

## Work Life balance major key driver for Employee Engagement

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**Abstract:** Work Life balance has become a predominant issue in any workplace in today's world. Human Resource Management have been immensely researching on work-life balance to motivate employee performance and increase employee engagement in the workplace. This study helps us to see that work-life balance activities at workplace not just has effects on an employee's life but also improves the overall performance of an employee towards his work. These activities have an effect to significantly improve the employee morale, retain employees in the organization, reduce absenteeism and improve the organization performance which is very important in these difficult economic times. This helps not just the millennial employees but also single mothers who are trying to balance their career or new couples struggling to manage career and their personal life or even when employers struggle to retain their employees, work life balance activities offer a great help to the employees and the employers.

**Keywords:** Teaching Strategies; Education; Comparative study; School; Indian education

### 1. Introduction

As of late, because of rapid globalization, Indian organizations have understood that their ability is the way in to their development, and the one key asset that any venture genuinely needs. Thus, the Human Resources (HR) work has made the change from 'in the background backing to turn into an essential accomplice the business. HR has attempted to advance from being conditional to vital where the top of the HR work is presently an imperative piece of the senior supervisory group. Each association knows the significance of connecting with and rousing its kin to perform and this has acquired noticeable quality with time. However, what is less usually perceived is that workers need to be occupied with work where they feel that they are contributing in a good manner to an option that could be bigger than themselves.

Throughout the long term, perhaps the hardest test standing up to the CEOs, HR and the business heads of numerous associations, has been to guarantee that when their workers check in ordinary, they not exclusively do it actually however likewise intellectually and inwardly. To put it plainly, they need to guarantee that their workers are really locked in. Worker commitment has arisen as a basic driver of business today. It for all intents and purposes influences the worker spirit, profitability and explanations behind holding in the organization. Associations are utilizing their connected with representatives as an apparatus of vital fitness. A profoundly drawn in worker will reliably outflank and set new principles. In the working environment research on worker commitment (Harter et al, 2002) have over and over asked representatives, regardless of whether they have the chance to do their best each day.

### 2. Literature Review

Daniele Grandi (2012) has uncovered that balance of fun and serious activities and execution of worklife balance approaches will be one of the fundamental themes for the next many years when discussing human asset rehearses. The requirement for a significant equilibrium among work and non-work exercises is an issue increasingly spread between working populace and it will be significantly more significant with the passageway of new ages in the work place. Regardless of whether a few organizations have been more proactive, and receptive, there is the need to push more stride ahead toward this path. Albeit a few pundits have been moved to the methodology that firms and governments have corresponding to work-life balance issues, and to the exaggerated pertinence that this subject have in the financial climate these days, the inclination is that giving balance of fun and serious activities through the functioning populace is an assignment that organizations, to stay serious, can't keep away from to look in a viable way. The representatives' requirement for expanding benefits in a persistently changing climate and wide freedoms for firms, alluding to serious benefits, lead to the end that advancing balance of fun and serious activities approaches and care about the execution of successful practices, to accomplish a appropriate harmony among work and non-work exercises need to turn into an inherent characteristic of the business and not simply an extra segment of corporate approaches.

A prior piece of commitment writing by Goffman (1961) advances that the idea of commitment is established in job hypothesis. He characterized commitment as the "unconstrained contribution in the role and a "noticeable speculation of consideration and solid exertion" ( as referred to in Wildermuth and Pauken, 2008).

Katz and Kahn (1966) pushed on the overall requirement for representatives to draw in with their work and associations. In spite of the fact that their work doesn't utilize the term 'representative commitment' straightforwardly, it recognizes the requirement for commitment also, its relationship with power to decideviability. Csikszentmihalyi (1982) communicated representative commitment as a stream idea, wherein stream is a comprehensive sensation which workers experience when they are completely engaged with their work. W.A. Kahn, who is considered as a scholastic parent of the representative commitment development, built up the idea of 'individual commitment'. In his work, he characterizes individual work commitment as the "tackling of association individuals' selves to their work jobs; in commitment, individuals utilize and express themselves genuinely, psychologically and inwardly, during job exhibitions".

