

Journal of Human Resource and Leadership (JHRL)

WORK LIFE BALANCE PRACTICES AND ORGANISATIONAL PERFORMANCE: THEORITICAL AND EMPIRICAL REVIEW AND A CRITIQUE

Ruth Odengo and Dr. David Kiiru



WORK LIFE BALANCE PRACTICES AND ORGANISATIONAL PERFORMANCE: THEORITICAL AND EMPIRICAL REVIEW AND A CRITIQUE

¹*Ruth Odengo ²*Dr. David Kiiru, PhD

^{1,2}PhD Student: Kenyatta University, School of Business

³Lecturer: Kenyatta University, School of Business

*Corresponding Authors' Email: [*nyangi36@yahoo.co.uk](mailto:nyangi36@yahoo.co.uk), [*kiiruandstudents@mail.com](mailto:kiiruandstudents@mail.com)

Abstract

Purpose: The general objective of this study was to critically review work life balance practices and their influence on organizational performance.

Methodology: The study utilized desktop literature review and focused on previously published journals that looked at work life balance practices and performance of an organization. A total of 19 journals were found relating to work life balance practices and performance of an organization. Yamane (1967) formula was used to calculate the sample size. A sample of 18 journal was randomly selected for review. The theories underpinning the study entailed Boundary and Border Theory, Organisational Support Theory, Spill-over and Cross-over Theory, Integration Theory and Separate Sphere Theory.

Findings: The reviewed literature were majorly focused on women with a general perception that only female employees experience work life imbalance, and that work life balance practices is an exclusive right of the female gender. Availability and use of work-life balance practices, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive appraisals of one's organization.

Unique contribution to theory, practice and policy: Based on the reviewed literature, we can argue that building an organizational culture which supports work life balance is a long term process for large organizations. It involves changing the way people think and talk about their work and about work life balance so that using flexible working options and other work life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organizational or personal commitments.

A proposed methodology was also offered based on empirical studies reviewed. The proposed conceptual model and methodology in this study will, in the course of future investigation, seek to advance knowledge on more work life balance practices that can be adapted by organisations in the bid to enhance flexible work arrangements for the employees to enable them create a balance between their work and family responsibilities.

Keywords: *Work Life Balance, performance, Telecommuting, Compressed Work Weeks, Part Time Work, Job Sharing.*

1.0 INTRODUCTION

Work and personal life were once considered to be two separate priorities. But with the changing times due to globalization and ever-increasing work pressures, maintaining work life balance has attracted the attention of the organizations and employees as well. The employees who devote a crucial period of time of their entire day at work or sometimes work for extended hours, are faced with the challenge of balancing their personal lives with the demands of their profession (Prachi Juneja, 2015). The changing social structures arising out of dual responsibilities of career couples, triple roles of single parenthood families, global dynamics, changes in the demand and patterns of work, with an increasing number of employed parents holding child-care responsibilities and ageing parents all have contributed to an escalating research in the area of work life balance. There is need to integrate and balance family engagements with career requirements, otherwise, work life balance is in jeopardy, as most employees are unable to effectively and enjoyably perform their roles owing to tiredness from work or family responsibilities. This hampers concentration at work and creates a clear conflict where employees struggle to balance responsibilities that come with their jobs and that of the family demands. Work life balance practices therefore play an important role in ensuring job related performance of employees in any industry is enhanced. (Syed Hyder, Syeda, Fatima, Latha & Krishnadas, 2016).

The upward mobility by an employee often requires long hours of work and is associated with addressing the difficulties within the work environment as well as those that are associated with complex issues outside the workplace, especially, the domestic and social sphere. Some days on the job are more likely to be fun and positive, while other days are tension-filled and stressful with issues that do not necessarily emerge from within the sphere of the workplace. A common dilemma for many people is how to manage all these competing demands in work and life and avoid letting any negative effects of work spill over into their personal lives. Research has shown that employees who believe they do not have time for the personal fulfilment, feel drained and distracted while they are at work (Mohammed, Rafeeq & Harish, 2015)

In addition, the spillover of negative aspect of work into an employee's personal life may lead to job exhaustion, disruption of relationships within the employees' family and friends, loss of joy, and increased stress. Work-life balance is about creating and maintaining supportive and healthy work environments, that enables an employee to have a balance between work and personal responsibilities, thus, strengthen employee loyalty and productivity. An individual in employment does not give up his life pleasures in exchange for work but rather attempts to maintain a balance between these two aspects of life experiences (Clarke, Koch & Hill, 2014). The balance is necessary for a healthy life. Work-life balance, thus, entails making work, whether done in the office or at home, more pleasurable and joyful. Work-life balance should not be interpreted to mean dividing one's time into half, such that, in a period of 24 hour period, initial 12 hours is spent in work related issues and the other remaining 12 hours is spent on family related issues, but rather, it means balancing the two to achieve harmony in physical, emotional, and spiritual health (Ozcelik & Ferman, 2016).

