

# The Influence Work-Life Policies Can Have on Part-Time Employees in Contrast to Full- Time Workers and The Consequence It Can Have on Their Job Satisfaction, Organizational Commitment and Motivation

---

**Submission date:** 24-Oct-2020 07:32AM (UTC+0700)  
*by Roy Setiawan*

**Submission ID:** 1424798501

**File name:** pm2520201007-work\_life\_policies.pdf (516.83K)

**Word count:** 9340

**Character count:** 54146

# **The Influence Work-Life Policies Can Have on Part-Time Employees in Contrast to Full-Time Workers and The Consequence It Can Have on Their Job Satisfaction, Organizational Commitment and Motivation**

Roy Setiawan, Vijay D. Kulkarni, Yogesh Kumar Upadhyay, Vipin Jain, Ruby Mishra, Shvets Yuriy Yu and Ismail Raisal

## **Authors**

Roy Setiawan, Universitas Kristen Petra, Universitas Airlangga, Indonesia. roy@petra.ac.id  
Vijay D. Kulkarni, School of Management, Ajeenkya DY Patil University, Pune, India. profvijayra2@gmail.com  
Yogesh Kumar Upadhyay, Faculty of HRM, DSRF Institute of Computer Science & Management Studies, Pune, India. dryku108@gmail.com  
Vipin Jain, Teerthanker Mahaveer Institute of Management and Technology, Teerthanker Mahaveer University, Uttar Pradesh, India. vipin555@rediffmail.com  
Ruby Mishra, School of Mechanical engineering, KIIT Deemed to be University, India. rubymishrafme@kiit.ac.in  
Shvets Yuriy Yu., Institute of Control of Science V.A. Trapeznikov RAS, Financial University under the Government of the Russian Federation. jurijswets@yahoo.com  
Ismail Raisal, Department of Management, Faculty of Management and Commerce, South Eastern University of Sri Lanka, Oluvil. ismarais@seu.ac.lk

## **Abstract**

*This proposal will discuss previous literature reviews concerning Work-Life balance as a vast matter and topic through the Human Resource Management realm's scope. Several readings have observed the benefits of work-life policies in countless firms across the world. The consequences designed that part-time workers practiced lesser work-life balance levels in this specific example compared to full-time workers in the same industry. Other closes were made, such as how work-life persuaders changed with gender, wedded status, personal position, and educational grade. This study displays that organizational culture and organization provision are subsidizing factors in how work-life balance practices are supposed and qualified. On the other hand, the purpose of this study is to better understand work-family decision making by investigating episodes of time-based work-life conflict in which individuals indicate that they made clear decisions to choose work over family or family overwork. Therefore, this study seeks to survey the organizational work plan approaches and schedules that can be planned in encouraging and achieving work-life balance.*

2

Manuscript; Original published in: Productivity management, 25(1S), GITO Verlag, P. 568-590, ISSN 1868-8519, 2020

**Keywords:** <sup>1</sup> Part Time & Full Time; Motivation and Work-Life Balance; Job Satisfaction; Job Commitment.

## Introduction

This thesis constructs the HR model by creating two main workplaces. First, it describes the varied impact of HR-practices viewpoints regarding careers and what is responsible for workforce employee work strategies very good or bad. Secondly, earlier studies studied the side effects of HR-practices perceptions on employee attitude. The drive for work and imbalances in working life often redirect the way staff usually feel and experience and achieve the aims of being outstanding staff. Thus, this reading of tools for more comprehension involves one of the most significant human resources on the influences of HR dreams. Originally, this report's object was to cover the report of part-time employees compared to that of full-time staff. It also proposed to check the impact of income levels and job status satisfaction on disparities in workplace satisfaction between part- and full-time employees. Thirdly, it sought to analyze whether the variations between men and women are appropriate. This research intends to present various explorations and studies that seek to extend the existing working life balance approach to increase employee comprehension. This research aims to enhance the awareness of how workers impact their work-life balance through flexible working hours. This allows workers to create an acceptable balance between job and personal life and creates valuable operational outcomes.

### *Background of the study*

Murphy and Doherty [52] illustrate the intensive change in the economy <sup>1</sup> in recent years, which provides the foundation for exploring the balance between working and life and its implications. Numerous inquiries have been undertaken into the field of harmony between work and life and their effects on people and organizations [52]. Besides, the volatile consequences of the workplace climate will contribute to a corrupted combination of working lives. Furthermore, the impressions produced about them are often very negative. It is essential for businesses today to ensure they can increase their work satisfaction and reduce their employee sales for efficient operations. According to Kim, Knight, and Crutsinger [41], it will help businesses. Zeytinoglu, Lillevik, Seaton, and Moruz [65] find that conditions like quick shifts, erratic job hours, low incomes, and low-level treatment will contribute to management difficulties and family responsibilities.

In comparison, past studies on work-life harmony have primarily employed qualitative approaches using observable techniques compared to this report. The study previously seen has utilized several factors to explain their studies into the impact of tensions between job and existence. This research explores the role of equilibrium between work and life and the opposite consequences of encouragement of factors, career satisfaction, and employment dedication. The

study would also point out disparities in part-time and full-time jobs and other factors such as ethnicity, marital status, family status, and whether a student is a male. This presentation's product would be the literature on the subject and the researcher's study statement and approach.

### *Rationale of Research*

The findings indicate that an active way to maintain a work-life combination is a versatile working schedule and operation. Maintaining the work-life balance, flexible time, operating from home, part-time, and job sharing were illustrated as useful strategy strategies. Shift work has been shown to influence the quality of working life adversely. Despite the broad exposure received by the balance of work-life, many organizations also lack adequate approaches to mitigating work-life tensions and maintaining the harmony of working life. This increasing knowledge of the dilemma of work and life's contradictions contributed to a substantial rise during this decade in attempted work-life alternatives. This research proposes some of the strongest, the simplest, and the most cost-efficient methods and frameworks to adjust, incorporate, and incorporate.

### *Scope of Research*

On the other side, comprehension and assessment of how the process impacts male and female workers is a focus resolution of this paper on the quality of full-time employees' jobs instead of part-time employers. The paper reflects on crucial opportunities for evaluating human resources activities that have a conflicting influence on workers' methods and identifying the connections between perspectives into human resources activities and workers' attitudes. Therefore, the lecture illustrates the vital position in the interaction between HR expectations and behavior through career inspiration and work-life imbalances. Besides, a crucial review of different research on work-life harmony and versatile frameworks with a goal of expansion is carried out, and the roles and guidance from different sources are well known. This qualitative analysis's primary purpose is to obtain a sense of how a community of workers of diverse experiences may interpret work-life harmony about flexible working hard.

### *Significance of the Study*

The task continues for workers to deal with jobs and other facets of life. Therefore, this research explores methods and frameworks to facilitate and maintain work-life satisfaction in an organization. This article is a thorough review of multiple researches in job flexibility and flexible work patterns to extend current expertise and better appreciate the role and analysis of various researchers, writers, and experts.