### 3. Research Method

This study was conducted to study the relationship between Work-Life balance activities and employee engagement in the workplace. Primary data was collected through personal survey/questionnaire/interview/phone call. The questions for the survey was set by a group of panelists with expertise in Human Resources work environment. A secondary data collection in this research has been carried out through books, journal articles, and other research papers about the subject needed to build over the previous researches. Initially there were other factors in addition to the four mentioned below, but the below four has been selected based on the experiments and regression weights of each of the factor on Employee Engagement. These three factors WNWC, WBLR, Stress had the most impact on the employee engagement.

#### 3.1 The model contains four factors:

1. Work Non-Work Conflict (WNWC)
2. Work Life Balance Resources (WBLR)
3. Stress
4. Employee Engagement (EE)

Work Non-Work Conflict: This factor shows the internal conflict of a person with the work and non-work activities of his/her life. The questions are made to reflect the way a person feels about his job with respect to the work and non-work activities. It also looks into the responsibilities an employee has as a mother/father/husband/daughter/wife and how satisfied in his or her personal duties. It has questions as below:

- On The Job I Have So Much Of Work To Do That It Takes Me Away From My Personal Interests (WNWC1)
- My Job Makes It Difficult To Be The Kind Of Spouse/Partner, Caring Son/ Daughter Or Parent That I'D Like To Be (WNWC2)
- I Feel That My Personal Demands Are So Great That They Interfere With My Work. (WNWC3)
- I Have A Lot Of Responsibility In My Family Or Life (WNWC4)
- I Try Not To Take On Additional Responsibilities In My Personal Or Family Life (WNWC5)
- I Feel Guilty When I Take Time Off From My Job (WNWC6)
- Whenever I Concentrate On My Life Goals I Feel I Compromise My Performance At Work Or Advancement In Career or Professional Growth (WNWC7)

Work Life Balance Resources(WLBR) : This factor shows how an organization helps their employee and provides Work-Life balance resources. This questions are intended to find if Work Life balance resources such as employee policies, opportunity, help from organization while the family has a problem – affects the employee engagement in a workplace. The questions that were included in WLBR is as below:

- Help Is Available From My Organization When I Have A Personal/Family Or Non Work Problem (WLBR8)
- Employees Are Given Ample Opportunity To Perform Both Their Job And Their Personal Responsibilities Well (WLBR9)
- My Company Helps Employees Achieve A Balance Between Their Work And Nonwork Responsibilities. (WLBR10)
- My Company Has Employee Policies That Are Flexible Enough To Respond To Employees' Individual Situations (WLBR11)
- I Feel That The Policies Pertaining To Work Life Balance In My Organisation Are Inclusive And Are Implemented Consistently (WLBR12)
- I Feel That Formal Work Life Balance Policies Would Be Effective Enough To Create Engaging Culture Within Organisation (WLBR13)

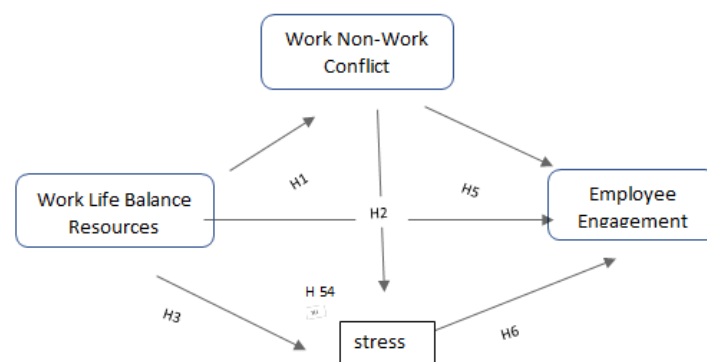
Stress: This factor shows us how Stress plays a role in Employee engagement. We try to find out if the increase in work life balance resources has an effect on stress or not. In the questions below we find out how stressed an employee is due to the work load and what effect does it have on their personal life. The questions related to stress that were considered in further analysis is as below:

- Due To All The Pressures At Work, Sometimes When I Come Home I Am Too Stressed To Do The Things I Enjoy (Stress30)
- Due To Work Load I Have Restricted The Number Of Important Social Or Leisure Activities I Should Participate (Stress31)
- Tension And Anxiety From My Personal Or Family Life Often Weakens My Ability To Do My Job (Stress32)
- Sometimes When I Think About My Job I Get A Tight Feeling In My Chest (Stress33)
- I Keep On Convincing Myself That I Can Deal With It, And Increase The Amount Of Effort I'M Putting Into Achieving Work- Life Balance (Stress34)
- I get fearful during my leave thinking I will get a call from workplace (Stress35)