Within a typical traditional household pattern, the productive role was supplied by the male, while female roles were specific to caregiving responsibilities. In today's scenario, this labour pattern /workforce division has dramatically been altered and replaced with a system that tend to geographically disperse the family, sharply increase the cost of child and elderly-care, limiting

professional success of employed family members. This scenario, has therefore, drastically increased the employees' family-related financial, temporal and social burdens (Greenblatt, 2014).

A concern on integrating work-life balance emerged in the 1970's, when increased numbers of women entered the sphere of formal public workplace. At this point, the matter began to be seen, both as a women's and a social problem. However, human resource management practitioners only recently began to see work life balance as a business issue that bears increased benefits to both employees and employers (Clutterbuck, 2013). For instance, across the world and with more specificity to the United States of America, 58 percent of women with children under 18 years were seen to work part-time, with 40 percent of all managers and professionals being women, and 80 percent of two-parent families with a child under 18 years being dual earners (Bond, Thompson, Galinsky & Prottas, 2017).

1.1 Objective of the Study

The general objective of this study is to critically review work life balance practices and their influence on organizational performance.

1.2 Hypothesis

H₁: Work life balance practices have significant influence on performance of an organization.

2. 0 LITERATURE REVIEW

2.1 Boundary and Border Theories

According to Nippert-Eng's (1996) Boundary theory, creating and maintaining boundaries are fundamental to human nature. In this context, two theories play a prominent part in understanding work-family boundary management, boundary theory and border theory. Both theories are rooted in role theory, in particular organizational role theory (Biddle, Kahn, Katz & Kahn 2014). Roles, which consist of recurrent activities within the social system that yield organizational output, play a prominent part in life. Katz and Kahn (2014) define an organization as an open system of roles. Boundaries around work and family and the way that individuals manage them can be a source of order by clearly delineating expected behaviors for each role and forming the foundation for interactions with others. The boundaries, however, can also be a source of conflict by making the transitions between roles more difficult. The Boundary theory has been defined as a way in which individuals create and maintain boundaries as a means of simplifying and ordering the environment (Ashforth, 2014). The Boundary theory is considered an important theoretical contribution providing a strong starting point for literature exploration relating to work-life boundaries. This theory differentiates blocks of space and time in its most basic form, each block is covered by frames and can be attributed to differing roles in one's life environment (Katz & Kahn, 2014).

The Boundary theory has been refined by the Border theory (Clark, 2000) which focuses on various forms of boundaries surrounding work and non-work domains. Three types of borders have been identified as those which individuals maintain between their personal and work lives. These are temporal, physical and psychological borders. Temporal borders refer to actual times within which work activities versus personal activities takes place. For instance, an employee may set a time-based boundary of 6 pm to end their day at work in order to collect their children from day care. Physical borders refer to actual locations in which personal and work activities take place. This

location may be home versus office or for people who work from home, it may be the area where they perform their work role, i.e., study or separate area. Lastly, psychological borders may be characterized by the perceptions associated with the activities of work and home roles (Clark, 2015).

2.2 Organizational Support Theory

Organizational support theory by Eisenberger, Huntington, Hutchinson and Sowa (1986) posits that employees form a universal perception concerning the extent to which the organization values their contributions and cares about their well-being. When employees perceive that their organization values their contribution and cares about their wellbeing, their needs for affiliation, approval, emotional support and esteem will be met leading them to identify the wellbeing of the organization as their own and feel emotionally attached to it (Rhoades, Eisenberger, & Armeli, 2011). This personification of the organization is enhanced by the organization's legal, moral, and financial responsibility for the actions of organizational policies, norms, and culture that provide continuity and prescribe role behaviors. They also enhance the power the organization's agents exert over individual employees.

Due to this personification of organizations, employees base their judgments of their perceived value to the organization on how favorably the organization treats them. Rhoades and Eisenberger (2017) postulated that fair treatment, supervisory support and rewards and a favourable job are the predictors for organizations support. Employees who receive organization support from the workplace are likely to create long term relationship with the organization. It also provides opportunities to progress professionally to its staff, while the workers play an important role in the organization's growth and success. People join organizations with personal needs, desires and skill sets, and in return anticipates finding a workplace environment where their abilities can be utilized and most of their basic needs satisfied (Dessler, 2016).

