
Constructing High- Performance Organisation with Work–life Balance: An Empirical Study

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ABSTRACT

Work-life balance is a rising contemporary issue that everybody is attempting to accomplish between the work circle and the family circle. If work-life balance is carefully considered in an organization then the results would be amazing in that employees would be more efficient in their performance. However, there are lacunas in empirical studies undertaken in Delhi/NCR context regarding the relationship between high-performance organisation and work-life balance. This study was conducted in order to fulfil these empirical knowledge gaps. Hence, the objective of this study is to test that can we construct a relationship between high-performance organisation and work-life balance. In order to achieve the objectives, primary data were collected from 166 employees from random organisations (both public & private sector) in Delhi NCR region and structured questionnaire was administered to collect the data. The data were analysed by the five-point Likert alpha of 0.89 which is higher than 0.70. Hence, findings of the study revealed that positive work attitude and work-life balance has positive and significant relationship in constructing a high-performance organisation. The current study is vital in understanding the empirical knowledge regarding the relationship between high-performance organisation and work-life balance.

Keywords- *High-performance organisation (HPO), work-life balance (WLB), relationship, employee, Job performance, satisfaction, organizational citizenship behaviour, positive work attitude*

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INTRODUCTION

*By working faithfully eight hours a day, you may eventually get to be
boss and work twelve hours a day.*

- Robert Frost

Robert Frost's astringent perception on the expenses of accomplishment at work has a reverberation during a time when the idea of work–life balance is never a long way from the open talk. Research papers, for example, every now and again convey cases about the harm that working personnel face along with their families by working endlessly. In a 1998 Green Paper (DTI 1998) the Department for Trade and Industry connected the guideline of working time to family arrangement and the National Childcare Strategy, and this was followed in 2000 by the New Labour government's Work–Life Balance Campaign, which tries to convince managers of the business benefits of practices that improve the work–life balance. The thought of work–life balance envelops the family-accommodating/ family friendly viewpoint of the prior Green Paper, however, is more extensive, trying to help all utilized people, irrespective of conjugal or parental status, to accomplish a superior fit between their expert and private lives. Potential arrangements incorporate a blend of 'family-accommodating'/ 'family friendly' approaches, for example, flexible working hours, homeworking and state helped nursery places. The basic supposition that will be that work–life equalization can be accomplished without undermining the financial achievement of either party, perhaps in any event, advancing it for both. Be that as it may, this supposition that isn't plainly obvious. There may, for instance, be different practices that organisations view as significant for their own prosperity which may intensify the work–life balance issue independent of the positive commitment of family-accommodating/family friendly approaches.

As indicated by Colvin (2009) the world changed in a general sense in 2007 when the credit emergency hit followed by the most extreme downturn since the 1930s (Colvin, 2009). In that equivalent period the business world encountered an influx of patterns and improvements, such as proceeding globalization (Sirkin et al., 2008; Ramamurti and Singh, 2009), new innovation (Light, 2005), rising of Asian markets and particularly India and China (Backman and Butler, 2007; Kamdar, 2007; Nath, 2008), natural issues and segment shifts (Rosen, 2000; Martin, 2002), which likewise added to the reshaping of the worldwide business economy. Numerous creators (Charan, 2009; Flatters and Willmott, 2009; Guth, 2009) concur with Colvin aside from a few. The principle pundit is Mintzberg, who finds that little has changed in the exercises of supervisors between the 1970s and 2009 (Mintzberg, 1973, 2009). Apart from the utilization of new apparatuses like email, administrative work

