

ORGANISATIONAL PERFORMANCE AND WORK LIFE BALANCE ON THE BASIS OF GENDER DIFFERENCES

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ABSTRACT

Organizational performance and work life balance on the basis of gender are the key terms used for the basis of the study. Striking a balance between work and life is one of the major issues faced by the working class population because both these entrusts the people with a set of obligations and responsibilities to be performed by them in the fullest possible way. Work provides the employees with a means of livelihood and living a better quality life gives them one of the reasons for excelling more at work for better benefits and incentives. Hence both these are interrelated from the point of view of the employee. In this study, the focus is given on the work life balance maintained by the employees, and how it affects his or her organizational productivity and life.

INTRODUCTION

Organizational performance is a term which is gaining a lot of importance these days. Each company tries to make sure that it strives to obtain its maximum output with minimal inputs to obtain better performance or efficiency. Organizational performance is similar to controlling wherein the results are compared with the actual that was previously set and the result is compared. In order for the firms to decide their performance, they set an objective which they are bound to accomplish. This can be short term or long term objective. While the objective is set, the time period for the accomplishment of the same is specified. At the end of the time period, the actual performance of the company or the firm is measured and the objective, which was proposed is brought to notice. If the firm has not achieved the desired objectives, the organizational performance is in a negative direction and measures are undertaken to rectify the same.

So in simple terms, organizational productivity is nothing but the results which is aimed to be achieved by the firm. It covers multiple areas and is not restricted to mere financial gains alone. Many areas such as corporate social responsibility, customer satisfaction, employee satisfaction, shareholder return etc are covered in this regard. Basically each and every nook and corner of the business performance is evaluated against the standards that are set by the firms. One of the major factors that contribute towards the attainment of the performance desired by the organization is people. People are inevitable to the success of every concern. Though land, labor, capital and enterprise are considered to be factors that contribute to the efficient conduct of work, in this study the focus is given only to one factor, which is labor.

With the advent of technology, education and a more positive outlook from the point of view of people, more and more women are encouraged to go to work. These days no distinction is made between work meant only for men and work meant only for women. Now the gap of gender difference at work is narrowing. In every household the changing scenario has changed the concept of men being the sole bread winners of the family. This change is reflected even at work; where both the genders are paid according to work done rather than on their gender differences. This is held very much true in case of white collar jobs, though in case of blue collar jobs this is not the case, as far as a country like India is concerned.

An employee is expected to perform better at work each day rather than the previous day for him or her to sustain in the work culture because of the increasing number of professional task force that is rising. Along with this he or she is expected to do all their duties at home. Balancing work at home as well as at work has become very important these days. The companies have understood the need and many

flexible options have been introduced for the benefit of employees like work hours, work from home, sick leaves, maternity leaves etc. Though some of this is made compulsory by law, a few of it has been introduced by the organization themselves for the betterment of the employees and help them achieve their balance at work as well as in life.

SIGNIFICANCE OF THE STUDY

Works as well as life are the two sides of the same coin. There is a dire need to strike a balance between the two because both are inevitable in ones life. In order to achieve organizational performance the employee plays a pivotal role. For the employees to stay alert and happy at work, the working conditions must be satisfactory as well as their personal life must be a happy one. With the advent of educational access, every gender is expected to perform work irrespective of any differences, achieving ones best as well as improving the organizational performance or the standards that is set by the firm. The growing number of nuclear families has brought about a change in the mindset of the people, which makes it quite clear that, it is not the sole responsibility of women to manage their household; rather it is duty of both the partners to do it. Hence maintain a better work life balance has become important to both the genders.

SCOPE OF THE STUDY

The study “organizational performance and work life balance on the basis of gender differences” is a study which tries to study about balance that people are able to maintain in life. With more and more people going for work and still managing the household, the study tries to get knowledge on the work life balance that the people are able to maintain. Also, the study tries to prove, if at all there is a direct link between organizational performance and work life balance. The study is mainly conducted in Chennai.

OBJECTIVES OF THE STUDY

The following are the reasons chosen for the purpose of the study:-

- To find if the problems at home is carried to work by both the genders
- To find if the problems at work is carried to home by both the genders

- To find if there is a difference in quality of work life balance enjoyed by both men and women employed in white collar jobs
- To find if there is a link between organizational productivity and stress from home
- To find if there is a link between work stress and family balance

HYPOTHESIS

H0=There is no association between problems carried from home to work and gender classification.

