

Influence of Work Life Balance on Employees Performance: Moderated by Transactional Leadership

Muhammad Aslam
COMSAT Institute of Information Technology, Wah Cantt

Abstract

University managements have the responsibility to ensure that their employees' work-life balance is improved, not only for the mere compliance of laws and statutes but rather to mitigate the pitfalls of high turnover and high health care costs associated with work-family conflicts, which are proven to be financially disadvantageous over putting into place a healthy human resources recruitment and retention strategy. The present study investigates the influence of work life balance on employee performance in education sector of Pakistan. The study also investigates the moderating effect of transactional leadership on relationship between work life balance and employee performance. The study used sample of 150 respondents from eight universities of Islamabad and Rawalpindi. The regression and moderation analysis are performed by using the SPSS 22. The findings of study reveal the work life balance has significant positive effect on employee performance. The results also present that transactional leadership has significant moderating effect. The study recommends that management of universities should consider the effect of work life balance while making policies about leave and working load etc. The findings of study have important policy implications for policy makers and government to increase the employee performance.

Keywords: Work Life, Performance, Pakistan, SPSS, Transactional

1. Introduction

In today's dynamic environment, it is noticed that employees face heavy work load and long working hours and this has significant effect on their and lives of their families. There are some questions that are not only posed by employees but also important for employers. Is there any possibility to have life and career together? Can a university employee balance his life and work together? University managements have the responsibility to ensure that their employees' work-life balance is improved, not only for the mere compliance of laws and statutes but rather to mitigate the pitfalls of high turnover and high health care costs associated with work-family conflicts, which are proven to be financially disadvantageous over putting into place a healthy human resources recruitment and retention strategy (Cleveland, et al., 2007). Cleveland et al (2007) suggested that there is a trickle-down effect on the hourly employees when managerial stress and health-related problems are addressed, because the overall workplace climate may improve and this can be done via rolling out strategic programmes with the use of technology.

People will enjoy perfect life in a society that is democratic, tolerate, righteousness, fair, can compete, dynamic and has endurance that is high. In addition, create society that is independent living, peaceful and developed with confidence on oneself, proud with what achieved and strong face various problems. Pakistan society can be identified through effort to achieve glory, realize the all abilities, do not give in to anyone else, and are respected by other country's people. Therefore, educational innovation is major contributor to capital development is social and economic country. Education is also trigger creativity and generator innovation that complement young generation with skill needed to compete in job market, and become enabling development whole economy. In generating human capital that is knowledgeable high and have the expertise in all fields. Governments has planned and drafting policy education policy to increase quality of human capital through national empowerment higher education.

The resultant stress that university employees experience is associated to work and family conflicts (Wong & Ko, 2009). The issue of work-life balance has received much attention, and the different actors and participants in different industries are gradually becoming aware of practices for balancing work and life (Wong & Ko, 2009). Based on the research of Thompson & Prottas (2006) as cited in Cleveland, et al (2007), minimizing voluntary turnover will translate to lower costs in training and recruitment, and will cultivate a vast pool of managers with more years of experience who can be groomed to be the next tier of future education leaders. Moreover, the Cleveland et al (2007) suggested that there is a trickle-down effect on the hourly employees when managerial stress and health-related problems are addressed, because the overall workplace climate may improve and this can be done via rolling out strategic programmes with the use of technology. Furthermore, the afore stated research suggests that new entrants to the hotel industry may have not carefully thought of the ways to attain balance between family and work and this is notably precarious when hotel workers start to have children during which there is a demand for long and unpredictable hours. The present study investigates the influence of work life balance on employee performance in education sector of Pakistan. The study also investigates the whether the transactional leadership style has moderating effect on this relationship or

not?

2. Literature Review

Since bursting into 21st century, the education industry has provoked vibrant workforce and economic challenges. According to researchers, the ability of stakeholders to solve these challenges by together has major part in success of these challenges (Bernhardt et al., 2003). The researcher also documented that dynamic trends in early 21st century has enabled employers to reconsider their human resource strategies (Lowe, 2007). In his Human Solution Report, he also identified and reported that an ample number of employees are suffering from imbalanced and recessed work life quality.

