

# Work-Life Balance and Its Effect on the Organizational Productivity

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## ABSTRACT

Work life balance (WLB) is a main issue need to be address in the time of changing world. The aim of the present paper is to find out the relationship of the WLB and organizational productivity. The organizational productivity is directly related to the employee's productivity and also employee's productivity depends upon the quotient of the job satisfaction. While investigating the factors related to the WLB, some of the important factors take in to consideration as job autonomy as well as supervisor and management support. In order to examination of the factors related to the WLB and motivation of the employee's, a questionnaire survey conducted to collect the data and for the survey a pharmaceutical firm situated in Chandigarh, India has been selected and some 500 responses were obtained. The analysis of the data confirmed the relationship of the WLB and the productivity of the organization in addition to organization's initiative towards WLB is related to prides and job satisfaction at work place. The present paper notifies the gap in literature related to the WLB and productivity in association of the job satisfaction and pride.

## Keywords

Employee Efficiency, Job Satisfaction, Organization Productivity, Work Life Balance.

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

## Introduction

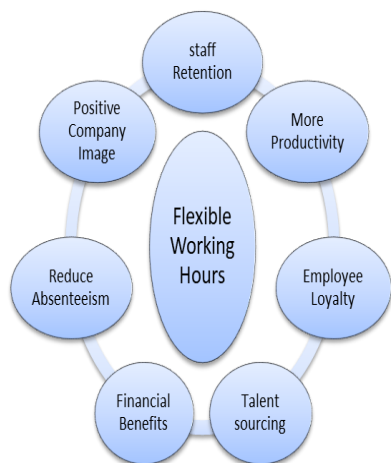
The whole day of an individual has been divided into two part first time spend at work and second time sped other than the work. Basically, everyone need some work to earn his/her livelihood and satisfying human want to spend a luxurious life or a save enough money for old age or even earn to complete responsibilities towards parents, child and other social welfare. Normally times append at work consist the time for travel till work place, and working time there, sometime an individual has to work for long hours to full fill professional commitment even he has to travel within city or outside of the city for completing the project that is depends upon job profile. While working or earning the money, one needs to make time for his personal life and responsibilities associated in personal life are also as important as responsibilities associated with working life [1].

A human has many responsibilities in his life and one must want to full fill these all, whether these responsibilities are associated with work life or even connected with his non work life. A person has to full the needs of his members of family as his responsibilities towards spouse, towards children or towards parents as well as siblings, apart from this; an individual has many social and political responsibility. On the other hand, at work place, one is bound to fulfill one's professional commitment towards his role as well as his organization. There are so many instances that when a subordinate looking towards his colleague for the resolve the undesirable issues. This is the prime duty of an individual to perform his responsibility with utmost care and great dedication, reason behind this is that the overall developments of a country depend upon the growth of its industries, which in turn, results of a good life and high living of the country man [2].

A number of research works have been conducted to find out about the conflicts between the work and non-work life. Approximately, all peoples time have divided into the time

at work and time outside the work. Most of experts found that the work and non-work time are highly incompatible to each other and one has to be very conscious in order to balance both. Everyone wants to be perfect whether it is work place or no work time with family. But there are many instances, when an individual has to compromise with his no work time because of the high work demands. It is very common to face the family work conflict or work family conflict and the focus of the study not only to discuss the conflict that comes because of the high demand of a person at work place but also the enrichment of the work and family time when both works are in coordination of each other in addition to point out the advantages of the balance the work and non-work life [3].

A number of the policies and practices of the organization have been studied for the analysis of the work life conflict. Out of these polices, a number of factors are antecedents and consequences of conflict of the work and non-work life. The working environment also depend upon inter personal characteristics of the colleagues such as behavior, supporting nature, problem solving skill and most important of the employer's autonomy at work place. The consequence of these all characteristics are come out as the job satisfaction and increased turn over in addition to good appraisal at work place. Many researchers revealed that job satisfaction is directly connected with the conflicts of the work life. A good atmosphere in addition to employees oriented policies and practices help to feel a pride to the employees and fig.1 demonstrate the policy for work life balance[4].