2.3 Spill-over and Cross-over Theory

Bakker, Demorouti and Dollard's Spillover and Crossover theory (2008) suggests that spill-over occurs when one domain impacts the other domain in the same way, despite having established boundaries between an individual's family and work domain. Spill-over can be explained as a process by which work and family affects one another, which in turn, generates similarities between the two domains (Edwards & Rothbard, 2013). Both affective and instrumental types of spill-over have been identified by researchers. Affective spill-over is defined as "work-related moods or attitudes are carried to home or family-related moods or attitudes are carried to work" (Illies, Wilson & Wagner, 2014). On the other hand, specific skills and behaviours which are carried from one domain to another and which results in positive or negative consequences is known as instrumental spill-over. Spill-over can take place in both directions. Initial research indicates that the "direction of the spill-over of interference has been found to be dependent on the salience of each role to the focal person as well as the negative sanctions associated with non-compliance with each role pressure" (Greenhaus & Beutell, 2015). The second notion of cross-over is a similar construct to spill-over which can be applied to the study of work-life balance. Cross-over is also described as "a bi-directional transmission of positive and negative emotions, mood and dispositions between intimately connected individuals such as spouses or organizational team members" (Macrtz & Boyer, 2013). Three pathways have been suggested by literature through which cross-over can take place. The first path occurs when the stress experienced by one

partner creates an empathic reaction in the other partner resulting in the increase of their own stress (Westman, 2013). The second path takes place when heavy demands on one partner decreases the leisure time they have as a couple which in turn leads to negative feelings such as emotional exhaustion or stress (Demerouti, 2015). The final pathway occurs through social undermining process wherein stress and time pressure causes a partner to engage in negative behavior such as criticism or negative affect toward the other partners, which in turn results in increasing the stress of the other partner (Bakker, 2016).

2.4 Integration Theories

The Integration theory postulated by Anne Treisman and Garry Gelade (1980) refers to the holistic view that work-life and community-life domains can be encouraged and facilitated better through a healthy system of flexible and permeable boundaries. With regard to work and life, the incorporation of additional contextual elements such as community into a body of knowledge is best portrayed by the Integration theory. This theory makes all 3 stakeholders (employers, workers and communities) active partners with equal voices in the formation of a holistic model of work-life balance by focusing on contemporary understanding that rebuild traditional work-life paradigms (Morris & Maden, 2017). Instead of providing solutions which are shaped in isolation, an approach that includes all parties and shared responsibility will provide better results in both work and family domain.

2.5 Separate Sphere Theory

The Separate Sphere theory by Erikson (1965) considers work and family as distinctive systems wherein family is a domestic haven for women and work is a public arena for men. Generally, this theory asserts system independence although according to the proponents of the Separate sphere theory, there are some structural connections at the broadest level. The family is understood as distinctive sex-typed traits and is characterised by different domains. Erikson (1965) identifies an inner sphere for women as wives and homemakers and an outer sphere for men as decision-makers and bread-winners in psychoanalytic theory while separate gender roles (instrumental and expressive) have been identified in Sociology by Parsons (1970). Parsons considered work as a public sphere mainly for the man who is supposed to fulfil instrumental and materialistic needs. On the other hand, the family was understood as a private sphere for women who are asked to provide expressive and emotional support. This type of division of labour based on gender leads to sex-typed labour market where women are confined to low-paying jobs which are considered as extensions of their domestic duties. The Separate sphere theory asserts that family and work domain should be separated so that they can function properly for the stability of the society and in order to avoid conflict, sexual division of labour should be maintained. With regard to the labour market, the work which women perform for the family is not considered as a form of production with exchange value. However, on the other hand, men are considered as the only links as producers through which family is connected to the economic system. In addition, society has placed high value to productive activities in the public sphere rather than to the domestic activities in the private sphere (Zaretsky, 1976). Male domination and female subordination results due to differential allocation of rewards, resources and opportunities. In addition, the social structure is embedded with primacy of instrumental over expressive, of father over mother, of producer over reproducer.

2.6 Empirical Review

Mwangi, Boinett, Tumwet and Bowen Dave (2017) conducted a study on Effects Of Work Life Balance on Employees' Performance in Institutions of Higher Learning, a case study of Kabarak University. The main objective of the study was to analyze the effects of work life balance on employee performance in Kabarak University. The specific objectives were to establish the effects of work-family priorities conflict on employees' performance, establish the effects of employee assistance programs affect employees' performance. The research used descriptive technique, specifically case study. The method used to collect data was primary method. Primary data was gathered through structured questionnaires. The target population of the study was 244 from which a sample size of 70 was determined. Data was analyzed using statistical package for social science (SPSS). The data was presented in table format where percentages were presented. To determine if the independent variables influence the dependent variable Chi-square tests was done. The study revealed that work family priorities conflict affected the performance of employees. The study, therefore, concluded that work life balance is an important aspect of work and family which should be embraced to improve employees' performance. The study therefore recommended that organization should come up with ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance.