H1= There is an association between problems carried from home to work and gender classification.

H0=There is no association between problems carried from work to home and gender classification.

H1= There is an association between problems carried from work to home and gender classification.

H0= There is no significant difference between quality of work life balance enjoyed by both men and women employed in white collar jobs.

H1=There is a significant difference between quality of work life balance enjoyed by both men and women employed in white collar jobs.

H0= There is no association between organizational productivity and time wasted on stress from home.

H1= There is association between organizational productivity and time wasted on stress from home.

H0= There is no association between stress from work and family balance.

H1= There is association between stress from work and family balance

RESEARCH METHODOLOGY

- **Data source:** For the reason of study, primary data was collected from 150 respondents. Primary data was collected through, the use of structured questionnaire; the secondary data was collected from various articles like journals, books and through internet sources.

- **Sampling technique:** Quota sampling technique is the sampling technique that is used for the purpose of the research.

- **Sample size:** Sample size is the number of samples selected. For this research the sample size is restricted to 150.

- **Area of the study:** The area of the study comprises of the employees in Chennai.
- **Tools for the data collection:** The tools that is used for data collections is questionnaire
- **Tools for data analysis:** The tools that are used for data analysis is SPSS software. It is a software which is used for interactive statistical analysis. It is mainly used for research purposes in social sciences.

LIMITATIONS OF THE STUDY

The following are the limitations of the study:-

The study is restricted to two genders alone. Transgender which is the third classification of gender was not considered for the basis of this study.

Some of the respondents had to be persuaded to answer all questions.

Sample population was restricted to 150.

LITERATURE REVIEW

Richard N. Block, Joo-Young Park, Young-Hee Kang, 2013," Statutory leave entitlements across developed countries: Why US workers lose out on work-family balance", International Labor Review, Volume 152, Issue 1, Pages 125-143. Using a list poised of legal supplies for yearly and family leave in Western Europe, the United States, Canada, Australia, Japan and the Republic of Korea, the authors name lawmaking support for this complementary feature between working and personal life. The United States ranks last: the employers are not indispensable to give annual leave and employees may not take more than 12 weeks of family leave per year. According to the authors, reasonably low down U.S. labor main beliefs may be due to the primacy of a market-based idea of service and the guess of bargaining power between employers and employees, none of which is fully common by other urbanized democracies.

Dannielle Joy Davis, Kara Provost, Amanda E. Major, 2017," Writing groups for work-life balance", to improve the academy, Volume 30, Issue 1, Pages 31-42. Teacher font groups can support both the balance between work and personal life and the competence of teacher members. The income of these growth initiatives extends beyond output to include conservation, support and improvement of teaching. Through the enlargement of writing groups, teacher developers can educate

teachers to meet examine obligation, find equilibrium in their work practices, and uphold work-life balance of an individual.

Amanda M. Evans, Jamie S. Carney, Morgan Wilkinson, 2013, Journal of Counseling & Development, Volume 91, Issue 4, Pages 436-441. The authors explain the conclusion of efficient therapy intervention in the context of only if psychotherapy of men who have work-life balance problems. An imaginary gibbet is envisaged to know the stability between men and personal life. It presents the trade of work-life balance difficulty with male clients. Specific types of interventions and action strategies are accessible for mitigation of the same.

Larissa K. Barber, Amanda L. Conlin, Alecia M. Santuzzi, 2019," Workplace telepressure and work-life balance outcomes: The role of work recovery experiences", Volume 35, Issue 3, Stress and Health, Pages 350-362. Using an online appraisal plan, the study established that employee severity in the workplace was indifferently related to work-life balance satisfaction. The study showed that psychosomatic aloofness can explain the association between telesuppression in the workplace and the endorsement of work-life balance. In the study, psychological aloofness and free time to organize explain the connection flanked by workplace telesuppression and universal assessments of work period and personal life. Experiences of primacy and control have explained the link between telesuppression in the headquarters and the improvement of working and work life. Finally, three restoration mechanisms (lack of participation, relaxation and manage) explained the connection between workplace telesuppression and work-family conflict. The data suggest that place of work telesuppression is apathetically linked with various employees' work and family equilibrium assessment, but the position of revitalization experience may depend on how the balance is deliberately stuck between the work life and personal life.

