

## Work-Life Balance Initiatives and Their Impact on Employee Productivity and Well-Being

Dr. Prakash Divakaran<sup>1</sup>, Dr. Arvind Hans<sup>2</sup>, Dr Niyati Sharma<sup>3</sup>, Dr. Prakash Mishra<sup>4</sup>,

<sup>1</sup>Professor,

Department of Business & Management

Himalayan University,

Itanagar- Arunachal Pradesh

Email: prakashtek@gmail.com

<sup>2</sup>Assistant Professor,

Faculty of Business Management & Commerce,

Usha Martin University, Ranchi- Jharkhand

Email: arvind@umu.ac.in

<sup>3</sup>Assistant Professor,

Department of Management

Mangalayatan University,

Aligarh-Uttar Pradesh

Email: niyati.sharma@mangalayatan.edu.in

<sup>4</sup>Assistant Professor

Department of Management

Mangalayatan University,

Jabalpur-Madhya Pradesh

Email: prakash@mangalayatan.ac.in

### ABSTRACT

The reason for this exploration is to break down what elements like work fulfillment and time off mean for workers' productivity. To scrutinize this model, we fostered a poll overview in view of information from 200 workers in the drug and clinical gadget businesses in Jordan. Numerous relapse was utilized to test the review's speculations. Positive and significant impacts of employee bliss and work-life balance on productivity were found. However, work satisfaction has no effect on how well employees perform. The results have significant implications for Jordan's pharmaceutical industry. Organisations are increasingly focusing on the pursuit of work-life balance as they realise how important it is for determining employee productivity and well-being. In-depth discussions of work-life initiatives' significant effects on improving employee productivity and general wellbeing are provided in this study. The abstract opens by underlining the current environment, where work-life balance has grown to be of utmost importance. The need to build an atmosphere that prioritises both work commitments and personal well-being has been more obvious as workplaces change and demands on employees rise. In order to support their employees, organisations take a variety of steps to promote work-life balance. These programmes include wellness initiatives, parental leave regulations, flexible work schedules, and technology-enabled remote work. Each endeavour is examined in light of how it affects worker productivity and wellbeing.

**Keywords:** Work-Life, Balance, Employee, Productivity, Well-Being

### 1. INTRODUCTION

Lately, organizations all over the planet have raised their emphasis on their employees' very own well-being to the level of a top vital need. Like the monetary motivators that the firm offers, the work-life balance programs that it gives have turned into a significant consider the employing system. Huge organizations can never again seek top faculty in view of the unbelievable status of previous chiefs had the option to propel their vocations while staying inside the organization. The present workers gauge their general joy and wellbeing while evaluating a business' exhibition, and this has turned into the conclusive calculate an organization's capacity to

draw in, keep, and deal with its staff. In this manner, there has been a change in accentuation from focusing on employee delight and well-being to focusing on business achievement. To support productivity and staff maintenance, organizations are progressively stressing an individual focused approach. Organizations are prepared to take on a more nuanced perspective to establish work conditions that are alluring for the two employees and the executives. Due to the unmistakable connection between a sound work-life balance and positive business results like expanded productivity, many organizations presently effectively elevate it to their employees. Organizations like Procter and Bet give various advantages pointed toward further developing their employees' personal satisfaction, for example, took care of time to enjoy with family, the choice to work from home one day seven days, a payment for exercise center or club enrollment, yearly complete wellbeing screenings, and dietary and mental directing.

