



Asian Journal of Management and Commerce

E-ISSN: 2708-4523
P-ISSN: 2708-4515
AJMC 2024; 5(1): 629-634
© 2024 AJMC
www.allcommercejournal.com
Received: 16-03-2024
Accepted: 24-04-2024

A Ashwin
I Year MBA Student,
Sri Sairam Engineering
College, Sirukulathur,
Tamil Nadu, India

Dr. V Muthukumar
Assistant Professor,
Management Studies,
Sri Sairam Engineering
College, Sirukulathur,
Tamil Nadu, India

Corresponding Author:
A Ashwin
I Year MBA Student,
Sri Sairam Engineering
College, Sirukulathur,
Tamil Nadu, India

Impact of work life balance on employee performance with reference to auto mobile industry in around Chennai

A Ashwin and Dr. V Muthukumar

DOI: <https://doi.org/10.22271/27084515.2024.v5.i1h.313>

Abstract

This study investigates the relationship between work-life balance and employee performance, with a focus on PPS TATA Motors. The primary objective of this study is to examine the impact of work-life balance on employee performance and assess how various initiatives offered in the organization contribute to achieving overall organizational goals. The research design adopted for the study was a descriptive research design. The sampling technique used for the study was convenient sampling, and the sample size amounts to 91 from the total population of the organization. Utilizing both primary and secondary data sources, primary data was obtained from the field, whereas secondary data was from statistical reports and literature reviews. The tools used to collect data are quantitative through a questionnaire. The tools used for analysis are percentage analysis, Chi-Square, Multiple Regression, U-TEST (Mann-Whitney Test), H-TEST (Kruskal-Wallis Test). The inferences drawn from the study were that most of the respondents noticed a positive impact on their job performance when their work-life balance is satisfied. Employees who have better work-life balance are more likely to have higher job satisfaction, job engagement, and work productivity. The employees' work-life balance satisfaction, perception of the company, job satisfaction, work engagement, work productivity, initiatives, suggestions are being assessed, and results are being obtained. The employees of the organization mostly face high job demand and inflexible work hour constraints as their major challenge to maintain work-life balance. Most of the respondents have suggested that increasing employee benefits related to work-life balance could help improve employee performance, improving workload distribution and resource allocation could help reduce the workload of employees individually and foster performance, and providing more flexible work arrangements will improve work-life balance. Overall, the study emphasizes the impact and effect of work-life balance and how important such an element in the organization would improve the overall performance of the employees is examined.

Keywords: Work life balance, employee performance, auto mobile industry

Introduction

Work-life balance is a concept that has gained a lot of attention in recent years as employees seek to balance their personal and professional lives. Achieving a work-life balance can have significant impacts on an employee's well-being and job satisfaction, and consequently, their performance in the workplace. PPS TATA Motors is a well-known company in the automotive industry that places a strong emphasis on employee well-being and work-life balance. As such, this study aims to examine the impact of work-life balance on employee performance at PPS TATA Motors. Through this study, we hope to gain a better understanding of the relationship between work-life balance and employee performance, and how PPS TATA Motors can continue to support its employees in achieving a healthy work-life balance. The findings of this study may also provide valuable insights for other companies looking to improve their employees' well-being and overall performance. In the worldwide quest for work-life balance, very few have found an acceptable definition and concept. Work-life balance does not mean an equal balance; it is about adjusting the working patterns to allow employees to combine work with their other responsibilities such as caring for children or elderly relatives. Work-life balance is a combination of interactions among different areas of one's life, and the advantages and disadvantages associated with that balance or imbalance can affect multiple levels of society. The disadvantages associated with work-life balance can impact both employee and employer.

For the employee, consequences can have a negative impact on work and life satisfaction, mental health, physical health, and individual performance in the organization. For employers, the consequences of poor work-life balance include poor performance, absenteeism, sick leave, higher staff turnover, recruitment, and training costs.

Simply put, work-life balance means the amount of time you spend doing your job compared to the amount of time you spend with your family and doing things you enjoy. From an employee perspective, it is the maintenance of a balance between responsibilities at work and at home. Employers view the benefits or the working conditions that they provide to help employees balance the family and work domains as work-life benefits. Initially, the concept of work-life conflict focused on the impact of family demands on work, but it now extends to the impact work has on individual stress, relationships, and family well-being. Work-to-family conflict occurs when experiences at work interfere with family life, such as inflexible work hours, work overload, interpersonal conflict at work, and unsupportive supervisors or organization.

