



The Role of Organizational Culture in Promoting Work-Life Balance: An Empirical Review

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ABSTRACT

*In today's complex scenario where the employees tend to work 24*7 and beyond the physical boundaries of office, managing work and non-work is prominently becoming everyone's priority as dual earners are numerous. This review paper attempts a review and summarization of the existing literature available on organizational culture and Work-Life balance. The paper has shown that a positive and direct relationship exists between organizational culture and Work-Life balance Practices. In this paper, an endeavor has been made to provide an overview of various aspects of Work-Life Balance through the review of existing literature. This research can be classified as fundamental or pure research as the study attempts to advance existing empirical stock of knowledge about the subject. The work entails qualitative approach to research. It would be beneficial for HR practitioner to evaluate current policies and procedures related to work-life balance and make adjustments accordingly so that employees feel supported and react favorably towards their organizations.*

Keywords: Organizational Culture, Work-Life Balance Practices, Work- Family Conflicts, HR Policies.

1. Introduction:

The advent of globalization and the reversal of gender roles have significantly changed the work environment (Daipuria & Kakaer, 2013). Furthermore, the reversal of gender roles has also seen women enter the workforce and men take up the role of housekeeper (Foster, Ebrahim & Ibrahim, 2014). As such, today an important managerial concept is work life balance (WLB) (Chimote & Srivastava, 2013; Diapuria et al., 2013; Foster, et al., 2014). The premise of this concept is to afford people the ability to balance their hectic work schedules with the rigorous demands of family and life in general (Chimote et.al, 2013). Carlson et al. (2008) noted that facilitating WLB can provide an organisation with a competitive advantage. A work-life culture is developed when employees receive organisational support for managing their work-life responsibilities (Wu et al., 2011). Overall, the success of WLB initiatives depends on the nature of the prevailing culture of an organisation. Organization culture is the adhesive that binds an organization together, supporting its growth and the well being of its employees. It has been widely studied as an important component for survival of an organization. Besides, forming the structure for operating an organization it also ensures long term productivity and growth (Lemon & Sahota, 2004; Ellinger et al., 2008). It believes in fostering prosperity that helps the individuals as well as the organization.

2. Objectives:

A work-life culture is developed when employees receive organisational support for managing their work-life responsibilities (Wu et al., 2011). Overall, the success of WLB initiatives depends on the nature of the prevailing culture of an organisation. Keeping these aspects in mind, this paper aims to review the relationship between organizational culture and work-life balance. Second, the paper will analyze with the help of existing literature, significant impact, if any, of the role of organizational culture on promoting work-life balance. Third, to explore the psychological factors that promotes work-life balance in a healthy organizational culture

3. Research Methodology:

The study under consideration is conceptual in nature. On the basis of objectives of research, this study can be categorized as co-relational in nature as it tries to establish relationship or dependence between the constructs under study namely, organizational culture, work-life balance and psychological factors of work-life balance. This research can be classified as fundamental or pure research as the study attempts to advance existing empirical stock of knowledge about the subject. The work entails qualitative approach to research. The research makes use of secondary data by exploring extensive published material and online sources on the subject. The sources referred include various journals, books, doctoral thesis, working papers,

reports, magazines, internet sites, newspapers etc and has been reflected as references at the end. Review of empirical literature forms the basis of the research.

4. Organization Culture:

The organizational culture is about the beliefs, norms and attitudes that drive an organization (Sorensen, 2002; Keller & Richey, 2006). Gogheri et al. (2013) describes an organization's culture using four distinct segments- they are flexible culture, mission culture, participative culture and bureaucratic culture. Fombrun (1983) defines organizational culture as, "the emergent patterns of beliefs, behaviors and interaction that uniquely characterize the organization as it operates within an industrial and a social context". Several scholars have defined Organizational Culture from time to time emphasizing on its importance and relevance. Organisational culture can therefore be defined as a "deep and complex part of an organisation that can strongly influence organisational members" (Choi & Scott, 2008). Aktas et al. (2011) described the four types of organizational culture based on the Competing Values Framework (CVF). Competing Values Framework is considered to be the most dominant and expansively referred models in the field of organizational culture study. The framework is based on six organizational culture dimensions- the Clan Culture, the Adhocracy Culture, the Market Culture and the Hierarchy Culture and four dominant culture types (Cameron & Quinn, 2011). For Schein (2010), organisational culture reflects widely shared values and assumptions that are deeply rooted in an organisation, which members learn over an extended period as they solve problems.

