



HOLY SPIRIT UNIVERSITY OF KASLIK

**WORK LIFE BALANCE AND HUMAN RESOURCES
PRACTICES' IMPACT ON EMPLOYEES RETENTION AND
COMMITMENT
CASE OF USEK**

**Study Prepared by
Nancy, SAMMYA**

TABLE OF CONTENTS

INTRODUCTION	1
PART I: WORK LIFE BALANCE AND EMPLOYEES' COMMITMENT:	
LITERATURE REVIEW	4
SECTION 1: WORK LIFE BALANCE, EMPLOYEE RETENTION AND COMMITMENT	4
1.1 WORK LIFE BALANCE	4
1.2 EMPLOYEE RETENTION AND COMMITMENT:	5
1.3 RELATIONSHIP BETWEEN WORK /LIFE BALANCE AND EMPLOYEES' RETENTION AND COMMITMENT:	5
SECTION 2: HUMAN RESOURCES PRACTICES, EMPLOYEES' RETENTION AND COMMITMENT.....	7
2.1 HUMAN RESOURCES PRACTICES:	7
2.1.1 <i>Recruitment and Selection:</i>	7
2.1.2 <i>Training and Development:</i>	7
2.1.3 <i>Employee Compensation& Benefits and Reward System:</i>	8
2.1.4 <i>Appraisal system and employee promotion:</i>	8
2.3 IMPACT OF HUMAN RESOURCES PRACTICES/POLICIES ON EMPLOYEE RETENTION AND COMMITMENT:	9
PART II: WORK LIFE BALANCE VS HUMAN RESOURCES PRACTICES AND EMPLOYEES' RETENTION AND COMMITMENT: RESEARCH DESIGN AND EMPIRICAL EVIDENCE.....	11
SECTION 3- RESEARCH DESIGN:	12
3.1- METHODOLOGY AND MEASUREMENT.....	12
SECTION 4-RESULTS AND DISCUSSION.....	16
4.1 INTERPRETATION AND DISCUSSIONS OF THE RESULTS:	16
CONCLUSION AND RECOMMENDATIONS.....	17
BIBLIOGRAPHY.....	19

Introduction

Employees are the backbone of any organization. Therefore, balancing their work and life are very important due to the environmental changes. Work-life balance hasn't been a popular topic to discuss but with the increase of working women in Lebanon and worldwide, it became important to researchers and also to many organizations. Researchers throughout these years have all agreed that work-life balance is major for all employees' well-being and the indicators of a great balance between the work-life and family are a high level of satisfaction both at work and personal life (Clarke, 2004).

Gary (2013) has defined **Human Resource Management (HRM)** as “the process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety, and fairness concerns”.

The **goal of HRM** is to maximize the productivity of an organization by improving employee effectiveness while simultaneously improving the work life of employees and treating employee as valuable resources.

However, each organization should work through an application of **HRM practices** in order to enhance employees' retention and commitment.

These practices are: Recruitment and Selection, Employee Training and Development, Employee Compensation & Benefits and Reward System, and Appraisal system and employee promotion.

Further to the HRM practices, this study aims to cover the issue of work-life balance, employees' retention and commitment.

The “Work Life Balance” concept can be defined as: “*Satisfaction and good functioning at work and at home, with a minimum of role conflict*” (Clark, 2000).

Employees' retention is consider as a way for managing work life balance of each employee and it's define as the ability to create an environment where people wants to stay and an environment that meets people's needs.

Employees' commitment is defined as the desire of employee to stay as a member for the organization, an intention to make an effort for the organization, and a belief in the value and norms of the organization.

Work life balance and HRM practices are correlated to employees' retention and commitment. Based on that, the aim of this study is to investigate the Human resources' implications targeted at enabling employees maintain their work-personal life balance and its positive impact on their work, retention and commitment to the organization, particularly at the Holy-Spirit University of Kaslik.

Nowadays, USEK welcomes more than 7,500 students across its eleven faculties and four institutes. The HR Department at USEK is divided in two parts, the Administrative and technical personnel office which is in charge of 340 employees, and the Teaching Personnel Office which is in charge of 202 full-time faculty members and 852 part-time faculty members.

The purpose of this research is to answer the following question:

“What is the impact of work life balance and human resources practices on employees' retention and commitment?”