Factors influencing work life balance

Organizational culture: The culture of the organization plays a vital role in the employee's performance and work-life balance. An organization that values the employee's time and wellness fosters a positive culture that promotes employee satisfaction and work productivity.

Workload: The workload of an employee should be balanced, and there should be a reasonable work-life separation in terms of working hours by avoiding overtime. High workloads, excessive work pressure, and continuous work without rest periods or leaves lead to stress and burnout, impacting performance levels.

Flexibility: Work-life balance can be improved with flexibility in working hours or the option to work remotely. Flexibility in work schedules and the place of work can help employees manage their work and personal life better.

Managerial support: Managerial support is critical in improving the work-life balance of employees. Managers must be approachable and supportive by arranging employee assistance programs, counseling, and support groups.

Job security: Job insecurity is a significant factor that can cause employees to work beyond their scheduled hours, leading to poor work-life balance. An organization that provides job security will retain employees better and improve their work-life balance.

Compensation and benefits: Employees are motivated to perform when they receive fair compensation and benefits for their work. Benefits such as maternity or paternity leave, medical coverage, etc., positively impact the employee's work-life balance.

Work environment: The work environment plays a significant role in the employee's work-life balance. Adequate lighting, noise control, clean air, and ventilation can positively impact their mental well-being.

Work-life balance policies: An organization that has strong policies in place promotes work-life balance, helping employees achieve a balance between their work and personal life.

Review of literature

Elsharnouby and El-Said (2017) ^[7]: The authors focus on the construction industry in Egypt and argue that work-life balance has a significant effect on employee performance, particularly in terms of job satisfaction, productivity, and organizational commitment. Their review of literature provides a compelling argument for the positive impact of work-life balance on employee performance in the construction industry in Egypt. The authors make a significant contribution to the literature by focusing on a context that has not received as much attention in previous studies. The comprehensive review of literature and the original insights make this study a valuable resource for researchers and practitioners alike.

Gondal N et al. (2017): "A Literature Review" is a comprehensive analysis of various studies conducted on the topic of work-life balance and its impact on employee performance. It provides valuable insights into the relationship between work-life balance and employee performance and highlights the importance of addressing work-life balance issues in the workplace to improve organizational outcomes.

Akhtar M and Waseem M (2017) ^[11]: This review looks at the relationship between work-life balance and employee performance in the Pakistani context. It found that employees who have a better work-life balance tend to be more satisfied with their job and have higher levels of commitment and productivity.

Yousaf S and Aslam S (2018): This review examines the impact of work-life balance on employee performance in the Pakistani context. It found that employees who have a better work-life balance tend to have higher levels of job satisfaction, motivation, and engagement, which lead to improved performance.

Teck-Hong Tan et al. (2018): This study investigates the relationship between work-life balance and employee performance and examines the mediating role of employee well-being. The results suggest that work-life balance has a positive effect on employee well-being, which in turn leads to better job performance.

- **Ayodeji Olubunmi Olabisi et al. (2018)** ^[5]: This study examines the relationship between work-life balance practices and organizational performance in the Nigerian banking industry. The results show that organizations that adopt work-life balance practices have better organizational performance, as measured by employee productivity, job satisfaction, and turnover rates.
- **Wei Zhang et al. (2018):** This study investigates the impact of work-life balance on job satisfaction and turnover intention among Chinese employees. The results indicate that work-life balance has a significant positive impact on job satisfaction, which in turn reduces turnover intention.
- **Sherzod Tashpulatov N et al. (2018):** Work-Life

Balance and Employee Performance. This study investigates the impact of work-life balance on employee performance and examines the role of organizational support and employee engagement as mediators. The results suggest that work-life balance has a positive effect on employee engagement.

Saeed-Ur-Rehman et al. (2018): This study examines the impact of work-life balance on job satisfaction and turnover intentions among employees in Pakistan. The results show that work-life balance has a significant positive impact on job satisfaction, which in turn reduces turnover intentions.

Trung Quang Dinh et al. (2019): This study investigates the impact of work-life balance on employee performance in the service sector and examines the role of job satisfaction as a mediator. The results indicate that work-life balance has a positive effect on job satisfaction, which in turn leads to better employee performance.

Rana Muhammad Adeel et al. (2019): This study examines the impact of work-life balance on employee performance in an emerging economy (Pakistan) and investigates the role of employee motivation as a mediator. The results show that work-life balance has a positive effect on employee motivation, which in turn leads to better job performance.

Eduardo A. Hrepich et al. (2019) [8]: This study examines the relationship between work-life balance and job performance among professionals in Chile. The results show that work-life balance has a positive impact on job performance, and this effect is mediated by job satisfaction and organizational commitment.

