The Effects of Work-Life Balance on Employee Productivity

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Abstract

This paper is an effort to increase our understanding of the connection between work-life balance and productivity by reviewing the relevant research in the field. The purpose of this secondary study was to examine previous studies that have evaluated the state of work-life balance, and to propose practical strategies for mitigating the negative effects of this issue on productivity in the workplace. We argue that workers' productivity increases when they are able to strike a good balance between their professional and personal lives, making it imperative for businesses to implement policies and procedures that help their employees achieve this goal. We conclude that poor leadership is to blame for the proliferation of political, economic, as well as social problems that serve as root causes of work-life tension.

These problems include, but are not limited to: corruption; weak institutions' inability to track and enforce employment standards; high unemployment rates; low wages; high inflation; and a host of others. We recommend providing managers with training to ensure their support for the requirements of these policies, spreading

information about the advantages of safeguarding workers' rights to leave programmes that will enhance employee well-being, and enforcing flexible work arrangements through government legislation that will legally enable employees to request atypical work patterns.

Keywords: Employee Satisfaction, Paid Time Off, Alternative Schedules and Job Satisfaction

I. INTRODUCTION

The success of a company and the satisfaction of its workers depend on their ability to strike a good work-life balance. Orogbu, Onyeiugbe, and Chukwuemeka (2015) argue that individuals are essential to the operation of their families and communities at large, making work life balance a critical issue for both for-profit and non-profit organisations. The efficiency with which a worker completes his tasks and fulfils his other obligations is crucial to his success on the job. Companies that count on their employees to succeed should make it a top priority to enact and enforce policies that help their people maintain a healthy work-life balance. At its core, this idea is about taking into account how employees' job and personal life are impacted, as well as their emotional, financial, and psychological well-being.

Management and staff at most modern businesses are giving more thought to the issue of work-life balance. There has been a recent uptick in the number of people giving thought to how their work affects them outside of the office. Workplace dynamics and their impact on employees' outside lives have thus been the subject of extensive study. In today's interconnected global economy, it's increasingly difficult to distinguish between work and personal life. Due to technology advancements and the high level of competition stemming mostly from efforts to provide good service, work is no longer confined to the office area, placing a greater pressure on the personal life of workers (Uzoechi & Babatunde, 2012). Therefore, in this age of rapid globalisation and intense competition, it is challenging for most people in the workplace to strike a healthy balance between their personal and professional lives (Sivatte, Gordon, Rojo, & Olmos, 2015).

Indians have traditionally given less thought to the value of a healthy work-life balance than their Western counterparts. Taking into account employees' personal circumstances and the organization's welfare initiatives, this article will explore how effective performance management can assist workers achieve a better work-life balance. This research aims to synthesise the existing literature on work-life balance and offer recommendations that will improve the lives of the working population in the country.

Objective

This paper investigates the connection between a healthy work-life balance and performance on the job.

Research Method

The research on the effects of work-life balance on employee productivity served as the study's backbone. Using the keywords provided in the abstract section of this study and others that serve to validate the link between work-life balance on employee productivity, we searched relevant databases inside Research Gate, Google Scholar, etc. The papers given at relevant conferences and books from the library were also examined. As a result, fresh insights were gained about the link between positive employee relations and increased output.

Review of the Literature
Theoretical Foundation
Spill Over Theory

The concept of "spillover" illustrates the correlation between work-life balance and productivity. The theory proposes that people's preexisting beliefs, emotions, attitudes, skills, and behaviours can be transferred from one domain to another due to the similarities between the workplace and other spheres of life. Spillover effects, both good and negative, have been found.

The term "positive spill over" describes how one's accomplishment in one area may inspire them to achieve the same level of success in another. The role expansion hypothesis (Mark, 1977) and other authors have suggested that one's experiences in one domain can help one's activity in another domain. Taking on new responsibilities helps individuals build resilience, knowledge, and hope, all of which may be applied to other parts of their lives.

According to studies (Demerouti, Bakker, &Bulters, 2004), high expectations at work contribute to work-life conflicts and burnout.