USEK will be considered as the research field in order to identify the existence/ or not, of a relation between work life balance, human resources practices and employees' commitment and retention. Moreover, this study will be provided with evidence through collecting employees' opinions on the mentioned subject.

The objectives of the study are as follows:

- To draw the relationship between work life balance and employees' retention and commitment at USEK.
- To investigate the association between human resources practices and employees' retention and commitment at USEK.

Finally, the study will be organized around two parts: Literature review and Empirical study.

The literature review part will cover two sections:

- The first section including an overview of a work life balance, employee retention and commitment.

- The second section will tackle the international human resources policies and practices, employee retention and commitment.

As for the empirical study, it is related to the case study “USEK”, and will develop the following 2 sections.

Section III: Research design and data collection: describing the techniques used in achieving the study. It also tackles the research approach, strategy, sampling method, category of population, and the data collection methods, its reliability and validity.

Section IV: Comparing data analysis (results and discussion of the data collected): presenting the overall results along with a discussion of the qualitative and quantitative data collected during this study. We will conclude our study by providing managerial recommendations and corrective actions to be taken in the case of “USEK”.

Part I: Work Life Balance and employees' Commitment: literature review

The first part includes the literature review of work life balance, human resources practices, employees' retention and commitment. It consists of two different sections, the first one covers a literature review of the impact of work life balance on employees' retention and commitment, and the second part covers the impact of human resources practices on employees' retention and commitment.

Section 1: Work life balance, employee retention and commitment

1.1 Work life balance

According to Clark (2000), Work life balance is defined as “*satisfaction and good functioning at work and at home, with a minimum of role conflict*”.

Two theories describes work life balance in details:

a- Role Balance Theory: (Marks &MacDermid Theory,1996):

Role balance theory is defined as “behavioral pattern of acting across roles in a certain way and a corresponding cognitive-affective pattern of organizing one's inner life of multiple selves”

b- Inter Role Conflict Theory: defined by (Greenhuas and Beutell, 1985):

This theory refers to the consequences when meeting the demands in one domain that makes it difficult to meet the demands in another domain.

Many studies focused on work life balance policies and many organizations tried to applied as a way to ensure the satisfaction of their employees' desire.

According to Foley, Linnehan, Greenhaus and Weer, 2006, Work life balance policies are defined as “*formal programs that help employees achieve a great balance between their careers and personal lives*. These policies are leave benefits, dependent care benefits, alternative work arrangements, and mental health and wellness programs.

These policies were introduced and applied by many organizations in order to let the employee to accomplish a work family balance and therefore help them to reduce the stress, increase employee productivity as well as enhance his retention and commitment.

1.2 Employee retention and commitment:

According to Manion, (2004), successful retention is “the ability to create an environment where people want to stay and an environment that meets people’s needs.

Based on the researches of Bass et al, (2008), a family support increase the level of job retention and job satisfaction and is considered essential in the balance of work and family.

Whereas commitment is “*the desire of an employee to stay a member of the organization, make an effort for the organization, a belief in the value and norms of the organization*” (Glazer & Kruse, (2008).

According to Allen & Meyer (1996), three components of commitment: Affective, Normative and Continuance:

- **Affective** commitment reflects an emotional attachment and contribution in the organization.
- **Continuance** commitment is based on the perceived costs linked with terminating employment with the organization.
- **Normative** commitment reflects a sense of obligation on the part of the employee to sustain involvement in the organization.

1.3 Relationship between work /life Balance and employees’ retention and commitment:

Work life balance is very important in both workplace and family areas.

Many studies predicted that work life balance enhance job satisfaction that leads to employees’ retention and commitment (Cegarra-Leiva et al, 2012; Wayne et al, 2006).

However, changes in the work style, organizational culture, and family needs can have an impact on employees’ retention and commitment, meaning that an increase of work stress and pressure negatively influences work life balance and organizational commitment (Kossek, 2005; Bragger et al, 2005; Anderso et al, 2002).

In addition, providing employees’ flexible hours, a health work environment, part-time work, giving an importance for the status and seniority regardless of gender, will determine the degree of job satisfaction of employees in their organization which directly influences their retention and increase their level of commitment and loyalty.

Moreover, ensuring a work life balance for employees can have great benefits for the

company as increasing productivity, reducing employee turnover, increasing employee motivation and reducing absenteeism. Indeed, it stimulates employee satisfaction and performance.