5. Work-Life Balance:

Today, WLB has become an important concept because of the lack of time, increased work-load, the reversal of gender roles, ethical/moral issues, and health costs on society, economic/social issues and finally the quality of work-life (Brough, Holt, Bauld, Biggs, Ryan, 2008; Chimote et.al, 2013; Waller & Ragsdell, 2012; McNamara, Pitt-Catsouphes, Matz-Costa, Brown & Valcour, 2013; Daipuria, et. al, 2013; Gayathiri, et. al, 2013). WLB is not a concept that can be easily defined and it is hard to measure because it is a relative concept and depends on the person and what they feel will lead to a satisfied life (Chandra, 2012; Gayathiri et.al, 2013). Work-life balance is defined as an employee's perception that multiple domains of personal time, family care and work are maintained and integrated with a minimum of role conflict (Clark, 2000; Ungerson & Yeandle, 2005). Work-family balance was defined as the extent to which individuals are equally engaged in and equally satisfied with work and family roles (Clark, 2000; Kirchmeyer, 2000). Some authors have argued that the definitions of WLB adopted so far do not take into account developments in the personal sphere, in work contexts and in relations between employees (Kelliher, et. al., 2019). Research findings show that WLBP help employees manage their work and family better (Thomas & Gangster, 1995) and enhance their attitudes and behaviours such as organizational attachment (Grover & Crooker, 1995), job satisfaction (Kossek & Ozeki, 1998) and intention to stay (Lobel & Kossek, 1996). Sirgy & Lee (2018) pointed out the need for an integrative framework for WLB literature reviews which would allow problems related to the holistic concept of WLB to be overcome, thus enabling its dimensions, antecedents, moderators, mediators, and consequences to be identified. Rashmi & Kataria (2021) provided a systematic review of the literature focusing on WLB based on a bibliometric analysis this shed light on emerging research themes such as flexible work arrangements, gender differences in WLB, the work-life interface and its related concepts and WLB policies and practices, underlining the lack of a knowledge structure in the literature for this issue. These practices are increasingly being considered as strategic, innovative, crucial and progressive (Perry-smith & Blum, 2000) worldwide.

6. Role of organizational culture in promoting Work-Life Balance:

Organizational culture can influence the provision of WLB policies simply because it dictates the philosophy within an organization and is reflective of larger societal values of the nation in which it operates. Wheatley (2012) studied dual earner couples (with managerial, professional, or associate professional occupations) in the UK and observed that work-group cultures prevent employees, especially women, from achieving WLB. Bond (2004) found that unsupportive organizational culture promotes WLC among UK employees in the financial sector. Previous studies indicate that organisational culture is a critical factor for achieving WLB (Lewis, 1997; Lewis, 2001; Thompson et al., 1999). A supportive culture is an important factor in doctors' ability to function well as doctors and good members of their families. The appropriate interaction between HR practices and organisational culture, as suggested by Pas et al. (2011) to realise HR outcomes such as WLB and productivity are missing and we suggest that this is exacerbated by the absence of support of state and professional bodies. Adisa et al. (2017) concluded that the culture of Nigerian healthcare organisations does not support WLB because such organisations fail to appreciate the essential links of WLB with productivity. Organizational culture can influence the provision of WLB policies simply because it dictates the philosophy within an organization and is reflective of larger societal values of the nation in which it operates. Organizations that are more flexible will be more likely to offer WLB policies than organizations that are rigid. Furthermore, the implementation of WLB policies requires a top-down approach which is only possible with a conducive organizational culture (Bond, 2004; Webber, et.al, 2010; Cegarra-Leiva, et.al, 2012). The views and beliefs of the personnel within an organization are important not just because they influence organizational culture but because they can in fact influence the provision of WLB (Lewis, 1997; Lewis, 2001; Haas & Hwang, 1995). All in all, the different categorizations of organizational culture influence how an organization operates and in turn what policies it will implement. Sunder & Ashok (2012) found that female workmen in India throughout the industry are different from their male counterparts in that they have to participate in sharing responsibilities other than their responsibilities for career. Rehman & Waheed (2012) worked on commitment and WFC among faculty members of different sector universities of Pakistan and found negative influence of WF interference on commitment level of any organization. It is also stated that level of work-family interference is higher in married respondents as compared to single status faculty members. It is also founded that work-life conflict is same for both men and women and also it is same

for public sector and private sector faculty members. Seema (2017) indicated that women in public and private sector bank strongly agree on availability of child care facility at the workplace. Both gender opined that a supportive work environment is helpful in achieving work life balance and managing work life conflicts. Sophia (2011) investigated the problems faced by females during development of career. It was revealed that majority of the female employees were not satisfied with programmes pertaining to career development and it was also observed that women were also facing discrimination in being offered with opportunities with regard to career development.

7. Conclusion:

Our research has shown a correlation between WLB and organizational culture. This relationship is especially relevant to managers and organizations as they labor to increase the satisfaction of their employees and in turn their performance. In addition, organizations have also begun to understand the importance of employee wellbeing and how this translates into organizational wellbeing; as such, WLB can also assist in this. The benefits of WLB to the organization is well known, now its relationship with organizational culture should provide organizations with a reason to develop a culture that is both flexible and employee centric. In a wider sense, HRM requires a nuanced, country-specific approach that appreciates that HRM policies and practices are influenced by distinct organisational, cultural, and institutional settings. The literature emphasises that organisational culture is a critical factor in achieving WLB (Lewis, 1997; Lewis, 2001, Thompson et al., 1999). Adisa et al., (2017) further concluded that medical organisational culture, which is characterised by a lack of support from managers, supervisors, and colleagues and perpetuates long working hours which adversely influences WLB policies and practices. Referring to the existing literature on the subject and various studies conducted by researchers, it is evident that a strong and healthy work culture in an organization supports employee development. Although, our findings give an essential country-specific context of WLB for the medical profession (Adisa et al., 2017).

8. Policy Implications:

This paper recommends that the management should focus more on offering effective work-life balance practices in consultation with the employees in order to derive better organizational commitment from the part of employees. Several researches (Kossek, 2005; Braggeret al., 2005; Anderso et al., 2002) suggest that increased pressure at workplace, negatively affects the work-life balance, job satisfaction and organizational commitment. It is reported that the more a person involved in his job, the higher the work-family conflict which eventually leads to increase job burn-out, low satisfaction and reduced commitment (Adams et al., 1996).

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