



A Study on Work Life Balance and its Impact on Employee Performance

Mohanadevi M¹, Mr. Surendher. R²

¹MBA Student of Jerusalem College of Engineering, Chennai, Tamil Nadu, India

²Guide, Professor, Jerusalem College of Engineering, Chennai, Tamil Nadu, India

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ABSTRACT

This study examines the expectations of recent graduates starting careers in the aviation sector, focusing on career growth, work-life balance, and employer support. Surveys reveal that freshers prioritize comprehensive training, mentorship, and advancement opportunities over immediate financial benefits. Work-life balance is crucial, with flexible work conditions and wellness programs highly valued, especially by female graduates. The research highlights a gap between fresher expectations and actual job experiences, often leading to job dissatisfaction. Recommendations include improved onboarding, mentoring, and work-life balance policies, offering insights to better support new graduates and enhance retention in the aviation sector.

Key words: Flexible Working Hours, Employee Performance, Job Satisfaction.

INTRODUCION:

In today's fast-paced and highly competitive work environment, maintaining a healthy work-life balance has become a significant challenge, especially as employees strive to meet both professional and personal demands. Work-life balance is increasingly recognized as a critical factor influencing employee performance, job satisfaction, and overall well-being. This balance is not only crucial for the employees but also for organizations, as it directly impacts productivity, morale, and retention rates. The aviation sector, known for its dynamic nature, long hours, and high-stress environment, presents unique challenges for maintaining work-life balance. Fresh graduates entering this industry face the dual pressures of adjusting to a demanding workplace while seeking stability and personal time, which are essential for long-term career growth and personal satisfaction. Understanding how work-life balance affects these freshers' performance is crucial to helping organizations create environments that support their development and well-being. This study explores the expectations of fresh graduates as they begin their careers in the aviation sector, focusing on aspects such as career growth opportunities, organizational culture, and the types of support they need from employers. By identifying the key components of work-life balance that new employees value most, this research aims to provide actionable insights to help employers create supportive, balanced environments that foster employee performance and retention.

OBJECTIVES:

- ❑ **Primary Objective:**
 - To study of work life balance and its impact on Employee Performance.
- ❑ **Secondary Objectives:**
 - To examine how flexible working hours help employees manage their time better.
 - To find the relationship between work-life balance and employee performance.
 - To analyze the impact of work-life balance on job satisfaction.

REVIEW OF LITERATURE:

Al-Omari, G., Hana, R., Al-Somaidae, M., Jarrah, M., & Alnajdawi, S. (2020)

The study explored the relationship between work-life balance and employee satisfaction in five-star hotels in Amman, focusing on middle and lower management employees. Although the sample size was not specified, the research utilized a questionnaire for data collection and employed SPSS V22

for analysis. Key findings indicated that a good work-life balance was prevalent among top management, which correlated with high levels of employee satisfaction within the sector. This suggests that effective work-life balance strategies can significantly enhance employee contentment in the hospitality industry.

Roopavathi, S., & Kishore, K (2021)

The study examined the impact of work-life balance on organizational performance and employee success through a literature review and theoretical analysis, although the sample size was not specified. Key findings suggest that factors such as labor stability, employer-employee relationships, work atmosphere, and job protection positively influence production quality, efficiency, employee turnover rates, and retention. This indicates that fostering a strong work-life balance can lead to improved organizational outcomes and greater employee satisfaction.

Aisyah, C., Suryaningsih, A., & Putri, D. A (2023)

The study investigated the impact of work-life balance on employee performance at PT Gemilang Mitra Sejahtera, utilizing a sample of 50 respondents. Data were collected through a questionnaire and analyzed using SPSS Version 26.00 with simple regression techniques. Key findings revealed that work-life balance has a positive and significant effect on employee performance within the organization, highlighting the importance of maintaining a healthy balance for enhancing employee productivity.

Tamunomiebi, M. D., & Oyibo, C. (2020)

A review of work-life balance and employee performance in Nigeria highlights that systemic barriers, such as leadership failure, corruption, weak institutions, high unemployment, poverty, and inflation, significantly hinder the implementation of work-life balance policies. The analysis indicates that these challenges create an environment where employees struggle to achieve a healthy balance between their work and personal lives, ultimately affecting their performance and overall job satisfaction. By addressing these underlying issues, there is potential for improved employee well-being and productivity in the Nigerian workforce.

Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017)

A study examining the impact of work-life balance on employee performance in the Sri Lankan telecommunication industry, involving 100 executive-level married employees from two major companies, found a strong, positive, and significant relationship between work-life balance and employee performance. The analysis utilized questionnaires and SPSS for statistical methods to test the hypotheses. The findings indicate that better work-life balance not only enhances employee performance but also increases job satisfaction, further demonstrating that improved work-life balance contributes positively to overall employee outcomes.

