

Achieving Organizational Effectiveness through Adoption of Work Life Balance Practices

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Abstract - World and over, the move toward ensuring a healthy balance between professional ambitions and personal goals is gaining momentum. A trend that has witnessed great value attached to such benefits like flexible scheduling of work, work compression, part timing and job sharing among workers in organizations. Maximizing employee performance in the work place is the core concern of managers and thus, they need to ensure that workers are treated in a manner that enables them to achieve such goals in the organization. Descriptive survey design was adopted by the study owing to the fact that it included the entire population intended by the researcher and at the same time made an observation on how the participants undertook their duties and the results thereof. The study targeted two hundred employees to participate in the study though only one hundred took part. Data was collected through the use of questionnaires administered to the respondents and the findings analyzed and presented in form of tables. Findings revealed that effective employee performance can be enhanced through engagement in work life balance best practices by organizational managers.

Keywords - Organization, Effectiveness, Work life balance, Practices.

I. INTRODUCTION

Researchers have contend that in any given practice and industry, there exists a large workload coupled with constant global connectivity that has erased the boundaries between work and personal time ([1]). The around clock work environment and the ever rising concern for immediate response has proved challenging for in house counsel to separate highly valued personal relationships and commitments from professional responsibilities. In the recent past, there has been a need to create a healthy balance between professional ambitions and personal goals globally. Factors that have compelled organizations to create such healthy balances include benefits enjoyed by workers from introduction of flexible scheduling and telecommuting practices that they consider as of great value. It is no doubt that successful leadership is that which recognizes employees commitment that stem from the organizational support geared towards career development as well as fulfillment of employee personal needs ([2]).

Employees' intentions to leave or stay with their organizations can be influenced by the perceived support for work-life balance by such organizations. In highly demanding professions, a disconnect however, exists in linking employee benefits with his/her comfort in using them bearing in mind that there is no clear cut between ones work time and personal time. Work life benefit models have been greatly influenced by the dynamic nature of technological advancement ([3]).

Organizations are constantly redesigning their programs with a view to minimizing work life conflicts that may enable employees to be more effective at work and in other roles. Work life balance practices do not only as a means of catering for employees needs but also recognizes their performance in the organization ([4]). Recent experiences of high numbers of female employees; life style changes; movement towards the twenty four hour economy; and the technological advancements are the main drivers of competition between work and home affairs.

Concerned managers thus need to create a balance between employees' work and home responsibilities by providing necessary support using organizational designed programs to help avert turnover related costs; health related costs, absenteeism, and poor performance. Organizations have a burden of developing effective and efficient strategies that support work life balance as a tool for attracting and retaining an increasing number of employees who want to work and develop professionally. This includes development and adoption of strategies that support work life balance as a means of tapping and retaining talented and valuable workers in such organizations.

II. ISSUES OF CONTENTION

Research evidence posits that there exists a positive relationship between work life balance and safety outcomes. However, the challenge has been on the organization's ability to contain productivity and employee well-being. The argument is pegged on the premise of work life balance that is viewed as causing work intensity ([5]). Work intensity often results from engagements of employees in decision-making and engaging in performance related pay by the organizations. It however can create a feeling of work overload, burnout, and demotivation by employees ([6]). Some studies have reported a link between work life balance and low satisfaction with increased stress stemming from teamwork plans while others reported its link to higher absenteeism levels ([7]). It can be argued that the relationship found between work life balance and performance rests on certain psychological processes. Social exchange view on work life balance stresses worker commitment to the organization through constant and psychologically hygienic work condition achieved through training and skills acquisition ([8]). Work life balance concept can be utilized by organizations to create favourable conditions for employees to express their shared values and work toward achieving organizational goals. In turn, the employees gain by accessing opportunities to acquire new techniques of effectively undertaking their duties. Researches however contend that work life balance can psyche employees to exhibit positive characteristics in achieving organizational goals.

2.1. Work life balance Performance effects

Work life balance performance effect can be viewed on the one hand as contentious and on the other hand as that which may have a detrimental effect on workers. A growing concern regarding the need to view work outcomes by employees as that connected to work life balance has been on the rise. Organizational level performance is

conceptualized in terms of its financial indicators intervened by productivity whose impact is easily noticed than that of performance. Dependent factors of financial performance are issues as marketing, accounting procedures and prevailing economic conditions ([9]).

Worker safety and how it contributes to organizational productivity has not also been neglected in the research on work life balance. Researchers contend that safety needs to be considered as a measure of performance alongside production, sales, quality or customer satisfaction. Arguing from the social exchange point of view, work life balance impacts positively on safety performance by increasing employee commitment to safety objectives. In addition, it increases employees trust in management and the overall perception of an existing favorable safety climate.