## Research Statement

This analysis of the statement may outline the most relevant and applicable data linked to harmony between work and home, happiness at work, engagement in the enterprise, and encouragement. The literature analysis often covers part-time and full-time literature about the supermarket industry. The texts gathered for research comprise articles, books, surveys, and web sources used to obtain an insight into the problems relevant to this thesis.

## Research Questions

- What are the key reasons why workforces cannot find stability between work and non-work doing?
- Find if there is a linkage between work-life conflict and gender, age, marital status, family status, employment status, and educational position?

## Research Objective

1 Work-Life strategies can have on Part-Time workers in contrast to Full-Time workers and their outcome on their Job Satisfaction, Organisational Commitment, and Motivation.

## Limitation of research

1 This thesis has several limits that the writer did not achieve from a male viewpoint, a better view of the work/life balance. The study was chosen and performed using a system of self-selection. Besides, unwelcome self-selection features will contribute to the individual being charged with taking the investigation because, according to Saunders et al. [57], they have strong feelings regarding a specific subject. However, a qualitative approach may have been useful for this study since discussions may also promote a thorough picture of workers' work-life balance. However, this approach was impractical because of the period, so interviews should be used for more study. The outcomes of this analysis are claimed to be peculiar. Besides, the observations apply to the survey and may be called an exact reflection of certain respondents' opinions and perspectives. In this case, a broader sample can be used to achieve a greater understanding of experience in this field of future studies. As with all people, there are some limits on potential study possibilities. We wanted to know if this approach is currently made for certain outcomes and reliable and what we did. This analysis should be used in subsequent studies such that the approach extends to other areas understanding in advance both the benefits and drawbacks. First, the analysis was focused on cross-sectional data, which render fundamental effects difficult to generate. Thus, relations between variables of studies should be carefully calculated before drawing any conclusions. To explain the shifts in job satisfaction levels between part-time and full-time employees, more research may consider external variables as justification. This paper highlights



the effect of business job arrangements on staff's lives and their effect on the relationship between personal and working environments.

Future Science Working change due to its documented capacity for conflict and interaction with work-life harmony must be considered. In addition to the previously described, there are several resources for more study. One approach is to look for the mix of working and family structural factors that indicate that the competitor tensions can be overcome effectively to deter confrontation. The latest hunt only covered times of work-farm-family dispute. Future studies may examine whether flexible working time has the same impact as that for less-educated people/employees and why, if so, an unnoticed barrier between lower-educated people / employs and flexible working arrangements seems to be present. It will also be helpful to check whether the study findings apply to individuals doing duties. Actual studies may also help to establish dimensional devices that are more versatile than employee interactions.

### **The Literature Review**

The literature review will explore and inspect what researchers have discussed through their literature nearby these subjects. The literature is covered with sources from journal articles, books, and online sources.

#### *Work-Life Balance Theories*

First of all, the key focus of this dissertation is the combination of work and existence. Galea, Houkes, and De Rijk [4] describe balancing jobs and lives as recruiting, which is utilized by strategies to fit individuals and is illustrated by human resources management. Furthermore, Frame and Hartog [26] propose a good work-life balance where workers find like they can easily utilize flexible work hours schemes to manage employment and other responsibilities in their lives, such as families, interests, research, etc. The dynamic of work and life is somewhat diverse and can be observed from several different perspectives. Moreover, Shockley and Allen [3] also emphasize that related ideals should be involved. For example, disagreements between work-family relationships could contribute to tension from one position, impacting the individual's efficiency. Dizaho, Salleh & Abdullah [23] suggest that the harmony of work and life can be accomplished through flexible working hours like leisure time, part-time work, home employment, shift work, and job sharing. It is necessary to identify who is a part-time employee from this study. A part-time employee is contracting for something beyond the normal basic full-time hours [1]. Dizaho et al. [23] suggest that part-time employment is a productive way to find harmony between job and life.

The following describes how work satisfaction reveals how a person has a favorable or negative opinion about his / her evaluations on working experience. Calvo- Salguero, Martinez-de-Lecea, and Carrasco-Gonzalez [44] clarify. Many reports have demonstrated the effect on worker satisfaction of working-life harmony. Khan and Fazili [39] have shown that the balance between working life and career satisfaction has been strong. Forsyth and Polzer Debruyne [25] also contend that companies and workers profit from committed strategies on work-life balance, while worker satisfaction levels rise, contributing to lower attrition levels.

Furthermore, according to Frone, Russell, and Cooper [27], the function hypothesis indicated that tensions between family and working have a detrimental influence on the job's success. Further, the contrast between the working life and the demands and obligations of two positions can create a mismatch from stressors. Given that the literature has shown that the tension between the work and the happiness of jobs is connected to it, it must be noted that the two dimensions of work and life conflicts cannot be linked to job satisfaction in mutual understanding among researchers [15]. This claim is focused on the connection between the tension between employment and job satisfaction. Lamber, Hogan, and Barton [42] find out that it is challenging to explain the interaction between the two realms of work-family warfare because of a poor understanding and its impact on job satisfaction. Mesmer-Magnus and Viswesvaran [49] claim that most scientists don't use a global level of disagreements with working families since they can't notice multidimensional layers. Besides, this study will establish how the balance between employment and people's lives is multilayered and how this impacts their job satisfaction level.

Often, role stress theories should be applied in terms of workplace satisfaction and study to see the correlation between success at work and how a particular person might be personally affected by position stress. The study of Kahn, Wolfe, Quinn, and Diedrick-Snoek [12] agreed on several facets of stress analysis, and the work focused on how an individual perceives his world and its related impacts. Kahn et al. [18] indicate that stressors may impact the results correlated with jobs through a stressor's psychological tension. Kahn et al. [19], digging further into philosophy, indicate that a workplace structure can become subject to stress because of an employee's incorrect perceptions. Nevertheless, recent research has expanded the position stressors to involve uncertainty of responsibilities and differences of work and family stressors [53]. Netemeyer et al. [53] have found that it is essential for family-related stressors to assess position stressors. Arnold, Flaherty, Voss, and Mowen [9] described the familiar dispute as a condition. For example, in the retail market, people may face circumstances when they are suffering and encounter difficulty because of long hours and irregular hours [4].

Duxbury and Higgins [24] also noticed that workers with higher tension levels have lower occupational performance and a low standard of life. Devi and Nagini [20] emphasize companies' constructive impact, who reflect attempts to manage their job and work life [5]. The resource management philosophy is the ideology that encourages work satisfaction [6]. Orkibi and Brandt [21] say that this theory is related to personal capital, such as positivity, and can better benefit other capital. Orkibi and Brandt [28] suggest more ambitious individuals would be better able to handle expectations for work and non-employment. Overall, Orkibi and Brandt [29] emphasize that good behavior will contribute to a stronger balance of work-life and increase job satisfaction.

