

## What Matters? Balance of Work or Organizational Performance

<sup>1</sup>S. Rajaram and <sup>2</sup>B. Divya Keerthika

<sup>1</sup>Department of Business Administration, Kalasalingam University Anand Nagar,  
626190 Krishnankoil, Virudhunagar District, Tamil Nadu, India

<sup>2</sup>Faculty of Management Pacific, Academy of Higher Education and Research University,  
Udaipur, Rajasthan, India

**Abstract:** The business case for work-life balance practices as embraced by numerous associations, lays on drawing in better candidates and decreasing work-life conflict among existing representatives keeping in mind the end goal to upgrade organizational performance. This present study gives some proof to support the idea that work-life practices improve performance by method for decreased work-life conflict. Totally, 250 women journalists of print media from Tamil Nadu, India was taken for the study. Researcher used judgmental sampling method to select samples for the study. The primary data for this study was collected from the women Journalists in Tamil Nadu with the help of well-structured questionnaire constructed based on dimension like demographics profiles, dimensions of work life balance and effectiveness of organizational performance. We propose that may be the print media in this way ought to be adjusted to mirror the quantity of extra courses by which work-life balance practices can impact organizational performance, including upgraded social exchange forms, expanded cost investment funds, enhanced profitability and decreased turnover. The effect of these procedures might, nonetheless, be affected by various components, including role conflict and role ambiguity, stress, gender differences, time management, social context, career advancement and managerial support.

**Key words:** Work life balance organizational performance, women journalist, Tamil Nadu, embraced, primary

### INTRODUCTION

Work-life balance is essential to talk about nature of working life and its association with broader individual fulfillment. The term 'work-life balance' is immensely tested in itself. Much perplexity and obscurity incorporates the perception and significance of the term work-life balance. As a term in its own right work-life balance is occasionally described for reasons that will get the opportunity to be clearer as the discussion progresses (Turbine and Riach, 2012; Sayah and Sub, 2013). Tremendous quantities of the attempts at definition relates to work-life balance technique or work-life balance blueprints. Incidentally, it is possible to see different specific strands in the writing in association with definitional and connected issues.

The essential of these subjects concerns the contentious zone of family neighborly versus work-life balance arranges (Rajaram *et al.*, 2015; Bosch and Ramos, 2013). Work-life balance created as a term to supplant family-pleasing and work-family remembering the deciding objective to reflect a more broad and more complete technique for conceptualizing the issues and to engage

men and those without youths, for occurrence to identify with them (Jamadin *et al.*, 2015; Huda and Azad, 2015). Then again, the acknowledgment that work-life balance procedures are a family matter and pointed only at women with adolescents is still held by various agents and managers (Bonney, 2005; Ramos *et al.*, 2015).

In spite of the prominence of work-life struggle as a subject of scholarly and expert level headed discussion and the mounting predominance of work-life balance hones in associations around the globe research on the hierarchical impacts of such practices is not all around coordinated (Kossek *et al.*, 2014). Contending requests in the middle of work and home have accepted expanded pertinence for representatives lately, due in extensive part to demographic and work environment changes for example, rising quantities of women in the work drive, a maturing populace, longer working hours and more complex interchanges innovation empowering close consistent contact with the work environment (Eby *et al.*, 2005; Frye and Breugh, 2004). Because of these progressions and the contention, they produce among the various parts that people involve associations are progressively influenced to execute work practices

proposed to encourage representatives' endeavors to satisfy both their occupation related and their own obligations (Hall, 1990).

**Significance of the study:** This study is defended by considering its criticalness, the extent to which it is researchable topic and the feasibility of the study. This study can contribute the gathering of data about work life balance among women journalists that prompts the change of their organizational performance. The estimations like time organization, stress organization is required to keep up a work life balance. Also, Legislative measures to upgrade work-life balance will simply work if a solid workplace propels those (White *et al.*, 2003; Smithson and Stokoe, 2005). The new later night work and weekend working have served to deny a couple of mothers from the business segment (Guthrie, 2001). Ngo *et al.* (2009) study that quantitatively and subjectively overviewed perspectives to work-life balance and particular workplace plans with particular reference to differentiates in the perspectives of men and women who were working (Perry-Smith and Blum, 2000; McCarthy *et al.*, 2010). In this way, it is sensible to focus on the taking a gander at the new techniques that would enhance the women to fulfill an unrivaled work life balance as the work life balance contrasts according to organizational performance (Greenblatt, 2002; Coff, 1997; Ichniowski *et al.*, 1996).

