32	53.06	7.26	3.702	.047	.967
Job satisfaction	17.95	2.58	17.26	3.90	8.756	.044	1.129
Organizational commitment	18.46	2.64	18.53	3.98	3.791	.048	-.102
Staying Intentions	17.95	2.58	17.26	3.90	8.756	.004	1.129

**P<0.05

Change agent deals with shaping cultural changes for renewal and transformation, discussing the changes with the employees, providing an environment to the employees to adapt to the changes and helps the employees in reshaping the behavior of the employees. The strategic partner role deals with framing the policies and procedure to after understanding the employee needs, aligning the HR policies with business policy and ensures the policies protect the interest of the employees. These roles played by the HR professionals, employee advocacy, strategic partner and change agent helps the employees in achieving the career-family balance effectively. Especially the change agent and employee advocate contribute significantly to the career-life balance. But these roles failed to be an effective predictor of organizational commitment, job satisfaction, and staying intentions.

Though the career-family balance significantly contributes to the organizational outcomes, when we combine it with HR roles does not have a significant impact which shows that the HR executives roles can help the employees in achieving career-life balance with policies and procedures but organizational outcomes depends on other factors because it is a psychological variable (Kanwar et al.,[16] 2009). The organizational outcomes differ significantly for married and singles due to reasons such as married may want to stay in the same organization though not satisfied with the job due to various personal demands. Whereas the career-life balance remains the same for the married and single group which indicates that the need to stabilize the family life and career demands remains the same irrespective of their marital status.

V. PRACTICAL IMPLICATIONS

Though career-life balance is a situational variable, the HR executives in the organization play a vital role in helping the employees to achieve it by understanding the employee needs, framing policies and procedures to support them and implementing it and helping the employees in adapting to the new changes. An employee who balances the life and career demands effectively will attain job satisfaction, which ushers' organizational commitment and staying intention which in turn improves employee engagement and overall productivity. Hence the HR executives must spend time with the employees to understand their needs, introduce career-life balance practices, and train the employees and act as a bridge between the management and the employees to enhance workplace productivity.

VI.LIMITATIONS AND FUTURE DIRECTIONS

Besides the findings, this study also suffers from boundaries. The generalizability of the results are limited as the samples are collected from a single geographic area with fewer companies. Above all, the non-probability convenience sampling method was used in the study which restricts the equal opportunity for participation to everyone in the study. Respondent bias may present as the

respondents need to answer the questions relating to staying intentions (wright et al [33]). The study can also be extended to other geographic areas as well as other industries to study the impact of the variables.

VII. CONCLUSION

The career-life balance contributes significantly to organizational outcomes. The role of HR professionals in the organization performs a crucial role in maintaining the personal and organizational demands of the employees. From the results, it is evident that the role of HR professionals acts as an antecedent to career-life balance which in turn contributes to the job satisfaction, organizational commitment and staying intentions of the workers.

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