

# Moderating Role of Job Satisfaction and Employee Motivation between Work life Balance Practices and Employee Performance in Dual Career Couples

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## ABSTRACT

Over last few decades the Indian health organization has seen remarkable progress. The growing competition extended working hours and complexity in the workplace are some of the challenges being faced by the employee engaged in these organization. Due to continuous increase in work pressure, demanding jobs and use of advanced technology, the workforce has been unable to balance its workplace with family responsibility. The problem becomes compounded among the families of dual career couple associated with such organizations. Maintaining the equilibrium between career and family life is a vital issue before such families. The work environment of today includes families where more and more couples are working full time. Dual career couples face different types of challenges as compared to one-income dominant couples. Setting up a system to help them navigate their professional as well as own interests is the answer for dual career couples. The dynamics will be a little different for each couple depending on their personal circumstances, for example — university place, career aspirations, age, children / no children, aging relatives, and hobbies. Since our career and family have changed and evolved, we have been through different stages and a new phase has recently begun and new roles will be given will provide a new opportunity for us to learn to balance. 1981-82 to Rs.23299.18 in 2013-14, while it has increased from Rs.738.07 to Rs.2625.55 at constant price during the same period.

## Keywords

Job Satisfaction, Employee Motivation, Balance, Employee Performance, Dual Career Couples

## Introduction

Over last few decades the Indian health organization has seen remarkable progress. The growing competition extended working hours and complexity in the workplace are some of the challenges being faced by the employee engaged in these organization. Due to continuous increase in work pressure, demanding jobs and use of advanced technology, the workforce has been unable to balance its workplace with family responsibility. The problem becomes compounded among the families of dual career couple associated with such organizations. Maintaining the equilibrium between career and family life is a vital issue before such families. The work environment of today includes families where more and more couples are working full time. Dual career couples face different types of challenges as compared to one-income dominant couples. Setting up a system

to help them navigate their professional as well as own interests is the answer for dual career couples. The dynamics will be a little different for each couple depending on their personal circumstances, for example — university place, career aspirations, age, children / no children, aging relatives, and hobbies. Since our career and family have changed and evolved, we have been through different stages and a new phase has recently begun and new roles will be given will provide a new opportunity for us to learn to balance.

Healthcare industry is an industry of high demand, high stress, and high risk. The industry works all over the year with major chunk of healthcare employees involved in the issues related with the life and death of the patients. Healthcare employees needs working on an emotional level constantly with other people. Many physicians and nurses and paramedical work for long hours whether be it day shift or night shift and this is the bases of conflict

in their professional and personal roles. The essence of hospital work allows physicians, nurses, and paramedics to be available even at odd hours at the workplace. This also takes a toll on the willingness of the employee taking care of their own health; the employee continuously struggles to ensure a balance between the care he gives to patients, himself, and his family. The private hospitals' working environment plays an important part for increase in mental exhaustion of its healthcare employees. The factors that are responsible for more stress are points given for the satisfaction of the patient, edge of cutthroat competition and performance, targets related to the productivity and performance to name a few. All these factors have a strong effect on the worker's emotional well – being and stress in the healthcare organizations.

### Literature Review

#### Work-Life Balance and Job Satisfaction

Research exhibit linkage between work life balance and job satisfaction of employees in organization. Many authors discuss about balance demands between paid job and responsibility of family or optimizing fulfillment by reducing differences between compensated job and responsibility of family. Some see work–life balance as lines between the time given to job, family and leisure. When addressing work-life balance, employees typically try maintaining the quality of life and career advancement opportunities, on the other hand, employers try maintaining more output and minimize staff turnover. Researchers eagerly want to concentrate on these studies for assessing effectiveness of system within entity to calculate the extent of an individual's overall satisfaction. (Susi 2010) balance in work life is an effort to employee satisfaction. Workplaces consider having practices to balance and maintain the work and life as well as retaining workers, reducing job family conflicts, reducing of worker stress and job satisfaction. At the workplace culture, practices of work life balance should be followed and promoted. Strong and effective organization culture increases the employee retention in organization for a longer time. Appiah (2016) revealed significance of work life balance for improving work and home performance for employees. Hur and Walter (2013) found getting assistance by an organization's supervisor and dependent care