**Literature review:** In the course of recent decades, the results of these work-life practices have been examined in distributions speaking to various diverse scholastic controls financial matters (Bretz and Judge, 1994; Delery and Doty, 1996; Konard and Mnagel, 2000; Clarke *et al.*, 2004). The most widely recognized methodology is to view work-life balance hones through a business case lens that is by offering these practices associations pull in new individuals and decrease levels of work-life struggle among existing ones and this enhanced enlistment and lessened work-life strife improve authoritative adequacy (David *et al.*, 2012; Kim, 2014).

A review of the literature, on the other hand, addresses this implied join between work-life balances practices and organizational effectiveness. The greater part of studies researching the results of work-life balance don't quantify work-life struggle and hence can't bolster this proposed intervened relationship (Beauregard and Henry, 2009; Roehling *et al.*, 2001). The components by which the procurement of work-life practices influences both worker conduct and organizational performance stay indistinct and under-inquired about (Wayne and Cordeiro, 2003; Bloom *et al.*, 2009; Friedman *et al.*, 1998; Perrons,

2003). The after effects of various studies inspected in this study seem to propose that work-life balance practices don't as a matter of course impact levels of worker work-life conflict, however rather enhance organizational performance by means of different courses, for example, tapering overheads on account of employees working from home, enhanced profitability among workers working at their crest hours or social exchange forms emerging from view of organizational support (Pierce and Newstrom, 1982; Perrons *et al.*, 2005; Backman, 2004).

**Objective of the study:** This study looks at the literature to recognize the different courses in which organizational work-life practices might impact organizational performance. Utilizing an extensive variety of studies from an assortment of orders, the empirical support available for the connection between work-life balance practices and organizational performance of women journalist from printed media is reviewed.

## MATERIALS AND METHODS

The research design adapted here is descriptive research and data was collected through detailed employee survey. Researcher used judgmental sampling method to select samples for the study. The research will include women journalists from print media like newspaper and magazine in selected districts like of South Tamil Nadu. The targeted sample of women falls in to the age group of 25-55 years. Data will be collected by delivering questionnaire by hand to those women Journalist working in printed media. The primary data for this study was collected from the women Journalists in Tamil Nadu with the help of well-structured questionnaire. The work life balance among women journalists in print media questionnaire was constructed based on dimensions like demographics profiles, dimensions of work life balance and effectiveness of organizational performance. Questionnaire will follow five point Likert scale format (5 strong agree to 1 strongly disagree). A sample of 250 respondents were collected from Southern part of Tamil Nadu. The primary data were investigated by using IBM SPSS 22 and AMOS 21.

## RESULTS

Teo (2011) study concludes that the quality of the measurement model can be verified through Confirmatory Factor Analysis (CFA). Hair *et al.* (2006) study concludes that Confirmatory Factor Analysis (CFA) allows researcher to exam how well the observed variables characterize the constructs or to check our extent theory.

Table 1: Reliability and validity of the research scale

Dimensions	CR	AVE
Career advancement	0.849	0.512
Time management	0.951	0.544
Stress management	0.875	0.582
Role conflicts and role ambiguity	0.924	0.601
Gender inclusive culture	0.866	0.529
Organization support	0.873	0.524
Societal norms	0.885	0.629
Organizational performance	0.912	0.560

Gerpott *et al.* (2001) study results shows that measurement model which defines the display variables-based unobserved constructs were used by the researcher in the development of hypotheses.

Malhotra (2007) result shows that composite reliability is the whole sum of correct score variance in relative to the whole score variance. Composite reliability of 0.7 or higher is considered good (Hair *et al.*, 2010; Peterson and Kim, 2013; Nunnally and Bernstein, 1994). Malhotra (2007) study states that “AVE is a more conservative measure than CR. On the basis of CR only, the researcher could determine that the convergent validity of the construct is acceptable.