### <sup>1</sup> *The Job-Demand Resource Model*

The career characteristics model of employment stresses how significant the role's significant features affect mental well-being and well-being, such as job expectations and employment capital. The two most common hypotheses, the work demand-control model [37] and the efforts-reward mismatch model [60], are under this model. Incidentally, high-level workers are classifications as "involved." Low-level employment, and high-level workers, low-level, are categorized as high-level jobs [63], [30]. Whereas the effort-reward disparity paradigm presupposes work requiring intense stress, emotionally taxing, such as low wages, educational status, and workplace prospects, are extremely strained. To look at the dilemmas of workers around the industry with these ideas combined may be useful. The recent work demand/resource model Bakker and Demerouti [10] suggests that the work demands control and effort/effort imbalance model builds on the concept that each occupation may have its risks and protect stress factors that represent job categories requirements and job resource boundaries. Besides, the need-for-employment model may classify work demand as aspects of a career that could require continued investment from Demerouti, Bakker, Nachreiner, and Schaufeli [22]. By comparison, the labor force tools are the economic, physical, financial, social, and organizational variables that enable an individual to fulfill job requirements.

Two interdependent mechanisms connect demands and services to employees' health and well-being [63]. Firstly, the road to health impairs describes a long list of physical and physiological implications outlined by Bakker, Demerouti, and Schaufeli [11]: energy consumption attributable to intense or extended demands and limited labor capital [7]. The incentive route also demonstrates how employment opportunities naturally promote human growth, awareness, and advancement by addressing the fundamental psychological criteria such as autonomy and skills and abroad, allowing for the realization, in compliance with Demerouti et al. [22]. Overall, it can be assumed that workers' production and well-being may be sustained by providing ample services, even though high demands can not be abolished or minimized [63]. Increased enthusiasm, disengagement, and decreased employee output will contrast with smaller capital [22], [8].



The job's motivation is described as a drive for individual satisfaction in their job and willingness to work, according to Bui, Liu, and Footner [14]. Mas Machuca notes that, as HR procedures encourage these workers to balance their jobs with other unworkable tasks quickly, Berbegual-Mirabent and Alegre [31] indicated that staff autonomy might positively influence morale. A sense of self-reliance may often allow low tensions between work and life when staff chose their most suitable form of working. This study also indicates that those who chose to take advantage of their autonomy report greater degrees of harmony between work and life. Two types of inspiration are considered to be the inherent inspiration. Inherent motivation is when an individual conducts a task because it is fascinating and rewarding and because international motivation is normal, according to Catania and Randall [17]. Theory on equity implies that a person's understanding of how they are viewed, whether they are in social transactions, can be influenced by incentive, according to Adams [2]. In terms of theoretical context theory of equity, the theory suggests. Employees look at their peers and assume sure they may get frustrated and leave the company if handled badly, for example, instead of their supervisor [36]. The equities' philosophy is focused on the structure, which almost always relies on whom they contrasted in a particular scenario.

The work embedding hypothesis, a moderately modern hypothesis, is another hypothesis that aims to motivate. This hypothesis aims to strengthen the conventional paradigm of job attrition. This model was focused on three key elements, 'fit,' 'connection,' and 'sacrifice' that is key on and off the job, as developed by Mitchell, Holtom, Lee, Sablinski, and Erez in 2001 [51]. With its first aspect 'fit' defined as "perceived harmony or degree of comfort" with organization and society, Mitchell et al. [51] demonstrate that the more individuals fit into the organization and the group, the more incorporated they are. The second 'connection' relates to the number of ties between persons and their organizations. Finally, the expense of the financial or psychological advantages that may be sacrificed if they quit work is determined by the 'sacrifice' [51]. Mitchell et al. [51] suggest that this hypothesis may understand why the part-time staff has a higher attrition rate than full-time staff since part-time employees also have a higher reach than part-time staff in this model. For starters, full-time workers appear to get higher qualifications (i.e., greater fitness) and have more networking and function longer (i.e., more connections) [51]. In contrast with part-time jobs, you will choose to risk more, such as quitting a career, more wages, insurance, and pensions [62]. The selective integration hypothesis is another idea to clarify the differentiation between full-time and part-time staff. Katz and Kahn [38] describe the idea that people perform various positions in social structures and suggest that part-time jobs cannot be absorbed into the enterprise in the same manner that full-time workers are included [65]. In contrast to their full-times equivalent, part-time workers spend less time in the office and are less interested in the business. Martin and Hafer [44] further claim that part-time staff is sometimes unsatisfied and uncommitted owing to a lack of interest, unlike their full-time employees [64].

### *Work-Life Balance and Organisational Commitment*

If a company develops work/life management programs, Hye [34] provides workers with stronger organizational engagement. Moreover, workers can build an interpersonal connection with a company with a successful work-life balance strategy. According to Casper, Harris, Taylor-Bianco, and Wayne [16], it can also enhance organizational efficiency. Accordingly, an emotional attachment is seen in Allen and Meyer [3] when an employee is more likely to continue in the company when he/she feels respected and emotive. Although the advantages of part-time jobs in terms of work-life balance strategies can be reached, Lyonette [43] argues that employees are exposed to penalties such as weaker rank, decreased wages, fewer prospects for training advancement than their full-time counterparts. Employees may believe that their employer is respected and does not want to abandon this enterprise in terms of participation. This is nevertheless the case with certain citizens who have been studied through different literature.

### *Drawbacks of Work-Life policies*

A big factor in this research is the retail market, as Smith [61] points out how much shifting and volatile working patterns might cause possible problems for individuals' personal lives. Discuss possible consequences that may result in a detrimental balance of work life. Begin with tension first. A stressful job life may be linked to the workers' tension raised by Tuckey, Boyd, Winefield, Bohm, WineField, Linday, and Black [63]. However, it is necessary to remember that several different forms characterize stress. Rao [33] points out that three forms of stress, including personal stress, the stress in the workplace, and organizational stress, are current. This may contribute to major effects on their well-being, inevitably contributing to depression, anxiety, and frustration. This may be demotivated [35]. Tuckey et al. [63] established the connection between the tension and the retail sector through their study and occupational stress theory usage. Threats to retail staff, such as mental demands that involve Tuckey et al. described employees who suffer distress due to the lack of a stable work-life balance.

Henly and Lambert [32] claimed that the balance of jobs for workers might be unfavorable. This distinction explores how randomness can be generated by the retail sector and companies such as short advance notifications, an adjustment in the last-minute timetable, and inconsistency in working days. Henly and Lambert [32] also claim that this unexpectedness may create tensions dependent on time and strains. Hayman and Rasmussen [40] suggest that women have a greater risk of stress than men. The conversation of the tools model is the basis for this analysis. Hobfoll [45] notes that people seek to acquire, retain, protect, and promote what they love the most. Also, Jensen [46] describes that a person has less money for his family life if he spends his energy on the job. Also, Jensen [47] claims that as a result, people may get overwhelmed and burnout. This theory states that when people encounter tension in one environment, they have less ability to

conduct the activities in all other areas in which they are active [50]. According to Hobfoll [48], this hypothesis was chosen because it lacks money as families and becomes overwhelmed.