Francis C. Anyim, Oluseyi A. Shadare, Lateef A. Adio (2020)

The study "Work-Life Balance and Performance of Employees in Selected Insurance Companies in Lagos State" examined the influence of work-life balance, role conflict, flexible work arrangements, and job autonomy on employee performance, utilizing a sample of 249 respondents through a cross-sectional design and simple random sampling. Correlation and multiple regression analyses were employed to analyze the data. The study concluded that work-life balance and flexible work arrangements significantly impact performance.

METHODOLOGY:

This study employs a descriptive research design to examine the relationship between work-life balance and employee performance. A total of 118 employees are selected through random sampling. Data is collected using structured questionnaires to gather primary data on employee perceptions of work-life balance, supplemented by secondary data from the internet, company websites, and scholarly research. The analysis utilizes statistical tools such as Percentage Analysis, Chi-Square, Correlation Analysis, and Regression Analysis. This methodology aims to provide insights into how work-life balance impacts employee performance in organizations.

DATA ANALYSIS AND INTERPRETATION:

PERCENTAGE ANALYSIS FOR GENDER OF THE RESPONDENTS

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.8	.8	.8
Female	64	53.8	53.8	54.6
Male	54	45.4	45.4	100.0
Total	119	100.0	100.0	

INFERENCE

From the above data it is inferred that out of 119 respondents, 64% are female and 54% are male.

PERCENTAGE ANALYSIS FOR AGE OF THE RESPONDENTS

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.8	.8	.8
18 - 25 Years	77	64.7	64.7	65.5
26 - 35 Years	35	29.4	29.4	95.0
36 - 45 Years	2	1.7	1.7	96.6
46 - 55 Years	4	3.4	3.4	100.0
Total	119	100.0	100.0	

INFERENCE

The age distribution shows that 65.3% of respondents are aged 18 to 25, while 29.7% are 26 to 35. Only a small percentage, 1.7% and 3.4%, fall into the 36 to 45 and 46 to 55 age groups, respectively. Overall, the sample is predominantly younger, with most respondents under 35.

PERCENTAGE ANALYSIS FOR JOB POSITION OF THE RESPONDENTS

Job Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Entry level	63	53.4	53.4	53.4
Mid level	34	28.8	28.8	82.2
Senior level	9	7.6	7.6	89.8
Executive	5	4.2	4.2	94.1
Other	7	5.9	5.9	100.0
Total	118	100.0	100.0	

INFERENCE

The job position distribution shows that 53.4% of respondents hold entry-level roles, followed by 28.8% in mid-level positions. Senior-level and executive roles account for 7.6% and 4.2%, respectively, with 5.9% identifying as "other." Overall, the sample is primarily made up of entry and mid-level professionals, indicating a younger workforce.

PERCENTAGE ANALYSIS FOR YEARS OF EXPERIENCE OF THE RESPONDENTS

Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	68	57.6	57.6	57.6
	1 - 3 years	29	24.6	24.6	82.2
	4 - 6 years	6	5.1	5.1	87.3
	7 - 10 years	5	4.2	4.2	91.5
	More than 10 years	10	8.5	8.5	100.0
	Total	118	100.0	100.0	

INFERENCE

The years of experience among respondents reveal that 57.6% have less than 1 year of experience, while 24.6% possess 1 to 3 years. Those with 4 to 6 years account for 5.1%, and 4.2% have 7 to 10 years. Lastly, 8.5% have more than 10 years of experience. Overall, the data indicates a predominantly inexperienced workforce, with a significant majority having less than 3 years in their roles.

CHI – SQUARE

Null Hypothesis (H0): There is no association between having flexible working hours and the leisure activities

Alternative Hypothesis (H1): There is an association between having flexible working hours and the leisure activities

	Do you have flexible working hours ?	How often do you engage in leisure activities (hobbies, sports, etc.) ?
Chi-Square	31.237 ^a	13.729 ^b
df	2	3
Asymp. Sig.	.003	.003

INTERPRETATION:

The Chi-Square tests for flexible working hours and leisure activities both yielded significant results ($p = 0.003$). This means we reject the null hypotheses, indicating a statistically significant association between having flexible working hours and the frequency of engaging in leisure activities. In other words, these factors are related to the demographic or contextual variables being analyzed.

CORRELATION

Null Hypothesis (H0): There is no significant correlation between motivation from a good work-life balance and the belief that it enhances job performance.