Based on the above literature review we address the following hypothesis:

Hypothesis 1: There is a significant relationship between work life balance and employees' retention and commitment at USEK.

Section 2: Human Resources Practices, employees' retention and commitment

2.1 Human Resources Practices:

Human resource management is defined with planning, recruitment and selection, training and development, performance appraisal, remuneration and motivation. Human resource management is a process composed of different stages in which companies must go through:



Figure 1: Human Resources Practices

In this research, four components from the HRM Practices will be deeply elaborated and studied:

2.1.1 Recruitment and Selection:

R&S are part of the main HRM activities and they are considered as “a process through which organizations try to match the individual to the needs of the given job” (Bach, 2005).

The main purpose of the recruitment process is to offer the largest pool of candidates for organizational managers in order to be able to select the most suitable and needed employees (Stonner, Freeman and Gilbert, 2000). Recruitment has been defined as “the process of attracting individuals in sufficient numbers and with appropriate qualifications and encouraging them to apply for jobs within the organization” (Illesanmi, 1997).

Whereas, selection is “the mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it” (Stonner, Freeman and Gilbert, 2000).

2.1.2 Training and Development:

Based on Goldstein (1980) and Latham (1988), training is defined as “*the systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform an assigned job or task to boost performance in the job environment*”.

Training and development are considered one of the HR practices that lead to employee retention, motivation (Huselid, 1995) and achievement of an enhancement in organizational

commitment.

2.1.3 Employee Compensation & Benefits and Reward System:

Compensation and benefits are considered one of the HRM practices required in any organization for financial income and welfare of employees.

Compensation refers to “all forms of financial returns and tangible benefits that an employee receives as part of the employment relationship” (Bernadin, 2007).

Odunlade (2012) defines benefits as “indirect financial and non-financial payments employees receive for continuing their employment with an organization”.

Reward system is defined as “anything that is extrinsically or intrinsically reinforced, maintains and improves the employees’ behavior in an organization” (Goodale, 1997).

2.1.4 Appraisal system and employee promotion:

Appraisal system and employee promotion are part of HRM practices that lead to retain employees and enhance their engagement. They allow the firm to attain and expand its resources in order to accomplish high performance and thus gain a competitive advantage.

Gruman & Saks, (2011) define performance appraisal as “*a process of inspecting and evaluating an individual’s performance in his duty to facilitate the decision of career development of the individual.*”

2.2 Impact of Human resources practices/policies on work life balance:

Helping employees to attain a healthy balance between their professional and domestic lives is becoming a critical part of HR policy and a possible source of competitive advantage. Numerous states that an organization’s commitment to family needs and work–life balance will impact ahead the commitment of their employees and the retention rate (Haar & Spell, 2004; Rothbard, Phillips, & Dumas, 2005; Wang & Walumbwa, 2007).

Moreover, the impact of human resources policies availability on work life balance is restrained by gender. For example, in the case of working women, the availability of work life practices has a positive relationship with commitment regardless of levels of organizational support. Hence, providing women employees with support in the form of flexible working hours, maternity leave, child care and similar benefits will increase their

loyalty and commitment toward the organization, as well as help them to achieve balance between their work and personal life.

A lot of research has been conducted on the human resources practices and policies in affecting work life balance. In each of the studies, the conclusion is that applying human resources practices and policies towards employee's work life balance will stimulate employee's satisfaction, motivation and performance, in addition to its association with increased retention and commitment.

2.3 Impact of Human resources practices/policies on employee retention and commitment:

Many researchers suggested that the role of HRM within an organization is very important in the firm's ability to accomplish its organizational objectives and goals as well as to develop a sustainable competitive advantage within the marketplace within which it operates (Holland et al, 2007).

For that reason, any organization should apply policies and practices in order to attract and retain the most talented employees.

The first component of HR is recruitment and selection. Many researchers suggest that recruitment and selection have an impact on employee retention (Dermody; Young and Taylor, 2004; Collins, 2007; Deery, 2008). However, an effective recruitment and selection process acquire qualified employees, improve their skills, abilities and knowledge , increase their motivation, as well as its increase their loyalty, engagement and commitment toward their organization and influence the level of their retention and job satisfaction.

Training and development is the second component of HR practices that lead to employee retention and organizational commitment.

