

Work-life balance initiatives - A moderator for employee mental peace and performance

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Abstract

Nowadays, mental peace is the key to performance, especially after the Covid pandemic, and work-life balance is the path to mental peace. To accomplish it, initiatives are needed to moderate employee behaviour in such a way as to give them work and life satisfaction for better work performance. With this objective, the WLB initiatives have been analyzed in this research as a moderator variable to see the effect on performance and how these initiatives boost mental peace and satisfaction. For this analysis; data were collected from different educational bodies in Noida (N=254 employees-from 50 different educational bodies), and the results showed a strong co-relationship between WLB initiatives and the performance of faculties due to the strong moderating effect of WLB initiatives and high satisfaction indicated the effective use of WLB initiatives as a psychological tool for mental peace. SPSS 26, Excel, and PLS software were used to determine the association.

Subject Classification: I3.

Keywords: WLB initiatives, Moderator variable, Faculty performance, Mental peace-satisfaction, Education.

Introduction

Work and working style are not as similar as they were just in the year of 2020, a wave changed drastically in almost everything. No industry, no role, no sector left behind is unchanged. Stress, health, routine, and family

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time has become the major concerns for everyone. An invisible panic is always there for employees and employers too. A stressed employee is unable to deliver his/her best to the organization, which further leads to frequent absenteeism, less effectiveness, more dis-satisfaction with their job and that arise poor performance.

Nowadays, people are so concerned about their future and career growth, and they hardly take mental peace important for their work performance and satisfaction. It is skewing the work-life balance.

It is always believed that a healthy mind works better as compared to a stressed one, and because of that poor performance generates even psychological burnout. This fact has been accepted by many companies now, and the OECD makes a list of the countries that consider mental health or mental peace an important factor for effective performance :

1- Denmark, due to less working hours, 2- Norway, WLB is main factor, 3- Netherlands, 4- Finland, 5- Belgium 6- Switzerland, 7- Sweden, focus on mental peace, 8- Germany, 9- Portugal, 10- France.

(Source: <https://www.chakreview.com/health-lifestyle/Countries-with-best-work-life-Balance-and-Mental-Peace>)

Research showed; organizations they were able to balance the symmetry between work and individual employee life are viewed as a better workplace than others (Machuca et. al. 2016). A strong coherence between professional and personal life helps to achieve high productivity and satisfaction (Greenhaus et. al., 2003).

Studies also revealed that high or increasing stress due to the tight schedule of job requirements and high demand at home, lead to poor performance, deprived commitment, and decreasing rate of satisfaction towards the organization and their work (Frye & Breaugh et. al. 2004).

WLBI

With the changes in the economy, education and demographic the role of Human resources also changed and became more challenging day by day. Better handling leads to better performance for the organization. Thus effective work-life initiatives brought satisfaction to employees and motivates them to give their best to the organization. "WIB, family-friendly policies and quality of work-life issues (Shweta Belwal 2014)", Further to reduce the stress due to poor WIB, the organization implement "work family policy (Kossek, 2006)", which was later termed

“as work-life initiatives contributing to “enhance the competitive advantage”. Many studies helped to recognize the “importance of work-life initiatives (SmithGardner,2007)”, and these “Work-life initiatives are helpful in reducing the conflict between work-family issues to provide their best to the organization (Thompson 1999, Allen et. al., 2000, Anderson et. al. 2002)”.

Mental peace is a psychological tool

Mental peace or mindfulness is the first step towards sound work at the workplace (Dane & Brummel, 2013). It can be better understood as a “present-focused orientation”, (Mills, Hyland & Lee; 2015). In another way, a mental peaceful person never wastes the time on past or distressing about tomorrow, they just live and believe in the present. Hence it is a kind of pre-conceptual in nature (Alberts, Hulsheger, Feinholdt & Lang; 2013). Glomb et. al., 2012 advised that a peaceful person encourages more positive vibes in the workplace and their sound thinking process, especially because of empathy and connectivity with others.