We should start by characterizing what we mean when we discuss being blissful and satisfied. A life well lived is one in which individuals experience far reaching delight. The idea is more extensive than simply the workplace (Diener, 1984) and incorporates all parts of a singular's life. It incorporates both the overall presence of a positive close to home state and the shortfall of a pessimistic profound state, and it is exceptionally vulnerable to natural impacts. Profound weariness and life fulfillment are thought of, reasonably, to be files of an individual's well-being (Fritz et al., 2010). Stress at work and in private connections are side effects of close to home sluggishness that are exacerbated by the present quick moving lifestyle, which is described by a 24-hour workday. These factors lead to life dissatisfaction and a negative emotional state, which eventually compromises an employee's overall well-being. The quality of life is what determines life satisfaction, whereas emotional exhaustion is described as an employee's work-related welfare and is characterized by a sense of emotional tiredness brought on by work settings. Emotional weariness, which results from having your energy sapped while juggling job and family obligations, is thought to have an impact on how happy you feel in life. Life satisfaction is seen to decline when emotional weariness increases. (2011) Tamini and Kord. More specifically, life satisfaction is regarded to represent one's entire attitudes and feelings towards their life at a given time, which might range from good to negative. It includes being content with one's past, present, and future as well as with how a significant other sees one's life. As a result, we may state that an employee's level of well-being depends on their capacity to continually adapt to the demands of their surroundings and lifestyle.

## **2. REVIEW OF LITREATURE**

Powell (2006): This fundamental book proposes the idea of work-family enrichment, arguing that the advantageous knowledge and assets acquired in one area might bleed over into the other to improve it. The authors suggest a two-way interaction in which people are more satisfied with their jobs and with their lives when their personal lives are improved by their work, and vice versa. The notion emphasises the possibility of good connections between family and professional responsibilities, which enhance overall wellbeing and life satisfaction.

According to Allen et al. The effect of work-family conflict is examined in this meta-analysis across several country contexts. The study emphasises the role of contextual factors in determining how work-family conflict is experienced and how it affects wellbeing. The findings demonstrate the need for a comprehensive understanding of work-family relationships by showing how the association between work-family conflict and various outcomes, such as job satisfaction and life satisfaction, can vary depending on cultural and societal norms.

The review by Kossek and Ozeki (1998) explores the intricate connection between organisational policies, job-life happiness, and work-family conflict. In order to reduce work-family conflict and improve job satisfaction, the study emphasises the value of organisational support and family-friendly policies. It calls for a complete strategy that combines organisational goals with personal coping mechanisms in order to have a beneficial influence on both the work and family fronts.

Brown (2012) This model of work-home resources presents a novel viewpoint on the connection of the family and work domains. According to the authors, resources obtained from one area might benefit the other,

encouraging positive spillover. In order to facilitate the sharing of positive experiences and lessen the negative effects of conflicts, the model emphasises the importance of personal resources like time and energy.

An ecological viewpoint on the work-family interface is presented by Grzywacz and Marks (2000), who look at both beneficial and detrimental spillover effects. The study emphasises the significance of taking into account many aspects of well-being as well as the influence of contextual factors, such as workplace dynamics and family support. The ecological framework places a strong emphasis on the reciprocal nature of work-family connections and how they might affect both family and individual outcomes.

### 3. RESEARCH METHODOLOGY

#### 3.1 Research Model

This paper presents a hypothetical model got from a study of the important writing. The model is found in the entirety of its brilliance in Figure 1. Employee execution is demonstrated to be a reliant variable, while work-life balance and occupation fulfillment are demonstrated to be free factors in the model. This model delineates the hypothesized connection between the reliant variable, the free factors, and the basis variable.