Dora Scholarios, Abigail Marks, 2006, Work-life balance and the software worker, Human Resource Management Journal, Volume 14, Issue 2. The article inspects the impact of employer flexibility on work-life problems and the indifferent impact of work on non-working people on the manner of software developers. Even though there is general awareness of the limit of work and personal life, the argument shows that the violation of work on the

privacy of this group of workers still has a remarkable impact on work-related attitudes. Work life limits have an effect on independence in the organization that mediates in the bond of these variables to job approval and organizational obligation. The consequences propose that even in this industry, where employees are moderately unusual in orientation, highly profitable and doubtful to show attachment to a single organization, shared gains to the employee and the employer can be achieved through an obliging approach to non-work commitments that can lead to better managerial accomplice.

Nickie Charles, Chris Harris, 2007, "Continuity and change in work-life balance choices", *The British Journal of Sociology*, Volume 58, Issue 2, Pages 277-295. This article explores how work-life balance options be at variance by group, how gender nixies these options, and to what degree "individualization" provides adequate conceptualization to the property of social modification on heterosexual couples. The author argues that individualization processes should be seen in the backdrop of the expansion of social institutions, and that it is the deinstitutionalization of "family" and the route of life that leads to a de-gender of work-to-work options in individual life. The leader is based on the consequences of a re-study of family and social change and a study of the gender extent of job anxiety, both behaviors in the same geographical location. The studies offer data of generational alter in work-life equilibrium options and greater work-related separation among heterosexual acquaintances. This leads to a conditions where more and more decisions are made that blur the restrictions between the sexes and that has been made likely by a process of deinstitutionalization of the male family hold family. The consequences hold up the claim that individualization processes are clearer among younger generations than older generations and that, due to changes in exterior of the family, there is more assistance and realism among the older generation's young people on the job life choices.

Stewart Forsyth, Andrea Polzer-Debruyne, 2012, "The organizational pay-offs for perceived work-life balance support", *Asia Pacific Journal of Human Resources*, Volume 45, Issue 1, Pages 113-123. Organizational reimbursement for visible work: Support for the evenness of employees' personal lives includes the drop of unique meaning through augmented job agreement and reduced work pressures. Perceptions of the extent of the work and family life advantage provided by the employer were

obtained for New Zealand employees in 25 different administrative units. The underlying statistical analysis indicated the impact of these perceptions on employee purpose and job appearance. Employees' insight that employers give help with work: work balance has better job approval and summary pressure on work. There has been a significant net decrease in the purpose to leave. The financial inference for organizations is discussed. However, varied penalty were achieved in terms of collision on a measure of work arrangement. It is not obligatory that the likelihood that the period of work and family life is connected to the self-perceived reduction in the amount of work need more research.

Gwen Daverth, Catherine Cassell, Paula Hyde, 2015, "The Subjectivity of Fairness: Managerial Discretion and Work-Life Balance", *Gender, Work & Organization* Volume 23, Issue 2, Pages 89-107. The study used organizational justice conjecture to examine how perception of equity affects the decision-making process of line managers. In-depth meeting were conducted with 35 Irish managers to inspect how managers make organizational share decisions in cases where it is impractical to provide work-life and work-life version for all employees. The consequences propose that managers first build the "life" aspect of the balance of work and family life in a heteronormative position, with an accent on care and, more often, parenting. Second, managers are aggressively using their decision-making powers to provide more competent support for the equilibrium between work and personal life and reduce injustices in their departments. By meeting ideas about administrative justice and management decision-making, the study shows how managers decide equity through a decision-making process that is abridged through included attitude about gender roles. The implications for potential to follow a line of investigation and practice are discussed.

Michael White, Stephen Hill, Patrick McGovern, Colin Mills, Deborah Smeaton, 2003, "High-performance Management Practices, Working Hours and Work-Life Balance", *British Journal of Industrial Associations*, Volume 41, Issue 2. The property of convinced high-performance practices and working hours on working and family life are analyzed from nationwide surveys of British employees in 1992 and 2000. In totaling to the extended working hours, which are a stable source of negative outcomes in home service, some high

performance practices have been more strongly linked to negative impacts during this era. Surprisingly, double-income couples are not mainly likely to flourish, if anything, less than single-income couples. In adding together, the presence of young children has become less important over time. Overall, the consequences propose a disagreement between high-performing practices and work-life balance policies.

