



The Strategic
**JOURNAL of Business & Change
MANAGEMENT**

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



www.strategicjournals.com

Volume8, Issue 1, Article 044

A CRITICAL ANALYSIS OF WORK LIFE BALANCE AND ITS DYNAMICS AT THE WORK PLACE IN A SERVICE SECTOR

Andeyo, L. M., & Egessa, R.

A CRITICAL ANALYSIS OF WORK LIFE BALANCE AND ITS DYNAMICS AT THE WORK PLACE IN A SERVICE SECTOR

Andeyo, L. M.,^{1*} & Egessa, R.²

^{1*} PhD Scholar, Masinde Muliro University of Science and Technology [MMUST], Kenya

² PhD, Lecturer, Masinde Muliro University of Science and Technology [MMUST], Kenya

Accepted: March 1, 2021

ABSTRACT

Generally work life balance has become key aspects of success in employment due to the global business market competition. Workforces crosswise the globe have reacted quite differently to work setups which departments challenges for companies operating in multiple countries. The disparities need to be implemented in human resource practices to optimize performance levels of employees and lessen turnover expenses and caution leaders to scrutinize their procedures to adjust to new demands in the workplace on work life balance. Human resource practitioners have started to realize that work-life balance is a key issue that benefits both employer and employee. Organizations are taking serious steps to reduce conflict role in the employees' work and family. To achieve both work and life competently depends on the strategies engaged by both employers and the employees in any organization. Management should build a work life balance that attracts, retain and motivate its employees and help them work comfortable and increase productivity. Many institutions have developed various machineries in work life balance to retain their competitive advantage in market through policies, practices, procedures, job satisfaction, employee commitment, programs, work environment and work life balance. Vibrant businesses will need to promote work and family integration to enhance the commitment of workers. Researchers have studied on effectiveness of work life balance with various dimensions in detailed and given recommendations and suggestions for future research. The present journal is on the dynamics of work-life balance with several constructs with numerous organizations on work life balance and organization support on employee services.

Key Words: *Work Life Balance, Work Place, Employee Services*

CITATION: Andeyo, L. M., & Egessa, R. (2021). A critical analysis of work life balance and its dynamics at the work place in a service sector . *The Strategic Journal of Business & Change Management*, 8 (1), 585 – 592.

INTRODUCTION

Generally, workforce is ageing faster and becoming more varied, businesses are tremendously competing globally to find the right skill at the right time in the labor market with an effective work life balance corresponding with new technology innovation. Employers are putting in heft effort to determine the best way to appeal to millennial workers who are more interested in finding their career paths and their life style outside work place. Pathak (2019) confirms that increase of complexity of work, demand of more specialization, efficiency and productivity and participation of female workforce in service sector needs work life balance. Generation X tend to think of work-life balance as a necessary perquisite to an organization of employment by offering perk such as telecommunicating, extended maternity / paternity leave and adequate annual leave. Employers should prioritize work life balance to satisfy all the needs of work by doing away with generations and creating a flexible work environment that will evolve with cultural generations and economic changes in the work sector.

Sustaining, caring and healthy work environments towards employees is to empower them with a balance life between personal tasks and work tasks (Khairunneezam, 2017). It is a daily struggle to make time for, friends, community participation, family spirituality, self-care and other personal activities. Women and sole parent's workforce participate in the service sector, and families now have to re-arrange the work arrangements of more than one paid job due to the increase of economy. Corporations have to strive to reducing costs and increasing profit in the global market while it is crucial for employers to implement policies to help workers balance paid work and non-work roles. Employers have realized to enhance work-life balance, and consistently improve the quality of life of employees with their families to increase the quality productivity.

Employees can only achieve their employment target when there is a quality relation of work and

family. Achieving balancing a successful profession with a personal or family life can be perplexing and impact on individual's satisfaction in their work and personal life's roles including scholars in higher education. In other words, work life balance is an operational idea that supports the efforts of workers to divide their locus of attention, time and dynamism between work and the other important aspects of their lives. It desires to be achieved by diminishing the conflict amongst two domains by matching the multiple roles and tasks (Pangil, 2015). A person who experiences lesser work-family conflict role can be concluded as work-life balance. Apart from that, social support at workplace also manipulates the level of work-life balance. Dual-income families surviving with the high cost of living, specifically in the metropolises is another factor of the increasing work-life balance demands in workplace. Work-life balance programs or policies should be executed into industry practice to ensure on the engagement of the employees and to tap the best talent output in the market. It is also in line with current trend of working preference where most of the employees are moving into a more balanced between life and working style.

