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WORK-LIFE BALANCE APPROACHES TO IMPROVE ORGANIZATIONAL PERFORMANCE

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Abstract: A great convergence between the work and non-work aspects can create a win-win situation for employees working for any organization. Work-life balance is compulsory for Engineering and Medical professions as well as for all those professions which include stressful works. By using work-life balance practices in real-world work-life conflicts can be reduced and positive appraisals of employees' increases within the organization. Developing and maintaining a culture that enables and supports the opportunity to have a desired work-life balance promotes the benefits of the employee and organization as well. It is becoming very important that work-life balance policies should be included in strategic plans of organizations as it helps organizations gain a competitive edge through been able to attract and retain individuals with great skills and experience. The present paper is an attempt to review various studies that have been carried out by researchers related to different aspects of work-life balance and based on these studies to document the strategies that could improve organizational performance.

Index Terms – Work-Life Balance, Organizational Performance, Work-life Conflict, Work Interference on Personal Life, Job Satisfaction.

I. INTRODUCTION

Work-life balance may be defined as the routine effort to make time for hobbies, family members, near and dears, friends, community, spirituality, personal growth, self-care, and other personal activities, in addition to the work and priorities of the workplace. Nowadays employees are experiencing difficulties in balancing domestic demands and work life. The unbalance between these two often leads to an increase in mental stress and reduces work efficiency. As being workers they have to manage the conflicting priorities of work and family. So it becomes very important to have the knowledge and understanding of work-life balance (Clarke, 2002). Developing and maintaining a culture that enables and supports the opportunity to have a desired work-life balance and to promote the benefits of the employee & organization (Susi & Jawaharani, 2011). Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives (Glasgow & Sang, 2016). With time, the lifestyle of women is also moving in another direction. Along with attaining education, she is standing along with her husband in every aspect. But this is only one side of the coin. Beyond education and becoming professional she has to look after her responsibilities at home too. So it becomes difficult for her to perform at both fronts and maintain balance at both places.

II. AIMS AND OBJECTIVES

- The main purpose of the study is to review previous literature related to work-life balance to understand the concept in depth.
- The paper will also attempt to find out the factors influencing the work-life balance of Employees based on the literature.
- To suggest suitable strategies to improve the level of work-life balance.

III. LITERATURE STUDY

Clarke (2002) studied various factors for better understanding the role of the workers in work-life balance within an organization. He has discussed work-life balance meaning to the employees working within a specific organization or industry. He has also identified various factors that create barriers for balancing work life. Further, the results found by him can be used by the workers in the development of strategies to increase employee well-being, increasing commitment, reduce mental stress, and enhancing productivity.

Ioan et. al (2010) discussed various demographics are behind the work-life programs. They have compared the traditional working with the modern working scenario and concluded how the employee juggling more responsibilities along with outside work. They concluded work-life balance practices are most effective when employees enhance their autonomy and increase the capacity to perform well in work and family situations.

Susi. S et. al (2010) analyzed work-life balance deeply and concluded that it becomes a very important benchmark among various organizations worldwide. They have given stress on adapting work-life balance culture and its various strategies in all levels of organizations. According to them, the work-life balance must be encouraged so that absenteeism can be reduced, employee stress can be minimized and most importantly workers can attain job satisfaction.

Bell et. al (2012) investigated correlational relationships between stress related to the job, mental as well as physical health, and work-life conflicts among academics and various organizations. They studied how job stress in various organizations has been increasing worldwide over the last few years.

Panisoaraet. al (2013) provided new information related to the work-life balance and marital status. They concluded the practical relevance of work-life balance apart from the theoretical implications. Their findings have significant practical relevance not only for employees but also for employers.

Singh, S. (2013) addressed a report findings of the Ford Foundation related to work-life balance. They have discussed that the work life balance existed since the Industrial revolution. They have investigated the positive interaction between work life and family responsibilities as well as various priorities outside the work environment.