system, as well as scheduling flexibility having favorable and strong connection to job satisfaction. Hosboyar (2013) explored work arrangement and employee satisfaction resulting in enabling employees to appreciate satisfaction while doing job at their own pace and time and supporting organization in retention. Ramadevi and Nagini (2014) showed the existence of conclusive relationship among job satisfaction and work life balance. An employer provides beneficial rules that allow their employees to manage professional and family life, thus improving job satisfaction afterwards. Employees are comfortable in work and in their family life while enjoying remunerations and other benefits offered by their employers' work-life balance programmes. Yutaka Ueda (2012) concluded effect of professional and personal life balance on male as well as female employees. All three factors including career, work life balance plan and employer satisfy male employee. Nonetheless, female employee considers employer satisfaction as more important. Work life balance plans influence more workers with higher earnings relative to workers with lower earnings.

#### Work Life Balance and Employee Motivation

The concerns towards worker's motivation remain vital to balance the work for performance along with work commitment. In Indian context female employees confront a varied form of pressure as a result of patriarchal practice. There is a sense of urgency to find the mean that drive dual career couples to be motivated and contribute their best in their jobs. Creating balance is a challenge because of job stress and strain to balance the matters related to work and social. Several literatures state the significance of employee motivation in various professional fields like teaching, banking, medical, etc. Allison (2009); Pamela, Severt, and Dickson (2010) in their study claims that employee motivation incorporates employee confidence, ambition, dedication and drive towards achieving professional excellence. Thus, there is a need to explore the driving forces for enhancing employee motivation in enhancing work satisfaction and how work life balance enhances work motivation in health care employees. Smith (2010) emphasized significance of balancing the work and life. Shankar (2014) highlighted that for surviving in a competitive market as a result of liberalization, privatization, and globalization and to reduce employee turnover rates, the quality of work-life

initiatives is an important step. Motivated people are the strengths for any effective company. The author focuses and analyzes findings from the literature that involve work quality and predict employee motivational strategies

Zehra and Faizan (2016) showed that women are less willing to work from home, as they view it as an additional burden. Balanced employees feel more inspired and less depressed at work, thus increasing the productivity of the organization and reducing the number of disputes between subordinates and managers. Particularly motivating and satisfying to the workers is the workplace where they get work life balance that makes them happy. Hence, happier workers, whose work-life balance needs are met, stay in their organization for longer time and thus are more successful.

### **Work life balance practices and employee job performance**

Every organization adapts permutation and combination of human resource strategies to improve performance in competitive organizational benefit. Workers play an active part in improvement and maintenance of the performance of the organization. Arulrajah and Opatha (2012) stated organizational performance depends directly on type of workers it hires. Despite different constraints, dual career couples play a significant part in improving the organization performance. Many organizations adapt several policies to promote dual career couple like together posting, flexi timing, etc. to keep their work life balance and gain high contribution towards organization. Previous studies covered numerous work life balance practices, work-life mismatch, family-friendly practices, employee absenteeism, employee turnover, employee retention, morale, job satisfaction, and work-family conflict within various industries. Schneider and Waite (2005) stated in a survey that involved 500 dual work families in eight US communities. Author explores how dual-earner families handle the stress and demands of balancing family and work. Author attempted to investigate the time spent by parents in working is having a negative effect on their children. Several scholars have concluded in this sense that enhancing employee work-life balance increases satisfaction, productivity and engagement of an employee (Konrad and Mangel 2000; Peetz et al. 2003; Allen and Armstrong 2006; Grady et al. 2008; Townsend et al. 2011; Leiva, Vidal, and

Navarro 2012; McDonald, Townsend, and Wharton 2013). Additionally, improvement in work-life balance reduces turnover and absenteeism among workers. Professional and personal life balance creates, maintains healthy supportive organization culture that allows employee balancing of personal and work responsibilities, thereby strengthening employee productivity and loyalty. Kundu, Phogat, Datta, and Gahlawat (2016) in their research work in India studied 393 employees consisting of dual career couples, and study indicated not all job-family features impact dual-career couples. There were 13 workplace features that were listed, out of which, 8 were found, that is, growth, flexibility, coworker cooperation, supervisor help, overtime practice, self – employee control, discrimination, and job competence. Kim and Burley (1995) in their research work explored socio-psychological process within family as possible mediators between work-family conflict and marital transition between U.S. dual career couples. In the study of 277 psychological professional respondents, a negative relationship was found between marital change and work – family conflict, equity in spouse home obligation and social support play a mediating part. Contrary to assumptions, author found that gender had no indirect overall effect on marital change.

