

THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE JOB PERFORMANCE: A STUDY OF AN OFFSHORE OPERATIONS OFFICE OF A PRIVATE UK HIGHER EDUCATION INSTITUTE BASED IN SRI LANKA

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Abstract- Work-life balance (WLB) is generally associated with equilibrium between the amount of time and effort somebody devotes to work, family, and personal activities in order to maintain an overall sense of harmony in life. Employee performance is the extent to which an employee executes his/her set work tasks, duties and responsibilities to the level of expectation set out by the management. This paper explores Work-Life Balance and Employee Job Performance (EJP) with the main objective of identifying the impact of Work-Life Balance on Employee Job Performance. This study is referred to the Offshore Operations Office of a private UK Higher Education Institute based in Sri Lanka. Personal Engagement (PE), Family Engagement (FE) and Work Engagement (WE) were identified as the main independent constructs of the study while the dependent construct as Employee Job Performance. A sample of one hundred and fifty employees were selected from the organization, and data for the study was collected from the sample through the means of a questionnaire. The collected data was analyzed through correlation and regression analyses. The findings of the research determined that Work-Life Balance positively impacts on Employee Job Performance while Work Engagement was highlighted as the most prominent factor affecting on Employee Job performance.

Keywords- Work-Life Balance, Employee Job Performance, Personal Engagement, Family Engagement, Work Engagement

I. INTRODUCTION

According to Bohlander & Snell (2013), balancing work and family continues to be a major concern for organizations and their employees. Employees are engaged with their work for longer hours than prescribed since 1973, and now more than ever employees are chained to their companies around the clock through means of communication technology (Bohlander & Snell, 2013). In the current context, many individuals face the common issue of balancing work, family and personal matters. The drawbacks associated with work-life-balance can affect both the employer and the employee. From an employee's perspective, improper work-life-balance can have a negative impact on work and life satisfaction, physical and mental well-being, and on individual work performance in the organization (Guest, 2002). For employers, improper work-life-balance may result in poor performance, absenteeism, employee turnover, recruitment and training costs, complaints and grievances (Department of Trade and Industry, 2001). According to Mendis & Weerakkody (2014), work-to-family conflict takes place when experiences at work obstruct with family life inflexible work hours, work overload, interpersonal conflict at work, unsupportive supervisor organization. Family-to-work conflict occurs when experiences in the family interfere with work life, primary responsibility for children, elder care responsibilities, interpersonal

conflict within the family unit, unsupportive family members. The research provides reference to a Higher Education Institute based in the UK. Out of the several offices the company operates, the offshore operational office based in Sri Lanka was selected for this study. Work performance of employees have been decreasing in comparison to past performance records. It has also been identified that employees are not highly comfortable with the latest working arrangements of the company. As a result, the company has faced issues such as employee turnover, absenteeism, multiple grievances, and where performance is at its lowest, the need for redundancy has risen. Decreased performance of employees has made it difficult for the company to cope up with the industrial changes that affect the internal environment of the company, and any new strategies implemented to increase work performance. Based on this background the researchers are going to investigate the influence of work life balance on employee performance through following objectives,

1. To study the impact of work-life-balance on employee job performance.
2. To determine the most prominent factor among work engagement, family engagement and personal engagement which effect for employee performance.
3. To provide practical recommendations to increase employee job performance through work-life-balance.

II. LITERATURE REVIEW

“Work Life Balance isn’t only about families and childcare. Nor is it about working less. It’s about working smart. According to Clarke, et al. (2004), work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work, family, and personal activities, in order to maintain an overall sense of harmony in life. According to Munn (2009), WLB is defined as a person who prioritizes their work, family, individual and community responsibilities. The means and way to prioritize individual work, family, personal and community responsibilities are influenced by the availability and knowledge of work-life initiatives as well as the organizational culture. Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. (Bernadin & Russel, 1998). According to this definition

performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, “achievement of targets of the tasks assigned to employees within particular period of time”.