**Fig. 1:** Positive Attribute Emerges After Implementation of the Policy of Work Life Balance

One more attribute for better WLB is flexible working hours, in that system an individual is free to choose his working style besides timing and place. As the industrialization has grown in number of the countries, this practice has been also increased. Many multinational companies given the flexibility to choose the slot and place of the working, but still there is a constant demand of the flexibility in working time from other part and domain of the industries, especially young generation are more demanding for this. Recently a study has been taking place by the expert and it has been found that a majority of the work force want to have flexible time and work from home. As the trend going it seems that that flexible working becomes a practice at most of the work place rather than exception at work place. The one of the most important advantage of this facility is to overcome the disparity of gender bias at work place [5].

Research in the domains of employee job dedication and employee emotional well-being has gained growing particularly in the area of human resource growth and organizational behavior over the past decade. Research has shown that job engagement, described as an optimistic, satisfying, work-related state of mind, has an optimistic impact on a range of not only employee performance [6], but also organizational results. Customer loyalty, financial returns, organizational commitment and job satisfaction have been notice as the output of this. The studies carried out in recent time have identified the work engagement and performance as a positive input to the employee's commitment toward the organizational.

### Research Question

This paper is being written to address the gap between WLB and productivity in recently published literature and research conducted. In fact, productivity is a topic that is important to both employer as well as employee in long as well as short run. There are many department in an organization and for overall enhanced productivity, it is necessary that every

department have performed their duty and responsibility with great care. There are a number of the attributes that depends upon the overall productivity such as appraisal, facilities at work place, and many more welfare scheme for

the employees [7]. The following questions have been focused in this paper.

Q.1: What is productivity and how does it effects the organization and employee?

Q.2: What are the relationship shared by WLB and productivity?

Q.3: How does WLB and productivity works together in order to overall growth of the organization and employees?

Q.4: How does the performance affect the productivity?

### Review Of The Literature

R. Hayman in his research article related to flexible work durations published in one of the reputed journal with high indexing revealed that flexible working hours often leads to high productivity, in this paper, 710 office going employees have been analyzed and a close observation have been conducted to investigate regarding the working hours and associated productivity in view of the three chosen dimension of the WLB as work interfering personal life, personal life interfering work life and enhancement of the work or personal life. Apart from enhanced productivity, better WLB also has been seen by the personnel of Human Resource Department and it positive impact also felt by the family member of such member, who are practices flexible working hours[8].

M. Joseph Sirgy et al have published a review paper on the WLB base on the number of the research conducted in past and also taking future implication. In the paper, an integrated concept has been discussed comprises two way dimensions related to work engagement and engagement in personal life in addition to effect of one on to another. The aim is to find the way that are really helpful to minimize the conflict between the working and personal life. As per the study, a number of evidence have been collected and discusses in point of the view of the WLB to make work place and an individual's life better than before and at the same time, find the technique to be implemented at work place to increase the productivity and business to bring out the overall prosperity to the related person to organization. The basic aim of the review of the papers is to minimize the conflict between the work and non-work life and also increase the engagement of an individual at respective life[9].

### Methodology

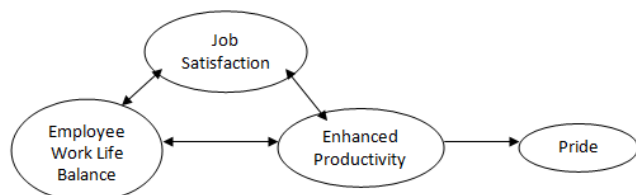
#### Design:

The design of the study has been formulated to study the effect of the WLB and productivity on one another as shown in Fig.2. The job satisfaction is one of the byproduct of the mutually dependency of the WLB and productivity. There is one more outcome of this model that is pride associated with the good environment and culture in addition to the best employee oriented policies and practices [10]. The good policies and practices at work place brought the good will for the organization along with the fame and pride among the other employees of the industries and it is main factor to attract the best brain and talent from other industries, hence, pride of the organization eventually, helpful to the

organization and employee to develop in all direction of the professional and personal life.