Moreover, it refers to “the stability characterized by the balancing of an individual’s life complexity and dynamism with environmental and personal resources such as family, community, employer, profession, geography, information, economics, personality, or values” (Crooker et al, 2002). The author also intends to build on the findings from the qualitative study on Work-Family Conflicts and Enrichment by Lovhoiden et al (2011) on middle managers in the Norwegian hotel industry. A research questionnaire has been distributed to top luxury hotels in the Philippines. The researcher has adopted a questionnaire based from the findings of the study by Lovhoiden et al (2001) on Work-Family Conflicts and Work-Life Enrichment. The researcher has replicated this study alongside incorporating the results of the research of Wong & Ko (2009), with modifications.

Pillinger (as cited in Redmond et al., 2006) declared that the term ‘work-life balance’ is more favored because both parents and non-parents are given due consideration, with respect to their needs and experiences. Furthermore, Pillinger elucidated theoretical framework is more progressive or an ‘out-of-the box’ approach because it considered a whole new interpretation and description of the phenomenon of living and working, and the different actors have come to an agreement that in reality, work-life balance encompasses “adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them more easily to combine work and their other responsibilities and aspirations.”

Different authors have attempted to explain and emphasized the interconnection of work and personal life in the organization setting, namely: (1) “the *compensation effect* implies that employees tend to compensate for low work or personal life satisfaction by seeking contentment in the other domain”; and (2) “the *spill-over view* that indicates that job satisfaction spills over into one’s work life and vice versa.” (Bruck Allen & Spector, 2002; Gibson, Ivancevich, Donnelly & Konopaske, 2006). Gibson et al. (2006: 197-198). To reinforce this, a study made by Manuel and Ramos (2008) on work-life balance among workers in the Business Processing Outsourcing (BPO) in the Philippines, most of the respondents have encountered difficulties to balance their work and life at the same time. Moreover, the study revealed that work schedules affect or obstruct appointments for studies and family time.

According to Hechanova (2008) in her article “Work-Life Balance: The Philippine Experience in Male and Female Roles and Leadership,” there is a growing parallelism between the changes in the structure and nature of the family with that found in the workplace. Hechanova (2008) counters further that work-life balance is dependent or contingent upon two salient concepts and these are flexibility and choice, regardless of how each one would define work-life balance. According to Cooper (1994) who carried a number of academic reviews, there is sufficient evidence to raise concerns about the risks to health and safety that long hour’s culture subjects employees. According to the survey by (Strathmore university, 2011) the one thing that will bring a noticeable change in work life balance at Kenya power is the management of overtime. The report further states that Kenya power seems to help employees at a certain time in parenting regime –around pregnancy and birth. After the employee returns to work the child is “forgotten “. The existence of dual career couples and staff who are in Generation X and Y was not given considerable attention while implementing work life balance (WLB). Shift work and work schedules falling on the weekends and holidays which is a characteristic of the hotel industry have been somewhat blamed for marriage and childcare problems (Presser, 2004, Almeida, 2004) and this has proven to be very difficult to resolve, in order to bring about work-life balance. Moreover, Drew, Humphreys and Murphy (as cited in Redmond et al., 2006) suggested “that personal fulfillment is important inside work and that satisfaction *outside work may enhance employees’* contribution to work” (2003:13). Hayward, Fong & Thornton (2007) found out employers possess a positive attitude towards work-life balance and the benefits it bring forth in the workplace and in the homes of the employees, however implementation of working practices relating to flexibility is a major challenge for employers if minimum business disruptions are to be considered. Work-family conflict has been the focal point of the bulk of researches that looks into the meeting points between work and family (Barnett, 1998; Greenhaus & Parasuraman, 1999). Work-family conflict is denoted as an inter-role conflict which arises due to the incompatibility or absence of fit, in terms of roles at work and family. It is yet defined as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beautell, 1985). Aslam et al., 2011 identified that work family conflicts arise as a result of difference between family role and work roles.