Work life balance is a notion that chains the tussles of employees in dividing their attention, time and drives between work and the other significant aspects of their lives. Workers who are more involved in their jobs, have less time for social activities and that eventually reduces commitment to work. On the other hand, when an employee spends more time with the family and less time at work, it can lead to absenteeism and labour turnover among workers (Adams, King & King, 1996). Furthermore, Asiedu-Appiah, Dufie-Marfo and Frempong (2013) argue that paid work and non-work activities are two important domains in that longer hours at the workplace reduce the presence of employees at home and they often miss family and social activities.

LITERATURE REVIEW

Work life balances initiated from the word work-life conflict in a work environment experienced by

employee at the workplace. Work life conflict is the role conflict that an employee is dissenting with such as being a parental, wife, and leisure activities (Obiageli, Ozochukwu & Ngozi 2015). Researchers began to strive for investigating the clash that could ascend between individual's work and conflict with his or her family (Ayman *et al*, 2016). Work and family clashes began after the Second World War when women started submerging into the employment sector. Women had dual roles of wives and mothers and professional career (Agwarl and Lenka, 2015). It proceeded as a women issue but it was realized that even men were facing distress when work and career ambitions took precedence over social affairs, family and leisure activities (Suifan, 2016). The term work family conflict was replaced in literature with work-life balance to denote that personal life and work not to be mutually exclusive.

Work life balance has gained reputation in the literature during the last two eras. It's a win-win situation in both the employee and the employer. It is evident that a positive work life balance has positive outcomes of productivity in the firm such as increase shares of returns, workplace attitudes, employee behavior, and quality service delivery, employee and employee retention. Mas Machuca, (2016) declares that embracing of work life balance in industries results to numerous benefits and many studies have revealed through examining work life balance with different antecedents and costs. Khairunneezam *et al*. (2017) confirms that work-life balance has become a weighty issue in organization, the need for balance is becoming more recognized for the work we do, how we perform them and the individuals employed to have changed. Organizations are striving hard to come up with appealing strategies that will maintain and increase organization returns through an employee work life balance. Muchiti and Gachunga (2015) Uzochukwu and Obiageli (2015) indicates that service delivery is interaction between providers and clients where the provider offers a service of either information or perform a tasks as per the work arrangement

scheduled. Employees are assigned jobs to offer services and the output of an employee are very essential to the organization in terms of yields and they are to retain competitive advantage of the firm and improve the image of the company in the competitive market.

This study revealed that most significant factor drives employees in achieving higher work-life balance and can be a parameter guide to organization in developing their vision, mission or business strategies in planning for an effective work life balance. Higher level of work-life balance among employees in organizations contributes to holding of brilliant workforce as to work-life imbalance leads to loss of competent workforce especially women. Work-life balance is to enhance the diversity of an organization by retaining female workforce. The study provided a clear picture for Human Resource practitioner to develop a policies, practices and strategies in their management of work life balance towards employees. The findings generated in the various studies are to develop strategies in human resources management that will to attract, acquire, and retain competent workforce. Currently it's now an initiative of the government through organization to support employees through flexible working hours, work arrangement programs, childcare in-house facility that could also assist and the work-life balance practices and policies within the organization.

It is also in line with current trend of working preference where most of the employees are moving into a more equilibrium balanced between life and working style. It is important for any work organization such as multinational corporations, global NGOs, local and national governments, and labor unions to recognize that individual workers in different countries face unique country-contextual conditions that impact their experience in the workplace. Organizational management must recognize that improving work-life balance heightens job performance by cumulative employee's psychological wellbeing. Work-life balance practices may also fetch costs, the cost-

effectiveness of such programs and their long-term influence on employee and organizational performance must be examined.

Criticism of the Work-life Balance at the Work place

Osman, Ibuathu, Rukangu, (2016) examined the influence of work life balance on employee job satisfaction in Kenya. The study executed a descriptive census research design with a target population of 132 which involved all employees classified to be in top management, middle management, lower management and non-management. A stratified random sampling method was employed to certify a balanced representation in the sample and exposed equal chance in selection. Data collection was managed through administering of questionnaire to all participants with a sample size was 66 which was 50% of the target population since it was not high. Where 59 respondents of questionnaires were returned from the respondents which represented 89.4% of respondents. Both qualitative and quantitative data from respondents was composed and electronically captured and analyzed using the SPSS including descriptive statistics and inferential statistics (regression and ANOVA). Data was decently summarized by means of frequency distribution to represent research findings and analyzed to establish the relative frequencies as a percentage value. The research findings predicted a satisfaction relationship between work life balance and employee satisfaction and recommended that management should to build a work environment that attracts, retain and motivate its employees by also providing employees with benefit programs to suit employees such as the introduction of outpatient health insurance to all employees.