### Sample:

The samples for the study have been taken from a pharmaceutical firm at Chandigarh in India. A questionnaire session has planned to collect the data and a questionnaire session has been designed with an intention to find out the implementation of the policies and their effect at work place as well as in the personal and professional life of the employee in addition to the productivity. Before the actual session would take place, a pilot test is conducted to make sure the understandability of the question. For this 5 personnel have been selected from each department and asked them to complete the test separately and also asked to give feedback respectively. This exercise has been done to confirm the readability and language barrier of the question because the same questions have to circulate to all employees irrespective of their background like education, designation and level in the organization.



**Fig. 2:** Research Model for the Effect Work Life Balance on Productivity

### Instrument:

As per the feedback received from the pilot test, few changes (as language keep little bit simple, more clarity of the question, and increase the strength of question) have been made in the question to be asked. After this troublesome exercise, the questionnaire has been sent to the entire employee and asked them that participation in the session is voluntary but be honest while giving the answer. The front page of the questionnaire contains a disclosure about keeping the information confidential of the participant and some more information about the purpose of the session, aim of session and time duration of the session. The participant just discloses the information about their department and type of the work and level of position in the organization

### Data Collection:

The field work for the study has taken some time to decide the industry for conducting the research work. In order to maximize the data collection, all the session has been made available to the entire employee online as well as offline mode. A little change have been made in the way of the conduction of the research, such as the questionnaire session sent to the address of the all participation by a registered post in addition to link sent to their mails id respectively. The online links made available to their official and personal mail id to ensure that they would take the session in their

free time without the work get affected. Initially, 500 participant have been chosen for the session but finally 480 have given the session and out of the 480, only 05 responses have found wrong, therefore total 475 responses have been collected to analysis the scenario of the WLB and productivity in that organization. On the basis of the outcome of this particular organization, an estimation has been made for the pharmaceutical industries work culture in view of the WLB and productivity.

### Data analysis:

The all question in the questionnaire session have been given the choice to answer as per the Likert scale of (1) not implement at all (2) some features implemented (3) fully implemented. To reduce undecided impartial scores, this rating scale was suggested. Adaptation of the validated scales was used. Originally, things on the scales were in English. To ensure the accuracy of the measurements, a back translation method was used. A further clarification of each build follows below.

**Autonomy:** Some of the questions are related to the autonomy at work place so that an individual worker would able to take initiative regarding betterment of the work.

**Supervisor work-life balance support:** Few questions are made regarding the supervisor's attitude toward the work and life in order to understand the policies implement at supervisor level and his way to understand his employee's need and responsibility.

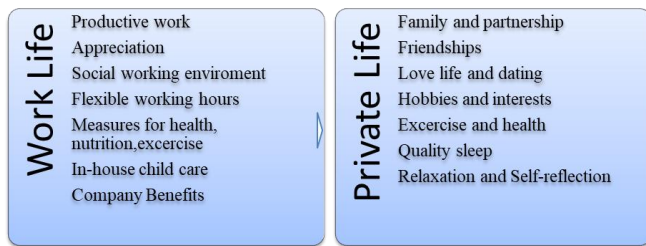
**Employee work-life balance:** some of the question have been added in the questionnaire regarding the employee work life and the key area included in this relate to interference of the work in the personal life, allowances at work place for the personal needs, extra time allotted to complete the task, time for the recreational activities and organization initiatives for the social benefits of the employees.

**Organizational pride:** Organizational pride relates to the good will and the market value of the organization in term of the initiative taken for the employee's personal and professional life and their up gradation of the living style.

**Job satisfaction:** Job satisfaction is one of the important parameter at work place to quantify the WLB and measure the validity in addition to reliability at work place.

## Results And Discussion

The collected data has been thoroughly analyzed by the team of the expert and find the answer of the questions frame for the purpose of the paper. A common approach toward the work life and the personal life have been illustrated in the fig.3, where a number of the factor associated with the work life and personal life have been mentioned according to the data collected in the survey. For an individual both life at work place or at home are important and going on survey have been helpful to find out the new technique as well as compare new one with the old exiting policies to compare the effectiveness of the policies from the point of view of the employees in addition to the organization.