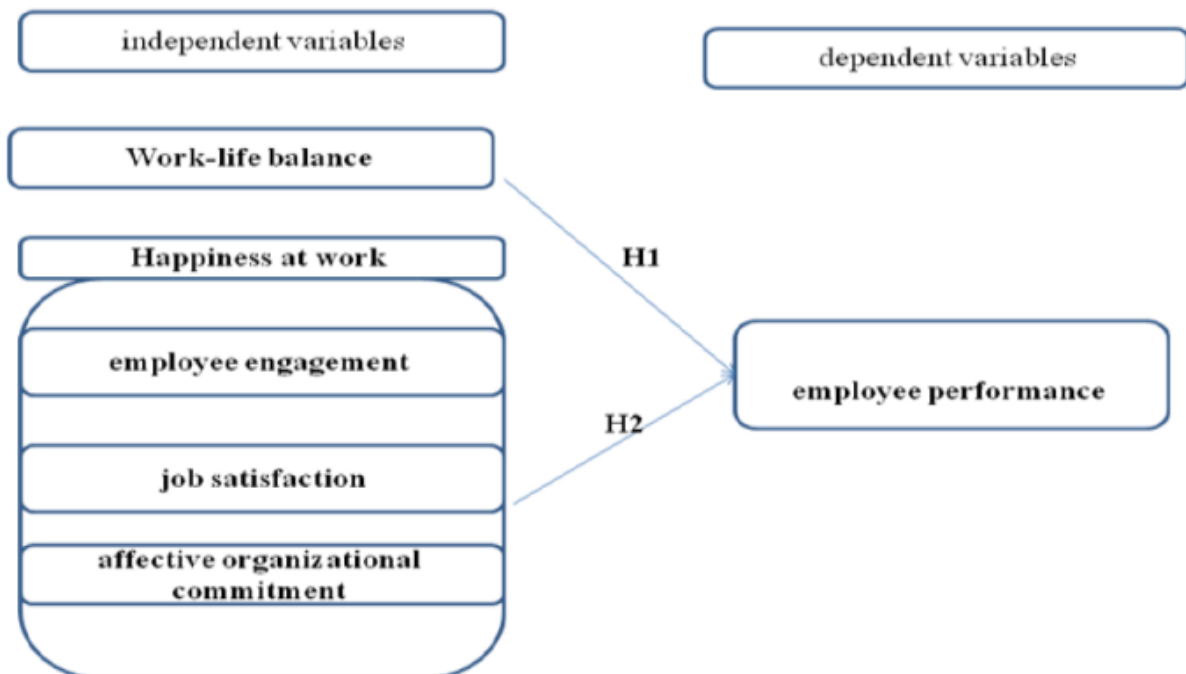


Figure 1: Research Model

#### 3.2 Research Hypotheses

As stated before, this post intends to delve into the relationship between a healthy work-life balance and contented employees. This paper will thus test the following hypotheses:

**H1:** Work-life balance has a statistically significant impact on worker performance.

**H2:** Happiness at work (employee engagement, job satisfaction, and emotional organizational commitment) has a statistically significant impact on worker performance.

#### 3.3 Measurement

This examination sees how work-life balance and positive feelings at work (counting employee commitment, work fulfillment, and close to home authoritative responsibility) influence productivity and maintenance at Prescription Pharma. Optional sources, like those referenced above, were utilized to gather the information for this examination. Meanwhile, the poll will act as the essential information assortment apparatus. This study's

poll, which depended on the accessible writing, was used to gather information. Each inquiry (concerning the variables) is replied by the members utilizing a five-point Likert scale, where a reaction of "1" specifies "unequivocally clash," "2" means "conflict," "3" addresses "impartial," "4" recommends "concur," and "5" signifies "emphatically concur."

The poll utilized in this examination is comprised of three particular parts. In the principal segment, you will be asked fundamental segment information such your respondent's orientation, level of training, occupation, and length of administration.

What's left to examine is the way those variables work: independent variables (IV) and dependent variables (DV). The subsequent segment is involved things created to quantify the components of the independent variables, while the third area contains things created to gauge the elements of the dependent variables. This overview is intended to gather data about what IV really means for DV. We led an extensive writing audit to choose the 28 things that action the model develops (employee execution, work-life balance, and occupation fulfillment) for our survey. The chose things expected simply minor changes in accordance with make them appropriate for the reasons for this review. We drew motivation for our inquiries regarding work-life balance from Helmle et al. (2014) and Johari et al. (2018), and we drew straightforwardly from Al-dalahmeh et al. (2018) and Bisharat et al. (2017) for our investigations into workplace joy and its qualities (employee commitment, work fulfillment, and affective hierarchical responsibility). Employee execution is utilized as the dependent variable in this examination, following the work of Abualoush et al. (2018).