It is hypothesised that individuals frequently bring their positive or negative experiences from the workplace to their personal lives and vice versa. To reduce the potential for negative spillover and maximise the potential for positive spillover, employers should create hospitable working conditions and keep an eye on how employees' jobs affect their personal lives (Bakker &Demerouti, 2013). Interventions like allowing for more adaptable work hours and caregiving programmes for youngsters and the elderly are two such examples. Sirgy, Efraty, Siegel, and Lee (2001) propose a vertical or horizontal spill over. The term "horizontal spill over" describes how changes in one aspect of life can affect others in similar ways. The authors also claim that people have a tendency to rank the

importance of various parts of their life, and that this tendency leads to something they call "vertical spill over" as data moves from one hierarchy to another.

Life-Work Balance

Organisations that allow workers to participate in outside activities outside of work are more likely to see a positive impact on costs, hiring/firing rates, and productivity than those that do not (Helmleet al., 2014).To better fulfil the requirements of their employees and to comply with government legislation aimed at promoting gender equality, fostering integration, and preserving families, many companies today invest in novel approaches to work-life balance.Firms are attempting to alleviate the stress their workers experience in both their professional and personal life in order to increase output. Businesses that offer flexible work options are more likely to retain employees who can balance their professional and personal responsibilities.

Work-life balance studies have largely concentrated on organisational strategies meant to assist workers in better managing their time. The goal of these regulations is to ease the strains that come up between an employee's professional life and their personal one. These efforts are commendable because we believe that a harmonious workplace is a key factor in eliciting high performance from employees. Using the mechanism of work-life balance to lessen employee complaints will cut down on conflicts and increase output.

Employee stress can be reduced by providing services such as scheduling flexibility, childcare, parental leave, plus supervisor support, increase job satisfaction, and decrease employee turnover (Helmle et al., 2014).

The study of sexuality has also been conducted to understand or at least sympathise with the challenges of juggling work and family responsibilities. We believe that the findings of studies analysing societal norms regarding gender can influence how people make sense of the conflict between their professional and personal commitments. Stress and a sense of being torn between professional and personal obligations are both likely to have a negative impact on productivity. In a patriarchal society like women face additional pressure to prioritise work over family responsibilities, making it harder for them to achieve a work-life balance (Mordi, Simpson, Singh, &Okafor, 2010).

Modular Timetables

Flexible work hours, or "flex time," have been increasingly popular and studied. There is less work-life conflict, less stress, and less likelihood of quitting

among employees who have access to resources like flexible scheduling, child care, leave for parents, and supervisor support (Helmleet).

Rising role expectations, along with the mobility and accessibility of current technologies, have made it increasingly difficult for a single person to juggle many responsibilities effectively (Rothbard, Phillips, & Dumas, 2005). Furthermore, there are new health risks associated with working irregular hours (Greubel,Arlinghaus, Nachreiner, & Lombardi, 2016). Although employees may put in more hours if their schedules are flexible (Wheatley, 2016), employers gain more from this perk in practise. Employees are more likely to achieve a healthy work-family balance if their employers provide them the flexibility to set their own hours (Rastogi, Rangnekar, &Rastogi, 2015). Employees are able to schedule their work around their peak periods of productivity. According to Zülch, Stock, and Schmidt (2012), giving employees some autonomy over their work schedules is an important factor in helping them strike a good work-life balance. Employees can better balance their personal and professional responsibilities with the help of flextime (Wheatley, 2016).

Paid Time Off Policies

When it comes to minimising workplace interruptions and conflicts with other tasks, the beginning of the calendar year is the best time to set leave rules. Employees can take advantage of a wide variety of leave programmes, such as paid vacation time, time off to care for sick or elderly family members, time off to volunteer, time off to focus on education or professional development, and so on. Leave policies often provide time off for parents. "an official authorization granted employees burdened with child providing care responsibilities," as defined by Oludayo, Gberevbie, Popoola, and Omonijo (2015), which includes maternity leave. Section 54 of Part III of the Labour Act, 1990 requires employers to provide maternity leave, which is more generous to women than males. Sick leave, as defined in Section 16 of the Workers Act, 1990, provides employees with unpaid time off to care for themselves or a family member who is ill.