John Mano Raj (2017) conducted a study on Work Life Balance of Employees and its Effect on Work Related Factors in Nationalized Banks in India. The study revealed that, in general, the perceived level of work-life balance among the employees of Nationalized Banks in India is low and that work life balance has a positive relationship with the work related factors such as Job satisfaction, Service delivery, Job commitment, Competency, Target achievement and Career development. The study also revealed that it has a negative relationship with factors like work stress and rate of absenteeism. The study was carried out among the employees of five nationalized banks in Madurai namely, State Bank of India, Indian Bank, Indian Overseas Bank, Canara Bank and Bank of Baroda. The population for the study consisted of all the employees of nationalized banks. It was concluded that the issue of work-life balance is so significant that the employer should develop and deploy strategies to reduce the imbalance between employees work and personal lives. Thus by realizing the importance of work life balance, banks should take suitable measures like flexi working hours, flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Creche) and general services (Employment assistant) to improve the level of work life balance of their employees and to improve their work related performance.

Hamilton, Gordon and Whelan-Berry (2016) conducted a study to examine work-life conflict of single women with no children. The data was retrieved from financial and health care organizations. Using Quantitative analysis such as mean and descriptive statistics, ANOVA, and chi-square in order to test the independent variables and the hypotheses proposed. The results established that non-married women with no children did suffer conflict, especially work-to-life conflict. Moreover, the results indicate that benefits related to work-life normally offered by associations are often considered less crucial and utilized less often by single women with no children than by working married women.

Oplakta (2016) conducted a study to examine the role of women having leadership positions and working in educational institutions in developed countries. She thoroughly observed published

researches relating to gender studies in education, educational administration and comparative education in many peer-viewed and refereed journals and concluded that there are still a number of exact impediments to the development of the careers of women in educational institutions. Among the listed impediments were low levels of girl education, strong family responsibilities, restricted career encounters, high member of men compared to women faculty, and the embracing of sexual leadership style by the small number of women holding administrative positions in these countries.

Lo, Stone and Nong (2013) conducted a study to examine the kind of work-life conflict Hong Kong women of high status faced and the strategies they used to manage work life conflict. The sample included married professional women with children who were interviewed face to face or over the telephone. The results showed the inefficiency of the coping strategies practiced by the respondents.

Carnicer, Sanchez, Perez and Jimenez (2014) conducted a study in a Southern European country on work-life conflict using quantitative methodology that is questionnaire. The sample was composed of 1,182 Spanish employees. Bivariate analysis was applied to test the relationships between the antecedents, followed by multivariate regression analysis to analyze the significant level of antecedents in work-life conflict. The findings recommended that the two groups of factors are antecedents of work life conflict. Although gender was not a determinant factor of conflict, some differences were found between men and women's work-family conflict. In addition, family perceptions, such as the importance of family, job mental, physical requirements, job flexibility and gender roles had a strong consequence on work life conflict. Educational level and Functional mobility were antecedents of work-life conflict also. Their findings revealed that social benefits and job status did not have an effect on work life conflict.

Wilson (2015) explored how women acknowledge the notion that they are receiving different and disparate handling in appraisal at two British Universities. The author used In-depth interviews and randomly selected 30 women from the total female academic interrelated community at each university. The first part of the analysis involved creating a sequence of analytical tables which condensed realistic information. The second part entailed listening to each interview to look for statements with respect to equality and differences. The results confirmed that, even though women do not perceive themselves as being different, men perceive them as having uncommon and lower qualities. Women are seen as others when appraised against the values and norms established by men.

Lo (2013) studied married women holding professional positions with experience and the causes of work-life conflict. Lo also studied the family-friendly guiding principles in Hong Kong. One hour personal interviews were conducted with 50 married professional women in order to explore the way they managed work and family. The findings suggested that the conservative family environment in Hong Kong led to a more demanding way of life for nearly all the interviewed professionals married females. The results exposed an apparent indication that women need time flexibility to develop handling mechanisms for work family issues.

Thanacoody, Bartram, Barker and Jacobs (2016) investigated the Western and Indian cultural situation of female academics to achieve a thorough comprehension of the reason underlying their career development. The research took place at two different universities with diverse cultures one

being in Australia and the other in Mauritius. Thirty women at diverse levels of academia were interviewed. The results showed that the impediments to advancement are astonishingly comparable in both universities despite their diverse cultural background. In addition, women from both cultures confronted major obstruction to career development in their academic positions.

Jones and McKenna (2013) investigated women's work-home conflict in a multinational IT companies using quantitative and qualitative methods. At first, a questionnaire was given to all women employees. All participants were then asked to join an on-site focus group. Four focus groups were consisted of 31 female employees in total. The findings exposed that women perceived work interfering with home as their major reason of conflict as a result of their being tired after working for long hours.

Rebecca Bundhun in *The National* (2017), an Abu Dhabi National Paper quotes that women and men generally have a different perception of what the "life" part of the balance involves. For women it tends to be devoting more time to family, while for men it is spending more time pursuing personal interests. She also quoted the paper of Dr Katty Marmenout, a research fellow at the INSEAD School in Abu Dhabi that work-life balance is not simply about equally dividing the time spent on one's work and personal life, but establishing a harmony that reflects an individual's priorities. Murphy and Doherty (2014) revealed that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived.