Employee Performance and WIB

There were many research studies that showed the relation and impact of WIB and employee performance across the country. One study with a survey of 732 companies happened in Germany, France, UK, USA which exposes that it's not always a positive relationship between WIB and employees, the employee conflict was shown in a few companies (White et. al., Hill, McGovern, Mils and Smeaton, 2003) claimed that the perceived care and other facilities given to employees generate the unintended process from the intended HR practices to real practices which vary the employee performance. In order to have and retain the best and most committed employees, organizations need to satisfy them (Bartram, Ang & Boxall; 2011). Sound HR practices help to increase the efficiency and effectiveness of employee performance, (Moliterno & Polyhart; 2011).

Job Satisfaction

As per Robbins & Judge; (2016), employees who have less or negative attitudes towards enhance their dissatisfaction while positive feelings increase job satisfaction. The reward system is also viewed as job satisfaction from the employee's point of view, if their work is appreciated and rewarded, their satisfaction is supposed to be high and vice-versa

(Koh & Boo; 2001; Daehlen 2008). Job satisfaction can also be seen as a multi-dimensional model with multiple aspects of the job like working hours, salary issues, organizational practices, and relationships that are directly associated with satisfaction (Friday and Friday; 2003).

Moderator variable

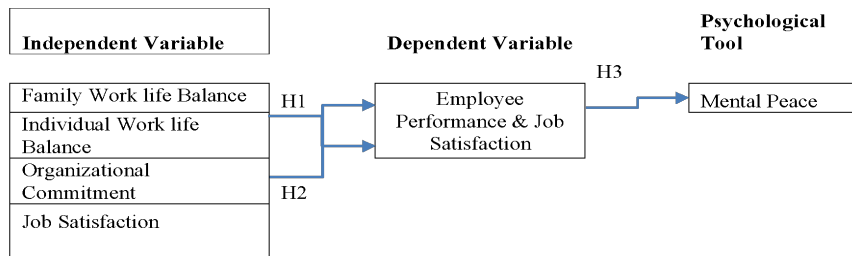
A variable that affects the relationship between the dependent and independent variable by making any changes in the independent variable, is known as the moderator variable.

Research Methodology

The purpose of the research is to explore the moderating role of WLB Initiatives (WLBI) for mental peace and effective performance.

Model and Hypothesis of the study

Below is the model for the study between an independent and dependent variable and also the association with the hypothesis.



Population and Sample Size

The research population was prepared up of employees working in different educational bodies in Noida including institutes, Study centers, Colleges, Universities affiliated institutes, Universities and some schools. There are more than 500 educational bodies, but the population criteria were limited to those who had at least one Work_life_balance_initiatives, and then it was summarized to 50 such educational bodies. The total population at the time of research was 768. The study sample is calculated in two ways; 1 by applying the Yamiane formula (1967) with a 95% confidence level and 5% error, and another by online sample calculator,

both found that 254 is the required size for the representation of this population.

Research Hypotheses

The objective of the study is to find out the moderating effect of the WLB initiative on employee performance and which worked as a psychological tool for mental peace. The following hypothesis can be tested to achieve the objective :

H1: There is no significant moderating effect of WLB initiatives on employee performance.

H2: There is no significant relationship between job satisfaction and employee performance due to work-life balance.

H3: There is no reliable impact of job satisfaction, WLB, and Organizational commitment on employee performance which worked as a psychological tool for mental peace.

Data Analysis

The data for the study was collected through different educational bodies in Noida and analyzed by SPSS 26 and PLS 20.

Demographic Variable data analysis

For demographics analysis, the data were categorized into gender, age, marital status, qualification, designation, work experience, and no. of a dependent.