3. Research Methodology

The present study was conducted among the employees of education sector. The eight universities were selected from twin cities of Pakistan i.e. Rawalpindi and Islamabad. The convenient sampling technique was used to gather the primary data from respondents. The sample size consists of 150 respondents. The primary data is collected by using the adapted questionnaires. The questionnaire consists of work life balance 7 point Likert scales (e.g. not at all, sometimes) adapted from Hayman, J. (2005). The transactional leadership is measured by using 5 point Likert scale from strongly agree to strongly disagree. This scale is adapted from AKHIGBE, O. J. et al., (2014). The employee performance is also measured using 5 point Likert scale strongly agree to strongly disagree adapted from Kamau, J. M., et al., (2013). Furthermore, a quantitative data collection technique has been adopted in order to gather empirical evidence as well as an insight into the education sector of Pakistan existing Work-Family balance and employee performance. The questionnaires were in printed form, which contain informed consent stating the privacy and confidentiality of all the personal data gathered from the participants. The researcher found this format to be the most suitable and convenient method to collect data in consideration of salient issues on the availability of computer and internet accesses of the target respondents, either in their workplaces or at their homes, and to minimize any possible disruption on their respective time availabilities, among others, opposite to the internet distribution of an electronic format of the questionnaire. In the planning stage, an initial contact via telephone and site visits were coordinated with the prospective hotel participants and an overwhelming consensus favored the printed questionnaires, to be manually distributed and collected over the electronic format distributed via email or URL link to ensure that the participants would answer the questionnaires upon receipt from the human resources personnel, within an allowable time period, when they have availability at their respective work stations or during their work breaks. Moreover, the less preferred strategy of electronic distribution will involve collecting personal information, such as the email addresses of the target respondents, which the hotel administration will need extended consideration time as necessary approval from the director will be required and this may prove to be taxing and may lead to unnecessary delays. In the process of seeking the cooperation of the employees in order to get hold of target respondents, the human resources directors, and head of Education institutes have been contacted via face-to-face meeting, email or phone, in order to provide clear explanations on the nature and the purpose of the research, the roles that they are supposed to assume for the proper administration of the procedures in the distribution and collection of the questionnaires. Official communications have also been previously sent to human resources directors and head of departments, who were considered as co-operators of this research, were given a reasonable amount of time to respond. The SPSS 22 software is used to conduct the analysis. The advance econometric techniques like regression and moderation employed.

4. Results and Discussion

This section presents the results of regression analysis. The results of ANOVA and coefficients are also presented in this section.

Table 1.0 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.958	.952	.10914

a. Predictors: (Constant), Avg_WIPL, Avg_PLIW, Avg_WPLE

Table 1.1 ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.639	3	34.465	2922.554	.000 ^b
	Residual	2.936	249	.012		
	Total	106.332	252			

a. Dependent Variable: Avg_EP

b. Predictors: (Constant), Avg_WIPL, Avg_PLIW, Avg_WPLE

Table 1.2 Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.626	.065		-9.681	.000
	Avg_WIPL	.668	.012	.753	54.276	.000
	Avg_PLIW	.310	.017	.267	18.685	.000
	Avg_WPLE	.187	.017	.123	11.124	.000

a. Dependent Variable: Avg_EP

In the above tables, the influence of work life balance on employee performance is presented. The table 1.0 presents that 95.8 % change in employee performance is due to work life balance and remaining 4.2% change is due to other variables that are not presented here. The penalization of any addition of extraneous variable in model is present in adjusted R^2 which is 95.2. The table 1.1 presents the results of ANOVA. The value of regression, residual and total is 106.639, 2.936 and 106.332 respectively, which looks the breakdown of variance in outcome variable. The degree of freedom is 3. The Regression degrees of freedom correspond to the number of coefficients estimated minus .The value of mean squares is 34.465 and .012 which is Sum of Squares divided by their respective DF. The value of F statistics is 2922.554 and hence more than 20; it shows the fitness of model. The value of p is 0.000 which is less than 0.05; it means there is significant relationship between variables. The value of beta in table 1.2 is 0.626; it means that effect of explanatory variables is 62.6 times. The t stats and p values show the significant relationship between Work/personal life enhancement (WPLE), Personal life interference with work (PLIW) work interference with personal life (WIPL) and employee performance (EP). The result of moderation analysis shows that transactional leadership has negative significant effect of on relationship between work life balance and employee performance.

5. Limitations and Future Research

Limitations on the methodology will be considered in terms of the current situation of the education sector in Pakistani context, the representativeness of the sample taken and the season during which the survey will be conducted. The study can be extended to other sectors to get generalize results. The sample size can be increased. Moreover, future researchers can conduct the factor analysis.

6. Conclusion & Recommendations

The findings of present study reveal that flexible work arrangement influence employee performance at education sector of Pakistan; the study also reveals that an increase in flexible work arrangement would positively influence employee performance. Thus the study concludes that flexible work arrangement influence employee performance. Moreover, the study also finds the transactional leadership has moderating effect on relationship between work life balance and employee performance. The study establishes that personal life influences employee performance. The study found that reduced work option positively influence employee performance at education sector of Pakistan.