Employee Engagement: This factor tries to find out how involved a person is in his/her work and balances out the personal life activities. We try to analyze how much a person wants to stay in the organization and how much he/she is loyal to the organization. This factor will help us to know what effect does stress and work life balance resources have on Employee engagement. The questions included in the Employee Engagement factors are as below:

- I Am Satisfied With The Feeling Of Accomplishment I Get From The Job (EE42)
- I Am Satisfied With The Praise I Get For Doing A Good Job (EE43)
- Often, I Find It Easy To Agree With This Organization's Policies On Important Matters Relating To Its Employees (EE44)
- Right Now, Staying With My Organization Is A Matter Of Necessity As Much As Desire (EE45)
- This Organization Deserves My Loyalty (EE46)
- I Am Satisfied With The Working Conditions (EE47)
- My Organization Really Cares About My Well-Being (EE48)
- I Show Pride When Representing My Organization In Public (EE49)
- I Would Accept Almost Any Type Of Job Assignment In Order To Keep Working For This Organization (EE50)
- Nothing Can Distract Me When I Am Working (EE51)
- Too Many People At My Level In The Company Gets Burned Out By Job Demand (EE52)
- For Me Work Life Balance Is Critical To Be Satisfied With The Job (EE53)
- I Would Recommend My Job Environment Because Of Work Life Balance Policies And Procedures (EE54)

3.2 Hypothesis:



- H1: Work Life balance resources have no effect on Work Non-Work Conflict
- H2: Work Non-Work Conflict have no effect on Stress
- H3: Work Life Balance Resources have no effect on Stress
- H4: Work Life Balance Resources have no effect on Employee Engagement
- H5: Work Non-Work Conflict have no effect on Employee Engagement
- H6: Stress have an effect no Employee Engagement

### 3.3 Reliability and Validity

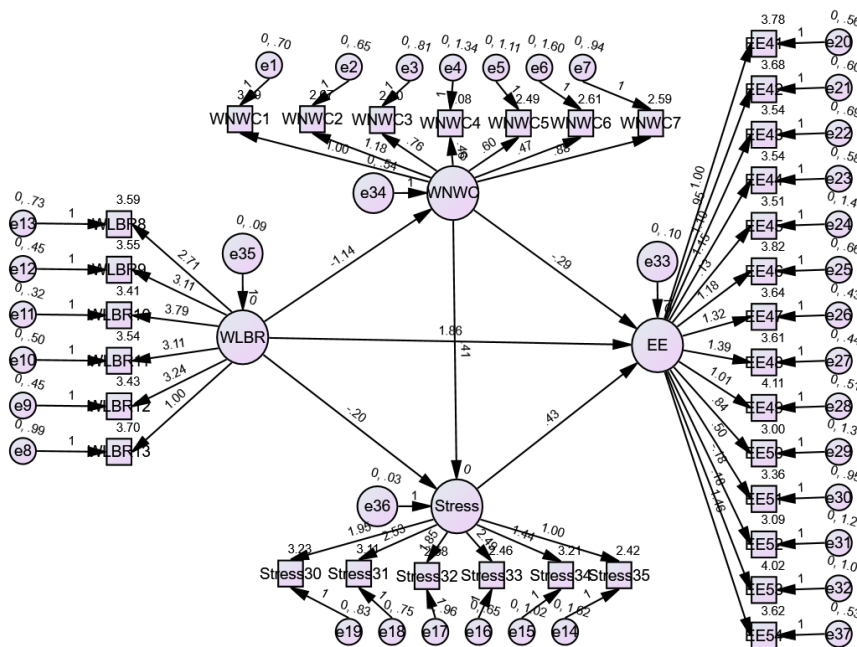
Validity of the variables can be pre-determined and the variables can be early judged so that the research data collection can be used without any hesitation for further analysis. Cronbach’s alpha has been used as the measure of scale reliability. As per the criteria if the value of Cronbach’s alpha is greater than 0.6 then the variables are reliable for further analysis. The Cronbach’s Alpha is a measure of internal consistency and helps to show us how consistent a factor is in showing us the effect of a particular factor in the proposed model. The Cronbach’s alpha for each variable is shown in the table below:

Study Construct	Cronbach’s alpha values
Work Non-Work Conflict	0.717
Work Life Balance Resources	0.867
Stress	0.757
Employee Engagement	0.849

### 4. Results and Analysis

In this section, we have explained the results and analysis of the responses of the survey that had been conducted. Using AMOS, we have did the path analysis of the proposed model. Endogenous variables being the factors WNWC, WLBR, Stress and EE. The exogenous variables being the questions of the respective sections that were asked to the respondents.