A relevant training should communicate new knowledge, skills, abilities, attitudes and behavior of employees, thereby, meeting employee and organizational needs if it is delivered and designed in an effective and efficient way (Salas, 1999). Therefore, training is positively related to retention because the practices motivate employees and create bounds with their job. It influences the employee's sense of attachment to the organization, resulting in an increase of employee's commitment.

The third component of HR practices is Employee Compensation & Benefits and Reward System.

Employees' satisfaction, performance, loyalty and productivity are influenced by compensation and benefits.

Hong (2007) demonstrates that when employees are satisfied with the way the company runs and delivers its compensation policies, they remained committed to the organization.

In addition, reward system can affect the performance of the employees and their desire to stay with the organization and enhance their commitment. (Bamberger, I. & Meshoulam, 2000).

Finally, performance management system is concerned with the individual's performance and development. It is used to ensure that the employee's activities and outcomes are congruent with the organization's goals (De Cieri & Kramar, 2008, p. 61).

However, performance management is considered as one of the organizational practices that influence the promotion and advancement of employees that will influence as well their commitment to the organization. Therefore, it can be supposed that the level of commitment would be higher for those employees who had accomplished promotion rather than those who had not yet been promoted.

Many researchers assume that a good performance evaluation mechanism, career growth and promotion opportunities as well as fairness during appraisal process affect workers' decisions to stay or enhance their intention to quit.

Based on the above literature review, the hypothesis proposed is:

Hypothesis 2: There is a significant relationship between human resources practices and employees' retention and commitment at USEK.

Part II: Work life Balance VS Human Resources Practices and Employees' Retention and commitment: Research design and empirical evidence

USEK is a private Catholic Higher Education Institution founded by the Lebanese Maronite Order (LMO) in 1938 and it is the first university established upon a Lebanese initiative and by Lebanese citizens (by the LMO monks). Since then, these monks, who had been entrusted with a teaching mission for more than three centuries, have undertaken the management of LHEI and their remit has been to provide university teaching, in conformity with the requirements of the labor market and in close association with scientific research.

LHEI seeks, in accordance with the Article 92 of the *Constitutions of the OLM (ed. 2012)* and the social teaching of the Catholic Church on universities, to contribute to the development of all its students, through quality educational programs and research in various fields of study. Moreover, by providing a high quality American style education to its students, LHEI tends to prepare future leaders to innovation, professional growth, and life-long learning, in Lebanon, the Middle East, and throughout the world. LHEI is committed to faith-based educational development of its students rooted in the Catholic tradition. Whereby giving the attention to spiritual values and ethics, also by giving respect to cultural and religious pluralism.

In 2012, the Evalag Accreditation and Quality Assurance Agency granted the University Institutional Accreditation for five years, proving that the deployed administrative and academic efforts serve the institutional objectives and mission and go hand in hand with both the European Standards and Guidelines for Quality Assurance and the Evalag standards.

LHEI is also working on getting other Institutional and Program Accreditation as NEASC for American Institutional Accreditation, ABET for 7 Engineering and Computing programs, and NAAB for Architecture programs.

The main campus of LHEI is located in the heart of Mount Lebanon in Kaslik and there are three others Regional University Centers (RUC) located in Chekka, Zahle and Rmeich.

Section 3- Research design:

3.1- Methodology and Measurement

In order to assess the relationship between the work life balance, human resources practices and employee retention and commitment, a descriptive study including quantitative (survey questionnaire) and qualitative (interviews) research methods were established.

The purpose of the survey was to collect data from USEK employees concerning the impact of work life balance and the HRM practices on their commitment and retention. The selected sample consists of data from 340 employees through a survey that was distributed to all of them by using Qualtrics as an online survey.

The questionnaire consists of 36 questions, on one to five point Likert-scale divided into 5 sections: demographic information, work life balance, Human resources practices, employees' retention, employees' commitment. All sections, except the demographic part were measured using a five-point Likert scale. The questionnaire consisted of both nominal and ordinal scale.

A principal factor analysis was conducted on the 38 Items with oblique rotation (direct oblimin). The **Kaiser-Meyer-Olkin** measure verified the sampling adequacy for the analysis, a KMO value should be above the acceptable limit of 0.5 (Field, 2013). An initial analysis was run to obtain eigenvalues for which factor in the data. Furthermore, the p value for Bartlett's test of sphericity should be under 0.05 indicating a significant correlation for off matrix elements. Extracted factors had eigenvalues over Kaiser's criterion of 1. The table below shows the factor loadings after rotation.