Padma et. al (2013) studied how support from family members will play a notable role in balancing personal and professional lives properly. They discussed the various factors for the women workers how they can manage their personal and professional lives and can attain work-life balance properly.

Yadav (2013) investigated the impact of the growing industry showed the various problem to grass-root of manpower. They discussed how the workforce is very much important than any other resource. They investigated the various factors which build up the pressure and cause the work-life imbalance.

Meenakshi et. al (2013) presented their study on the relationship between love and work. They said these two factors are the cornerstones of being human and both are very important for happiness. They concluded self-management is most important among all factors regulating the work-life balance because people need to control their behavior according to expectations and regarding work.

Kumari, K. T, et. al (2013) studied work-life balance factors that have derived from the fact that anyone's work life and personal life may have conflicting demands at the same time duration. They discussed how to make work-life balance while demands from both the domains are equally important.

Muthukumar M. et.al. (2013) analyzed how the balance can be created between work life and family life improves performance at work and also helps in gaining job satisfaction. They discussed how the feeling of contentment can give motivations to the individual to shoulder responsibilities with greater accountability.

Raisinghani, M. et. al (2014) examined various sources of conflicts in family life and professional life that an employee possesses in the organization. Their study tries to find out various variables and constructs which affect the balance of work-life policies in the organization.

Ghai R. K. (2014) discussed how work-life and personal-life are two sides of the same coin. They explained how striking a balance between professional work life and family life is critical for an employee to achieve his personal and professional goals.

Stella, O. et. al (2014) aimed at filling the gap in the literature on work-life balance. Their study presented comparative case studies on the work-life balance of three sectors namely banking, educational, and the power sector.

Deivasigamani. J et. al (2014) investigated how work-life balance remains an issue that requires considerable attention from society. They also exposed the various work-life balance strategies implemented by various organizations and the employees by their self.

Mohanty, K. et.al (2014) summarized that employees had great pressure of having multiple roles, abnormal working schedules, health hazards, etc. due to the work-life imbalance. They said effective training can be used as the best technique to help the employees manage stress and handle multiple roles effectively and efficiently.

VieraSukalova et. al (2015) aimed at improving conditions in the labor market for workers with family responsibilities, the legal framework that the issue needs to be expanded, and updated to fit the current modern trends applied in various organizations.

Seyad, J. (2015) discussed various issues of time and place of work that are relevant to employees and managers in modern organizations and also how they are relevant to diversity management. They studied the varying nature of the jobs at the workplace and its association with the family and vice versa.

Dolai D., (2015) conducted the analysis based on different demographic parameters with the twin objective of establishing the various properties of the measure used for measuring work-life balance. They performed a study based on factor analysis and reliability analysis for work-life balance.

Krasulja, N et. al (2015) concluded employees are not just workers of any firm but they play multiple roles between which they should make the balance. They concluded workers should be allowed to have flexible work hours, which would contribute to their achieving a higher level of balance in work life.

Mari, P. S. et.al (2015) said human resources are the most valuable and unique assets of an organization for its effective and efficient working. They carried out the study to elevate the nature of work-life balance related Indian context.

Agarwal, R. et. al (2015) highlighted the various factors affecting the work-life balance of women workers. They studied the impact of demographic variables on balancing work-life and organizational policies addressing the work-life balance of women employees.

Kaliannan, M. et. al (2016) suggested that relevant government ministries and agencies need to formulate more employee-friendly work-life human resource policies to ensure that organizations can achieve high-level employee productivity and performance without compromising on their work-life balance issues.

Gregory, A. et. al (2016) raised a large list of questions about what type of policy best promotes employees work-life balance. They raise the voice and argued in favor of judicial support for work-life balance to help and overcome address structural inequalities.

Shekhar, T. (2016) studied the relationship between work-life balance and employee engagement. Also, they light the torch on contextual factors affecting employee engagement and work-life balance. They also have tried to drive the ideal situation of equilibrium between pleasure and work termed as work-life balance.