Management support for employees work life balance fosters a good relationship between the work force and management which improve effective communication in the organization (Obiageli et al., 2015). Achieving work-family balance is very significant for personal success and the success of the organization. Work-to-family conflict and family-to-work conflict have caused lower performance of individuals at the workplace and their personal lives and ultimately it leads to withdrawal from work (Hammer et al., 2003). Naithani (2010) stated that individuals with successful work-life balance will contribute to the success of the organization and those who receive workplace support through family-friendly policies have a high productivity level at the workplace. Gomez et al. (2010) mentioned that a balance between work responsibilities and marital obligation is a key to achieving success in family and the organization. Guest (2002) showed that work-life balance not only contributes, to the satisfaction and wellbeing of life, but also for the performance of work and family.

Mendis & Weerakkody (2014) found that there is a positive relationship between Work-Life Balance and Employee Job Performance. They state that Work-Life Balance of employees ultimately lead to increased employee performance. Similarly, Benito-Osorio, et al. (2014) conclude that work-life balance helps improve employee productivity. In line with Cotter (2000) high employee performance leads an organization to have greater opportunities for employees than those who have low performance. Therefore, it is important for employer to look for better ways in improving employee performance. This can be done by helping them prioritize their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively. Obiageli et al., (2015) state that although family relates to personal needs, personal needs could have many other contributors apart from family, such as social activities and sparing time for one’s self. Family responsibilities such as household time demands, family responsibility level, household income, spousal support and life course stage have been found to be sources of work-life stress (Jennings & McDougald, 2007).

While the Sri Lankan interest in work-family balance is gradually increasing, most employees give first priority to work-related activities as compared to their family involvement. The employees' awareness and perception about work-family balance is very little in comparison to European countries. The employers also have not given much consideration to work-family balance (Arachchige, 2013). Employees are happier when they are able to balance their work life demands. Management also experience improve relationship with employees. Management support for employees work life balance fosters a good relationship between the work force and management which improve effective communication in the organization (Obiageli et al., 2015).

III. METHODOLOGY AND EXPERIMENTAL DESIGN

Based on existing literature, the independent and dependent variables for the research were developed. According to following Conceptual Model, the main independent construct is considered to be Work-Life Balance, and is represented by three dimensions; Work Engagement, Family Engagement and Personal Engagement. The dependent construct is considered as Employee Job Performance.

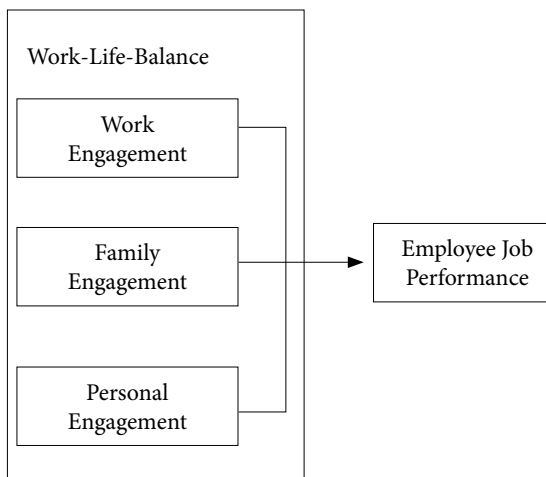


Figure 1. Conceptual framework

Source: Developed by the researcher based on literature

Based on the above Conceptual Framework, following hypotheses were formulated;

1. There is a significant relationship between work engagement and employee job performance
2. There is a significant relationship between family engagement and employee job performance
3. There is a significant relationship between personal engagement and employee job performance

Through a survey questionnaire, data were collected from one hundred and fifty employees who are working in Offshore Operations Office of a private UK Higher Education Institute based in Sri Lanka. In order to ascertain whether the instrument is effective for the current study, a pilot study was conducted by distributing the questionnaire to a sample of 10 respondents. The data obtained through the pilot study was examined through reliability test as per the following table.

Table 1. Pilot Survey – Reliability Statistics

Variable	No. of Items	Chronbach's Alpha
Personal Engagement	5	0.870
Family Engagement	5	0.900
Work Engagement Employee Job	5	0.758
Performance	5	0.919

Source: Survey Data, 2017

IV. RESULTS

The Pearson's Correlation test was carried out to establish the relationships between the variables of the study. The correlation matrix will indicate the direction, strength and significance of the bivariate relationship among all the variables (Sekaran & Bougie, 2010). In general, a significance of 0.05 is accepted in social science research.