Table 1
Outcome of Demographic data

Demographic Data																																	
Variables		Gender			Age Group				Marital Status				Qualification			Designation				Experience				No. of dependent									
Category	Male	Female	Others	Total	21-30	31-40	41-50	51-60	> 60	Married	Singled	Others	Total	Master Degree	Professional Degree	Doctorate	Total	Assistant Prof.	Associate Prof.	Professor	Faculty/Teacher	Total	Less than 5 years	Between 5 to 10 years	More than 10 years	Others	Total	None	Singled	Two	More than two	Total	
Frequency	169	81	4	254	64	102	47	26	15	254	145	86	23	254	7	179	68	254	127	75	14	38	254	52	125	46	31	254	5	48	77	124	254
Percent	67	32	1.6	100	25	40	19	10	5.9	100	57	34	9.1	100	3	70	27	100	50	30	5.5	15	100	20	49	18	12	100	2	19	30.3	48.8	100

From the above demographic variable analysis (Table 1), it can be concluded: that male are the dominant part of the population and 41% of the population are from 31 to the 40 age group and 57 % are married with the highest 70% of profession professionally and 50% are appointed an assistant professor, and 49% have more than 5 years of experience and approx. 49% have at least 2 dependents.

Reliability and Validity Analysis

The scale used in this study to discover the reliability and validity is as per (Apaydin 2011; Fisher 2001; Baycan 1982; Rizzo & House 1972; Weiss, et. al., 1967) the previous researchers. The scale is assessed with a total of 35 (final one), the few items were removed due to a lower correlation value (<0.5). The removed items were also not included in any part of the study.

Table 2
Outcome of construct reliability and validity

Construct Reliability					
Constructs	Items	Loadings	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Family WB	WLB_F1	0.757	0.863	0.863	0.647
	WLB_F2	0.785			
	WLB_F3	0.838			
	WLB_F4	0.79			
	WLB_F5	0.847			
Individual Work-life balance	WLB_I1	0.711	0.822	0.87	0.578
	WLB_I2	0.788			
	WLB_I3	0.841			
	WLB_I4	0.701			
	WLB_I5	0.751			
WB initiatives	WLB_I1	0.856	0.908	0.91	0.734
	WLB_I2	0.875			
	WLB_I3	0.766			
	WLB_I4	0.876			
	WLB_I5	0.904			

Contd...

Employee_ Performance	EMP_PER1	0.883	0.903	0.901	0.65
	EMP_PER12	0.775			
	EMP_PER13	0.761			
	EMP_PER14	0.758			
	EMP_PER15	0.753			
Job_ satisfaction	JB_SATS1	0.729	0.884	0.899	0.684
	JB_SATS12	0.868			
	JB_SATS13	0.843			
	JB_SATS14	0.849			
	JB_SATS15	0.839			
Mental Peace	MP1	0.779	0.858	0.878	0.643
	MP2	0.838			
	MP3	0.849			
	MP4	0.627			
	MP5	0.89			
ORG_ COMNT	ORG_COMNT1	0.832	0.913	0.917	0.741
	ORG_COMNT12	0.889			
	ORG_COMNT13	0.9			
	ORG_COMNT14	0.845			
	ORG_COMNT15	0.837			

Table 2 approved the firmness and uniformity of all the scales used for this research objective through Cronbach alpha value which is <0.7, which is acceptable.

Table 3
Validity Analysis

S .No	Variable	No of items	Valid	Invalid
1	Family WLB	8	5	3
2	Individual WLB	8	5	3
3	Mental Peace	5	5	0
4	Job Satisfaction	8	5	3
5	Employee Performance	8	5	3
6	ORG_COMNT	5	5	0

The validity test (Table 3) has been done by a two-tailed test with a significance level 5%, and the value of r in this study is reliable, hence the items statements are considered valid.

Findings and Hypothesis Result

H1- The multiple regression results showed that WLB initiatives have a significant moderating effect of on employee performance.

Table 4
Multiple Regression for 1st Hypothesis

Variable	Correlation	Coefficient of determination	F-Value	Sig (f)	B	T	Sig (t)
WLB initiatives	0.652	0.573	42.245a	0.000	0.356	2.58a 1	0.000

From the above analysis (Table 4), a significant moderating effect was found on job satisfaction and change in employee contribution toward the achievement of their work due to WLB Initiatives. ($R=0.652$) between the variable, whereas the coefficient of determination ($R^2=0.573$) indicates the change in performance is understandable via the change in WLB. (Thus H1 is accepted.)