Shamily Jaggi et. al (2016) worked on developing the new tool or techniques on how the department, management, and the employees should work together on adapting the strategies in the organization which help in maintaining the proper work-life balance and for making the organization a great place to work.

Ainapur, P. et. al (2016) concluded how work-life balance practices in the real-world benefit everyone. They explained how balance in work-life is important for business, through easier recruitment, improved retention, and easier service delivery.

Taiwo, S. et. al (2016) explained how important is balance in work life. They said it has many benefits like it added advantage to an employee and increased organizational performance.

Priya, J. J. (2016) studied how the difficulties of women are multidimensional as evident from the literature they reviewed. therefore, they require further probing to help working women in balancing their professional and family life.

Adikaram, D.S.R. (2016) focused primarily on analyzing balance for work-life on job satisfaction across five factors of working hours, working conditions, work pressure, change of job, and various programs for balancing work-life without considering the variety of demographic and professional variables.

Noor Amalina et. al (2017) found the co-relationship between job satisfaction and balance in work-life among working youths. They suggested work-life balance policies should be implemented practically into industry practice for ensuring the engagement of the employees and to tap the best talent in the market.

Ayushi Vyas et. al (2017) investigated the importance of balance in work-life in various organizations facing tremendous work pressure and to improve their performance. They framed up the work-life balance techniques through the existing literature to gain success in the competitive business world.

Agha, K. et.al (2017) hypothesized a structural equation model between teaching satisfaction and job satisfaction. They concluded that personal life and life as being workers need to be integrated smoothly and should not be left to impact each other negatively.

Rama Swathi R.S.V. et. al (2017) concluded that organizations need to recognize the different factors that affect the work-life balance of the workers and have to adapt the latest work-life strategies that can reduce work-family conflicts in a better way.

Chetna Arora et. al (2017) interpreted graphical representation which shows due to the poor work-life balance of employees they failed to give time to pleasure activities or hobbies.

Sharma. U., et. al (2018) conducted a study in qualitative and quantitative terms for work-life balance by using primary data for various sectors namely information technology, banking, police department, education, transportation and service sectors, etc.

Muthulakshmi, C. (2018) heightened the relationship of balancing work life and personal life roles for a significant portion of employed men and women. They studied how the incorporation of work-life balance tools, techniques, and strategies into annual planning of educational institutions can have a positive impact on employees happiness.

Oludayo OA et. al (2018) revealed the importance of balance in the work-life concept at the workplace. They stressed having a more flexible work arrangement so that employee happiness and organizational performance can be attained together.

Khaled adnanBataineh et. al (2019) conducted a questionnaire-based survey to investigate the relation of work-life balance, the happiness of the workers, and employee as well as organizational performance.

DwiPutriLarasati et. al (2019) investigated how organizational performance increases if there exists a higher tendency level of balance in work-life in workers. They suggested workers should be provided time to time training to enhance their skills or abilities so that work stress can be minimized.

Kalpna et. al (2019) determined the balance of work-life at a higher level and occupational stress and female personnel of any organization. They tried framing appropriate policies and practices within the educational institutions for achieving higher work-life balance.

A. Alex et. al (2019) prioritized how the various work life and personal life activities can be regulated properly to gain a higher level of work-life balance. They concluded how the management can regulate the working environment of employees and motivate them to work effectively and efficiently.

Christian Wiradendi Wolor et. al (2020) studied the impact of balance in the work-life of employee productivity and performance. They provided an overview of the importance of implementing work-life balance techniques for employees and the organization.

Noor Erdianza et. al (2020) proved that job satisfaction and worker happiness can act as a catalyst on the effect of balancing work-life on organizational citizenship behavior. They found to increase the organizational citizenship behavior of employees proper work-life policies should be adapted.

The summary of researches done by experts in the area of work-life balance to improve organizational performance has been presented in the following *Table1* which carries the author name, year, and investigated work-life balance factors.