According to Bandar, Wong and Sali (2017) surveyed the relationship between workplace factors and work-life balance among employees in selected services sector in Malaysia. The independent variables of supervisor support, co-worker support and flexible working arrangement and dependent variable of work-life balance were

tested in their survey. A quantitative research method in selection and questionnaires were used as the research instrument in data collection from a sample size of 98 employees that were randomly selected from selected services sector (N=110). The data was analyzed using Statistical Packages for Social Science Version 22.0 (SPSS Version 22.0) software. The relationship between independent and dependent variables was tested using Spearman rho test. The findings revealed a positive relationship between work-life balance with, co-worker support, supervisor support, and flexible working arrangement. This study urges organization in designing an appropriate system to enhance work-life balance.

Noor and Lee (2017) investigated on the relationship between work-life balance and job satisfaction among working adults in Malaysia moderating with gender and race. He employed a descriptive study with a target population of 300 where primary data of collection was involved where questionnaires were administered with a respondents of 120 respondents completed the questionnaire were received and analyzed. A Statistical Package for Social Science (SPSS) version 22 was employed. Reliability, one-way analysis of co-variance (anova), t-test and one-way analysis of variance (Anova) were tested in this study. A 5-point Likert Scale used in job satisfaction where 1 indicates "Very Satisfied" and 5 indicates "Very Dissatisfied" The outcomes of this research proved the relationship between work-life balance and job satisfaction among working adults in Malaysia was in existence whereas previous studies had proved the influence of gender and racial differences between work-life balance and job satisfaction but the study did not establish the effect.

Mendis, & Weerakody (2017) assessed the influence of work life balance on the employee performance in Sri Lanka. The study recognized that work life balance has an effect on higher employee performance through employee job satisfaction. Methodology used in this investigation was deductive approach with a target population of

married employees in telecommunication industry in Sri Lanka. A Cluster of sampling method was employed with a sample size of 100 respondents in data collection through questionnaire process. Hypothesis testing of the study the researcher used univariate, bivariate and multivariate statistics methods and data was analyzed through SPSS 15.0 software to analyze out the relationship between variables. The research stressed that there is a strong relationship between work life balance and employee performance, a stronger relationship between work life balance and employee job satisfaction and a concrete relationship between employee job satisfaction and employee performance. The survey evident that the better work life balance of employees in an organization leads to increased employee performance and employee job satisfaction.

Kadiegue (2017) studied a census study to determine work-life balance practices among female employees in the Public Service Commission, Kenya. The study adopted a descriptive research design with a target population of 113 female employees according to Staff Establishment of June (2015) in public service. Data collection was from the female employees of the Public Service Commission through a self-administered structured questionnaire as a primary method of data collection were distributed to female employees in the Public Commission. A respondent of 85 respondents of questionnaires were duly completed and returned translating to (75%) response rate. Analysis of data was done using descriptive statistics, like the mean and the standard deviation including MS Excel and SSP as the tool for data analysis. The study recommended that more responsiveness be paid to practices relating to benefits such as Baby/ Day care, Onsite exercise facility or subsidized exercise facilities/gym membership and work place convenience shops. The study focused on female employees on the Public Service Commission, Kenya. The researcher proposed that it would be valuable if further research could be conducted in other Independent Commission in Kenya and also further study be

conducted for the entire Kenyan public service employees. The further research should consider introducing flexible working hours and increase work autonomy. The study recommended further studies to be conducted in other constitutional Commissions in Kenya as well as the entire Kenyan public service.