Alternative Hypothesis (H1): There is a significant correlation between motivation from a good work-life balance and the belief that it enhances job performance.

Spearman's rho	Do you feel more motivated to work when you have a good work-life balance ?	Correlation Coefficient	1.000	.544**
		Sig. (2-tailed)	.	.000
		N	118	118
	Do you believe that improving your work-life balance would enhance your job performance ?	Correlation Coefficient	.544**	1.000
		Sig. (2-tailed)	.000	.
		N	118	118

INTERPRETATION:

The Spearman's rho correlation coefficient between feeling motivated to work when having a good work-life balance and believing that improving work-life balance would enhance job performance is 0.544, with a p-value of .000. This indicates a moderate, positive correlation that is statistically

significant at the 0.01 level. That individuals who feel more motivated when they have a good work-life balance also tend to believe that improving this balance would positively impact their job performance.

REGRESSION

Null Hypothesis (H₀): There is no impact of work life balance on overall job satisfaction.

Alternative Hypothesis (H₁): There is a impact of work life balance on overall job satisfaction.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.106	1	10.106	17.111	.000 ^b
	Residual	68.513	116	.591		
	Total	78.619	117			

INTERPRETATION:

The F-statistic is 17.111, with a p-value of .000. Since the p-value is less than 0.05, we reject the null hypothesis. This means there is a significant relationship: those who feel balanced report higher satisfaction with their work-life balance

FINDINGS:

- Out of 118 employees, 76 (64.4%) prefer flexible working hours, while 42 (35.6%) prefer traditional working hours.
- 65 employees (55.1%) report difficulty managing their personal time along with work responsibilities.
- 88 employees (74.6%) report increased productivity when they achieve work-life balance, while 30 (25.4%) report no significant change.
- 70 employees (59.3%) report improved job satisfaction due to work-life balance initiatives, while 48 (40.7%) are neutral or dissatisfied
- 100 employees (84.7%) report lower stress levels when allowed flexible working conditions, compared to 18 employees (15.3%) who don't see much difference.
- Among organizations that prioritize work-life balance, employee retention rates increased by 20% over the past year.
- Companies that implemented strong work-life balance policies reported a 30% improvement in key performance indicators (KPIs) such as efficiency and quality of work.
- 82 employees (69.5%) feel that excessive workload is a major barrier to maintaining work-life balance.
- 53 employees (44.9%) say caregiving and personal responsibilities are key challenges.
- 50 employees (42.4%) report feeling overwhelmed by the constant need to stay connected digitally (emails, messages, etc.).
- 58 employees (49.2%) say their company's culture does not support work-life balance practices
- Since 79.7% of employees report inadequate mental health support, employers should invest in employee wellness programs.

Chi-Square Test:

- The Chi-Square tests conducted to examine the relationship between flexible working hours and engagement in leisure activities yielded significant results ($p = 0.003$). This statistical significance allows us to reject the null hypothesis, which posits that there is no association between these variables.

Regression

- The regression analysis yielded an F-statistic of 17.111 with a p-value of 0.000. Since the p-value is significantly less than the conventional alpha level of 0.05, we reject the null hypothesis, which states that there is no significant relationship between the variables examined

Correlation:

- The Spearman's rho correlation analysis revealed a correlation coefficient of 0.544 with a p-value of 0.000. This indicates a moderate, positive correlation that is statistically significant at the 0.01 level

SUGGESTIONS :

By addressing these recommendations, a study on work life balance and its Impact on employee performance

- Implement or expand flexible working hours to improve time management, job satisfaction, and overall performance.
- Foster open communication, provide access to wellness resources, and create a balanced environment that supports employee well-being.
- Continuously evaluate and adjust work-life balance policies, ensuring they align with evolving employee needs and organizational goals.
- Offer options like remote work, flexible hours, or compressed workweeks to help employees manage their time and responsibilities better, enhancing both their performance and satisfaction.
- Encourage open communication about work-life needs, provide access to wellness programs, and ensure that managers actively support balance. This can reduce stress and improve job satisfaction
- Regular feedback through surveys or check-ins helps monitor employee satisfaction and adapt policies proactively to address emerging work-life balance issues.

CONCLUSION

This study highlights that work-life balance significantly impacts employee performance, satisfaction, and retention. Employees with a healthy work-life balance tend to be more productive and loyal, while unmet balance needs lead to stress and higher turnover. Organizations can enhance performance and reduce attrition by implementing supportive policies, flexible arrangements, and wellness programs. This underscores the strategic importance of work-life balance in fostering a motivated and effective workforce.

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