Guillaume Cabanac, James Hartley, 2013, "Issues of work-life balance among JASIST authors and editors", *Journal of the American Society for Information Science and Technology*, Volume 64, Issue 10, Pages 2182-2186. Many dedicated scientists refuse the concept of maintaining a "work-life balance". They bicker that work is in fact a big part of life. In the frame of mind of these scientists, the days of the week and weekends are equally appropriate to work on their research. This short article discusses the work-life balance issues of JASIST authors and editors. The data was collected between 2001 and 2012. While there is no rush to present, review or accept credentials, the study establishes that 11% of these events occur on weekends and that this tendency has been on the increase since 2005. The consequences suggest that working over the weekend may be one of the ways scientists face the very difficult era of "publishing or perishing."

Eleni Stavrou, Christiana Ierodiakonou, 2015, "Entitlement to Work-Life Balance Support: Employee/Manager Perceptual Discrepancies and Their Effect on Outcomes", *Human Resource Management*, Volume 55, Issue 5, Pages 845-869. The modern acquaintance of the association between work-life equilibrium practice and organizational and human being outcomes, with an importance on perceptual differences. To theorize this concept, the study adopted the meticulousness model of self-perception and prolonged it by probing whether the disparity between employees and management in awareness of rights are mediating the connection between diluted rhida practices that support balance between equipped life and personal life and results. The data from 20 European countries was used in the statistical method at various levels. The results obtained have not revealed vital effects on mediation, but the perceptions of managers, not employees, are related to HR practices that uphold work-life balance. In adding, employees tend to have superior eligibility potential than management. Finally, the more equivalent the

management of employees and perceptions of the law, the more positive the organizational and personage outcome were, further than the contextual distinctiveness. The results point out that it is more noteworthy to achieve positive results for employees and organizations, managing perceptions of organizational support for real-world hold up practices.

Alexandra Michel, Christine Bosch, Miriam Rexroth, 2014, "Mindfulness as a cognitive-emotional segmentation strategy: An intervention promoting work-life balance", *Journal of Occupational and Organizational Psychology*, Volume 87, Issue 4, Pages 733-754. Employees with related cognitions, emotions, and energy levels during non-professional occasion may have their personal functions impaired and work-life balance disabled. To lessen unwanted psychological concerns about work-related concerns, the boundary theory suggests that employees find the perfect way to incorporate or segment both areas of life. In this study, the authors plan and evaluate an involvement that teaches mindfulness as a cognitive and emotional segmentation policy to promote work-life balance. They used a randomized waiting list control group plan to charge the belongings of a three-week online self-training involvement, with 246 employees participating in the pre and post-test and 191 participating in a two-week follow-up. Unsurprisingly, participants in the experimental groups, compared to participants in control groups, practiced much less differentiation between work and family based on stress and much more psychological disinterest and satisfaction with work-life balance.

Paula Brough, Jackie Holt, Rosie Bauld, Amanda Biggs, Claire Ryan, 2012, "The ability of work-life balance policies to influence key social/organisational issues", *Asia Pacific Journal of Human Resources*, Volume 46, Issue 3, Pages 261-274. It is becoming more and clearer that the disparity between work and personal life has a straight crash on communal issues, such as delayed parenting, on the way out fertility rates, an ageing population and declining the supply of work. It is known that work-life balance policies are advantageous for individuals, their families, their organizations and civilization. However, there is other verification that the linked benefits are not always made and that work-life balance policies — life-balance policy can show the way to enlarged gender and gender disparity work — conflicts of life. This article examines the ability of work-life

balance policies to influence key social and organizational issues. Current developments are discussed, such as the increase of the uncommon human resources and the collision of changes in recently

developed countries. Recommendations for work: the equilibrium of private life is formulated that ought to be addressed through an absolute, multi-level approach.

TESTING OF THE HYPOTHESIS

HYOTHESIS I

H0=There is no association between problems carried from home to work and gender classification.

H1= There is an association between problems carried from home to work and gender classification.

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.107 ^a	1	.744
Continuity Correction ^b	.027	1	.870
Likelihood Ratio	.107	1	.744
Fisher's Exact Test			
Linear-by-Linear Association	.106	1	.745
N of Valid Cases	150		

Calculated Value = 0.744

Since, the calculated value is greater than 0.05 at 95% confidence level, the null hypothesis is accepted signifying that there is no association between problems carried from home to work and gender classification.