### **3.4 Population and Sample**

The populace for this examination incorporates all individuals working in the Clinical Apparatuses (Prescription Pharma), drug, and Center Eastern Drug and Compound Businesses. To get a decent cross-segment of the organization's staff, we welcomed 200 individuals to participate in the overview. A sum of 100 respondents (or 89% of those reached) finished up and returned their studies.

## **4. DATA ANALYSIS AND RESULT**

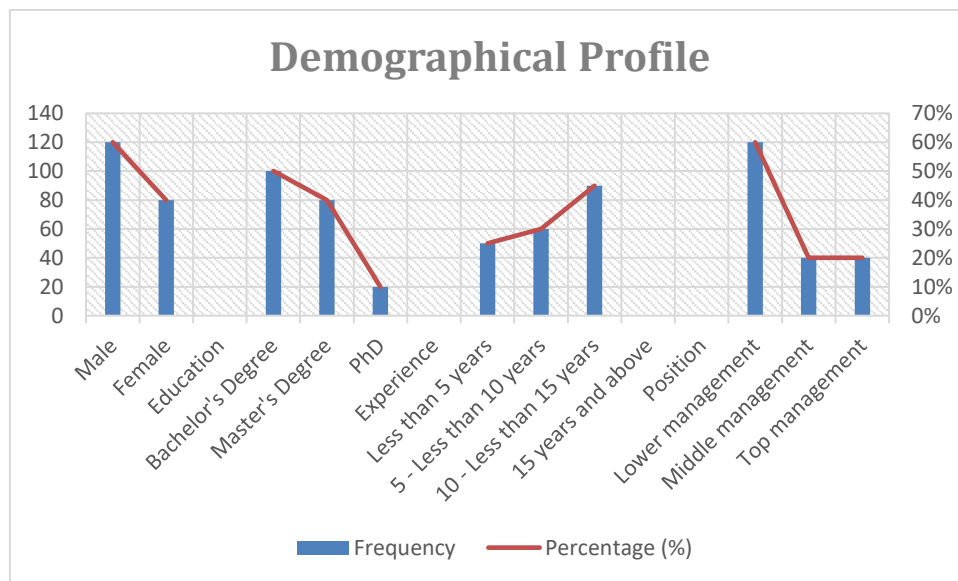
### **4.1 Respondents Demographic Profile**

Segment information can be utilized to find out about the principal realities about the respondents, for example, their schooling level, orientation, occupation, and long stretches of involvement. In Table (1), we can see the most noticeable highlights of the (Drug Pharma) responders.

**Table 1: Demographical profile**

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	120	60%
Female	80	40%
<b>Education</b>		
Bachelor's Degree	100	50%
Master's Degree	80	40%
PhD	20	10%
<b>Experience</b>		
Less than 5 years	50	25%

5 - Less than 10 years	60	30%
10 - Less than 15 years	90	45%
15 years and above		
<b>Position</b>		
Lower management	120	60%
Middle management	40	20%
Top management	40	20%



**Figure 1: Demographical profile**

#### 4.2 Reliability and Validity

The questionnaire was put to the test by a group of professionals skilled in the creation of questionnaires for the administrative sciences. Consequently, the questionnaire was examined by staff members from the Jordanian University's business administration and information systems departments. These participants were picked for their extensive experience, which gives them the authority to vouch for the accuracy of the survey items. Before the questionnaire was distributed, changes were made based on the suggestions and recommendations given by these experts on particular objects.

The examination of the matching between assessments of a couple of variables is an indispensable piece of checked assessment. Cronbach's Alpha is used to measure the inward consistency of the variables here. Bagozzi and Yi (1988) are among the individuals who have fought that all variable or layered scale values should be greater than the proposed worth of 0.60. All variables in this study have Cronbach's alpha coefficients over 0.60, showing the steadfastness of the composite measure. Cronbach's alpha characteristics (some place in the scope of 0.821 and 0.875) are trustworthy indications of the composite measure's authenticity. You could see the data in Table (2).