Khairunneezam, Suriani, Nurul (2017) in their study the article centered on a research developed in 2015, which was designed to investigate the state of perceived work-life balance satisfaction among academics in public universities in Malaysia. The research engaged semi-structured interviews and focus group interviews with seventeen (17) academics from three public universities in Malaysia. Purposive sampling and snowball sampling techniques were implemented in their study. The outcomes exposed that there were diverse responses in relation to the general feelings of satisfaction with the work-life balance among the interviewed academic members. Working overtime and on weekends, family support, and impacts of work towards life or vice versa were the key concerns discussed among the academics regarding satisfaction with work-life balance. Findings of the study provides the universities and policy makers with key information to increase and maintain the work-life balance satisfaction and in the same time control the. It is anticipated that through the outcome of the current study, more research focusing on investigating the condition of work-life balance of academics in Malaysia and its association with any other critical attitudes and behavior could be initiated. This could include occupational stress, organizational citizenship behavior, perceived organizational support, and absenteeism. Also, the investigation by future research would be so significant if the connectivity between the mentioned variables with work-life balance satisfaction be based on the differences of gender, age, tenure, and other personal demographic variables.

Darko- Asumadu, D. A., Sika-Bright, S. and Osei-tutu, B (2018) determined the influence of work-life

balance on employees' commitment among bankers in Accra, Ghana. The study employed a descriptive cross-sectional survey design with a sample size of 115 employees through a primary data collection of questionnaires and seven employees participating in interviews. The study confirmed that unmarried employees balanced their work and family roles better than their married colleagues and women also experienced more work-life conflict than men. The relationship between work-life balance and commitment among employees was weak because they were not satisfied with paternity leave, study leave, and part-time work. The study established that work-life balance policies do not highly influence employee commitment. It was therefore recommended that bankers should benefit from paternity leave, study leave and part-time work to enhance work-life balance. They finally concluded that industrial social workers should educate bankers on how to balance their work and social responsibilities in order to manage both domains and perform efficiently and effectively at the workplace.

Pathak (2019) confirms in his literature review from various studies that organization's success and output depends on the performance of its employees. An organization's that aspires to have better productivity and committed from its employees then they have to be committed and satisfied. Organizations are social systems where workforces are the most important factors for productivity and competence and they need effective managers and employees to achieve their goals. This can only be achieved on if individuals have a satisfied life inside and outside and his work is accepted and respected for mutual benefit of both individual and employee.

Hasan *et al* (2015) states that numerous investigations have been analyzed in a broad examining for the association between work-life balance and attitudinal job outcomes such as job satisfaction, established that the existing literature on the matter of work-life balance inclines to make statistical assumptions that improving an

organisation's work-life balance leads not only to greater productivity but to greater company loyalty and job satisfaction. Samad (2006) asserts that previous studies revealed that work and life factors are found to be an important concern of both individuals and organisations. This is due to 'the conflict that arises from work and life/family factors will lead to stress, resulting in negative consequences such as job and family dissatisfaction' (Samad, 2006).

CONCLUSION AND RECOMMENDATION

Work life balance is a key aspect of management for the success for both employees and organization. Organizations should formulate several strategies, policies, programs to help their employees to attain the balance between their work obligations and family tasks. Most organizations have both internal policies and government statutory which are voluntarily implemented. The value of them relies on the extent of practice towards employees to achieve work life balance. A work life balance with flexible working hours and increased work autonomy should be practiced in working sectors to enable employees schedule their work in an arrangement that allows them to attend to non-work matters during off peak working hours/seasons, without compromising on other benefits. Diversity in workforce is attracting many factors that are influencing female employee's ability in work life balance in work and non-work commitments. There is need for three elements of supervisory support, co-worker for mutual co-ordination during the flexible arrangement implementation for greater achievement in both productivity and work life balance. Furthermore, institutions leaders should value employees and provide development opportunities in their career for appropriate success of their goals. It is further recommended that the management of bankers should frequently organize socialization programmes for employees since respondents argued that they had little time for hobbies, leisure activities or maintaining friendships.