Table 5
Multiple Regression for 2nd Hypothesis

Variable	R	R ²	F-Value	Sig (f)	B	T	Sig (t)
WIB	0.460	0.407	42.35	0.000a	0.215	4.36	0.000
Job Satisfaction					0.128	2.78	0.056
ORG_COMNT					0.417	6.46	0.000
Mental Peace					0.218	4.21 [^]	0.000

*The effect is measurably huge at level ($\alpha \leq 0.05$)

The above Table 5 shows the positive relationship (0.460) between WIB and worker execution which prompts mental harmony. The R² (0.407) esteem mirrors the proportion of variation in representative execution workplace by utilizing the other variables at the workplace. The F-esteem was 42.35 which approves importance at $p < 0.05$ (sig = 0.000), and t and B esteem obviously uncover the critical constructive outcome on work fulfillment. , The β upsides of mental harmony, work fulfillment, and ORG_COMNT of the factors 0.215, 0.128 and 0.417 separately. The investigation found that psychological harmony at work inferred the representative execution, and by further developing the work fulfillment, WIB and ORG_COMNT. (Based on this outcome, H2 is likewise acknowledged.)

Table 6
Moderating effect of WIB initiatives on Employee performance by Regression Method for 3rd Hypothesis

Dependent variable	R2	Variables	B	Std. Error	t	F	P
			2.91	0.29	10.008*		0
Employee Performance	0.31	Mental Peace	-0.05	0.09	-0.59	44,91*	0
		WIB Initiatives	0.35	0.08	4.27*	0	
		Job Satisfaction × WLBI	0.06	0.03	2.12	0	

To understand the moderating role of WLB Initiatives on employee performance, Hayes-2017:220; method is used. The moderator analysis equation is shown below:

Employee performance = $b_0 + b_1$ mental peace + b_2 WLB initiatives + b_3 job satisfaction × WLB +3

The model is significant ($p < 0.001$), and it is also found according to the regression analysis displayed in Table 6 of the WLB Initiative positive moderating effect on employee performance which worked as a psychological tool for mental peace. Similar findings concurred in other literature, Kanwar, et. al., 2009; Frooqi & Saeed 2014; Mas-Machuca et. al., 2016). (And on the basis of this, H3 can be partially accepted.)

Conclusion

The research was conducted to determine whether the WLB initiatives moderate employee performance or not, as well as job satisfaction improve employee performance to gain total peace. The result of the study reveals that WLB plays an important role in employee performance and is well connected with job satisfaction. Although job satisfaction is not only job-specific, it also drives employee behavior in a positive way. The statistical result shows the moderating role of WLB initiatives on employee performance, which gives them mental peace but not on a larger scale, which needs to be studied more to know how and why? Like, it can be concluded that yes, WLB initiatives moderate employee performance, but it is also factual that mental peace is not only dependent on better employee performance that can be achieved by WLB initiatives. This could be the reason for the partial acceptance of 3rd hypothesis.

Implications

The findings of the research acknowledged some relevant information for the education sector, where WLB and WLB initiatives were both considered less important, how and why it is useful for faculty performance and mental peace. Now the findings create awareness that balanced work and life can motivate the employee to perform better and contribute effectively to the success of the organization. An equilibrium between work and life supported by a few initiatives helps to boost satisfaction and increase performance with effective commitment. Initiatives like flexibility, part-time option, dependent care facilities, etc., played a moderator role in creating an effect on employee performance that triggers their mental peace for sure.

Restrictions and Suggestions for Future Exploration

The research is limited on various fronts, which can be fulfilled by future research in a different manner. The main limitations are as follows:

First, the research area can be effective if it is specific to the limited and well-defined education sector. In this research, the education sector is included as a whole, but the separation of specific sectors, like, schools, colleges, institutes, universities, etc. will give a more effective and precise result. Secondly, a larger sample size can be taken for more generalized results, as well as WLB initiatives should be more specific and the weightage of each initiative can be understood by its contribution to the organization's success. Thirdly, although the results and analysis were done with proper care and effective tools, due to the dynamic technological era, more future-oriented apps and advanced analysis tools can be used for the best result analysis, if they are available.

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