From the findings and conclusion the study recommends that there is need for organization to enhance their flexible of work schedule strategies as it was found that an increase in flexible work arrangement would positively influence employee performance. There is need for education sector to provide child care facilities to parenting employees, this will in turn improve the employee performance. There is a need for the management of education sector to design polices that will enhance leaves among their employees as it was found that an increase in family leaves positively influence employee performance.

References

- Adams, G., King, L., & King, D. (1996), Relationships of job and family involvement, family social support and work-family conflict with job and life satisfaction, *Journal of Applied Psychology*, 81(4), 411-20.
- Ahmad, A. (2008). *Direct and indirect effects of work- family conflict on job performance*. University Putra Malaysia.
- Ahmad, M. S., Zainab, F., & Jalil, A. (2011). Working women work-life conflict. [DOI: 10.1108/17515631111185923]. *Business Strategy Series*, 12(6), 289-302.
- Ahuja, M., Chudoba, K.M., George, J.F., Kacmar, C. & McKnight, H. (2002). Overworked and isolated? Predicting the effect of work-family conflict, autonomy, and workload on organizational commitment and turnover of virtual workers. Proceedings of the 35th Hawaii International Conference on System Sciences – 2002. Retrieved from http://www.hicss.hawaii.edu/HICSS_35/HICSSpapers/PDFdocuments/OSVWE06.pdf.
- Alimario, A. (2011, April 28). 80% of professionals unhappy with jobs: study. *Business Mirror*. Retrieved from <http://www.abs-cbnnews.com/business/04/28/11/80-professionals-unhappy-jobs-study>.
- Allen, T. D., Herst, D. E., Bruck, C. S. & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 5, 278-308.
- Almeida, D. M. (2004). Using daily diaries to assess temporal frictions between work and family. In A. C. Crouter & A. Booth (Eds.), *Work family challenges for low income parents and their children* (pp. 127-136). Mahwah, NJ: Lawrence Erlbaum.
- Aslam, R., Shumaila, S., Azhar, M. & Sadaqat S. (2011). Work-family conflicts: Relationship between work-life conflict and employee retention – A
- AKHIGBE, O. J., FINELADY, A. M., & FELIX, O. O. (2014). Transactional Leadership Style and Employee