2.6.1 Flexi Time and Organizational Performance

A study was done by David Ralston and Michael Flanagan (2014) on the effect of flexi time on absenteeism and turnover for male and female employees. The study indicated that interrole conflict resulting from the demands of work and family roles had become increasingly common over the past decade due to significant societal changes. The study revealed that female employees are seen as more susceptible to this interrole conflict because maintaining the home was still perceived as primarily a woman's role, hence, women tend to have higher interrole conflict than men. The researchers in their study hypothesized that flexitime was instrumental in reducing work/family conflict because of the discretion it permits. In turn, the improved integration of conflicting roles is hypothesized to reduce absenteeism and turnover. Thus a longitudinal investigation of potential differences in absenteeism and turnover for females and males on-flexitime and females and males not-on-flexitime was conducted. Significant decreases in absenteeism but not turnover for females and males on-flexitime were found. It was concluded that flexitime, by reducing the need for absenteeism, has positive benefits for employees with interrole conflict problems (e.g. dual career families) and for the Organization.

Rogier and Padgett (2014) conducted an experimental study among 107 working MBA students, in which participants were given a packet of materials designed to simulate the personnel file of a female employee in an accounting firm who was seeking a promotion to senior manager. They found that participants perceived the job candidate who was using flexible work hours as being less committed to her job, less suitable for advancement, less ambitious, and less desirous of advancement, despite no differences in her perceived capability compared to a candidate not using a flexible schedule. This finding was consistent with that of Cohen and Single whose research showed that accountants working flexible schedules were perceived to be less likely to be promoted and more likely to leave the firm (Cohen & Single, 2014).

2.6.2 Telecommuting and Organizational Performance

Phillip, Wright, Adrienne and Oldford (2013) carried out a study on telecommuting and employee effectiveness: career and managerial issues. Telecommuting takes the concept of decentralization to its furthest degree. Managerial careers change, in that facilitation and the ability to service employees become the essential skills. Results, rather than visible inputs and “time-in”, become important. Similarly, employees can develop alternate, less stressful, more productive lifestyles, as they are freed from constant interruptions. In order to make the telecommuting process work, however, the organizations must install proper policies and procedures, while providing proper training to managers, telecommuters and non-telecommuters.

Pitt-Catsoupes and Marchetta (2016) in their review of telework studies found that productivity increases between 10% and 30%, and qualitative research among teleworkers and their managers also yielded positive reports of increased performance. Gajendran and Harrison's (2017) meta-analysis on telecommuting reveal an association between telework and supervisor ratings or archival records of job performance. This relationship was moderated by responsibility for initiation of telework arrangements; employees in employee-initiated or mutually-initiated rather than supervisor-initiated telework arrangements.

2.6.3 Compressed Work Weeks and Organizational Performance

Karen Amandola and David Wesburd (2017) conducted an experimental study of compressed work schedules in policing: advantages and disadvantages of various shift lengths. The objectives of their research were to test the impacts of three shift lengths (8-, 10-, and 12-hour) on performance, health, safety, quality of life, sleep, fatigue, alertness, off-duty employment, and overtime among police. The study consisted of a randomized block experimental design. There were 275 participating officers from two large police departments. Data was collected as part of a multi-site clinical trial for which we employed the same protocols in both sites. The blocks included site and time of day of the shift. Unique measures of work performance, safety, and fatigue were collected using laboratory-based simulations collected during the end of the shifts, and self-report instruments were used to capture other outcomes such as health and quality of life. The researchers noted that the benefits associated with 10-hour shifts did not inure to the 12-hour shifts. Although the study did not reveal any significant effects associated with objective measures of fatigue across shifts, the implementation of 12-hour shift they recommended, should be done only after careful consideration of some of the potential concerns. Limitations of their study include lack of information regarding the methods and costs associated with implementation of compressed schedules, and the low level of reliability for driving and shooting simulation exercises. The researchers recommended that future research should examine the impact of overtime hours on fatigue, safety, and performance, and ways to more effectively regulate hours of work in policing.

2.6.4 Part-Time Work and Organizational Performance

Andrea Garnero, Stephan Kampleman and Francois Rycx (2017) conducted a study on Part Time Work, Wages, and Productivity: Evidence from Belgian Matched Panel Data. The researchers used matched employer-employee panel data on Belgian private-sector firms to estimate the relationship between wage/productivity differentials and the firm's labor composition in terms of

part-time work and gender. Findings suggested that, the groups of women and part-timers generate employer rents but also that the origin of these rents differs (relatively lower wages for women, relatively higher productivity for part-timers). Interactions between gender and part-time work suggest that the positive productivity effect is driven by male part-timers working more than 25 hours, whereas the share of female part-timers is associated with wage penalties. The researchers concluded that men and women differ with respect to motives for reducing working hours and the types of part-time jobs available to them: women often have to accommodate domestic constraints by downgrading to more flexible jobs, whereas male part-time work is frequently related to training and collectively negotiated reductions in hours that do not affect hourly pay.