Need for the study

In today's fast-paced world, characterized by constant connectivity and work pressure due to advancing technology, achieving work-life balance is crucial for employee satisfaction. Work-life balance refers to employees' ability to effectively manage their time and energy across work, family, and personal life, ensuring a harmonious existence. For organizations, fostering an environment that supports work-life balance is essential as it not only enhances overall well-being but also drives up productivity, job satisfaction, and employee retention rates. Therefore, understanding the correlation between work-life balance and employee performance is pivotal for organizations aiming to cultivate growth and a healthy work environment.

This exploration seeks to delve into various facets of work-life balance to discern which aspects positively impact employee performance and which do not. It aims to gather real-time experiences regarding the factors influencing employee performance through work-life balance practices. Additionally, the study aims to propose recommendations for enhancing employee well-being within the organization by promoting a balance between professional and personal life. Lastly, it aims to assess the current standards of work-life balance in the automotive dealership sector.

Objectives of the study

- To understand the impact of work-life balance on employee performance.

- To assess employees' perceptions of their current work-life balance at PPS TATA Motors.
- To explore the factors influencing work-life balance among employees at PPS TATA Motors.
- To measure the impact of work-life balance on employee performance indicators, such as job satisfaction, productivity, and engagement.
- To gather employees' feedback and suggestions regarding work-life balance initiatives at PPS TATA Motors.

Limitations of the study

- The study is limited by the fact that it will only consider software companies in a particular region, and the findings may not be applicable to other industries or geographic locations.
- During this study, access to data was limited due to the maintenance of confidentiality within the organization.
- The study is limited by the sample size and the potential for self-reporting bias from participants.

Data analysis and interpretation

Statistical analysis

Chi-square test

To find the association between gender and workload that affect the work-life balance of employees and employee performance.

Hypothesis

Null Hypothesis (H0): There is no association between gender and the workload that affect the work-life balance of employees and employee performance.

Alternative Hypothesis (H1): There is an association between gender and the workload that affect the work-life balance of employees and employee performance.

Output

Table 1: Table shows whether there is an association between gender and workload that affect the work-life balance of employees and employee performance.

Chi-Square test			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.067 ^a	1	.302
Continuity Correction ^b	.600	1	.439
Likelihood Ratio	1.056	1	.304
Linear-by-Linear Association	1.052	1	.305
N of Valid Cases	72		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.00.

Interpretation

Chi-Square Test

Hypothesis

Null Hypothesis (H0): There is no association between age of respondents and frequency of work overtime that affect the work-life balance of employees and employee performance.

Alternative Hypothesis (H1): There is an association between age of respondents and frequency of work overtime that affect the work-life balance of employees and employee performance.

Analysis

Since the p-value (0.302) is higher than the level of significance (0.05), the null hypothesis is accepted.

Therefore, there is no association between age of respondents and frequency of work overtime that affect the work-life balance of employees and employee performance.

Table 2: Showing Chi-Square Test For age and work engagement

Chi-Square test			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.339a	16	.848
Likelihood Ratio	9.982	16	.868
Linear-by-Linear Association	.677	1	.411
No of Valid Cases	91		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is.33.

Interpretation

Since the p-value (0.848) is higher than the level of significance (0.05), the null hypothesis is accepted. Therefore, there is no association between age of respondents and frequency of work overtime that affect the work-life balance of employees and employee performance.

Hypothesis

Null Hypothesis (H0): There is no significant difference between gender of respondents and work-life balance satisfaction that affect the work-life balance of employees and employee performance.

U-TEST (Mann-Whitney Test)

Table: Showing U-Test for Gender and Work-Life Balance Satisfaction

Alternative Hypothesis (H1): There is a significant difference between gender of respondents and work-life balance satisfaction that affect the work-life balance of employees and employee performance.

Table 3: Showing U-Test for Gender and Work Life Balance satisfaction

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Work life balance satisfaction	Male	58	49.67	2881.00
	Female	33	39.55	1305.00
	Total	91		
Test Statistics ^a				
Work life balance satisfaction				
	Mann-Whitney U		744.000	
	Wilcoxon W		1305.000	
	Z		-1.950	
	Asymp. Sig. (2-tailed)		.051	

a. Grouping Variable: gender

Interpretation

Based on the given data, there is no significant difference in the work-life balance satisfaction of employees based on gender. The p-value of 0.051 is not statistically significant at the 0.05 level. Therefore, there is no strong evidence to suggest that the perceived work-life balance satisfaction differs significantly between males and females.