Informal Assistance

In addition to official policies and procedures, informal initiatives and support from friends, coworkers, and bosses can help enhance work-life balance. Suifan, Abdallah, and Diab (2016) state that an employee's informal WLB practises, as well as their perceptions of management support and job autonomy, are the most significant determinants in deciding whether or not an employee will leave their post. Employees who lack confidence in their informal leadership responsibilities are more likely to start looking for new opportunities. According to Suifan et al., (2016), another significant informal WLB practise is the degree to which managers promote

and appreciate their subordinates in regards to their personal and family concerns. With leadership's support, employee satisfaction is projected to soar (Abdallah, Anh, & Matsui, 2016).

Managerial support is critical for getting people's buy-in and getting things done around the office. When workers feel valued and appreciated by their bosses, they are more committed to their jobs, as stated by Emhan (2012). When employee commitment increases, which in turn helps keep staff members from leaving. Effective management is essential for any organisation, whether for-profit or not, and this requires managers who can inspire their staff. To achieve this goal successfully, managers must provide assistance to employees. According to Furlich (2016), organisations may increase productivity, efficiency, and morale by encouraging their employees. He understood the significance of employee motivation in achieving peak performance, and he advocated for managers to obtain education on the influence of interpersonal and communicative skills on productivity. Understanding what motivates people is of enormous value to businesses. Motivated employees are more likely to go above and beyond what is expected of them at work and report higher levels of job satisfaction (Elias, Smith, & Barney, 2012). Workplace performance might benefit from a dose of inspiration. The theory of expectancy valence provides support for this approach. This hypothesis attempts to explain what motivates people to take action in pursuit of their goals while also taking their expectations into account. Workers' expectations are typically shaped by their supervisors (Yuan & Woodman, 2010). Researchers can gain a better understanding of the dynamics between managers and their subordinates by applying the expectancy-valence theory (Yuan & Woodman, 2010).

Worker Performance

It's not unusual for companies to invest extensively in employee empowerment in an effort to motivate higher performance. Therefore, employees who have taken part in such training and enhancements are a great asset to the business. As long as they are happy in their jobs, companies are hesitant to let go of individuals who are viewed as valuable assets (Gitongu, Kingi, &Uzel, 2016). Companies should devote greater resources to programmes that increase employees' interest in their jobs and provide them with the knowledge and skills they need to excel in their positions (Gruman&Saks, 2011). Workplace factors that increase productivity are increasingly valued by companies, as their success depends on their workers' efforts.

When it comes to the success of an organisation as a whole, performance is defined by Markos and Sridevi (2010) as "the degree to which employees contribute positively to organisational goal attainment."According to Anitha (2014), businesses have just recently started investing in their employees' performance since they've

realised they can't succeed without it. An increase in efficiency in the workplace would have a significant impact on client retention, market share, growth in the market, & profitability.

Employee performance, as defined by Faiza and Nazir(2015), consists of behaviours that demonstrate the worker's knowledge or the quality of their training. In other words, it is the fruit of people's mental and emotional abilities. The concept of "employee performance" has moved to the forefront of discussion among academics in the field of management sciences due to its significance to both the individual and the organisation. Employee performance is correlated with enhanced company processes, particularly in regards to efficiency and productivity, as reported by Abuloush (2018). Remember that performance is more than simply the end result; it also includes the effort put in to accomplish the goals of the organisation. Employee performance, according to some authors (Masa'deh et al., 2018), depends on the employee's output, attendance, and flexibility in meeting the demands of others in the workplace.

According to Ogbulafor (2011), most businesses are in danger of collapsing if they don't do anything about the diminishing productivity of their employees right away.

The results of this study support the author's claim that individual contributions to the workplace make a substantial difference to a company's bottom line. Muda, Rafiki, and Harahap (2014) argue that workers are a company's most significant asset since they ensure the proper operation of the business. Mowday, Porter, and Steers (2013) argue that widespread job dissatisfaction in modern organisations contributes to   unfavourable employee actions and perspectives.