Table 1 concludes that all composite reliability and convergent validity approach was used and it shows that average variance extracted values for all work life balance dimensions and job performance are higher than expected levels. It supports composite reliability and convergent validity of the constructs.

Table 2 concludes that 40.8% of the respondents were reporters 34.4% women were editors. Most of the women journalists were (72.8%) were working in Tamil print media, most of the respondents were 31-40 years old (38%) and 21-30 years old (34.8%). The 49.6% of the women journalists were married and 35.6% of the women journalists were single. The >50% of the respondents were full time journalists working in print media.

For the purpose of understanding the impact of work life practices of women journalists working in print media on their organizational effectiveness and performance, multiple regression was used. Here, work life practices were considered as independent variable and organizational performance factor was considered as dependent variables (Table 3).

O'brien (2007) study demonstrates that Variance Inflation Factor (VIF) and tolerance are both broadly utilized measures of the level of multi-collinearity of the ith autonomous variable with the other free variables in a regression model. Lamentably, a few rules of thumb most normally the tenet of 10 connected with VIF are viewed by numerous professionals as an indication of extreme or genuine multi-collinearity (this principle shows up in both academic articles and progressed measurable

Table 2: Demographic profile of the respondents

Demographic profile	No. of respondents	Percentage
Editor	86	34.4
Reporter	102	40.8
Artists	38	15.2
Cartographers	24	9.6
Tamil	182	72.8
English	68	27.2
<20 years old	46	18.4
Between 21-30 years old	87	34.8
Between 31-40 years old	95	38.0
Above 40 years old	22	8.8
Married	124	49.6
Single	89	35.6
Divorced	14	5.6
Widow	23	9.2
Part time	82	32.8
Full time	145	58.0
Freelancer	23	9.2
Total	250	100.0

Table 3: Effects of work life balance practices on organizational performance

Variables	$\beta$	t-value	p-value	VIF
Career advancement	0.197	4.571	0.000**	1.936
Time management	0.198	5.763	0.000**	1.23
Stress at workplace	-0.218	4.474	0.000**	2.472
Role conflicts and role ambiguity	0.273	5.647	0.000**	2.426
Gender inclusive culture	0.171	5.347	0.000**	1.067
Organization support	0.141	4.017	0.000**	1.286
Societal norms	0.185	5.788	0.000**	1.057
F-value	113.591			
p-value	0.000**			
R <sup>2</sup>	0.767			
R	0.876			

course books). At the point, when VIF achieves these limit values specialists often endeavor to decrease the collinearity by dispensing with one or more variables from their investigation; utilizing ridge regression to examine their information or consolidating two or more autonomous variables into a solitary list. These methods for curing issues connected with multi-collinearity can make issues a larger number of genuine than those they comprehend. On account of this, we look at these rules of thumb and find that edge estimations of the VIF (and tolerance) should be assessed in the connection of a few different variables that impact the fluctuation of regression coefficients. Estimations of the VIF of 10, 20, 40 or significantly higher don't without any one else, markdown the consequences of regression examinations, require the disposal of one or more free variables from the investigation, propose the utilization of edge regression or require joining of autonomous variable into a solitary list. The rules of thumb for the VIF are as per the following: VIF <3: not an issue, VIF >3; potential issue, VIF >5; likely issue and VIF >10; unquestionably issue. The tolerance value in SPSS is specifically identified with the VIF and values under 0.10 are solid signs of multi-collinearity issues. From the above Table 3, it is presumes that present study don't have any

multi-collinearity issues (Marquardt, 1970; Greene, 1993). Table 3 shows tests related to the acceptability of model from a statistical perspective. The ANOVA table shows F ratio for the regression model which indicates statistical significance of the overall regression model. The f-ratio is the result of comparing the amount of explained variance to unexplained variance.

The F value is the mean square regression divided by the mean square residual, yielding  $F = 113.59$ . The p value associated with this F value is very small. The significance value of the F-statistic is  $<0.01$ . In this Table 3, the significance variable is  $<0.01$  so that the group of work life balance practices can be used to reliably predict organizational performance (The dependent variable).