## Methodology

The following chapter addresses the issues that have not yet been identified. The last part illustrated the core basis for this study focused on the balance of job and life. In studying the key research topic, the researcher has identified four research goals that support the researcher.

### *Research Philosophy*

The study theory, Saunders, Lewis, and Thornhill [57], implies that the creation of knowledge and its existence is regarded. Besides, the researcher undertakes a path in the creation of new insights through this study. Also, the study philosophy the investigator employs dictates how the scientist sees the universe. Saunders et al. [57] state that the two central ideas are ontology and epistemology while speaking in theoretical theory. They include variations that can affect our thought on the analysis phase inevitably [57]. Saunders et al. [57] indicate that the dispute is mostly described by preference between the positivist translator, realist and pragmatist study theory, based on ontology and epistemology. Saunders et al. [57] claim that, concerning positivism, if the study follows the theory of positivism, it would take the natural science stance. The constructive analysis would also create a technique for the researcher to build hypotheses through current theories [57]. Furthermore, since the details obtained cannot be changed [57], the researcher would be beyond the data gathered.

Moreover, interpreters feel it is important for the investigator to consider the distinctions between people in our function as social actors, unlike the positivist stance [57]. In this sense, understanding is necessary. Interpretive past stems from two informed phenomenology practices and symbolic interactionism. Phenomenology relates to human beings' sense of the universe around them and how people perceive the environment around us [57]. Ultimately, the researcher must take an empathetic attitude in the interpretive position since market circumstances may also be dynamic [57]. The scientist would be positivist since the approach to data analysis is quantitative. The investigator is thinking from a constructive point of view, and it is difficult to change the data derived from questionnaires. Also, previous hypotheses are used to define the questionnaire's essence to shape the required theory. The scientist wanted to pursue a course to derive the findings using quantitative techniques. Also, Sim, Knamiller, Sharp, McDonald Sefton, and Wong [54] note that the optimistic approach is one more conventional perspective and gives a deeper perspective into a process focused on proof. Sharp et al. [58] further stress that positivist science is continuously and inevitably examining the universe in an unequalled manner.

## Research Approach

When an acceptable investigative study philosophy has been determined, the next move is to pick a method. Deduction and induction are the two primary forms of testing methods.

### *Deduction*

Bryman [13] stresses that this method reflects a shared conception of the connection between social science and philosophy regarding the deductive method. The study can develop conclusions supporting their research goals from a given theoretical context, such that these theories are then tested empirically [13]. The researcher can figure out how data can be obtained about the Bryman principles [13]. In general, the assumptions are first in the philosophy of deductive and guide the data collection process [13]. Concerning this study, since the topic includes personal questions but is fixed, the participants must express themselves. This study then preferred the theory of positivism. The study would adopt a deductive method for the analysis methodology, while the researcher utilizes prevalent hypotheses. Gain from the usage of current scales to formulation for this research project of a particular questionnaire. This is what the prosecutor offers

### *Induction*

This theory concludes the researchers' effect on the theory, which provoked the entire exercise [13]. The researchers would demonstrate how their tests and conclusions can be applied in their theoretical theories. The inference principle is generally connected to a qualitative study. Bryman [13] states that it is necessary to think about it both inductively and inductively while discussing the connection between science and principle. As in qualitative study, while similar to inductive theory, it may often not be as simple as qualitative research does not produce hypotheses, but the hypothesis also is used as a guide for qualitative research [13]. Tendencies can be used instead of being fixed in stone hypotheses as inductive and deductive hypotheses [13].

### *Research Strategy*

The researchers used the literature review to locate the numerous hypotheses regarding equilibrium between work and existence. The researcher has an analytical function in assessing how the gathered evidence is relevant to the researchers' literature and goals. The search performed in this thesis was focused on an investigative evaluation of the connections between part-time and full-time workers, their work-life balance, and on the calculation and interpretation of employee satisfaction, organizational engagement, and motivation to provide detailed results for the dissertation.



The students have seen a study entitled 'May work <sup>1</sup> part-time or full-time change the work-life balance of an employee and influence the happiness, encouragement, and dedication to their job.' Also, the analysis started with a community segment comprising six questions. The following segments were split into four factors: work-life balance, employee satisfaction, company engagement, and inspiration. Initiation of the first component of harmony of work and existence, the investigator gathered data on 6,983 Australian and New Zealand workers from Brough, Timms, O'Driscoll, Kalliath, Siu and Sit & Luis [56]. The gauge includes four laws, but the researcher used three scales of the four, so the researcher's study varies significantly from the initial sample. The following part of the survey is taken from Emberland. This measure consists of 3 parts – 1-job satisfaction, 2- organizational engagement, and 3-motivation, as stated above-Rundmo [59], named "Arbeit attitude measure." The work satisfaction scale contained six elements with rather unsatisfactory answers varying (1) and (5). The next stage of organizational engagement involves five stages, in which responses differ significantly from (1) to (5). There are six points in the final category where responses differ between (1) and (5) never before. However, the researcher took some things from this calculation, which were most appropriate for this thesis. Overall, the questionnaire consists of six questions regarding populations: work-life balance and three additional pieces. There are three concerns in this section: employee fulfillment, corporate participation, and work encouragement. To completely assist participants on the objects, the researcher often modifies each of the questionnaire questions. Two open-ended questions generated by the researcher were included in this questionnaire. The researchers applied the two open-ended questions to the survey to learn more and encourage students to clarify their own emotions and the problems confronting them.

## Data Collection

### *Sample*

The sampling method for this research was available to all the participants of all races and genders. This study involved men and women working on either absolute, part-time, or fixed duration contracts. Participants included dating people who have/are not children in a family currently at college or are not at college. This is such because it is easy to see that many in various positions are confronted with different difficulties in their work-life arrangement in the literature. This report's key point is that part-time workers would have more problems than those in full-time jobs.

### *Research Methods*

The research design is an analytical, qualitative research review, primarily via a report on the journal and books in the literature, which offers secondary evidence, where all knowledge is transparent. This secondary data paper includes several empirical literatures on flexible working

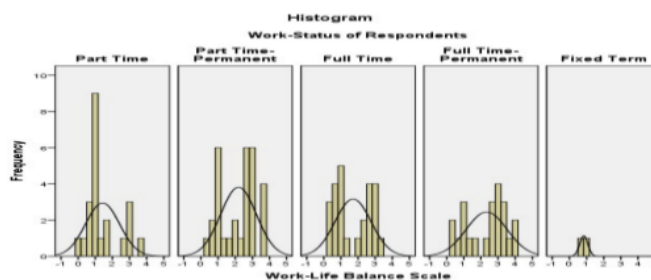
patterns and structures, several studies have been reviewed objectively, and the outcomes have been summarized. The study utilized qualitative and quantitative analyzes undertaken by comprehensive, semi-structuring interviews and data-driven evaluations.