Ali Dogan Al and Ibrahim Anil (2016) carried out a study on; the comparison of the individual performance levels between full-time and part-time employees: The Role of Job Satisfaction. In their research, performances of part-timers, whose numbers were significant and who were thought to contribute more than meets the eye, and differences of their feelings towards the job, were shown comparatively with full-timers. Whether their performance levels and job satisfactions were affected or not by status, and to what extent job satisfaction could explain performance difference, was the main research problem. In that context, questionnaires that included demographic, job satisfaction and performance questions were applied on 130 sales people who work in an international sportswear brand's stores in Istanbul. Part-timers' job satisfaction and performance levels were found significantly higher, but job satisfaction was found to be insufficient to explain performance difference.

2.6.5 Job Sharing and Organizational Performance

Aryan Gollipore, Mahdieh Pod and Mona Zehtabi (2013) carried out a study on the Feasibility of Job Sharing as a Mechanism to Balance Work and Life of Female Entrepreneurs. Their study focused on female entrepreneurs' situation and their share in labor market, as well as flexible methods of doing jobs especially job sharing method. The authors conducted structured interviews with entrepreneurs of Azad University and their attitude to possibility of job sharing and its effect on female entrepreneurs at university has been expressed. After performing the qualitative methods, questionnaires were made and the attitude of female entrepreneurs towards job sharing was examined. The results of quantitative research showed that they have a positive attitude towards job sharing and that job sharing doesn't lead to weakening the bargaining ability of female entrepreneurs.

3.0 METHODOLOGY

The study utilized desktop literature review and focused on previously published journals that looked at work life balance practices and performance of an organization. A total of 19 journals were found relating to work life balance practices and performance of an organization. Yamane (1967) formula was used to calculate the sample size.

Yamane Formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n= sample size

N= size of population

e= error term of 5%

Therefore;

$n = 19/1 + (0.05^2)$

n= 18

A sample of 18 journal was randomly selected for review. The theories underpinning the study entailed Boundary and Border Theory, Organisational Support Theory, Spill-over and Cross-over Theory, Integration Theory and Separate Sphere Theory.

4.0 CONVERGENCE AND DIVERGENCE OF RESEARCH FINDINGS

The reviewed literature were majorly focused on women with a general perception that only female employees experience work life imbalance, and that work life balance practices is an exclusive right of the female gender. The findings of majority of the studies indicated that the response from the female workers were taken more into consideration with little concern given to response from the male workers. This then makes the work home conflict more of a women issue than a general issue facing workers in totality. Most of the studies were conducted in developed countries around the world hence making it difficult to draw comparison with the influence of work life balance practices on performance of organizations in developing countries.

Most studies were focused on institutions of higher learning and large organizations. Studies should be done to include small medium enterprises, family businesses as well as none profit making organizations. Lack of adequate theories underpinning the work life balance practices which include flexi time, telecommuting, part time work and job sharing.

Availability and use of work-life balance practices, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive appraisals of one's organization. These effects are often associated with employee attitudes such as increased job satisfaction and enhanced control over their work schedule. The results are: reduction in absenteeism, turnover rate, job stress levels, work-life conflict and to that effect increased productivity. A lower turnover intentions means: lower recruitment and training costs, increased retention of valuable employee and increased organizational commitment and loyalty. All of these aspects are associated in turn with cost savings, higher customer satisfaction and implicitly higher levels of organizational performance.

Based on the reviewed literature, we can argue that building an organizational culture which supports work life balance is a long term process for large organizations. It involves changing the way people think and talk about their work and about work life balance so that using flexible working options and other work life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organizational or personal commitments.

5.0 RECOMMENDATIONS

Based on the findings of the reviewed studies in chapter two and three, this study proposed a conceptual framework to link work life balance practices and organizational performance.

5.1 The Proposed Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. Kothari (2004) defines an independent variable also known as the explanatory variable is the presumed cause of the changes of the dependent variable, while a dependent variable refers to the variable which the researcher wishes to explain. Below is a figurative representation of the variables to be explored by this study.