**Table 2: Cronbach's Alpha for each and every parameter**

Variables	Number of Items	Cronbach's Alpha
Work-life balance	12	0.844
Employee engagement	10	0.864
Job satisfaction	13	0.874
Affective organizational commitment	15	0.836
Employee performance	14	0.891

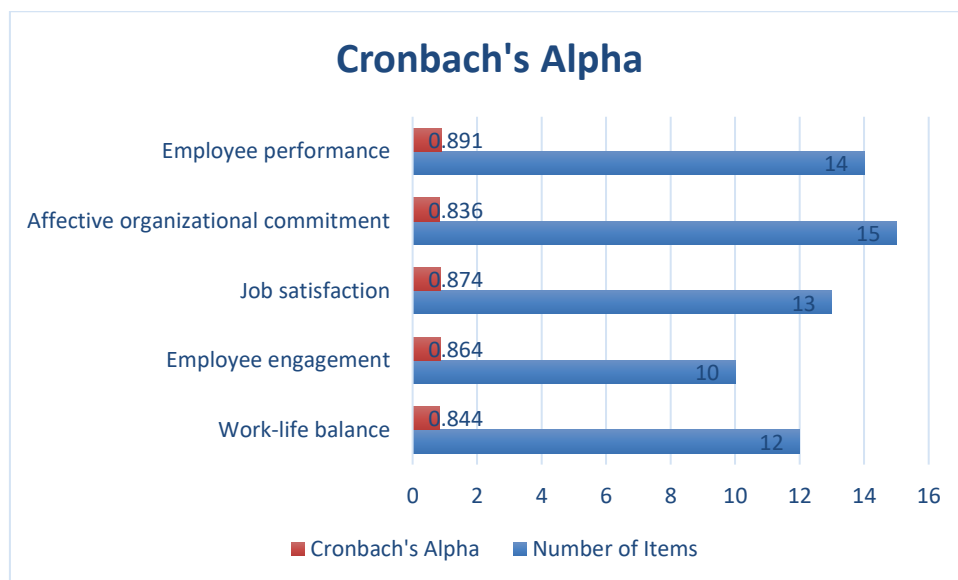


Figure 2: Cronbach's Alpha for each and every parameter

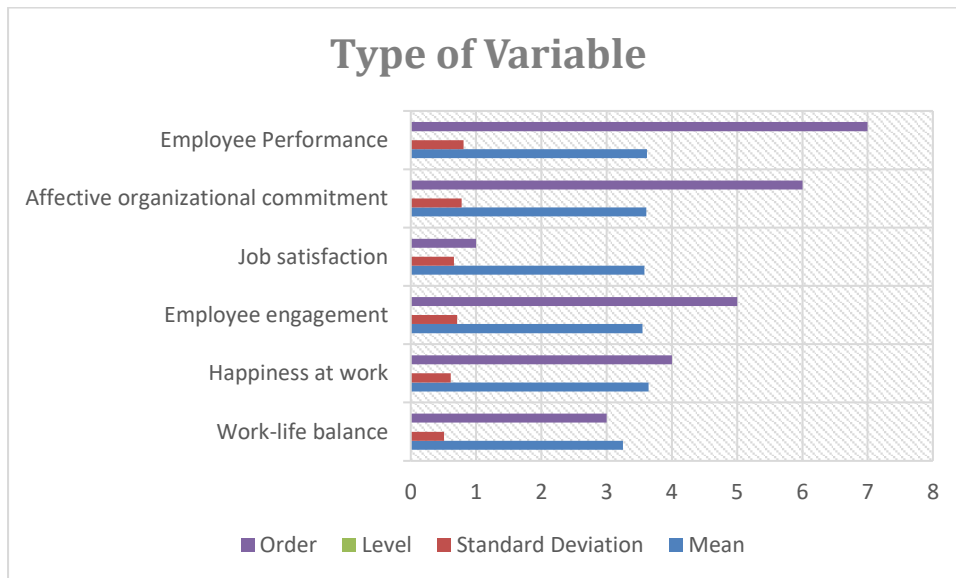
#### 4.3 Descriptive Analysis

The variables of the review are framed here. Each worth of the dependent and independent variables was dissected to decide its mean and standard deviation. While contrasting two arrangements of numbers, the mean will feature the center ground, though the standard deviation will feature the external edges.