	KMO	Bartlett test of sphericity (p value)	Number of extracted Factors	Factor's name
Work life balance	0.638	0.0001	1	Working hours
Employee's commitment	0.682	0.0001	1	belonging
Employee's retention	0.792	0.0001	2	Factor 1 (Job satisfaction) Factor 2 (Trust)
HRM practices	0.723	0.0001		Factor 1 (skills enhancement) Factor 2 (Organization policies)

Table 1: KMO Factor analysis

However, the KMO for work life balance is 0.638, for employee's commitment 0.682, for employee's retention 0.792 and for HRM practices 0.723. Hence, the analysis is adequate.

Barlette test of sphericity for all the variables are under 0.05 indicating a significant correlation for all the variables.

Internal consistency is measured for each factor (series of question involving a Likert scale) to verify the participants' consistent answers. The latter is a strong indication of uni dimensionality for the variables. This can be achieved by estimating **Cronbach's Alpha** which all score near or above 0.7 are indication of internal consistency.

Factor	Cronbach's alpha
Working hours	0.736
Belonging	0.668
Job satisfaction	0.718
Trust	0.711
Job enhancement	0.712
Organization policies	0.719

Table 2: Reliability statistics

As shown below in the table 2, Cronbach's alpha ranged from 0.71 and 0.73 indicating the reliability of each factor and therefore was considered acceptable.

Interaction	Pearson r	p value	Conclusion
Work life balance and Employee's belonging	-0.107	0.287	No significant correlation
Work life balance and job satisfaction	-0.182	0.066	No significant correlation
Work life balance and trust	0.062	0.531	No significant correlation

Table 3: Pearson correlation (WLB)

Pearson correlation was employed to test the hypothesis. Hypothesis 1 “There is a significant relationship between work life balance and employees’ retention and commitment” was rejected using Pearson r correlation test which p values more than 0.05 is an indication of non-significant correlation

Interaction	Pearson r	p value	Conclusion
Job enhancement and Employee's belonging	-0.355	0.0001	significant negative correlation
Job enhancement and job satisfaction	0.415	0.0001	significant positive correlation
Job enhancement and trust	0.343	0.0001	significant positive correlation
Organization policies and Employee's belonging	0.425	0.0001	Significant positive correlation
Organization policies and job satisfaction	-0.511	0.0001	Significant negative correlation
Organization policies and trust	-0.375	0.0001	Significant negative correlation

Table 4: Pearson correlation (HRM)

Hypothesis 2 was verified using Pearson r correlation test which p values less than 0.05 is an indication of significant correlation.

Based on all the results conducted, we can conclude that **Hypothesis 2** “, there is a

significant relationship between human resources practices and employees' retention and commitment" is accepted.

The following framework model describes hypothesis 2 linking human resources practices, employees' retention and commitment, and organizational effectiveness.

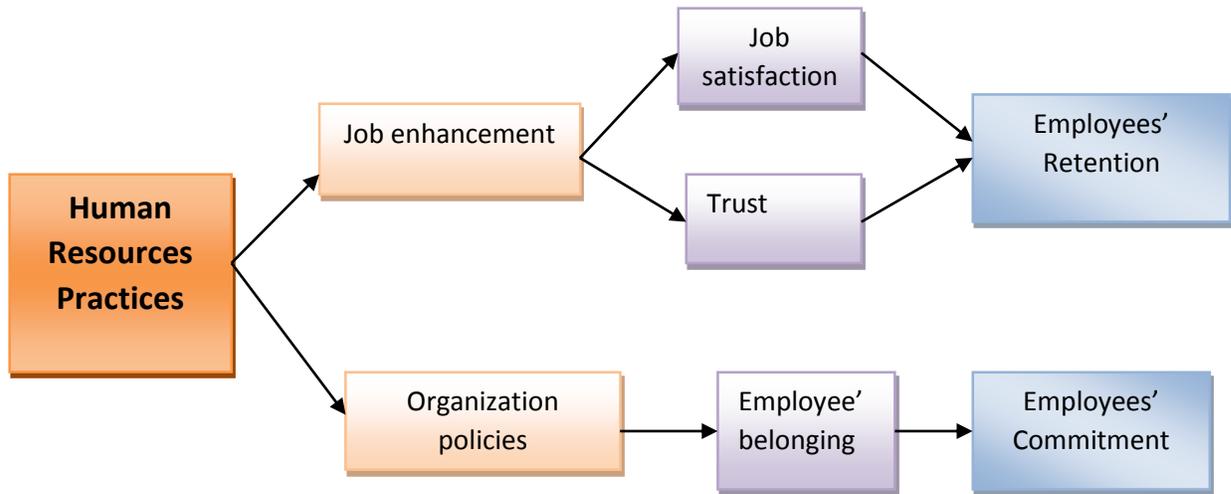


Figure 2: Conceptual Framework Model after results interpretation.