### *Findings and Analysis*

The purpose of the analysis was to evaluate the impact on part-time and full-time workers' job satisfaction, morale, and organizational engagement. It also looked into how population shifts might also play a role. The first stage of the equilibrium between work and life assessed individuals' happiness with their personal and professional lives. The contrast between job and life often assessed how they employed and operated. Secondly, the scale for work satisfaction assessed how happy the position and obligations of this employee is. The scale of organizational engagement assessed the individual's contribution to the organization and position. The last step, the size of the work encouragement, assessed the way they were empowered. The first segment shall contain the findings of each of the survey scales' validity and reliability, including the following: Adjust scale, Assessment of Job Mood, Work Time Expectations. The first measurement-the work-life balance measurement, comprises four components. The second is split into the working attitude metric into three parts – career satisfaction in two, group commitment in two components, and ultimately, an encouragement portion in four components. There was still another question and two open questions. The researcher inquired.

### *The Work-Life Balance Scale*

The effects of the reliability analyzes are seen in this segment related to the "Work-Life Balance Scale." Pallant, [55]. Besides, Pallant [55], Saunders et al. [57] also indicates that an Alpha value from 0.7 or higher is appropriate for Cronbach, as seen below, and histograms. A Cronbach alpha value of 0.837 is performed. This is also a valid test. The histogram of the work-life harmony scale answers is below. The horizontal axis indicates the correlation between work and life, and the vertical axis displays the number of participants, as shown in figure 1.

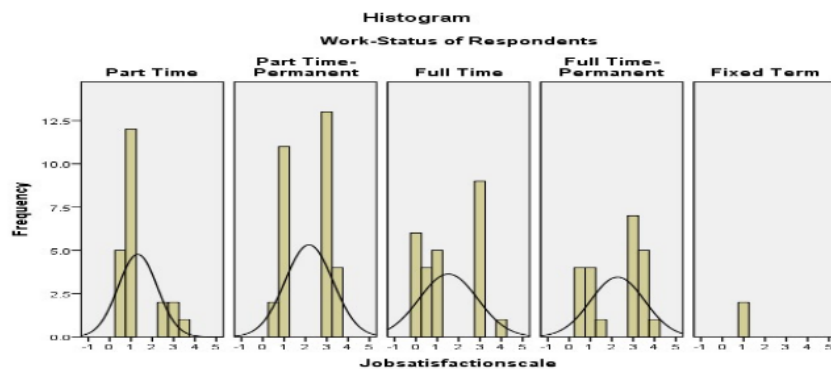


**Figure 1.** The plot of respondent's work-status about their work-life balance

The SPSS Examination [55] took effect. This was used by the investigator to demonstrate if there are variations in job status and work-life balance. The questionnaire was used to evaluate respondents in full time and part-time. Also, the measure was used to compare the disparities between permanent full-time and part-time workers. In this scenario, the consequence of this trial is (Mdn=22.84) and the full time (Mdn=25.02) ( $p=.587$ ) for part-time employees. We can see that there is a disparity in the mean ranks in this specific exam. We should also conclude that the work-life arrangement between part-time and full-time employees varies from one another. In comparison, the survey findings show that the regular part-time respondents (Mdn=25.38) are mostly regular relative to (Mdn=28.02), ( $p=.537$ ) full-time constant. The gender gap was then checked with the questionnaire. There is a substantial disparity in this same examination between men (Mdn=46.93) and women (Mdn=52.07), ( $p=.473$ ). Changes in marital status have also been examined; the findings show that the two categories were married respondents (Mdn=44.88) and independent respondents (Mdn=44.44) ( $p=.958$ ) with little distinction of effect. In the examination, the educational qualification of participants was also checked. The findings reveal that both students (Dn=45.24) and non-students (Dt=55.10) vary substantially ( $P=0.092$ ). Finally, the respondents utilizing the Questionnaire using their family rank. There are also important variations when infants (Mdn=64.27) and girls (Mdn=48.69) are involved ( $p=0.054$ ).

#### *The Work Attitude Measure*

This measure comprises three measures of happiness, dedication to the organization, and inspiration. Employment Fulfillment has two aspects, the company has two aspects, and the inspiration has been posted. Below are the historical archives of limited and full-time interviewees. The horizontal axis is the job satisfaction scale in both situations, and the vertical axis is the surveyor's reaction about their position as a worker, as shown in figure 2.

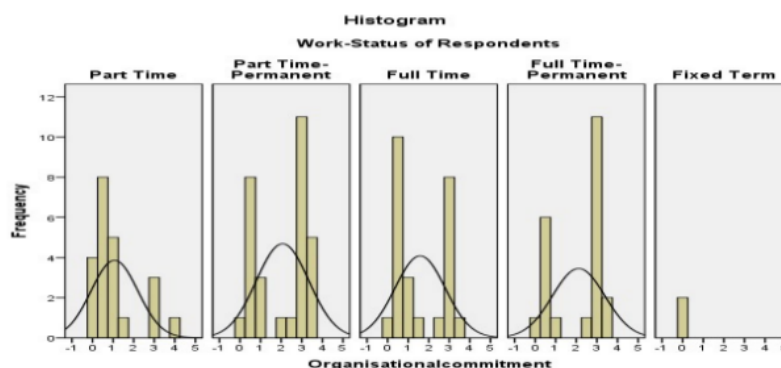


**Figure 2.** A plot of respondent's work-status about their Job Satisfaction

Owing to the variation of normality, the measure was used to define a substantial variation in the degree of productivity between part-time and full-time workers. The research also measured the disparity between permanent part-time and permanent full-time. The test reveals that between full and part-time respondents, there is little or no distinction. Where total (Mdn=23.68) (Mdn=24.36), minimal ( $p=0.866$ ) periods. Often, through research, there are minor factors, permanent full time (Mdn=27.57) compared with permanent part-time (Mdn = 25.72), ( $p=0.651$ ), which are also evident for the part-time permanent and full-time continuous respondents. The test also investigated the gender-satisfaction gap between jobs. The findings of this examination demonstrate that there is little distinction in value between the two replies. Males compartment (Mdn=52.14), females (Mdn=50.70), males ( $P=.839$ ). The comparison between married and single respondents was further checked. The findings of this test demonstrate a substantial gap where for single interviewees (mdn=43.40) and married respondents (mdn=51.46) ( $p=.304$ ). The same exam measured the disparity between school and family status. The examination indicates an essential distinction between the students and non-students from the educational level of the respondents, where the non-students (Mdn=57.65) and the students (Mdn=41.65), ( $p=0.005$ , respectively). Finally, in terms of the family position, the examination reveals a disparity in value between mothers and girls, where families are with (Mdn=64.77) and without mothers (Mdn=48.60), ( $p=0.040$ ).