RR is the square root of  $R^2$  and is the correlation between the observed and predicted values of the dependent variable. The strength of correlation coefficient is 0.876. In this case, the work life balance practices of women journalist accounts values of 77% on organizational performance. The  $R^2$  is the correlation coefficient squared also it is referred as the coefficient of determination.

The t-test examines the question whether the regression coefficient is different from zero to be statically significant or not. In this step, seven independent variables are used to calculate the regression equation for the dependent variable. The coefficient table shows result for constant component in the regression equation. The column labeled significance shows statistical significance of the regression co-efficient for independent variable as measured by t-test. The p value for career advancement ( $\beta = 0.197$ ), time management ( $\beta = 0.198$ ), stress at workplace ( $\beta = -0.218$ ), role conflicts and role ambiguity ( $\beta = 0.273$ ), gender inclusive culture ( $\beta = 0.171$ ) organization support ( $\beta = 0.141$ ) and societal norms ( $\beta = 0.185$ ) were significant, hence career advancement, time management, role conflicts and role ambiguity, gender inclusive culture organization support and societal norms were significantly positively and stress at workplace was significantly negatively related with organizational performance.

## DISCUSSION

The main aim of the present study is to find the impact of work life balance practices of women journalist on their organizational performance. Table 2 concludes that work life balance practices of the women journalists in print media have significant impact on organizational performance. It means, work life balance may influence 77% of the organizational performance and above

expressed results are same as past studies (Pierce and Newstrom, 1982; Perrons *et al.*, 2005; Backman, 2004; White *et al.*, 2003; Smithson and Stokoe, 2005).

Nkereuwem (1996) study on job performance attributions and career advancement prospects for women shows that organizational performance attributions are related to judgments regarding subordinates career advancement prospects. Same kind of result was derived from the above findings, career advance of the women journalist have positive impact on job performance (Greenhaus and Parasuraman, 1993). Many studies shows that time management have significant impact on organizational effectiveness and performance and current results were supports with previous studies (Macan, 1996; Borman and Motowidlo, 1997; White *et al.*, 2003).

Previous studies (Greenhaus and Beutell, 1985; Chiang *et al.*, 2010; Frone *et al.*, 1992) reveals that occupational stressors, work place stress factors place significant impact of work life balance and it has negative impact on organizational performance when it is compared with these factors among women journalists of print media also supports above stated results. Role conflicts and role ambiguity (Tubre and Collins, 2000; Fried *et al.*, 1998), gender inclusive culture (Sinangil and Ones, 2003; Barak *et al.*, 1998; Dickens, 1988) or organization support (Stamper and Johlke, 2003; Riggie *et al.*, 2009; Panaccio and Vandenberghe, 2009) and societal norms (Hakim, 2006) also have positive and significant effect on organizational performance with the present results supporting the previous studies.

## CONCLUSION

There is a contention to be made that restating the business case and dispersing all the more broadly the option courses by which work-life practices impact organizational performance might have the unwelcome impact of guiding associations' consideration regarding the way that work-life practices might convey cost funds and enhanced notoriety, both inside and remotely, paying little respect to representative utilize or net impact on work-life parity. This could conceivably serve to hose associations' enthusiasm for tending to issues of qualification for work-life practices and the work-life culture encompassing the utilization of those practices, activities vital to bolster their representatives' work-life parity. Without important changes being made, clients of work-life practices will keep on being prevalently women journalist, men will keep on reckoning negative repercussions emerging from practice utilize and profession situated people of both genders will keep on

reconsidering before benefiting themselves of the practices on offer. This would be an extensive step in reverse for all concerned and reduce the advantages to associations got from enhanced representative impression of present or foreseen organizational backing. Be that as it may, it can be contended generally as emphatically that the scarcity of exploration assessing the business case for work-life practices endangers the successful usage and utilization of those practices. In the event that it stays obscure regardless of whether representatives' utilization of work-life practices really decreases their work-life strife, then there are no method for guaranteeing that practices are planned and executed so as to infer the best conceivable advantages from them for both associations and representatives. Without attracting consideration regarding a portion of the possibly negative parts of work-life practices, there is no premise from which to work for more noteworthy adequacy by and by execution and more prominent strength from associations and their agents.

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