**Fig. 3:** Attribute of the Work Life and Private Life

The whole analysis based on the two criteria first one is the validity and second one is the reliability and for satisfactorily analysis of the both criteria confirmatory and exploratory factor analysis have used. All the hypotheses assume for the the survey have been tested on both the method. As shown in Table I , for the study the the hypotheses related to the autonomy, WLB for the supervisor and workemployee, organisational pride as well as satisfaction for the job have been analysed and the all the hypothesis have checked on the Likert's scale. The Table I also shown the mean and standard deviation of the data. The table.II have shown the consistency of the cronbach's  $\alpha$  and composite reliability and value for both the find above the 0.6, that show a good consistency of the data out of the criteria made for the study.

**Table 1:** Questionnaire Item And Scale For Measuring Them

Construct	Opinion on Likert's Scale	Mean	SD	Factor
Autonomy	Necessary resources to do job	2.78	0.72	0.62
	Management trust on people for decision making	2.65	0.78	0.72
	Freedom to the employee to take own decision	2.87	0.75	0.74
Balance of work life for supervisor	Organisation facilities for the work life	3.12	0.83	0.73
Support	Motivation for manage the time	3.14	0.87	0.78
Life work balance for the employee	Sufficient time for recreational activities	2.45	0.76	0.62
	Extra time for work	2.56	0.72	0.87
	Sufficient time for the personal life	2.87	0.78	0.56
	Social initiative of the organisation	3.15	0.71	0.62
Organsational Pride	Proud for the organisation	3.28	0.73	0.68
	Feel proud to other about the company	3.25	0.74	0.73
Satisfaction	Fulfillment of the needs and requirement	3.47	0.76	0.72

**Table 2:** Properties of Measurement Scales and Correlation Matrix of Latent Factors

Construct	Cronbach' $\alpha$	Composite Reliability (CR)	1	2	3	4
1. Autonomy	0.69	0.72	0.61			
2. Supervisor Work life balance support	0.83	0.82	0.63	0.83		
3. Employee work life balance	0.70	0.68	0.64	0.64	0.61	
4. Organizational Pride	0.68	0.73	0.55	0.42	0.44	0.72
5. Satisfaction	-	-	0.33	0.21	0.19	0.42



**Fig. 4:** Advantage of the Implementation of the Work Life Balance at Work Place

According to the outcome of the results of the analysis, a fig. 4 has been showing the different attribute that are come out of the co-existence of the work and life balance and have the positive effect in the employee's life as well as in growth of the organization in turn of the productivity and revenue collection in a fiscal year. In general, for the enhanced productivity, the responsible people are staff and supervisor of the organization. The supervisor need to observed the staff's need and problem and communicate them to the higher authority in order to make change at work place which are directly or indirectly able to assist the worker in their personal and professional life. Many experts believe that productivity is directly associated with the WLB of the employees, the main reason behind this is that if an employee mentally free from personal life's problem or if an individual believe that every problem at work place or at personal life would solved, in this condition employee able to keep themselves highly motivated at work place and give best efficiency, thus, in turn, performance enhanced multifold and be able to achieve the organizational goal.

## Conclusion

The present paper has studied the effect of the WLB on the organizational productivity from the employees as well as organizational view. The main founding of this paper found as the balancing of the work time and the non-work times have positive effect on the productivity of an organization. Basically, the organizational growth is directly depending upon the amount of the productivity and growth of the organization helps the management to find the way to implement the new policies and practices at the work place to accommodate their employees well in the apprehension of the balancing the work and non-work time. For the study of the effect of WLB on the productivity, a number of the factor have been selected with scholarly intention and



analysis the impact of the WLB and productivity on one another.

Consequently, Satisfaction level of the employees in their WLB, eventually help them to perform well at work place and they will get more time to contribute more to achieve organizational goal as high productivity, better good will in market, recognition in market for its product range. On the other hand, organizational growth, help the employee in term of the good remuneration, better appraisal, exposure to other domain of the work, promotion, holiday package, family tour, education facilities for family member, more coverage for the medical policy. The flexibility at work place for working hours also help employee to do more work and perform well and even this is seen by many organization as the solution for the balance of the work, family and personal life.

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