#### Organizational Commitment

Histograms of levels of part-time and full-time respondents are presented below. The horizontal axis represents the organizational commitment scale, and the vertical axis represents the number of respondents, as shown in figure 3.



**Figure 3.** The plot of respondent's work-status about their Organisational Commitment

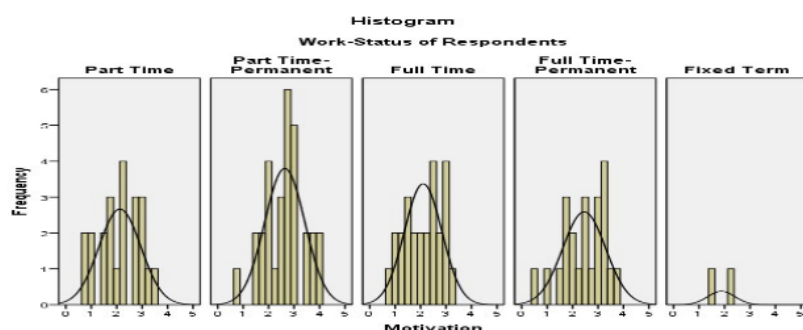
The examination was used to classify discrepancies in the interpersonal obligations of full and part-time interviewees. In the examination, the discrepancy between the job status of the



respondent was established. The research shows minor variations between the two periods (Mdn=21,166) and maximum time (Mdn=26,52) as the evaluation star<sup>1</sup> with full-time, part-time, and part-time duties. When looking at variations between permanent part-time and constant full time, the test reveals that there are no discrepancies amongst these two results, which is permanent part-time (Mdn=26.70) and permanent full time (Mdn=26.23), (p=.912).

### Motivation

Partial and full-time interviewees are issued histograms in the following histograms. The horizontal axis reflects the size of the inspiration in each situation, and the vertical axis indicates the number of respondents who replied either part-time or full time, as shown in figure 4.



**Figure 4.** The plot of respondent's work-status about motivation

The research reveals that it is little or no distinction between these two classes as part-time respondents (Mdn= 24.25), along with full-time (Mdn= 23.78), is evaluated first (p=.911). The test suggests that there is little disparity between both categories. Comparing permanent part-time and full-time answers, where there were still no variations in the examination. Permanent part-time answers (Mdn=27.45) and permanent full-time answers (Mdn=25.20), (p=.602). For the other factors in this analysis, the test was used. The examination reveals a substantial gap between males and females as opposed to the females (mdn=53.22) (p=.137) in the interrogatories, beginning with the sex of the respondents. First, the respondents' marital status was checked by the same survey. The test reveals that there are substantial variations between the married and bachelor (Mdn=37.88) relative to a bachelor (Mdn=45.55) (p=0.337). Finally, the respondents discussed their professional and family are standing. The test reveals that between students and non-students, there is no distinction. The mean grade of students (Mdn=50.77), relative to non-student (Mdn=51.16), is equivalent to the mean grades of all students (p=.949). Finally, in evaluating the family position, the test reveals that the gap between mothers and grandparents is important. (Mdn=42.37) for infants and for those who are children less (Mdn=52.33) (p=.276).

## Survey Results

The findings from the two opened questions, including connections between work-life balance and task fulfillment and the dependent variables, were also discussed. In general, the findings reported have shown that the topic of equilibrium between work and life is highly related to the lack of competent and professional employers. It should be recognized that participants' stress levels are evident, which eventually will lead to a high degree of individual mental wellbeing disorders and burnout. Furthermore, managers' and individuals' lack of appreciation is why their innovations stay unheard of. These responses indicate that part-time employment will negatively impact people in the sector as employees seem to have no interest in increasing the relationship between job and life. It should also be noticed that it is challenging for respondents to balance their personal lives and jobs. This can may negatively influence employee satisfaction, workplace participation, and encouragement. This is since part-time workers can not enjoy the same compensation as full-time employees. This will decrease employee satisfaction, workplace engagement, and inspiration.

### *Ethical Consideration*

In carrying out a study and analysis like this, it should be remembered that certain ethical issues should be taken into account. Those that contributed to the research are not affected. Bryman [13] says that certain classes, such as bodily damage, self-esteem loss, and anxiety, may trigger participants' damage. This subject will be specific to some participants, and thus, ethics will be very relevant for this quest in terms of this subject, especially the question of work-life balance.

## Conclusion

This chapter argued that the job situation influences the work-life balance, but these problems can have a significant effect on the work-life equilibrium. However, this research shows effectively that work-life balance laws in organizations can be appropriate and could, therefore, be enforced by several organizations to support. The findings found that population variations and the work-life balance between groups occur—satisfaction, dedication, and inspiration in terms of work. There were often low levels of happiness, interpersonal engagement, and enthusiasm among those that reported that they could not combine their labor and non-work activities. Besides, there were various reasons why respondents thought they were willing to combine work and non-work. Below are the following factors:

- It can be tough for those with kids to share their time between work and home.
- Educators can find it challenging to handle their job and non-work events since time and preparation are required for their research and exams.
- Those who engage suggested that their jobs and non-working behaviors could not be managed. This part-time staff often demonstrated a low degree of employment, dedication to

the company, and inspiration. This is since part-time employees are less likely to profit than full-time staff.

This study's conclusions should be used for staff and managers to understand the relationship between job and life in the retail sector and what steps they can implement to strengthen their existing policies. These interventions will increase satisfaction standards of employment and organizational engagement.

#### *Recommendations for future research*

However, there are also several holes in the issue of the work-life balance in the past. This form of analysis will be more relevant for larger-scale studies utilizing a randomly selected approach [57]. However, this research did not demonstrate that full-time and part-time employees were closely similar in terms of work-life balance. It can be seen from the results that their expectations of the balance between work and life are about the same, but more study is required. There were, however, higher similarities within the two groups between the other variables gender, marital, education, and family. Overall, the researcher noticed that it is not only jobs that influence the relationship between work and life, but also such considerations as an employee's personal lives, for instance, whether or not they are a student or whether they have children. These aspects may also have a major effect on work-life balance; however, these variables have not been further researched. Also, more studies in this field could be required. There has been a demonstrable detrimental effect on work-life harmonies, such as long working hours and work-related stressors. This review did not study this link; therefore, more studies on these factors might be needed. Although this analysis has demonstrated effectively that companies' work/life management strategies may be helpful, more studies could be useful to analyze in greater depth the feasibility of these strategies. Thus, some retail entities may incorporate these results to boost workers' productivity, happiness, and contributions.