HYOTHESIS II

H0=There is no association between problems carried from work to home and gender classification.

H1= There is an association between problems carried from work to home and gender classification.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.430 ^a	1	.512
Continuity Correction ^b	.242	1	.623
Likelihood Ratio	.431	1	.512
Fisher's Exact Test			
Linear-by-Linear Association	.428	1	.513
N of Valid Cases	150		

Calculated Value = 0.512

Since, the calculated value is greater than 0.05 at 95% confidence level, the null hypothesis is accepted signifying that there is no association between problems carried from work to home and gender classification.

HYOTHESIS III

H0= There is no significant difference in quality of work life balance enjoyed by both men and women employed in white collar jobs.

H1=There is significant difference in quality of work life balance enjoyed by both men and women employed in white collar jobs.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Quality time with family	Between Groups	.427	1	.427	1.728	.191
	Within Groups	36.533	148	.247		
	Total	36.960	149			
Family function	Between Groups	.167	1	.167	.673	.413
	Within Groups	36.667	148	.248		
	Total	36.833	149			
Entertainment	Between Groups	.807	1	.807	3.263	.073
	Within Groups	36.587	148	.247		
	Total	37.393	149			

Since, all the calculated value is greater than 0.05 at 95% confidence level; the null hypothesis is accepted signifying that there is no significant difference in quality of work life balance enjoyed by both men and women employed in white collar jobs.

HYOTHESIS IV

H0= There is no association between organizational productivity and time wasted on stress from home.
H1= There is association between organizational productivity and time wasted on stress from home.

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.992 ^a	4	.559
Likelihood Ratio	3.005	4	.557
Linear-by-Linear Association	2.770	1	.096
N of Valid Cases	150		

Calculated Value = 0.559

Since, the calculated value is greater than 0.05 at 95% confidence level; the null hypothesis is accepted signifying that there is no association between organizational productivity and time wasted on stress from home.

HYOTHESIS V

H0= There is no association between stress from work and family balance.
H1= There is association between stress from work and family balance.

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.810 ^a	4	.029
Likelihood Ratio	11.034	4	.026
Linear-by-Linear Association	4.769	1	.029
N of Valid Cases	150		

Calculated Value = 0.029

Since, the calculated value is less than 0.05 at 95% confidence level; the null hypothesis is rejected

signifying that there is an association between stress from work and family balance.

FINDINGS

There is no association between problems carried from home to work and gender classification

There is no association between problems carried from work to home and gender classification

There is no significant association between quality of work life balance enjoyed by both men and women employed in white collar jobs.

There is no association between organizational productivity and time wasted on stress from home

There is association between stress from work and family balance.

SUGGESTIONS

In the era of competition, survival of the fittest is becoming more and clearer. The companies would strive to do anything to get the maximum output with minimal inputs. This can also be termed as the efficiency which the firm is trying to achieve within a short duration of time. Man being a social animal is expected to work with utmost sincerity and dedication in order to help the organization achieve its desired results and at the same time expected to be socially as well as family oriented. This can lead to a clash of ideas .From the study conducted; it is quite clear that, gender does not affect the work life balance or the organizational productivity is not affected by stress from home. But one aspect to be kept in mind is that stress from work is affecting the family balance. In the short run, the employees might be able to keep stress from home and their work apart. But slowly, this would start affecting their work as the stress from work starts to ruin the family balance. When the employees are not able to maintain a better family balance, in the long run, there are chances that they would start to lose interest in the work entrusted to them. The organizations should keep this mind, and steps such as minimum two days off on weeks, working not more than the stipulated allotted amount of work time, compulsory yearly vacations for at least one week etc should be brought about.

CONCLUSION

With the upcoming trend of nuclear families, education, change in the mindset of the society, both men and women share equal responsibilities and equal stress at work and at home. In order for the employees to be happy and productive in the long run, it is quite necessary for them to maintain an equal balance at work and at home. Because in the long run, the family imbalances or work imbalances can lead to an increase in stress level in the

employees and make them lose their concentration on work. From the study conducted, we can conclude that the increasing competition has given rise to a tendency which is causing the employees to carry stress from work to home, causing family imbalances. This is a tendency that should be brought to the notice of the management and measures to mitigate the same such as suggested should be opted to ensure that the organizational productivity is not affected either in the short run or in the long run.

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