- Satisfaction in Nigerian Banking Sector. *European Journal of Business and Management*, 6(26), 14-23.
- comparative study of public and private sector employees. *Interdisciplinary Journal of Research in Business*, 1(2), 18-29.
- Audhesh, K. P., Lou, E. P., & Sheb, L. T. (2005). Perceived managerial sincerity, feedback-seeking orientation and motivation among front-line employees of a service organization. [DOI: 10.1108/08876040510579343]. *Journal of Services Marketing*, 19(1), 3-12.
- Bardoel, E.A., Tharenau, P. and Moss, S.A. (1998) "Organizational Predictors of work-family practices," *Asia Pacific Journal of Human Resources*, 36, pp.31-49.
- Barnett, R. C. (1998). Toward a review and reconceptualization of the work/family literature. *Genetic, Social, and General Psychology Monographs*, 124, 125-182.
- Bernhardt, A., Dresser, L. & Hatton, E. (2003). Moving hotels to the high road: Strategies that help workers and firms succeed. Madison, WI: Center on Wisconsin Strategy.
- Bloom, N. kretschmer, T. & Reenen, J. V. (2006). *Work life balance, management practices and productivity*. Centre for Economic Performance.
- Boles, J., & Babin, B. (1996), On the front lines: Stress, conflict and the customer service provider, *Journal of Business Research*, 37(1), 41-50.
- Boles, J., Howard, W., & Donofrio, H. (2001), An investigation into the Interrelationships of work-family conflict, family-work conflict and work satisfaction. *Journal of Managerial Issues*, 13(3), 376-91.
- Boushey, H. Moughari, L. Sattelmeyer, S. & Waller, M. (2008). *Work- life policies for the twenty- first century economy*. The mobility agenda. www.mobilityagenda.org.
- Bruck, C.S., Allen, T.D., Spector, P.E. (2002). The relation between work-family conflict and job satisfaction: A finer-grained analysis. *Journal of Vocational Behavior*, 60(3): 336-353.
- Bryman, A., & Cramer, D. (2011). *Quantitative data analysis with IBM SPSS 17, 18 and 19: a guide for social scientists*. London: Routledge.
- Bruke, R. J., Weir, T., & DuWors, R. F., Jr. (1980). "Work demands and administrators and spouse well-being". *Human Relations*, 33, 253-278.
- Butler, A. B., Grzywacz, J. G., Bass, B. L., & Linney, K. D. (2005). Extending the demands-control model: A daily diary study of job characteristics, work-family
- Cleveland, J. N., O'Neill, J. W., Himelright, J. L., Harrison, M. M., Crouter, A. C., & Drago, R. (2007). Work and Family Issues in the Hospitality Industry: Perspectives of Entrants, Managers, and Spouses. *Journal of Hospitality & Tourism Research*, 31(3), 275-298. doi: 10.1177/1096348007299919
- Concierge Services help deliver better work/life balance*. ©2007 Best upon Request Corporate Inc.
- Crooker, K. et al. (2002). Creating work-life balance: A model of pluralism across life domains. *Human Resource Development Review*, 1(4): 387-419.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297-334.
- Cronbach, L. (2004). Downloaded from <http://nreilly.asp.radford.edu/psy612/cronbach's%20thoughts%20on%20alpha.pdf>. Retrieved on 15 May 2012
- Greenhaus, J. H. & Parasuraman, S. (1999). Research on work, family, and gender: Current status and future directions. In G. N. Powell (Ed.), *Handbook of Gender and Work* (pp.391-412). Newbury Park, CA: Sage.
- Greenhaus, J.H. & Powell, G. N. (2006). When work and family are allies: A theory of work- family enrichment. *Academy of Management Review*, 31(1), 72-92.
- Grzywacz, J. G. (2000). Work-family spillover and health during midlife: Is managing conflict everything? *American Journal of Health Promotion*, 14, 236-243.
- Hair Jr., J.F., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L., 2005. *Multivariate Data Analysis*, 6th ed. Pearson Prentice Hall, New Jersey.
- Harris, H. (2004). Global careers: Work-life issues and the adjustment of women international managers. [DOI: 10.1108/02621710410558431]. *Journal of Management Development*, 23(9), 818-832.
- Hayman, J. (2005). Psychometric assessment of an instrument designed to measure work life balance. *Research and Practice in Human Resource Management*, 13(1), 85-91.
- Kamau, J. M., Muleke, V., Mukaya, S. O., & Wagoki, J. (2013). Work-Life Balance Practices on Employee Job Performance at Eco Bank Kenya. *European Journal of Business and Management*, 5(25), 179-185.
- Lowe, G.S.(2007). Under pressure: Implications of work-life balance and job stress. *Human Solutions Report*. Retrieved from <http://www.grahamlowe.ca/documents/182/Under%20Pressure%2010-06.pdf>.
- Lucas, G.H., Parasuraman, A., Davis, R.A., & Enis, B.M. (1987). An empirical study of salesforce turnover. *Journal of Marketing*, 51 (3), 34-59. Makati City. Retrieved from <http://www.makati.gov.ph/> on 10 June
- Mansilungan, E. O. (2003). Transforming government to think and act GAD: A handbook on gender and

- development training. Manila: NCRFW.
- Manuel, C.S. & Ramos, R.R. (2008). Work organization and work-life balance in the BPO sector: The experiences of selected BPO workers in Metro Manila. University of the Philippines: SOLAIR.
- Marks, S., Huston, T., Johnson, E., & MacDermid, S. (2001). Role balance among white married couples, *Journal of Marriage and the Family*, 63f, 1083-98.
- Presser, H. B. (2000). Nonstandard work schedules and marital instability. *Journal of Marriage and the Family*, 62, 93-110.
- Presser, H. B. (2004). Employment in a 24/7 economy: Challenges for the family. In A. C. Crouter & A. Booth (Eds.), *Work-family challenges for low-income parents and their children* (pp. 83-106). Mahwah, NJ: Lawrence Erlbaum.
- Quinn, R. & Staines, G. (1979). The 1977 quality of employment survey. Ann Arbor, MI: *Survey Research Center*.
- Rashid, W.E., Nordin, M.S., Omar, A., & Ismail, I. (2011). Measuring self-esteem, work/family enrichment and life satisfaction: An empirical validation. *IPEDR*, 10, 576-581.
- Russell, G., and Bowman, L. (2000) *Work and Family: Current thinking, research and practice*. Department of Family and Community Services, Canberra.
- Redmond, J. Valiulis, M., & Drew, E. (2006). *Literature review of issues related to work-life balance, workplace culture and maternity/childcare issues*. Ireland: Crisis Pregnancy Agency.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