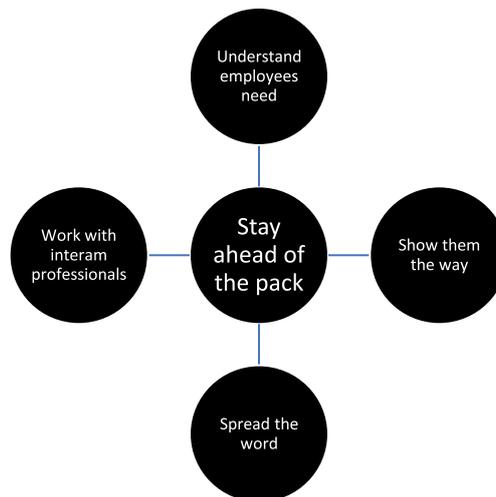
throughout the years remained basically the equivalent. Mintzberg is upheld as he would see it that the essentials of worldwide business economy have not changed by Tengblad (2000, 2006), Hales (1999) and a few different scientists (Watson, 2001, Tolmie et al. 2003). It appears that there is no accord among specialists on whether business essentials have changed, leaving up ‘til now the accompanying question unanswered: ‘What strategy or plans of action may be proposed, in the case of existing or at present or drawn without any preparation, as potential answers for the issue of structuring the firm for supportable High performing organisation? (Freeman and Zollo, 2009, p.4).

THE IMPORTANCE OF WORK-LIFE BALANCE

Today it is common for employee to have many competing responsibilities in their life. Examples of responsibilities away from work might include:

- Care commitments involving children or elderly relatives.
- Education commitments that limit availability at times of the week/month/year.
- Duties and/ or interests outside of work.
- Needing to be available for religious observances.
- People wanting a greater sense of well being and reduced stress levels.

A poor balance between an employee’s work commitments and their other responsibilities can lead to stress, high absence and low productivity. Employees who have a better work life balance often have a greater sense of responsibility, ownership and control of their working life. If an employer helps an employee to balance their work and home life this can be rewarded by increased loyalty and commitment. They may also feel more able to focus on their work and to develop their career.

FIVE TIPS FOR MANAGERS TO HELP THEIR EMPLOYEES ACHIEVE WORK-LIFE BALANCE:

Understand employees need: Talk to your staff about their objective and what you can do to help. Where one employee may benefit from working remotely a couple of days, another may seek starting and ending his or her day 30 minutes earlier. Remain flexible and open-minded as you assist your team.

Show them the way: Are you sending emails always -of the day and night, or are your communication delivered during work hours? Do you use your weekends to pursue personal goals or demand updated financial reports? Whichever options you choose, your staff are taking note-and figuring they must do the same.

Work with interim professionals: If to-do lists are expanding and the team is falling behind, bring in a consultant who can alleviate the burden and contribute specialized expertise. Project professionals can step in immediately to support your organization.

Spread the word: Employees commonly highlight their work life balance offerings to job candidates, but you'll need to continue selling your company's program to current staff regularly and broadly communicate options available to workers.

Stay ahead of the pack: Views on work-life balance change, and what is in vogue today may not have the same appeal six months or a year from now. Stay on top of emerging trends to keep your program fresh and ensure you provide in- demand benefits.

HIGH- PERFORMANCE ORGANIZATION (HPO) DEFINITION

HPO is described in terms of achievements or attributes of the organization, such as having strong financial results, satisfied customers and employees, high levels of individual initiative, high productivity and innovation, aligned performance measurement and reward systems, and strong leadership. In numerous productions, the HPO is depicted as far as accomplishments or characteristics of the association, for example, having solid money related outcomes, fulfilled clients and representatives, elevated levels of individual activity, high profitability and advancement, adjusted execution estimation and prize frameworks, and solid administration. One method for accomplishing consistency of definition is to distinguish normal subjects in the writing and join those into a single, widely inclusive definition. A portion of the normal subjects found subsequent to considering the different writing sources were: supported development; better monetary (turnover, benefit, return on initial capital investment) and non-monetary (customer fulfilment, customer faithfulness, representative fulfilment, grievances, notoriety) execution contrasted with the friend gathering; long haul direction; better outcomes over a time of five years or more. Accepting the basic topics as a beginning stage, the following working meaning of HPO was defined: A high performance organisation is an association that accomplishes money related and non-monetary outcomes that are superior to those of its companion bunch over some undefined time frame in any event five to ten years by constantly concentrating on the things that make the organisation effective and successful.