Table 2. Correlation Analysis

	WE	FE	PE
EJP	.591**	.661**	.589**

**, Correlation is significant at the 0.01 level (2-tailed).

N = 150

Source: Survey Data, 2017

According to the correlation matrix presented above, Work-Life Balance factors are strongly associated with Employee Job Performance. All correlation coefficients of Personal Engagement, Family Engagement and Work Engagement have strong relationships with Employee Job performance. The strongest positive significant association is between Family Engagement and Employee Job Performance, which portrays a coefficient of correlation of 0.661 at a 0.01 level of significance ($r = 0.661$, $p < 0.01$), after that Work Engagement and Employee Job Performance, which is depicted by a coefficient of correlation of 0.591 at a 0.01 level of significance ($r = 0.591$, $p < 0.01$), and the next relationship being between Personal Engagement and Employee Job Performance. The correlation of coefficient stands at 0.589, at a 0.01 level of significance ($r = 0.589$, $p < 0.01$).

A. Hypotheses Testing

In order to test the developed hypotheses, the researchers conducted a regression analysis as depicted follows.

Table 3. Model Summary

Model	R	R ²	Adjusted R ²	F	Sig
1	.798 ^a	.637	.614	.299	.000

Source: Survey Data, 2017

Table 4. Model Parameters

Work-Life Balance	β	t	Sig
Personal Engagement	.089	1.040	.304
Family Engagement	.339	3.545	.001
Work Engagement	.378	4.689	.000

Dependent Variable: Employee Job Performance
Source: Survey Data, 2017

In accordance with the model summary derived from the regression analysis, the R value is at 0.798, which indicates that the model is successful in predicting the elements. The R2 value of this study values to 0.637. Hence, 64% of the variation in Employee Job Performance is explained by Work-Life Balance factors. The F value of the study is

26.95 and the P-value is 0.000, which is significant at a 0.01 level. This indicates that the variance in Employee Job Performance is significantly explained by the set of independent variables which stand as the Work-Life Balance factors.

Based on the coefficients table, the regression coefficients of Family Engagement and Work Engagement are statistically significant, while the regression coefficient of Personal Engagement is statistically insignificant. As portrayed by the results of the regression analysis, the highest impact is represented by 0.378; the Work Engagement. It indicates that a positive relationship exists between Work Engagement and Employee Job Performance. Here, the regression coefficient is 0.378 at a 0.01 level of significant. The next highest impact is portrayed by Family Engagement with a regression coefficient of 0.339, which is significant at a 0.01 level. This indicates that there is a positive relationship between Family Engagement and Employee Job Performance.

Based on the results of the regression analysis, the status of the hypotheses were derived as per the following table.

Table 5. Status of Hypotheses

Hypotheses	Status	Justification
There is a significant relationship between personal engagement and employee job performance Reject Statistically insignificant	Reject	Statistically insignificant
There is a significant relationship between family engagement and employee job performance Support Significant at 0.01 level	Support	Significant at 0.01 level
There is a significant relationship between work engagement and employee job performance Support Significant at 0.01 level	Support	Significant at 0.01 level

Source: Survey Data, 2017

V. DISCUSSION AND CONCLUSION

The main aim of this research was to examine the impact of Work-Life balance on Employee Job Performance. The findings of the study recognised that Work Engagement depicts the highest relationship with employee performance while Family Engagement also shows a relationship with employee performance. Personal Engagement doesn't depict a significant relationship with employee performance. The company should regard work-life benefits for its employees at a department-wide level. Work-life benefits have proven to bring about increased effectiveness in employees both personally and professionally. The possibility of work-life benefits such as tele-working and flexible working hours for employees could be considered and implemented as part of the company's work-life balance policies. Workload management is another aspect which Managers at the company could look at. Currently, many employees face the burden of work overload. Getting work done on time and with precision is therefore a huge challenge for employees. A study found that reduced work option positively influence employee performance (Aslam, 2015). An appropriate distribution of work should be executed by managers to each of their employees, with clear instruction on task prioritization and execution. The redesign of work tasks could be considered in this context if an employee is faced with overstress due to excessive work. Work-life balance policies are an essential component that needs to be embedded into the company's policy structure. Reasonable working hours, recognizing signs of overwork, employing flexible work arrangement, communicating work-life balance with employees are crucial to sustain employee satisfaction and performance. Managers should take up the role of being accountable for measuring work-life balance progress and ensuring that work-life balance goals are achieved.

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