Null Hypothesis (H0): There is no significant difference between age of respondents and work engagement that affect the work-life balance of employees and employee performance.

H-Test (Kruskal-Wallis Test)

Hypothesis

Alternative Hypothesis (H1): There is a significant difference between gender of respondents and work engagement that affect the work-life balance of employees and employee performance.

Table 4: Showing H-Test for age of respondents and work engagement

Ranks			
	Age	N	Mean Rank
Work engagement	18-24years	27	49.20
	25-34years	34	41.41
	35-44years	25	49.34
	45-54years	4	44.75
	55yearsandabove	1	37.00
	Total	91	
Test Statistics ^{a,b}			
Work Engagement			
	Chi-Square		2.333
	df		4
	Asymp. Sig.		.675

a. Kruskal Wallis Test
b. Grouping Variable: Age

Interpretation

Based on the given data, there is no significant difference in the perceived importance of employee engagement based on age. The p-value of 0.675 is not statistically significant at the 0.05 level. Therefore, there is no strong evidence to suggest that the perceived work engagement differs significantly between age of respondents.

Multiple Linear Regression

Hypothesis

Null Hypothesis (H0): There is no significant difference

between work-life balance satisfactions and work engagement, superiors support, job productivity, job satisfaction that affect the work-life balance of employees and employee performance.

Alternative Hypothesis (H1): There is a significant difference between work-life balance satisfactions and work engagement, superiors support, job productivity, job satisfaction that affect the work-life balance of employees and employee performance.

Table 5: Showing multiple regression test for work life balance satisfaction as dependent variable and work engagement, superiors support, job productivity, job satisfaction

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	
1	.956	.914	.909	.256	0.000	
Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	.224	.088		2.557	.012
	Superior_support	.619	.046	.680	13.321	.000
	Job_satisfaction	.110	.089	.124	1.232	.222
	Productivity	.124	.084	.142	1.473	.145
	Job_engagement	.080	.034	.109	2.370	.020
a. Dependent Variable: Work_life_balance_satisfaction						

Interpretation

From the above table, it is revealed that the significance value is 0.000, which is less than 0.05. Therefore, null hypothesis (H0) is rejected and alternative hypothesis (H1) is accepted. It shows that there is a significant difference in work-life balance satisfaction and work engagement, superiors support, job productivity, job satisfaction that affect the work-life balance of employees and employee performance.

By seeing the coefficients table, we conclude that compared to other independent variables, the variable "superiors support" has the highest impact of 0.619 on the dependent variable.

Conclusion

In conclusion, work-life balance is an essential element that affects employee performance in organizations. The study conducted at PPS Tata Motors indicates that employees who perceive that their work-life is balanced tend to be more satisfied, motivated, and engaged, which ultimately leads to higher performance levels.

This study provides a better understanding of how promoting work-life balance can improve an employee's work performance and productivity. Therefore, it is crucial for organizations to ensure that they have policies and programs in place that promote work-life balance in the workplace. By doing so, they can create a healthy work environment that promotes employee well-being, satisfaction, and performance.

Moreover, employers can also benefit from promoting work-life balance in various ways. For instance, by encouraging employees to take time off for personal obligations, employers can avoid situations where an employee's personal life may interfere with their work. This could lead to reduced absenteeism, lower stress levels, and decreased turnover rates. Additionally, a focus on work-life balance can help attract and retain top talent in the industry. As more employees prioritize their personal lives and seek

employers that understand this, companies that prioritize work-life balance may have a competitive advantage in recruitment and retention efforts.

Overall, creating a work culture that values work-life balance can benefit both employees and the organization as a whole.

References

1. Akhtar M, Waseem M. Work-life balance and employee performance in the Pakistani context: A review of literature. *International Journal of Business and Management Studies*. 2017;5(2):162-169.
2. Anwar MT, Akhtar M. Work-life balance and employee performance in the healthcare industry: A systematic literature review. *Journal of Health Management*. 2019;21(4):548-562.
3. Ali A, Shaukat S. Work-Life Balance and Employee Performance: Evidence from Healthcare Industry of Pakistan. *Future Business Journal*. 2020;6(1):1-14.
4. Ali A, Ahmed I. Work-Life Balance, Job Satisfaction and Employee Performance in the Banking Industry of Pakistan. *Journal of Applied Management and Entrepreneurship*. 2020;25(4):69-83.
5. Ayodeji Olubunmi Olabisi A, Owoyemi OJ, Olaibi AG, Oke AO. Work-life balance practices and organizational performance: Evidence from Nigerian banking industry. *Business: Theory and Practice*. 2018;19:209-218.
6. Baig MA, Riaz MA. The Relationship between Work-Life Balance and Employee Performance: A Review and Research Agenda. *Business and Economics Journal*. 2021;12(4):1-8.
7. Elsharnouby MM, El-Said OA. Work-life balance and employee performance in the construction industry in Egypt. *Journal of Construction in Developing Countries*. 2017;22(1):117-137.
8. Eduardo A Hrepich *et al.* Work-life balance and job performance among professionals in Chile: The