The below is the AMOS analysis with the regression coefficients of each factor shown on the arrows pointing the effect from one factor to another. The proposed model is as shown below:



#### 4.1 Standardized Regression Coefficients:

In the below table we have the regression coefficients of the factors when regressed with the other factor.

As per the above table when WLBR is regressed on WNWC, the regression coefficient is -1.144. This tells as

			Estimate	S.E.	C.R.	P
WNWC <---	WLBR		-1.144	.307	-3.721	***
Stress <---	WNWC		.408	.094	4.329	***
Stress <---	WLBR		-.197	.094	-2.096	.036
EE <---	WLBR		1.863	.427	4.367	***
EE <---	WNWC		-.287	.152	-1.893	.058
EE <---	Stress		.434	.335	1.295	.195

if WLBR increases by one factor the WNWC goes down with a factor of 1.144. There is a standard error of 0.307 while calculating this estimate. This effect is significant as  $p < 0.001$  as per the above table. Hence, we will reject the null hypothesis and this proves that Work Life balance resources have an effect on Work and Non-Work Conflict.

When WNWC is regressed on Stress, the regression coefficient is 0.408. This tells us if WNWC increases by one factor the Stress goes up by a factor of 0.408. There is a standard error of 0.904 while calculating this estimate. This effect is significant as  $p < 0.001$  as per the above table. Hence, we will reject the null hypothesis and this proves that Work and Non-Work Conflict have an effect on Stress.

When WLBR is regressed on Stress, the regression coefficient is -0.197. This tells us if WLBR increases by one factor the Stress goes down by a factor of 0.197. This is not a very prominent decreases though when we look at the p-value this gives us a different story. There is a standard error of 0.904 while calculating this estimate. This effect is significant as  $p < 0.05$  as per the above table. But not significant if we calculate the significance as per  $p < 0.001$ . Hence, we will fail to prove that there is an effect of WLBR on stress. We may say that WLBR do not direct effect stress. But we will get a clarity when we further analyse on the basis of direct and indirect effects of the factor.

When WLBR is regressed on EE, the regression coefficient is 1.863. This tells us if WLBR increases by one factor the EE goes up by a factor of 1.863. There is a standard error of 0.427 while calculating this estimate. This effect is significant as  $p < 0.001$  as per the above table. Hence, we will reject the null hypothesis and this proves that Work Life balance resources have an effect on Employee Engagement.

When WNWC is regressed on EE, the regression coefficient is -0.287. This tells us if WNWC increases by one factor the EE goes down by a factor of 0.287. There is a standard error of 0.152 while calculating this estimate. This effect is not significant as  $p > 0.05$  as per the above table. Hence, we fail to reject the null hypothesis and we fail to prove that Work and Non-Work Conflict have an effect on Employee Engagement.

When Stress is regressed on EE, the regression coefficient is 0.434. This tells us if WLBR increases by one factor the EE goes up by a factor of 0.434. There is a standard error of 0.335 while calculating this estimate. This effect is not significant as  $p > 0.001$  as per the above table. Hence, we fail to reject the null hypothesis and we fail to prove that Stress has an effect on Employee Engagement.

#### 4.2 Total, Direct and Indirect Effects:

Now, let us analyze the total effects of each factor on every other factor. Total effects is the sum of direct effects and indirect effects.

The total effect of WLBR on WNWC is -1.144. This consists of a direct effect component and no indirect effect. Hence there is a negative effect of WLBR on WNWC. This means increase in the work life balance resources will decreases the work non-work conflict of a person. The total effect of WLBR on Stress is -0.664. This consists of a direct effect of -0.197 and an indirect effect of -0.467 on Stress. Hence, work life balance resources directly and indirectly reduces the stress of an employee.

The total effect of WLBR on EE is 1.903. This consists of a direct effect of 1.863 and an indirect effect of 0.040 on Employee Engagement. This clearly explains us how important Work Life Balance Resources are a key determinant on Employee Engagement.