Table 3: Variables' means and standard deviations for the study

Type of Variable	Variable	Mean	Standard Deviation	Level	Order
Independent	Work-life balance	3.251	0.51	Moderate	3
Independent	Happiness at work	3.641	0.61	Moderate	4
Independent	Employee engagement	3.551	0.71	Moderate	5

Independent	Job satisfaction	3.578	0.66	Moderate	1
Independent	Affective organizational commitment	3.611	0.78	Moderate	6
Dependent	Employee Performance	3.618	0.81	Moderate	7



**Figure 3:** Variables' means and standard deviations for the study

As per Table 3, the normal score for work-life balance with regards to (prescription pharma) is 3.84, proposing that it is applied to a significant degree. This implies that respondents put a high need on finding some kind of harmony between their expert and individual lives.

Nonetheless, (enormous) pharma's current association with workplace bliss initiatives and focus on employee execution to save extraordinary execution shows that both seem to have judicious worth.

### Hypothesis 1

**H1:** Work-life balance has a statistically significant effect on employee performance.

Table (4) provides the results of the hypothesis test.

**Table 4:** Regression of the First Hypothesis Multiple

Variable	R	R <sup>2</sup>	F-value	Sig (f)	B	T	Sig (t)
Work-life balance	0.541	0.611	51.211	0.001	0.555	3.145	0.001

Work-life balance (constant) and predictors b. Employee performance is a dependent variable.

Table 5 shows the consequences of the measurably critical cooperation between the independent and dependent variables and the dependent variable (human resources). Since (42,243) is more modest than (0.05), the determined F is critical at the level (sig F= 0.000). The coefficient of assurance (R<sup>2</sup> = 0.573) proposes that the change in work-life balance might represent 57.3% of the change in employee execution, and the relationship

coefficient (R= 0.652) shows a positive relationship between the variables. Numerous Relapse Testing of the Invalid Speculation

**Table 5: Regression Multiple of the Second Hypothesis**

Variable	R	R <sup>2</sup>	F-value	Sig (f)	β	T	Sig (t)
Employee Engagement	0.459	0.408	42.36	0.000a	0.214	4.35	0.000
Job Satisfaction	0.127	2.79					
Affective Organizational Commitment	0.415	6.45	0.000a				

b. Employee performance is a dependent variable.

Table 6 shows a positive connection between's employee execution and occupation fulfillment in the Drug Pharma industry ( $r = 0.4599$ ). This recommends that both the independent and dependent variables have gone through a bearing change. The R2 esteem in the table, which mirrors the extent of variety in employee execution that can be ascribed to these three variables impacting workplace bliss, proposes that 40.8% of the difference in employee execution can be credited to these three elements. For this situation, the F-worth of the information was 42.36, which is genuinely critical at the  $p 0.05$  level ( $sig = 0.000$ ). Subsequently, there is a genuinely critical connection between workplace fulfillment and productivity. This legitimizes utilizing the reciprocal hypothesis. Specifically, a (t) worth of (4.35) at the (0.000) level of importance is relegated to employee commitment, a (t) worth of (2.79) at the (0.056) level of importance is doled out to work fulfillment, and a (t) worth of (6.45) at the (0.000) level of importance is allotted to close to home hierarchical responsibility. The rates for these three variables were, respectively, 0.214, 0.127, and 0.415. Accordingly, one might contend that profound interest in one's workplace is the most dependable sign of expert achievement. Then, we have the immaterial components of employee association and occupation bliss. Workplace happiness (otherwise called employee commitment, work fulfillment, and affective hierarchical responsibility) was found to emphatically affect productivity. With a R2 of 0.408, this variable recommends that the three factors that add to worker fulfillment could make sense of 40.8% of the change in productivity. The outcomes propose that affective authoritative responsibility is the main figure deciding employee achievement. Affective hierarchical responsibility incorporates a proper interpersonal organization approach that urges employees to impart their mastery and encounters to each other in an immediate and individual way.