- mediating role of job satisfaction and organizational commitment. *Review of International Comparative Management*. 2019;20(1):23-42.
9. Anantharajan RS. Investment Decision Making of Share Market Investors In Chennai City October – December 2013. *Journal of Business Research*. 2013;1(11):2248-9711.
 10. Anantharajan RS. Risk Perception of Stock Markets Investors – A study with reference to Chennai City. *Southern Economist*. 2014;53(11):0038-4046.
 11. Murugan K, Selvakumar V, Venkatesh P, Manikandan M, Ramu M, K M. The Big Data Analytics and its Effectiveness on Bank Financial Risk Management. 2023 6th International Conference on Recent Trends in Advance Computing (ICRTAC), Chennai, India, 2023, pp. 313-316. doi: 10.1109/ICRTAC59277.2023.10480831.
 12. Venkatesh P, Selvakumar V, Ramu M, Manikandan M, Senthilnathan CR. Measure of Well-Being of Freelancers in IT Sector. 2023 Intelligent Computing and Control for Engineering and Business Systems (ICCEBS), Chennai, India, 2023, pp. 1-4. doi: 10.1109/ICCEBS58601.2023.10448738.
 13. Venkatesh P, Ilakkiya T, Ramu M, Manikandan M, Senthilnathan CR. An Analysis of the Strategic Approach to Utilizing Deep Learning for the Purpose of Predicting Stock Prices. 2023 Intelligent Computing and Control for Engineering and Business Systems (ICCEBS), Chennai, India, 2023, pp. 1-4. doi: 10.1109/ICCEBS58601.2023.10449085.
 14. Ilakkiya T, Manikandan M, Ch RK, K M, Ramu M, Venkatesh P. Neuro Computing-Based Models of Digital Marketing as a Business Strategy for Bangalore's Startup Founders. 2024 Third International Conference on Intelligent Techniques in Control, Optimization and Signal Processing (INCOS), Krishnankoil, Virudhunagar district, Tamil Nadu, India, 2024, pp. 1-3. doi: 10.1109/INCOS59338.2024.10527779.
 15. Venkatesh P, Selvakumar V, Manikandan M, Ramu M, Senthilnathan CR, Krishnamoorthi M A. Study on The Market Characteristics, Consumer Purchasing, and Behaviour Towards Footwear With Reference to Vellore Dist., Tamilnadu. *Proceedings of the 3rd International Conference on Reinventing Business Practices, Start-ups and Sustainability (ICRBSS 2023)*. 10.2991/978-94-6463-374-0_18.
 16. Maran K, Senthilnathan CR, Usha S, Venkatesh P. Impact of Solar Energy on Mitigating Climate changes for Sustainable Development in India. 2022 International Conference on Power, Energy, Control and Transmission Systems (ICPECTS), Chennai, India, 2022, pp. 1-5. doi: 10.1109/ICPECTS56089.2022.10046744.
 17. Maran K, Senthilnathan CR, Usha S, Venkatesh P. Business Analytics Contribution in the Growth of Indian Digital Business. 2022 1st International Conference on Computational Science and Technology (ICCST), Chennai, India, 2022, pp. 497-500. doi: 10.1109/ICCST55948.2022.10040343.
 18. Maran K, Priyadarshini P, Jenifa L, Senthilnathan CR, Venkatesh P. Data Analysis on Mobile Payment Technology with Reference to Users' Behaviour of Retail Goods in India. 2021 4th International Conference on Computing and Communications Technologies (ICCCT), Chennai, India, 2021, pp. 267-272. doi: 10.1109/ICCCT53315.2021.9711823.
 19. Kumar SD, Kumar VH. Mediation of attitude toward advertisements in the relationship between advertisements and purchase intention. *Indian Journal of Public Health Research and Development*. 2018;9(2):411-417.
 20. Kumar SD, Soundarapandiyam K, Meera S. Commiserating Customers' Purchasing Pattern Using Market Basket Analysis. 2022 1st International Conference on Computational Science and Technology (ICCST), pp. 1-4. IEEE.