REFERENCE

- Albert Feisal, Hasan, Kaliammah, M.M., I. Othman, A. & S., Sentot, I.W., (2015), 'Work-Life Balance (WLB) Relationship with Employees Satisfaction: An Evidence from Malaysia Higher Education Institution', *International Journal of Science Commerce and Humanities*, 3, 2 (March 2015), pp. 50-60.
- Annor, F. (2014). *Managing work and family demands: The perspectives of employed parents in Ghana*. University of Cambridge, Cambridge: United Kingdom.
- Asiedu-Appiah, F., Dufie-Marfo, I., & Frempong, E. (2013). Work-life balance as a tool for stress management in selected banking institutions in Ghana. *Global Advanced Research Journal of Management and Business Studies*, 2(5), 291-311.
- Au, W. C., & Ahmed, P. K. (2016). Relationships between superior support, work role stressors and work-life experience. *Personnel Review*, 45(4).
- Bandar N. F. A., Saili, J., Wong, P., (2017) *International Journal of Business And Society*, Vol. 18 S4, 2017, 677-684; Workplace Factors And Work-Life Balance Among Employees In Selected Services Sector.
- Darko -Asumadu, D. A., Osei-tutu, & B. Sika-Bright, S. (2018): The influence of work-life balance on employees' commitment among bankers in Accra, Ghana; Publisher African Journal of Social Work Afri. j. soc. work © National Association of Social Workers-Zimbabwe/Author(s) AJSW, Volume 8 Number 1
- Dubey, P., Deepak Singh, Pathak A.K; Work Life Balance & Job Satisfaction : Literature Review Workplace Factors and Work-Life Balance among Employees in Selected Services Sector. *International Journal of Business and Society*, Vol. 18 S4, 2017, 677-684
- Haider, S., Fernandez-Ortiz, A., & de Pablos Heredero, C. (2017). Organizational citizenship behavior and implementation of evidence-based practice: Moderating role of senior management's support. *Health Systems*, 6, 226-241. <https://doi.org/10.1057/s41306-017-0026-7>
- Hasan, S., Sentot, I.W., Albert Feisal, I. Othman, A. & Kaliammah, M.M. (2015), 'Work-Life Balance (WLB) Relationship with Employees Satisfaction: An Evidence from Malaysia Higher Education Institution', *International Journal of Science Commerce and Humanities*, 3, 2 (March 2015), pp. 50-60
- Jamil Ahmad, Sajid Haider, Shaista Jabeen, (2018) Moderated Mediation between Work Life Balance and Employee Job Performance: The Role of Psychological Wellbeing and Satisfaction with Coworkers *Journal of Work and Organizational Psychology* 34(1) 29-37.
- Kadiegue M. J. (2017) *Work-Life Balance Practices Among Female Employees in The Public Service Commission, Kenya*.
- Khairunneezam, M.N. Nurul Nadirah, A.H, Siti Suriani, O. (2017). Work-Life Balance Satisfaction among Academics in Public Higher Educational Sector. *International Journal of Academic Research in Business and Social Sciences*, Vol. 7, Special Issue – Islam and Contemporary Issues) ISSN: 2222-699
- Kim, T. Y., Lee, D. R., & Wong, N. Y. S. (2016). Supervisor humor and employee outcomes: The role of social distance and affective trust in supervisor. *Journal of Business and Psychology*, 31, 125-139. <https://doi.org/10.1007/s10869-015-9406-9>
- Kumarasamy, M. M., Pangil, F., & Isa, M. F. (2015). Individual, organizational and environmental factors affecting work-life balance. *Asian Social Science*, 11(25), 111-123.

Maureen Snow Andrade, Jonathan H Westover USA Bernd A Kupka SA Received: Feb. 20, 2019 Accepted: Mar. 13, 2019 Online published: Apr. 2, 2019 doi:10.5296/ijhrs.v9i2.14375 URL: <https://doi.org/10.5296/ijhrs.v9i2.14375>

Nurul Nadirah, A.H. Siti Suriani, O., (2017) Work-Life Balance Satisfaction among Academics in Public Higher Educational Sector

Pallant, J. (2016). SPSS survival manual: A step by step guide to data analysis using IBM SPSS (6th ed.). New York, NY: McGraw-Hill.

Ronda, L., Lopez, A. O., & Goni-Legaz, S. (2016). Family-friendly practices, high performance work practices and work-family balance: How do job satisfaction and working hours affect this relationship? *Management Research: The Journal of the Iberoamerican Academy of Management*, 14(1): 2-23.

Russo, M., Shteigman, A., & Carmeli, A. (2015). Workplace and family support and work-life balance: Implications for individual psychological availability and energy at work. *The Journal of Positive Psychology*, 9760, 1–16. 017-0026-7

Sturman, M. C., & Park, S. (2016). The changing relationship between supervisors and subordinates: How managing this relationship evolves over time. *Cornell Hospitality Report*, 16, 3-8.

Hasan, S., Sentot, I.W., Albert Feisal, I. Othman, A. & Kaliammah, M.M. (2015), 'Work-Life Balance (WLB) Relationship with Employees Satisfaction: An Evidence from Malaysia Higher Education Institution', *International Journal of Science Commerce and Humanities*, 3, 2 (March 2015), pp. 50-60