## 5. DISCUSSION

Work-life balance, work fulfillment, and close to home connection to the organization were examined as elements in this investigation of clinical drug workers.

The verification proposes a positive and critical association between work-life balance and productivity. This finding was resonated in a 2014 paper by Helmle et al. In particular, Helmle et al. (2014) remarked on the meaning of employees' physical and mental comfort and how it affects the productivity of the association. Helpful results display that employees who are strong and who don't experience a lot of pressure at work and at home will undoubtedly be happy with their positions. According to the results, individuals who report experiencing scouring among individual and master liabilities are less disposed to report having a positive work-life balance. This finding advances conviction to Soomro et al's. (2018) debate that work-life balance influences employee execution.

Youthful workers who can effectively shuffle individual and expert responsibilities will generally be the best in the workplace. Organizations that permit their workers enough adaptability to meet both their expert and individual responsibilities will see an ascent in productivity. Employees are better ready to do their obligations when they have a sound work-life balance. Richert-Kamieska and Stankiewicz (2016) arrived at comparative resolutions, advance notice of the risks of an unbearable expansion in staff turnover, particularly among

individuals with additional ability and alternative vocation choices, in the event that work-life balance issues aren't tended to.

The scholars likewise focused on the significance of supervisors truly thinking often about their employees and their families and giving them opportunities for progress as method for keeping their group fulfilled. Employee execution in the Prescription Pharma industry might be made sense of by these three variables (40.8 percent of the absolute fluctuation). Employee commitment, work fulfillment, and influence were undeniably connected to a feeling of profound obligation to the firm, which thus greatly affected productivity. So it's almost certainly correct that everybody at Prescription Pharma knows that it means quite a bit to stay with the organization.

In this unique circumstance, it is actually significant that Al-dalahmeh et al. (2018) found that employee commitment at work helps individuals survive and flourish in spite of experiencing difficult circumstances, and that this can likewise animate development in these individuals. Staff individuals are urged to think past the container since they are interested about novel thoughts and anxious to execute what they realize into their current tool compartment.

Work fulfillment seemed to affect employee execution in this review, rather than late examination (Pawirosumaro et al., 2017, Semedo et al., 2017) that tracked down a huge positive connection between work fulfillment and productivity. Consequently, really trying to further develop worker fulfillment can help business results. Thus, resolve ascends in the workplace, and individuals can achieve more quicker than expected and bring in more cash. Affective responsibility was uncovered to be the principal relationship signal in friendly trade among employees and their association in a concentrate by Swalhi et al. (2017), which analyzed the impact of authoritative responsibility on employee execution.