LITERATURE REVIEW

Organizations should focus on improving the organizational performance to gain the competitive advantage. People factor plays an energetic role in improving and sustaining the organization's performance. In this context, Arulrajah and Opatha, (2012) argued that an organization's performance directly depends on the individuals it employs. Because, employees of organization is considered as the major stakeholders in determine the performance of organization. Hence, organizations are increasingly required to focus on improving the job performance of employees to enhance the organization performance. Given the present situation the organizations must find out ways and techniques to improve the job performance of employees. In this sense, many researchers have generally agreed on the important role of work-life in improving the job performance of employee (Naithani 2010; Gomez et al. 2010; Kim 2014; Karatepe2013). Further, Naithani (2010) stated that work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational

performance. Several researchers revealed that work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as low turnover, work engagement, organizational citizenship behaviour, in-role performance, increased employee productivity, job satisfaction, and organizational commitment (Konrad & Mangel 2000; Lambert 2000; Nawab & Iqbal 2013; Wang & Walumbwa 2007) which turns lead to enhance the job performance of employee. Hence, organizations should give more priority to enhance the work-life balance of employees to enrich the employee job performance. Wheatly (2012) indicate that, work-life balance of employee providing the win-win outcomes from both employer and employees. Further, Grady et al. (2008) argued that, work-life balance is vital for individuals' wellbeing, organizations' performance and a functioning society. In addition to that, Naithani (2010) has stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance.

As noted above, work-life balance plays a pivotal role in determine the job performance of employees. In this context, many researchers have found that work life balance has a positive relationship to work performance (Naithani 2010; Gomez et al. 2010; Cegarra-Leiva, Sánchez-Vidal & Cegarra-Navarro 2012; Aslam 2015). In general, work-life balance promoting HRM practices such as telecommuting, job sharing, flexitime etc. lead to improve the employee performance by eliminating the work-life conflict. Thus, work life balance leads to improve the job performance by improving the employee loyalty, satisfaction, commitment, organizational citizenship behaviour and productivity as well as reducing employee turnover and absenteeism. According to the above literature, this review establishes that work-life has a positive relationship with job performance. Therefore, this review proposes a hypothesis:

HYPOTHESIS

There is a positive relationship between creating a relationship between high performance organisation and work-life balance. Hence, based on the review, this paper proposes a conceptual and ideological model that shows the relationship between work-life balance and High -Performance Organisation (HOP).

FIGURE-1- CONCEPTUAL MODEL FOR HIGH- PERFORMANCE ORGANISATION.



Source: Authors personal

METHODOLOGY

Sampling and Data Collection The empirical data for the current study was collected from selected private companies in Delhi/NCR. The total population for the study was 250 employees of selected private companies in Delhi/NCR. Out of these, 166 employees were selected as sample to conduct this research by using disproportionate stratified sampling method, because to assure representation of employees belonging to different grades in the selected banks. This study depends on primary data. The data of this study were collected from the respondents through structured questionnaire. In order to ensure the content validity of the scale used, it is advised to largely adapt the items for each construct from prior researches (Luarn & Lin 2005). Therefore, 25 survey items for each construct in the questionnaire were adapted from prior researches. The questionnaire contained questions relating to work-life balance and job performance. All constructs were measured with multiple items developed and tested in previous studies. Each item was measured on a five-point Likert-type scale anchored by „strongly disagree“ and „strongly agree“ response options. The researchers used an instrument adapted from past review works of Banu and Duraipandiyan (2014). This instrument can be used to measure work-life balance in an organization that consists of eleven question items in five Point Likert-scales. This instrument had a Cronbach’s alpha of 0.89 which is higher than 0.70.

Hence, this instrument had a good reliability. To measure the job performance, fourteen question items were used from past research works of Koopmans et al. (2011). The instrument had a good degree of reliability with a Cronbach’s alpha of 0.87.