Based on the above literature reviewed various factors were identified which were related to work-life balance and are tabulated below in Table 1:-

Table 1
Summary of Work-Life Balance Factors Identified

<i>Sr. No.</i>	<i>Authors/ Year</i>	<i>Work-Life Balance Factors Identified</i>
1.	R. Anne Dow Clarke (2002)	Work at work home at home, flexible organizational policies
2.	Lazar Ioan et.al (2010)	Paid work and unpaid responsibilities, negative career consequences, genders perceptions
3.	Susi. S et. al (2010)	Win-win strategy
4.	Amanda S. Bell et. al (2012)	Importance of research in universities
5.	GeorgetaPanisoara et. al (2013)	More stress to parent employees
6.	S. Padma et.al (2013)	Women employee, traveling and night duties
7.	RakeshYadav (2013)	Over time, more money
8.	K.ThriveniKumari et. al (2013)	Harmony in home and office, role elimination, role reduction, role sharing
9.	M. Muthukumar et.al. (2013)	The attitude of the employee
10.	ManjuRaisinghaniet. al (2014)	Work from home
11.	R. K. Ghai(2014)	Loyalty to the organization and productivity, unsupportive organizational culture
12.	OjoIbiyinka Stella et. al (2014)	Strategic plans of organizations.
13.	Deivasigamani. J et. al (2014)	Role of HRD department
14.	KalyaniMohanty et.al (2014)	Seasonal or festival time extra load
15.	VieraSukalova et. al (2015)	Psychological, gender, workplace, and social aspects
16.	Jawed Seyad (2015)	Religion,
17.	P S.Mari et.al (2015)	Time v/s stress management
18.	Richa Agarwal et. al (2015)	Education, income ratio, professional experience, spouse stress, and workload of professional women
19.	ManiamKaliannan el. al (2016)	Generation gap and difference in experience
20.	Abigail Gregory et. al (2016)	Economic crisis
21.	ToyazShekhar (2016)	Employee engagement
22.	ShamilyJaggi et. al (2016)	Time management
23.	PoojaAinapur et.al (2016)	Proper planning and deciding the priorities, inculcate the habit of saying “no” to superiors, optimistic life view, set your vision and mission of life, choose the work you love to do.
24.	Samuel Taiwo et.al (2016)	Reduce work-life conflict, parenting and pregnancy policies, leave arrangements, flexible work arrangements
25.	J. JohnsiPriya (2016)	Professional and personal work of women teachers
26.	Noor Amalina et. al (2017)	Job satisfaction among working adults
27.	Ayushi Vyas et. al (2017)	Social support., organizational issues, stress issues, work-family, and social issues, work overload factor, lack of knowledge,
28.	K. Agha et.al (2017)	Personal life interference with work
29.	R.S.V. Rama Swathi et. al (2017)	Working hours, career progression, emotional exhaustion, work commitment
30.	Chetna Arora et. al (2017)	Low productivity levels, poor mental and physical health
31.	UrvashiSharmaa et. al (2018)	Job satisfaction
32.	C. Muthulakshmi (2018)	Work-life balance in the teaching profession
33.	Oludayo OA et. al (2018)	Dynamism in the workplace, informal support policies
34.	Khaled adnanBataineh et. al (2019)	Happiness at work, affective organizational commitment
35.	DwiPutriLarasati et. al (2019)	Structural consistency, creating a conducive work atmosphere, giving leisure time, and providing training or upgrading the employees abilities.
36.	Kalpna et. al (2019)	Work-life balance among female personnel of CISF, the correlation between work-life balance and occupational stress
37.	A. Alex et. al (2019)	Wages and quality of life
38.	Christian WiradendiWolor et. al (2020)	Regulations and law by the government
39.	Noor Erdianza et. al (2020)	Organizational citizenship behavior