The indirect and direct effect analysis helps us to identify the effects of Work Non-Work Conflict, Stress, Work Life Balance Resources on Employee Engagement. As per the stated hypothesis H1, we have proved that there is an effect of Work Life Balance Resources on the Work Non-Work Conflict. As the  $p < 0.001$ , there is no doubt in rejecting the null hypothesis. In addition to that the regression coefficient is -1.144, which implies that as the work life balance resources of an employee increases the work non-work conflict is decrease by more than one factor. This helps the employee to have better engagement at work and as a result benefits the organisation greatly. When an employee has no guilt of working a lot as he gets the work life balance resources in terms of additional benefits, an employee is ready to give his full efforts to the organisation.

- As per the stated hypothesis H2, we have proved that there is an effect of Work Non-Work Conflict on the Stress. As the  $p < 0.001$ , there is no doubt in rejecting the null hypothesis. In addition to that the regression coefficient is 0.408, which implies that as the work non work conflict of an employee increases the stress is increased by 0.408 of a factor. This proves that if the work-non work conflict of an employee increases then his/her stress also increases.

- AS per the stated hypothesis H3, we have proved that there is an effect of Work Life Balance Resources on Stress for  $p < 0.05$ . With the help of the regression coefficient we are able to prove that with the increase of work life balance resources there is a decrease in stress of an employee. Decrease in stress of an employee leads to better concentration of an employee while work.

- The hypothesis H4, is a very important hypothesis in this study. As we can see, the null hypothesis can be rejected as the  $p < 0.001$ . The effect of Work Life Balance Resources on Employee Engagement is proved with the non-significance of the null hypothesis. With the help of the regression estimate we can see that one factor

increase of Work Life balance resources approximately doubles the employee engagement. The regression coefficient is 1.863 which is approximately equal to 2.

- The hypothesis H5 and H6 are not significant and hence we fail to prove that there is an effect of stress and work non-work conflict on employee engagement. Even though with the help of the regression estimates we can say that the Work Non-Work conflict has a negative effect on Employee engagement. However, as stress is increased the employee engagement is shown to increase.

**Summary table**

Hypothesis	P-Value	Conclusion
H1: Work Life balance resources have no effect on Work Non-Work Conflict	$P < 0.001$	Reject null hypothesis.
H2: Work Non-Work Conflict have no effect on Stress	$P < 0.001$	Reject null hypothesis.
H3: Work Life Balance Resources have no effect on Stress	$P < 0.05$	Reject null hypothesis.
H4: Work Life Balance Resources have no effect on Employee Engagement	$P > 0.05$	Fail to Reject null hypothesis.
H5: Work Non-Work Conflict have no effect on Employee Engagement	$P < 0.001$	Reject null hypothesis.
H6: Stress have an effect no Employee Engagement	$P > 0.05$	Fail to Reject null hypothesis.

**5. Conclusion**

This examination found that there is a positive connection between power to decide execution and work/life balance (business and working hours, Family care, incidental advantages and hierarchical culture support). These outcomes are reliable with (Benito-Osorio et al., 2014). This shows that the increments of balance of fun and serious activities level contribute in expanding the result of HR, operational and monetary. Correctly talking, work-life balance as a pivotal idea for laborers needs in the media transmission and data innovation area in Jordan, considered as a crucial part in supporting the human resources and inspiration of workers. Since, balance of fun and serious activities can assume a critical part in the organization accomplishment through raising the capacities and abilities of laborers to accomplish their objectives and by urging them to achieve the organization errands successfully; particularly when the representatives feel that the condition between their own life and work life are adjusted.

Additionally, the analysis found that work life balance resources are a key driver for employee engagement. These outcomes are steady with (Bedarkar and Pandita, 2013). This infers that media transmission and data innovation area in Jordan think about their presentation, regardless of whether it monetary, operational or HR as quite possibly the main needs in their day-to-day existence cycle. Hence, these outcomes demonstrate that increasing the work life balance resources will increase employee engagement. With respect to an organization the more the employee engagement the more will be the productivity in the organization leading to more profits. This research not just determines that work life balance resources are a key driver for employee engagement but also proves that investing in the employees work life balance resources is going to be an asset for the company as this is going to increase the efficiency and employee retention rate of the organization.

Further research work can be done on the various resources as to which particular work-life balance resources gives the employee a boost to work and gives a balancing profit to the organization too.

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