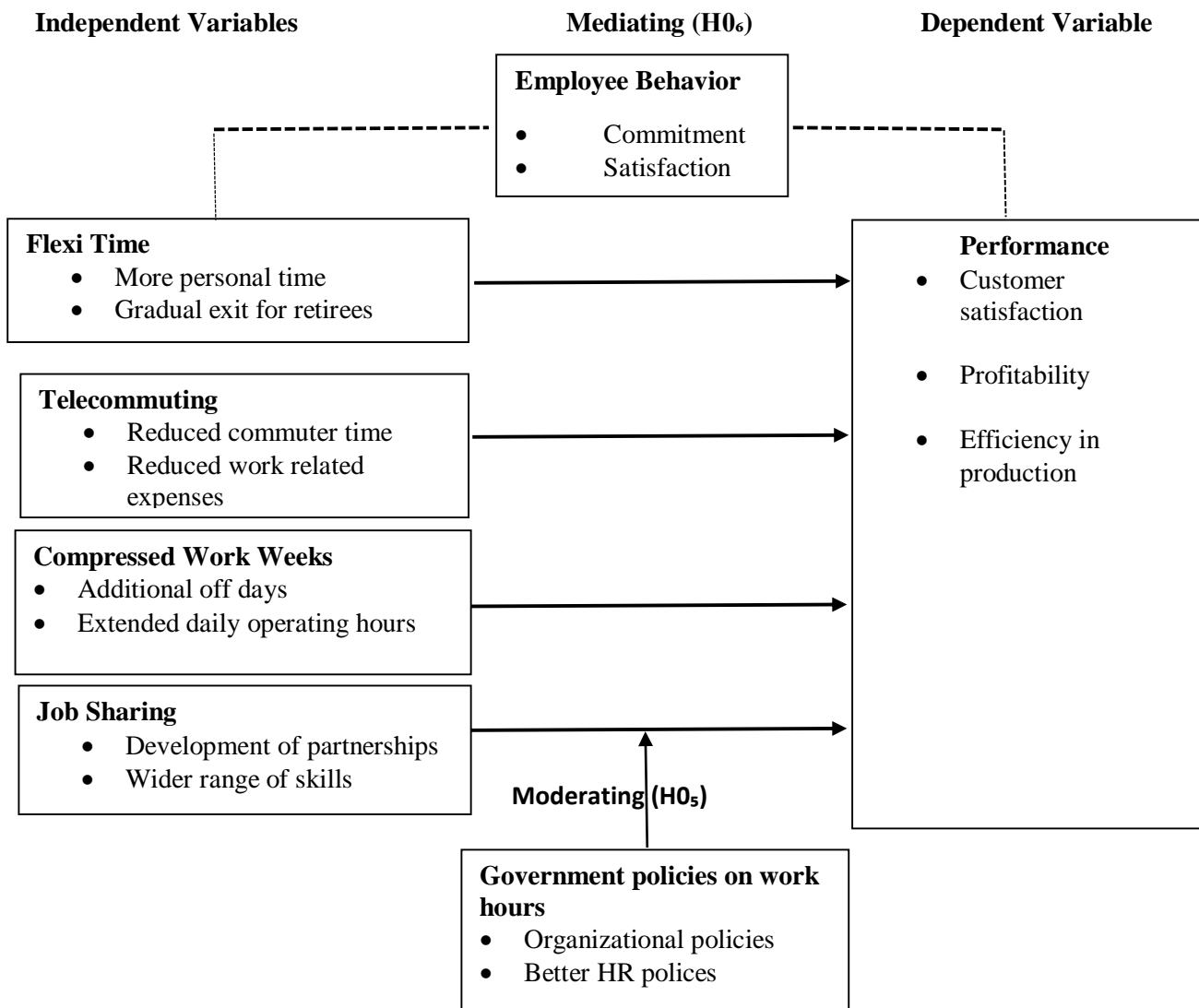


Figure 1: Conceptual Framework

Source: Author (2019)

5.2 Research Hypotheses

- H0₁: Flexi time does not significantly influence performance of organizations
- H0₂: Telecommuting does not significantly influence performance of organizations
- H0₃: Compressed work weeks does not significantly influence performance of organizations
- H0₄: Job sharing does not significantly influence performance of organizations
- H0₅: Government policies on work hours do not have significant moderating effect on the relationship between work life balance and performance of organizations
- H0₆: Employee behaviors do not have significant mediating effect on the relationship between work life balance and performance of organizations

5.3 Proposed Methodology

The proposed methodology for this study includes areas of research philosophy, research design, target population, sampling design technique, data collection, processing and analysis and finally presentation of findings.