RESULT OF THE STUDY

Profile of the Respondents - In the survey, the gender distribution of the respondents

is 57.2 percent males and 42.8 percent females. In terms of job position of the respondents, 12.7 % of them were managers, 15.7 % of them were assistant managers, 33.1 % of them were banking assistants, and 10.8 % of them were banking trainees. The results revealed that the respondents are young, with 49.4 percent between 18 and 28 years. In terms of educational background of the respondents, 75.9% of them were A/L qualified, 21.3% of them were graduates and 2.8% of them were postgraduates. In terms of the civil status of the respondents, 54.2 of them were single and 42.8 were married. The results also revealed that 34.9 percent respondents have the work experience below 5 years, 41.6 percent of the respondents have work experience between 6 and 10 years and 23.5 percent of the respondents have the experience above 11 years.

CORRELATION ANALYSIS

Relationship between Work-Life Balance and HPO Correlation analysis was conducted to examine the relationship between the variables (Jahangir & Begum, 2008). According to Sekaran (2000), the correlation coefficient value (r) range from 0.10 to 0.29 is considered weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. However, according to Field (2005), correlation coefficient should not go beyond 0.8 to avoid multi-collinearity. The correlation matrix shows that multi-collinearity does not threaten the validity of the data. Table 1 present the correlations and descriptive statistics for all variables tested in the study. The descriptive statistics of the study suggest that there are high levels of work-life balance exist among the bank employees. The results also imply that job performance of bank employees is in high level with mean scores from 3.77 to 4.15 of 5. Correlation analysis explained that work-life balance has a strong positive correlation with job performance.

Table- 1. Descriptive Statistics and Correlation Matrix

Variables	Mean	SD	1
1. Work-life balance and positive work attitude.	3.77	0.78	
2. High-Performance Organisation	4.15	0.75	0.608

Note: N= 166 Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data

DISCUSSION

The result analyses indicate that a significant and positive relationship exists between work-life balance and High-Performance organisation. The result provides a support to the hypothesis of the study. The result of the current study suggests that, organizations need to enhance the work-life balance of the employees to improve their job performance. Work-life balance plays a vital role in determining the High performance of organisation by enhancing their job satisfaction, commitment, Positive work attitude, work life balance and organisational citizenship behaviour and productivity. In addition to Work Life Balance which is the most essential element to reduce the work-related stress of employees which in terns lead to improve the performance of employee, and organisation. In general, organisations implement the effective work-life balance promoting practices such as telecommuting, job sharing, flexitime, part time work, shift work, work from home, employee assistance programmes, on-site child-care facility, holidays, and compressed work week to improve the high-performance. Beyond that, organisations should focus more on creating, identifying, implementing, the effective work life balance promoting practices to improve and sustaining the employees as well as organisation performance.

Further, Thevanes and Arulrajah (2017) argued that, work-life balance promoting practices contributes to enhance the organisational sustainability by improving the economic, social and environmental performance of organisation. In addition to that, Senthilnathan and Arulrajah (2014) stated that, improving the organizations' employees work-life balance is directly contributes to improve the social performance of organisation. In this way, currently organisations start up to recruit and select appropriate people who are closest to the workplace or organization to eliminate the work-life imbalance of employees. For the employees who work in the hometown, their work life imbalance is very less as compared to others whose work site is far away from home (Thevanes & Arulrajah 2017). Additionally, an employee can work around the clock to improve the productivity. Most of the employees who work in the out stations generally feel homesick and don't show any interest in their respective work. Therefore, this makes it clear that organisations take necessary steps to up-lift the work-life balance of employees in order to build a high- performance organisation with the support of employees. Hence, the findings consistent with previous studies which suggested work-life balance contributes to enhance the job performance (Kim 2014; Aslam 2015; Naithani 2010; Gomez et al. 2010; Cegarra-Leiva, Sanchez-Vidal & Cegarra-Navarro 2012).

CONCLUSION

The data collected empirically from various organisations within Delhi/NCR helped the researcher to test the relationship between work-life balance along with positive work attitude and high-performance organisation (HPO). According to the empirical findings from this study, it can be concluded that work life balance plays an important role in human resource management and human resource development. It does influence High-Performance Organisation and with the increase in the productivity it also improves the job performance of personnel's and creates a positive frame of mind.

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