#### **Reference**

- [1]. ACAS. Flexible working and work-life balance [Online] Available at [http://m.acas.org.uk/media/pdf/3/1/Flexible\\_working\\_and\\_work\\_life\\_balance\\_Nov.pdf](http://m.acas.org.uk/media/pdf/3/1/Flexible_working_and_work_life_balance_Nov.pdf) [Accessed 6 May 2018], 2013.
- [2]. Adams, J.S. Inequity in social exchange. *Advances in Experimental Social Psychology*, 2(1): pp. 267-299, 1965.
- [3]. Allen, N.J. and Meyer, J.P. Affective, continuance, and normative commitment to the organization: an examination of construct validity. *Journal of Vocational Behaviour*, 49(3): pp. 252-276, 1996.
- [4]. Ahmed, E. R., Abdul Rahim, N. F., Alabdullah, T. T. Y & Thottoli, M. M. An Examination of Social Media Role in Entrepreneurial Intention among Accounting

Students: A SEM Study. *Journal of Modern Accounting and Auditing*, Vol. 15, no. 12, pp. 577-589, 2019.

- [5]. Ahmed, E. R., Islam, M. A., and Alabdullah, T. T. Y. The moderating role of Shariah supervisory board on sukuk pricing benchmark. *International Journal of Excellence in Islamic Banking and Finance*, Vol. 6, no. 2, pp. 1-32, 2018.
- [6]. Alabdullah, T. T. Y., Ahmed, E. R. Board Diversity and Disclosure of Corporate Social Responsibility Link: A Study in Malaysia. *Journal of Adv Research in Dynamic & Control System*, , Vol.11, no.11, pp. 1124-1131, 2019.
- [7]. Alabdullah, T. T. Y., Ahmed, E. R., & Nor, M. I. New Ideas from Management, Finance and Accounting Perspective: The Research for A New Link Between A Company's Outcome and Risk Management. 5th International Conference on New Ideas in Management, Economics and Accounting, 2018.
- [8]. Alabdullah, T. T. Y., Laadjal, A., Ahmed, E. R., & Al-Asadi, Y. A. A. Board features and capital structure in emerging markets. *Journal of Advanced Management Science*, Vol. 6, no.2, pp. 74-80, 2018.
- [9]. Arnold, T., Flaherty, K.E., Voss, K.E. and Mowen, J.C. Role stressors and retail performance: the role of perceived competitive climate. *Journal of Retailing*, 85(2): pp. 194-205, 2009.
- [10]. Bakker, A.B. and Demerouti, E. The job demands-resources model: state of the art.' *Journal of Managerial Psychology*. 22(1): pp. 309-328, 2007.
- [11]. Bakker, A.B., Dermerouti, E. and Schaufeli, W.B. Dual processes at work in a call center: An application of the job demands-resources model.' *European Journal of Work and Organizational Psychology*. 12(1): pp. 393-417, 2003.
- [12]. Barker, K. Changing assumptions and contingent solutions: the costs and benefits of women working full-time and part-time. *Sex Roles*, 28(1): pp. 47-71, 1993.
- [13]. Bryman, A. *Social research methods*. 3rd ed. New York: Oxford University Press, Inc, 2008.
- [14]. Bui, H.T.M., Liu, G. and Footner, S. Perceptions of HR practices on job motivation and work-life balance. *International Journal of Manpower*. 37(6): pp. 1004-1023, 2016.
- [15]. Calvo-Salguero, A., Martinez-de-Lecea, J.M.S., and Carrasco-Gonzalez, A.M. Work-family and family-work conflict: does intrinsic-extrinsic satisfaction mediate the predication of general job satisfaction?. *Journal of Psychology*, 145(5): pp. 435-461, 2011.
- [16]. Casper, W.J., Harris, C., Taylor-Bianco, A. and Wayne, J.H. Work-family conflict, perceived supervisor support, and organizational commitment among Brazilian professionals. *Journal of Vocational Behaviour*. 79(3): pp. 640-652, 2011.
- [17]. Catania, G. and Randall, R. The relationship between age and intrinsic and extrinsic motivation in workers in a Maltese cultural context. *International Journal of Art and Sciences*, 6(2): pp. 31-45, 2013.



- [18]. Central Statistics Office. QNHS detailed employment series quarter 1 2010 – quarter 1 2016 [Online] Available at <https://www.cso.ie/en/releasesandpublications/er/qnhse/qnhsemploymentseriesq12016/> [Accessed on 20 June 2018], 2018.
- [19]. Christine B. The impact of work-life imbalances. National College of Ireland. August 2018.
- [20]. Churchill, G.A. Jr., Ford, N.M., and Walker, O.C. Jr. Measuring the job satisfaction of industrial salesmen. *Journal of Marketing Research*. 11(3): pp 254-260, 1974.
- [21]. Clark, S.C. Work cultures and Work/Family Balance. *Journal of Vocational Behaviour*, 58:pp. 348-365, 2001.
- [22]. Demerouti, E., Bakker, A.B., Nachreiner, F. and Schaufeli, W.B. The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(1):pp. 499-512, 2001.
- [23]. Dizaho, E.K., Salleh, R. and Abdullah, A. Achieving work-life balance through flexible work schedules and arrangements. *Global Business & Management Research*, 9(1): pp. 455-465, 2017.
- [24]. Duxbury, L.E. and Higgins, C.A. Work-life balance in the new millennium: where are we? Where do we need to go?. (Vol.4). Ottawa: Canadian Policy Research Network, 2001.
- [25]. Forsyth, S. and Polzer-Debruyne, A. The organizational payoffs for perceived work-life balance support. *Asia Pacific Journal of Human Resources*, 45(1): pp. 113-123, 2007.
- [26]. Frame, P. and Hartog, M. From rhetoric to reality. Into the swamp of ethical practice: implementing work-life balance. *Business Ethics: A European Review*, 12(4): pp. 358-367, 2003.
- [27]. Frone, M., Russell, M. and Cooper, M. Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1): pp. 65-78, 1992.
- [28]. Gaela, C., I, Houkes, and A. De Rijk. An insider's point of view: How a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8): pp. 1090-1111, 2014.
- [29]. Gatrell, C. and Cooper, C.L. Work-life balance: working for whom?. *European Journal of International Management*, 2(1): pp. 7186, 2008.
- [30]. Greenhaus J.H. and Beutell, N.J. Sources of conflict between work and family roles. *Academy of Management Review*, 10(1): pp.76-88, 1985.
- [31]. Greenhaus, J.H. and Powell, G.N. When work and family are allies: a theory of work-family enrichment. *Academy of Management Review*, 31(1): pp. 72-92, 2006.
- [32]. Henly, J.R. and Lambert, S.J. Unpredictable work timing in retail jobs: Implications for employee work-life conflict. 67(3): pp. 986-1016, 2014.