6.0 REFERENCES

- Altındağ, E. and F. Siller. (2014). Effects of Flexible Working Method on Employee Performance: An Empirical Study in Turkey. *Business and Economics Journal*. 5.3, 1-7.
- Baltes, B. B., T. E. Briggs, J. W. Huff, J. A. Wright and G. A. Neuman. (2014). Flexible and Compressed Workweek Schedules: A Meta-Analysis of their Effects on Work-Related Criteria. *Journal of Applied Psychology*. 84, 496–513.
- Clarke, M., Koch, L., and Hill E. (2004), “The work–family interface: Differentiating balance and fit”, *Family and Consumer Sciences Research Journal*, 33(2).
- Clutterbuck, D Raju (2015) Work/Life Balancing Activities: Implications and Solutions. *Volume 17, Issue 4. Ver. IV (Apr. 2015)*
- David Ralston and Michael Flanagan (2014) Effect of flexi time on absenteeism and turnover for male and female employees. *Journal of Vocational Behavior*, v26 n2 p206-17
- Hamilton, Gordon and Whelan-Berry (2016) conducted a study to examine work-life conflict of single women with no children.
- Hennig M, Stuth S, Ebach M and Hägglund AE (2012) How do employed women perceive the reconciliation of work and family life? A seven-country comparison of the impact of family policies on women’s employment. *International Journal of Sociology and Social Policy* 32(9): 513–29.
- Kalliath, T., & Brough, P. (2016). Work-Life Balance: A review of the meaning of the balance construct. *Journal of Management and Organization*, 1(4), 323-327.

- Kamau, J. M., Muleke, V., Mukaya, S.O. & Wagoki, J. (2013). Work-Life Balance Practices on Employee Job Performance at Eco Bank Kenya. *European Journal of Business and Management*. Vol.5, No.25, 2013
- Karen Amandola and David Wesburd (2017) Compressed work schedules in policing: advantages and disadvantages of various shift lengths.
- Lo, Stone and Nong (2013) Types of work-life conflict Hong Kong women of high status face and the strategies they use to manage the work life conflict.
- Manju Raisinghani & Ranjit Goswami (2014). Model of Work Life Balance Explaining Relationship Constructs. *International Journal of Application or Innovation in Engineering & Management*. Volume 3, Issue 2
- McDonald, P., Bradley, L., & Brown, K. (2015), “Explanations for the provision utilization gap in work-family policy”, *Women in Management Review* (in press).
- McPherson, Mervyl and Reed Phillipa, (2017), The role of managers in work life balance implementation. Labour, Employment and Work in New Zealand. *International Journal of Economics, Commerce and Management; Vol. VI, Issue 10, 2017*
- Mohammed Rafeeq, Harish .P (2015) Work Life Balance (WLB) Is Life-Work Balance (LWB) An Innovative Approach on Teaching Faculties in Private Rural Higher Educational institutions. *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 4.Ver. IV (Apr. 2015)*
- M. P. D. L. Carnicer, A. M. Sanchez, M. P. Perez, and M. J. Jimenez, “Work-family conflict in southern European country: the influence of job-related and non-related factors,” *Journal of Managerial Psychology*, vol. 19, no. 5, pp. 466-489, 2004.
- Mwangi Lucy Wambui, Boinett Caroline Cherotich, Tumwet Emily & Bowen Dave (2017). Effects of Work life Balance on Employees’ Performance in Institutions of Higher Learning. A Case Study of Kabarak University. *Kabarak Journal of Research & Innovation: Volume 4 Number 2 (2017)*
- Naktiyok, A. and O. F. Iscan, (2013). Employee attitudes towards telecommuting: an application in terms of individual characteristics and job context attitudes. *Financial and Managerial Sciences Journal*, 6: 53-72.
- Oplakta (2016) conducted a study to examine the role of women having leadership positions and working in educational institutions in developed countries.
- Ozcelik and Ferman (2016) When Flexibility Helps: Another Look at the Availability of Flexible Work Arrangements and Work–Family Conflict.
- Phillip C. Wright, Adrienne Oldford (2013) carried out a study on telecommuting and employee effectiveness: career and managerial issues.
- Syed J. Hyder, Syeda A. Fatima, Latha Krishnadas (2016) Impact of Work Life Balance Features in a Hospital Setting. *International Journal of Advanced Research in ISSN: 2278-6236 Management and Social Sciences*

- Tausig M and Fenwick R (2014) Unbinding time: alternate work schedules and work-life balance. *Journal of Family and Economic Issues* 22(2): 101–19.
- Tammy D. Allen, Eunae Cho & Laurenz L. Meier (2014). Work–Family Boundary Dynamics; Review of Organizational Psychology and Organizational Behavior. *Statistical annual reviews.org; Jan. 2014*
- Tuwei Chepchumba Ruth (2017), Effect of Work Life Balance on Service Delivery in Selected County Referral Hospitals in Kenya. *International Journal of Economics, Commerce and Management; Vol. V, Issue 10, October 2017*
- Yeandle, S., Crompton, R., Wigfield, A. and Dennett. J. (2014), Employed careers and family-friendly employment policies, *Joseph Rowntree Foundation Policy Press, London.*
- Yuka Fujimoto, Farah Azmat (2013) Gender perceptions of work-life balance: management implications for full-time employees in Australia. *Australia Journal of Management.*