## **6. CONCLUSION**

The investigation of work-life balance programmes and their effects on worker productivity and wellbeing, in particular, highlights the crucial importance of these initiatives in today's dynamic and demanding work environments. The study has shed light on a number of significant findings that together highlight the many advantages that well-planned work-life balance efforts can offer to both people and organisations. The provided empirical research shows that successful work-life balance efforts benefit employee wellbeing. Organisations may build an environment that promotes higher mental health, lower stress levels, and more overall job satisfaction by giving employees the tools to manage their professional and personal commitments. These results are essential for raising workers' quality of life, which eventually results in a happier and more tenacious staff. Initiatives to promote work-life balance also significantly increase employee productivity, according to the study. Organisations give employees the tools they need to sustain greater levels of focus, engagement, and motivation by encouraging a healthy balance between demands from the workplace and personal obligations. A healthy work-life balance results in less burnout and greater job satisfaction, which in turn boosts employee dedication and productivity. The research on the relationship between well-being and productivity provides additional support for the relationship between work-life balance and organisational performance. Work-life balance initiatives help people feel better about themselves, which increases their motivation and commitment to their jobs, which boosts productivity and improves overall organisational success. While this study emphasises the benefits of work-life balance programmes, it also emphasises the significance of a holistic strategy. Flexible work arrangements, encouraging policies, and a culture that emphasises both professional accomplishments and personal well-being are all necessary for effective implementation. Organisations must understand that a sincere commitment to work-life integration goes beyond the creation of policies and requires ongoing efforts to create an environment that supports it. The integration of work-life balance initiatives is becoming more and more important as a result of the quickly changing nature of work paradigms and the difficulties presented by a linked, globalised environment. Businesses that prioritise their employees' productivity and well-being by implementing specialised and successful work-life balance initiatives are better positioned to recruit and retain top talent, strengthen their competitive position, and support a long-lasting and positive workplace culture.

## **REFERENCES**

- [1] Abdallah, A. B., Obeidat, B. Y., Aqqad, N. O., Al Janini, M. N. K., & Dahiyat, S. E. (2017). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector. *Communications and Network*, 9(1), 28-53. <https://doi.org/10.4236/cn.2017.91002>
- [2] Abualoush, S. H., Obeidat, A. M., Ali, A., Masa'deh, R., & Al-Badi, A. (2018a). "The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance". *VINE Journal of Information and Knowledge Management Systems*, 48(2), 217-237. <https://doi.org/10.1108/VJIKMS-08-2017-0050>
- [3] Abualoush, S., Bataineh, K., & Alrowwad, A. (2018b). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279-309.
- [4] Abualoush, S., Khaled Bataineh, K., & Aladwan, A. (2017). Impact of Information Systems on Innovation (Product Innovation, Process Innovation) - Field Study on the Housing Bank in Jordan. *International Journal of Business Administration*, 8(1), 95-105. <https://doi.org/10.5430/ijba.v8n1p95>
- [5] Al-dalameh, M., Masa'deh, R., Abu Khalaf, R. K., & Obeidat, B. Y. (2018). The Effect of Employee Engagement on Organizational Performance via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector. *Modern Applied Science*, 12(6), 17-43. <https://doi.org/10.5539/mas.v12n6p17>
- [6] Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2015). Meta-analysis of work-family conflict mean differences: Does national context matter? *Journal of Vocational Behavior*, 90, 90-103.
- [7] Ammari, G., Al Kurdi, B., Alshurideh, M., Obeidat, B. Y., Abu Hussien, A., & Alrowwad, A. (2017). Investigating the Impact of Communication Satisfaction on Organizational Commitment: A Practical Approach to Increase Employees' Loyalty. *International Journal of Marketing Studies*, 9(2), 113-133. <https://doi.org/10.5539/ijms.v9n2p113>
- [8] Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- [9] Anwar, J., Hansu, S. A. F., & Janjua, S. Y. (2013). Work-life balance: What organizations should do to create balance? *World Applied Sciences Journal*, 24(10), 1348-1354
- [10] Au, W. C., & Ahmed, P. K. (2014). "Sustainable people management through work-life balance: a study of the Malaysian Chinese context". *Asia-Pacific Journal of Business Administration*, 6(3), 262-280. <https://doi.org/10.1108/APJBA-02-2014-0024>
- [11] Bagozzi, R., & Yi, Y. (1988). On the evaluation of structural evaluation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94. <https://doi.org/10.1007/BF02723327>
- [12] Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31(1), 72-92.
- [13] Grzywacz, J. G., & Marks, N. F. (2000). Reconceptualizing the work-family interface: An ecological perspective on the correlates of positive and negative spillover between work and family. *Journal of Occupational Health Psychology*, 5(1), 111-126.
- [14] Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139-149.
- [15] ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The work-home resources model. *American Psychologist*, 67(7), 545-556.