2.2 Factors for work life balance

Researchers have identified three factors that influence work and family life as comprising: family and personal life; work in itself and other factors respectively ([10]). Issues such as entry of women in the workforce, involvement of women with children at work, single parenthood as well as elder care were identified as constituting family and personal life related factors. On the other hand, prolonged work hours, job sharing, compressed work, rising cases of part-time workers and flexible work schedules constitute work related concerns. Issues concerning ageing population, rise of service sector industries, technological complexity of work, skill shortages, loss of social support network, globalization and demographic shift of workforce were identified as other factors.

Work life balance components should be viewed from aspects of time; behavior; strain and energy. Time element was considered in regard to how much of it was spent on work and on other engagements as well. Behavioral component was analyzed in terms of work goal accomplishment while strain and energy viewed separately from the point of inter role conflict source and relevance in task accomplishment.

III. METHODOLOGY

Descriptive survey design was employed owing to the fact that it enabled inclusion of the entire population in the selected firms where the study was conducted and at the same allowed for observation on how the participants undertook their duties and the results obtained thereof. Study population comprised two hundred employees from the firms' top and line management. Non probability

sampling technique was preferred as specific information from respondents having similar characteristics desired by the researcher were engaged. Information was obtained from the respondents through the use of a simple structured questionnaire. Quantitative and qualitative methods of data analysis were employed in analyzing the study findings.

Department	Population
Technical	100
Design	20
HR	5
Marketing	60
Customer	10
Legal affairs	5
Total	200

Source: Firms' databank 2019.

IV. RESULTS

4.1 Respondents information

4.1.1: Respondents' Gender

The respondents to the study were asked to indicate their gender. The study findings showed that out of the one hundred (100) respondents, there were forty (40) males and sixty (60) females. This represented a percentage of 40 and 60 percent respectively.

Table 4.1 Respondents Gender

Gender	Frequency	Percent
Male	40	40
Female	60	60
Total	100	100

Source: Researcher, 2019

4.1.2 Respondents' Age in Years

Regarding the ages of the respondents, twenty (20) of the respondents were between the age bracket of forty two to forty nine (42-49) years. This was represented by a total percentage of 20%; thirty (30) percent that, is thirty (30) of the one hundred (100) respondents were in the age bracket of between (34-41) years. The age brackets of (18-25) had a total of forty (40) respondents comprising a total percentage of 40%. That of (26-33) had a total of six (6) respondents comprising a total of 6%. Finally, the age bracket of fifty and above constituted 4% of the total respondents.

Table 4.2 Respondents Age in Years

Age (Yrs)	Frequency	Percent
18-25	40	40
26-33	6	6

34-41	30	30
42-49	20	20
50 and above	4	4
Total	120	100

Source: Researcher, 2019

4.1.3 Respondent's Level of Education

The researcher also sought to determine the educational levels of the respondent to the study. The findings revealed that there were not many respondents with a PhD education as this category only had ten (10) respondents with a total percentage of ten (10) percent. Twenty (20) respondents had a master's degree constituting twenty (20) percent of the total responses. Seventy (70) out of the one hundred and twenty (120) respondents had undergraduate education. This constituted (70) percent of the total responses.

Table 4.3 Respondent's Level of Education

Education Level	Frequency	Percent
PhD	10	10
Masters	20	20
Undergraduate	70	70
Total	120	100

Source: Researcher, 2019

4.3 Work life practices that enhance organizational Effectiveness

Study respondents cited the following factors as those that enhance effectiveness: 60 of the respondents cited flexible work schedules; 10 cited prolonged hours of work; 30 part-timing; 10 cited compressed works. This represented a percentage of 60%; 10%; 30%; and 10% respectively.

Table 4.3 Work life balance activities

Work life balance activities	Frequency	Percent
Flexible work schedule	60	60
Prolonged work hours	10	10
Part-timing	30	30
Compressed work	10	10
Total	120	100

Source: Researcher, 2019

V. CONCLUSION

The results of the study showed that effectiveness can be achieved through adoption of work life balance practices. A greater link exists between work life balance and worker safety at work. This supports findings of previous researches that considered safety as a measure of performance. Finally,

social exchange theorists' position is found to be in line with the study findings on the positive contribution that work life has on the performance of the employees in organizations.

Work life balance engagements by organizations revolve around flexible work scheduling, compressed work hours, prolonged work hours, part timing, job sharing as well as group cohesion. Effective involvement of an organization in work life balance practices benefits the stakeholders, shareholders as well as the entire community.

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