This conceptual framework model illustrating the relationship between human resources practices at LHEI and employees' retention and commitment.

The results show that 2 factors for HRM impact employees' retention and commitment. These factors are job enhancement and organization policies. Developing of employees' skills and knowledge enhance the employees' job satisfaction and build a trust that will lead to employees' retention.

In addition, an effective organization policies based on fairness, enhance employees' belonging and maintain their commitment.

In addition to the questionnaire sent to employees, an exploratory research (the use of well-organized and structured face to face interview were conducted with USEK HR Manager and with the director of the Quality assurance department. The findings from both interviews, shows that both departments where related through a strong communication and coordination. Both directors, insist that USEK is one of the institutions offering benefits to its employees and maintain balance between their personal and professional life. After gathering information from the two interviews, results were analyzed by using **cognitive map**.

Section 4-Results and Discussion

4.1 Interpretation and discussions of the results:

The empirical findings from the structured interviews show that USEK provide its employees with a work life balance programs to maintain a balance between their professional and personal life. Nevertheless, from the survey results, USEK employee's commitment and retention are strongly correlated with the effective implementation of the HRM practices and employees skills enhancement. It's shown from the results the importance given by employees regarding the well application of recruitment and selection, compensation and benefits, training and development, supportive performance appraisal system and promotion policies. These factors perceived as supported factors to their retention and are strongly responsible for their decisions in terms of belonging and commitment to USEK.

Beside the importance of work life balance, all the HRM practices are very important as well, and are all essential for human resources best practices since any organization should utilize the HRM in an efficient manner in order to facilitate the accomplishment of its organizational performance through its employee's retention and commitment.

Subsequently, managers must be aware of the types of trainings provided and the importance of their effective support, which will accordingly enhance their employee's skills and knowledge to positively contribute to the organization.

CONCLUSION AND RECOMMENDATIONS

The main focus of this study was to identify work life balance and human resources practices and to determine their impact on employees' retention and commitment. To reach these objectives, 1 research question was elaborated:

“What is the impact of work life balance and HRM practices on employees' retention and commitment?”

However, further to the collect of data from survey questionnaire and structured face to face interview, the results shown that there is no significant relationship between work life balance and employees' retention and commitment at USEK (H1, Rejected), with a strong correlation between HRM Practices and employees retention and commitment (H2, Accepted).

Hence, we can conclude that USEK employees do not consider that all these benefits provided to them are sufficient to make a balance between their personnel life and their professional life.

In addition, the results also show that USEK employees are most likely to search a job satisfaction in their workplace that assist them to build their career path, more than being committed for benefits provided in the organization.

USEK is recommended to establish first of all a nursery since employees and their children will be in the same campus which reduces the lateness or early leaves or even the non-respect of employees' schedules.

USEK should integrate some entertainment activities (welcoming new staff, farewell, activities were their family member could assist, etc.)

Nevertheless, USEK should provide its employees an option to work from home or job sharing, as well as providing summer schedule for employees to leave two hours earlier each Friday. In addition, a presence of student leaves for student employees can be also an option provided to employees.

All these recommendations will reduce employees stress, motivate them and accordingly will enhance their retention and commitment.

As for the enhancement of HRM Practices, providing employees with fair recognition, equality within the workplace and merit promotion, would be an added value to emphasize their job satisfaction and would help them to build their career path inside USEK

In the future, future research can investigate and conduct more researches based on the

importance of integration of work life balance programs and policies, especially within Lebanese higher education institutions.

Valuable studies could be reached as well, in term of investigation of the impact of work life balance on both parties: employer and employee.

Bibliography

Allen, N.J. and Meyer, J.P. (1996), "Affective, continuance, and normative commitment to the organization: An examination of construct validity", *Journal of Vocational Behavior*, Vol. 49 No.3, pp. 252-276.

Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.

Bass, B. L., Butler, A. B., Grzywacz, J. G., & Linney, K. D. (2008). Work-family conflict and job satisfaction: Family resources as a buffer. *Journal of Family and Consumer Sciences*, 100(1), 24-30.

Bragger, J., Rodriguez-Srednicki, O., Kutcher, E., Indovino, L., & Rosner, E. (2005). Work family conflict, work-family culture, and organizational citizenship behavior among teachers. *Journal of Business and Psychology*, 20(2), 303-324. Doi: 10.1007/s10869-005-8266-0

Cegarra-Leiva, D., Sánchez-Vidal, M.E. and Cegarra-Navarro, J.G. (2012), "Understanding the link between work life balance practices and organizational outcomes in SMEs", *Personnel Review*, Vol. 41 No. 3, pp. 359-379.

Clark, S.C. (2000), "Work/family border theory: A new theory of work/family balance" *Human Relations*, Vol. 53 No. 6, pp. 747-770.

Clarke MC, Koch LC, and Hill EJ (2004) "The work-family interface: differentiating balance and fit". *FAM Consum Sci Res J* 33:121-140

Collins, A. (2007). Human resources: A hidden advantage? *International Journal of Contemporary Hospitality Management*, 19(1), 78-84.

De Cieri, H., & Kramar, R. (2008). Human resource management in Australia: Strategy people performance (3rd ed.). Sydney: *McGraw Hill Australia Pty Limited*.

Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.

Dermody, M., Young, M., & Taylor, S. (2004). Identifying job motivation factors of restaurant servers: Insight for the development of effective recruitment and retention strategies. *International Journal of Hospitality & Tourism Administration*, 5(3), 1-14.

Dessler G. (2013). *Human Resource Management*. 10th Ed, USA: Pearson Prentice Hall

Foley, S., Linnehan, F., Greenhaus, J., & Weer, C. H. (2006). The impact of gender similarity, racial similarity, and work culture on family-supportive supervision. *Group and Organization Management*, 31(4), 420-441.

Gary, D. (2013). *Human Resource Management*. United States: Pearson Education

Greenhaus, J.H., & Beutell, N.J. (1985).—Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.

Haar, J., & Spell, C. (2004). Programme knowledge and value of work-family practices and organizational commitment. *The International Journal of Human Resource Management*, 15(6), 1040-1055.

H. J. Bernadin, *Human Resource Management: An Exponential Approach*, 4th ed. New York: McGraw-Hill Irwin, 2007

Huselid, M. A. 1995. The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38(3): 635-672.

Ilesanmi, O.A. (2005): Modern Management. Lagos Fapsony (Nig) Ltd.

J. Goodale, M. Koerner, and J. Roney, —Analyzing the impact of service provider empowerment on perceptions of service quality inside an organization, *Journal of Quality Management*, vol. 2, no. 2, pp. 191-215, 1997.

Kossek, E. E. (2005). Workplace policies and practices to support work and families. In S. Bianchi, L. Casper, & R. King (Eds.), *Work, family health and well-being* (pp. 97–116). Mahwah, NJ: Lawrence Erlbaum Associates.

Manion, J. (2004, April). Nurture a culture of retention. *Nursing Management*, 35(4), 28-39. Retrieved Sunday, October 01, 2006 from the Academic Search Premier database.

Marks SR, MacDermid SM (1996) Multiple roles and the self: a theory of role balance. *J Marriage Fam* 58:417–432

Rothbard, N., Phillips, K., & Dumas, T. (2005). Managing multiple roles: Work family policies and individuals' desires for segmentation. *Organization Science*, 16(3), 243-258.

R. O. Odunlade, —Managing employee compensation and benefits for job satisfaction in libraries and information centres in Nigeria, *Library Philosophy and Practice*, vol. 714, 2012.

Salas, E., & Milanovich, D. M. (1999). Planning, shared mental models, and coordinated performance: An empirical link is established. *Human Factors*, 41, 61-71.

Stonner, Freeman & Gilbert (Jr.) (2000): *Management* 6th Edition, India Prentice Hall.

Wang, P. and Walumbwa, F.O. (2007), “Family friendly programs, organizational commitment and work withdrawal: The moderating effect of transformational leadership”, *Personnel Psychology*, Vol. 60 No. 2, pp. 397-427.