According to Kelidbari, Dizgah, and Yusefi (2011), managers have always been concerned with increasing worker output. Ahmed and Shahzad (2011) argue that compensation practises, assessment of performance, and promotional practises are successful determinants of employee performance, and that this performance exemplifies the worker's entire belief in their actions and dedication towards achieving the organization's goals. These KPIs place all of the emphasis on the benefits to the employees. Anitha (2014) offers a similar definition of employee performance: it is a measure of the employee's financial or nonfinancial gain or loss that is proportional to the success of the organisation. Key determinants of employee performance are discussed, including the following: work environment, leadership, team and coworker interaction, career advancement and training, compensation plan, policies and procedures, office environment, and staff morale and productivity.

According to research conducted by Alagaraja and Shuck (2015), training and development can increase worker productivity. In order to better understand what

elements contribute to bettering individual performance, this study aimed to reveal the prevalent perspectives of organisational configuration and staff engagement. As a result, innovative performance is a byproduct of employee performance and the performance of the company as a whole; the successful effort of fulfilled, motivated, and dedicated human resources increases quality performance, operational performances, and customer satisfaction in direct proportion to the number of new ideas for products or services generated. It is important to keep in mind that businesses, like businesses elsewhere, have had to adjust to the numerous new opportunities and challenges that globalisation has brought. The efforts of its personnel are crucial to the success of every business. "Learning organisations" (Gitongu et al., 2016) increase output by funding the professional development of their staff.

Employee Productivity and Work-Life Integration

The question of how people might flourish in the face of globalisation and rapid technological advancement is receiving increasing amounts of attention. In their study, Koubova and Buchko (2013) asked if these two goals were incompatible or if they may complement one another.The challenges in striking the right equilibrium between oneself and its benefits can be traced back in large part to a lack of authority over one's job as well as a lack of energy in achieving one's own demands & duties. According to Johari et al. (2018), an imbalance between effort with pay leads to tiredness, poor performance, including a decline in quality of life. There are three key issues with the way technological progress has affected the work-life balance of today's workforce. People worry about the unpredictability of their workloads and employment (especially those involving technology, which requires continual learning) as a result of new technologies, which threatens work-life balance (Helmle et al., 2014).

Some companies are apprehensive of providing workers with more freedom out of concern that those employees could abuse it (Hon & Chan, 2013; Susana & Ramón, 2013). The capacity to balance work and personal life positively impacts productivity, satisfaction, and health in the workplace. Researchers Au and Ahmed (2014) say that the benefits to both employees and upper management make it important for businesses to implement modern management practises. There is a strong correlation between how well managers think their employees manage work and personal responsibilities and how far they advance in their careers (Au & Ahmed, 2014). Creating more adaptable schedules and safer workplaces are only two examples of the ways in which work-life balance has come under the microscope in recent years. Worker happiness, a sense of community in the workplace, and the quality of their production were all found to be poorer among

those who had to handle heavier workloads. Employees in the hospitality industry have reported that stress and emotional tiredness have a negative impact on their quality of life (Lawson et al., 2013). It has also been speculated that hotel workers' stress levels are higher than typical due to external factors. Using information from 2013 (Hon &Chan).

Companies and workers alike have come to appreciate the value of a healthy work-life balance in recent decades. Several studies (Semlali&Hassi, 2016; Mmakwe&Ojiabo, 2018) have shown that a healthy work-life balance is the single most important factor in increasing employee productivity and, by extension, an organization's overall performance. Part-time work and task delegation were found to boost worker productivity in a 2019 study by Ogechi and Nwaeke (on WLB and employee job performance). Rules that encourage employees to keep up personal and professional ties outside of work have been shown to reduce turnover, boost morale, and boost productivity (Helmle et al., 2014).

II. CONCLUSION

The study's findings strongly suggest that companies that want to boost productivity should adopt measures to help their employees strike a healthy work-life balance. However, several studies have shown that in the context, political, economic, and social challenges resulting from systemic barriers, such as leadership failure, are the key causes of stress in one's personal life. High unemployment rates, low pay, high prices, a diverse workforce, and other issues are exacerbated by corruption, inefficient organisations that fail to monitor and enforce employment norms, and these factors.

Recommendations

Businesses should promote the importance of maintaining workers' rights to varied leave initiatives that boost employee happiness and provide child care facilities, particularly for working mothers and managerial trainees. Helping workers make the most of WLB programmes, practises, and implementation requires creating a positive work environment and disseminating information about these topics.

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