- [33]. Higgins, C., Duxbury, L. and Johnson, K.L. Part-time work for women: does it help balance work and family. *Human Resource Management*, 39(1): pp. 17-32, 2000.
- [34]. Hye, K.K. Work-life balance and employee's performance: the mediating role of affective commitment. *Global Business and Management Research*, 6(1): pp. 37-51, 2014.
- [35]. Jain, S. and Nair, S.K. Research on work-family balance: a review. *Business perspectives and Research*, 2(1): pp. 43-58, 2013.
- [36]. Joung, H.W., Choi, E.E.C., and Taylor, J.J. Investigating differences in job-related attitudes between full-time and part-time employees in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 30(2): pp. 817-835, 2018.
- [37]. Karasek, R.A. Job demands, job decisions latitude and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(1): pp. 285-308, 1979.
- [38]. Katz, D. and Kahn, R.L. *The Social Psychology of Organizations*. 2nd ed. New York: Wiley, 1978.
- [39]. Khan, O.F. and Fazili, A.I. Work-life balance: a conceptual review. *Journal of Strategic Human Resource Management; New Delhi*, 5(2): pp. 21-25, 2016.
- [40]. Khan, R.L., Wolfe, D.M., Quinn, R.P. and Diedrick Snoek, J. Organisational stress: studies in role conflict and ambiguity. *Administrative Science Quarterly*, 10(1): pp. 125-129, 1964.
- [41]. Kim, H., Knight, D. and Crutsinger, C. Generation Y employees' retail work experience: the mediating effect of job characteristics. *Journal of Business Research*, 62(5): pp. 548-556, 2009.
- [42]. Lamber, E.G., Hogan, N.L. and Barton, S.M. The impact of work-family conflict on correctional staff job satisfaction: an exploratory study. *American Journal of Criminal Justice*, 27(1): pp. 35-51, 2002.
- [43]. Lyonette, C. Part-time work, work-life balance, and gender equality. *Journal of Social Welfare & Family Law*, 37(3): pp. 321-333, 2015.
- [44]. Martin, J.E. and Hafer, J.C. The multiplicative interaction effects of job involvement and organizational commitment on full- and part-time employees' turnover intentions. *Journal of Vocational Behaviour*, 46(3): pp. 310-331, 1995.
- [45]. Mas-Machuca, M., Berbegal-Mirabent, J. and Alegre, I. Worklife balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 31(2): pp. 586-602, 2016.
- [46]. McCarthy, A., Cleveland, J.N., Hunter, S., Darcy, C., and Grady, G. Employee work-life balance outcomes in Ireland: a multinational investigation of supervisory support and perceived organizational support, 2013.
- [47]. McHale, J. An overview of developments in the Irish economy over the last ten years. *World Economy*, 35(10): pp. 1220-1228, 2012.

- [48]. McVicar, D. and McKee, B. Part-time work during post-compulsory education and examination performance: help or hindrance? *Scottish Journal of Political Economy*, 49(4): pp. 393-406, 2002.
- [49]. Mesmer-Magnus, J.R. and Viswesvaran, C. Convergence between measures of work-to-family and family-to-work conflict: a meta-analytic examination. *Journal of Vocational Behaviour*, 67(1): pp. 215-232, 2005.
- [50]. Mills, M.J., Matthews, R.A., Henning, J.B., and Woo, V.A. Family-supportive organizations and supervisors: how do they influence employee outcomes and for whom? *International Journal of Human Resource Management*, 25(12): pp. 1763-1785, 2014.
- [51]. Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J. and Erez, M. Why people stay: using job embeddedness to predict voluntary turnover. *The Academy of Management Journal*, 44(6): pp. 1102-1121, 2001.
- [52]. Murphy, F. and Doherty, L. The experience of work-life balance for senior Irish managers. *Equality, Diversity, and Inclusion: An International Journal*. 30(4): pp. 252-277, 2011.
- [53]. Netemeyer, R.G., Brashear-Alejandro, T and Boles, J.S. A cross-national model of job-related outcomes of work role and family role variables: A retail sales context. *Journal of the Academy of Marketing Science*, 32(1): pp. 49-60, 2004.
- [54]. Oludayo, O.A., Falola, H.O., Obianuju, A. and Demilade, F. Worklife balance initiative as a predictor of employee's behavioral outcomes. *Academy of Strategic Management Journal*, 17(1): pp. 117, 2009.
- [55]. Pallant, J. SPSS survival manual. 6th ed. London: McGraw-Hill Education, 2016.
- [56]. Russell, H., O'Connell, P.J. McGinnity, F. The impact of flexible working arrangements on work-life conflict and work pressure in Ireland. *Gender, Work, and Organisation*, 16(1): pp. 25-30, 2009.
- [57]. Saunders, M., Lewis, P., and Thornhill, A. Research methods for business students. 5th ed. Edinburgh Gate: Pearson Education Limited, 2012.
- [58]. Sharp, L., McDonald, A., Sim, P., Knamiller, C., Sefton, C. and Wong, S. Positivism, post-positivism and domestic water demand: interrelating science across the paradigmatic divide. *Transactions of the Institute of British Geographers*, 36(4): pp. 501-515, 2011.
- [59]. Shockley, K.M., and Allen, T.D. Deciding between work and family: An episodic approach' *Personnel Psychology*, 68(2): 283-318, 2018.
- [60]. Siegrist, J. Adverse health effects of high-effort/ low-reward conditions. *Journal of Occupational Health Psychology*, 1(1): pp. 2741, 1996.
- [61]. Smith, P.C., Kendell, L.M. and Hulin, C.L. The measurement of satisfaction in work and retirement: A strategy for the study of attitudes, Rand McNally, Chicago, IL, 1969.

- [62]. Thorsteinson, T.J. Job attitudes of part-time vs. full-time workers: a meta-analysis review. *Journal of Occupational and Organisational Psychology*, 76(2): pp. 151-177, 2003.
- [63]. Tuckey, M.R., Boyd, C.M., Winefield, H.R., Bohm, A., Winefield, A.H., Lindsay, A. and Black, Q. Understanding stress in retail work: considering different types of job demands and diverse applications of job resources. *International Journal of Stress Management*, 24(4): pp. 368-391, 2017.
- [64]. Wood, V.R., Chonko, L.B. and Hunt, S.D. Social responsibility and personal success: are they incompatible?. *Journal of Business Research*, 14(3): pp. 193-212, 1986.
- [65]. Zeytinoglu, I.U., Lillevik, W., Seaton, M.B., and Moruz, J. Part-time and casual work in retail trade: Stress and other factors affecting the workplace. *Relations Industrielles*, 59(3): pp. 516-543, 2004.



# The Influence Work-Life Policies Can Have on Part-Time Employees in Contrast to Full-Time Workers and The Consequence It Can Have on Their Job Satisfaction, Organizational Commitment and Motivation

ORIGINALITY REPORT

14%	11%	1%	8%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	trap.ncirl.ie Internet Source	11%
2	Submitted to North East Independent School District Student Paper	3%

Exclude quotes	Off	Exclude matches	< 1%
Exclude bibliography	On		