IV. STRATEGIES TO IMPROVE WORK-LIFE BALANCE

Literature documented various strategies that could be adopted by the organizations to improve the work-life balance of their employees. Private sectors can adopt flexible policies and higher authorities should enthusiastically support, encourage, and motivate employees (Clarke, 2002). Osoian & Raşiu, (2010) put forward that any negative career consequences must be overcome or removed and gender perceptions should be minimized and co-workers must support each other (Osoian & Raşiu, 2010). Moreover, a win-win strategy should be applied for employees as well as for organizations for global success (Susi & Jawaharani, 2011). It was also suggested that more research work and data analysis should be conducted for work-life balance in academic fields most importantly in universities (Bell, Rajendran & Theiler, 2012). Regarding work-life balance in companies programs that promote work-life balance should be promoted (Panisoara & Serban, 2008) especially working at nights or having children (Padma & Reddy, 2013) and unmarried, married without children or married with children employees should be treated equally (Panisoara & Serban, 2008), extra work to get more money should be avoided (Yadav, 2013), role elimination, role reduction, role sharing strategies may be adapted (Kumari & Devi, 2013), work from home culture should be adapted with some term and conditions (Raisinghani & Goswami, 2014), quantitative methods should be used to investigate the work-life balance practices in real-world (Ojo, Salau & Falola, 2014).

Besides, the Human Resource Development (HRD) Department can play a very crucial role in implementing policies that aid in reducing work stress and managing work-life imbalance (Deivasigamani & Shankar, 2014). (Mohanty & Mohanty, 2014) suggested that extra load must be managed properly during seasonal or festival time, during high workload temporary assignment workers can reduce stress and helps us to maintain work-life balance, (Sukalova, Ceniga & Janotova, 2015) bottlenecks due to the generation gap should be removed completely (Kaliannan, Perumal, & Dorasamy, 2016), conceptual analysis for employee engagement should be performed to gain more work-life balance, discrimination based on gender and religion should be avoided (Syed, 2015). Moreover, the relationship between demographic variables and the work-life balance of employees will be an important input in designing appropriate policies for employees to address work-life balance issues. (Glasgow & Sang, 2016) Choose the work which you love to do (Jaggi & Bahl, 2016).

Organizations also need to provide some facilities to their employees like a telephone for personal use, counseling services for employees, health programs, exercise facilities, equal access to promotion, training, and development, referral services for employee's personal needs, parenting of family support program, relocation or placement assistance (Ainapur, Vidyavathi, Kulkarni, & Mamata, 2016). More family-friendly policies need to be implemented by the organizations which will provide greater flexibility to all employees, including supervisors, managers, and other senior staff, and will ensure flexible working hours schedules, rosters, and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty. Pre-exit interviews that include questions such as whether difficulties in balancing work and family/personal responsibilities were a contributing factor to the employee leaving, to be conducted before the employee leaving. Organizations should take the work-life balance of their employees utterly seriously by developing new policies and initiatives. Knowledge should be improved on work-life balance, increase cognizance of employees' rights to access flexible working arrangements, and providing assistance and services to them directly or by recommendation (Taiwo, Catherine & Esther, 2016).

Other recommended strategies include half days could be given on Fridays to the employees to spend time with families, provision for recreational trips, work from home, mind relaxing games to reduce stress (Arora & Wagh, 2017), structural consistency, creating the conducive work atmosphere, giving leisure time and providing training or upgrading the employees' abilities (Larasati, Hasanati, & Istiqomah, 2019) can also add on to improve work-life status among employees.

V. RESEARCH GAP

Based on the literature reviewed it was found that the impact of work-life balance is 360 degrees on the employee as his life in terms of personal or profession is related to it. Few instances like employee satisfaction in both personal and professional life, physical and mental health, commitment towards work and family, imbalance in work-life balance results into stress leading to both family conflict as well as job performance. Organizations who provide flexibility to their employees by providing them the work-life balance they can retain good talent and ability to perform well by having an edge over other organization. Majorly studies are conducted outside India. Few studies conducted in India focus on providing work-life balance to employees. More studies should be taken up which provide them ways to tackle work-life balance and dimensions of wellness for employees so that one can manage his life in a better way. Moreover, studies were conducted in the IT, banking, education sector, pharma sector whereas other areas should be explored like lawyers, fleet services, chartered accountants, and the aviation industry. There has been a lack of research conducted in the area of academia with the availability of employee assistance programs in universities such as stress management and flexible work arrangements, the complex nature of stress still seems to influence academics' health and work-life balance negatively. Further research is required in the area of stress, health, and work-life balance to better understand the relationships between these variables and help universities on how to effectively improve academic work-life (Bell, Rajendran & Theiler, 2012). Becoming aware of these issues, the unmarried employees will no longer be afraid to start a marriage, especially in their early career. At the same time, the married working couples will no longer avoid having children, thinking that such a decision will harm their career (Panisoara & Serban, 2008). Hence, a working environment that is cooperative, as well as supportive, may help the employees to utilize their potential at the best and this will ultimately help for benefit of the organization (Padma & Reddy, 2013).

VI. DISCUSSIONS

The findings of past studies and conceptual clarifications as deduced from the literature were reported which illustrates that majority of the respondents have stated that the extraction of excess work from the employers one of the causes of work-life imbalance. It was suggested that the organization can grow in size so that the work can be divided and the required work can be allocated properly without extending the working hours of the employees. Thereby reducing pressure and enhancing work-life balance. A work-life balance plan can be charted out for every employee by their respective project managers during the time of their appraisal which may reduce working more for the sake of organizational policies like performance appraisals and promotions, therefore, making it convenient with proper work-life balance. Thus the organization can have friendly work procedures. Since the majority of the respondents has proved a

greater benefit by attempting to find balance in their lives, the organization can engage a specialist to conduct workshops and seminars on how to prioritize different commitments, how to manage time effectively, and how to plan out activities to be making time for hobbies, developments pursuits and quality time for family and friends. By designing a work-life balance plan for every individual employee, it would lead to job satisfaction and act as a talent retention tool. Work-life balance initiatives can be used as a strategy for talent attraction by highlighting the initiatives of the organization during the placement and induction of candidates. This will help in creating a brand for the organization as one of the best places to work for.

This concept being a growing phenomenon, several areas could be covered to understand the whole concept of work-life balance. Research is required in the area of stress, health, and work-life balance to better understand the relationships between these variables. Considerably, more research is needed to gain additional insight into the meaning and consequences of work-family balance. Moreover, based on the findings of the study, it can be claimed that work-life balance holds a lot of benefits for organizations. It is a platform for improving employees' performance and for the eventual achievement of organizational goals. Work-life balance is an issue of great importance that has to be addressed by the organizations at the earliest. After all the employees are the greatest asset and the organization's performance is affected by employee performance. Despite higher salaries and other monetary and non-monetary benefits, a comfortable working environment, less workload, and organizations taking care of employees could prove as a miracle for the organizations where the balance between professional and personal life improves performance at work and also helps in gaining job satisfaction. It gives a feeling of contentment and motivates the individual to shoulder responsibilities with greater accountability.

VII. CONCLUSION

Based on the literature the present study aims to evaluate the association level of quality of work-life and work-life balance concerning the nature of work environment as the technological advances have made it possible for an employee to be connected at all times, has ushered the work-life balance issue into the forefront of the minds of many. Studies have exposed the work-life balance strategies implemented by various organizations and the employees by their self. Being the Information Technology era, this study could be of use as it enables us to understand the important concept which has a direct impact on the productivity of the employees. Hence, to maintain a healthy workforce, it should be able to cater to their needs and fulfill them. Further, it was argued that building an organizational culture that supports work-life balance is a long term process for large organizations. It involves changing the way people think and talk about their work and work-life balance so that using flexible working options and other work-life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organizational or personal commitments.

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