Excellent findings were made by Hayman and Rasmussen (2013) balance of working life is equally significant for men and for women workers. Organizational and HR leaders therefore need to involve male workers in the formulation of policies on gender balance. Marafi (2013) found problems for educational workers working on weekends or working overtime or taking extra classes in addition to regular classes. The workers were not having a positive work balance and had problems related to health and life. This led to instability in personal life and eventually to demotivation and turnover. Furthermore, when appropriate payment and information is given, the negative impacts on workers' working lives can be minimized. Chahar, Hatwal, and Sen (2019) concluded that organizations need to emphasize on employee training to make them creative and learning new practices for becoming more competent at their work. The study also suggested the way for improvement in the organizational climate due to its contribution towards learning and creativity.

Everybody works towards a balanced life and fulfilling life, but it is difficult for double-life couples to cope with work and home in perfect alignment. The achievements, status quo and recognition of the modern couple are becoming a must while striving to be the right wives/supermoms and super father. Hassan (2010) stated individuals in the East maintain distinctive work and family customs compared to West. This is because of cultural differences, structures of family, and social institutions. A country with strong culture such as India, there is a strong impact of value-system on the family and therefore requires considerable time. Dual-career couples have a more chance of facing the challenges to navigate working life due to the dual roles they need to handle at work and at home every day in their regular lives with conflicting demands, stresses, and circumstances. Buddhapriya (2009) found that the psychological well-being of Indian workers is heatedly affected by Indian family-based obligations and thus by the tension of work-family relations. Perlow (1998) has noted that the rise in women workers not only grown in two-time career but has also forced them to deal with the long working hours.

## Methods

### Research Questions

Companies implementing programs related to work life balance acknowledge that affecting of employee welfare affects the business profitability and growth. In today's competitive world, companies and organizations spend money and time on satisfying employees for improving the production as well as productivity and helping in managing the needs of the organization. The present study addresses the significance of work life balance, performance, and job satisfaction of employees.

Do work life balance practices enhance employee motivation of dual career couple engaged in health care organization in Uttarakhand (India)?

Can work life balance practices increases job satisfaction of dual career couples engaged in health care organization?

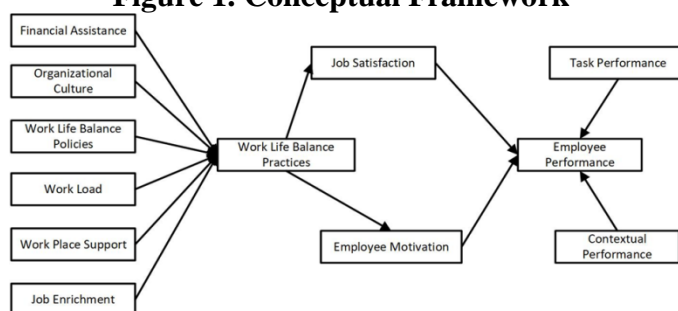
Can work life balance practice raise job performance of employee?

Is there any rational relationship between work life balance practices, employee motivation, job satisfaction and employee work performance?

## Conceptual Framework

In the earlier research, proposed work life balance practices were recognized as independent variable while job performance outcomes of dual-career couples as dependent variable for this study. According to conceptual framework of this present study, work life balance is divided into six main categories such as, Job enrichment, Organization Culture, Work Life Balance policies, Workplace Support, Workload and Financial Assistance (Baral and Bhargava 2010; Behson 2005). (Refer figure 1).

Figure 1. Conceptual Framework



## Objectives of Study

To study dimensions of work life balance practices and its impact on work performance among dual career couples associated with healthcare organizations in Uttarakhand state (India).

To assess the work life balance practices and its impact on job satisfaction and employee motivation among dual career couples associated with healthcare organizations in Uttarakhand state (India).

To study the moderating role of job satisfaction and work motivation in the relationship between work life balance and employee performance.

## Hypotheses

Based on this proposition, following hypotheses and proposed model was conceptualized:

H1: Work Life Balance Practices are positively associated with the employee job satisfaction

H2: Work Life Balance Practices of the organization are positively associated with Employee motivation

H3: Work Life Balance Practices are positively associated with Employee job performance.

H4: Employee job satisfaction and motivation moderates the relationship between work life balance practice and employee job performances.

### Research Methodology

Study investigated the work life balance practices and its impact on employee job satisfaction, employee motivation and job performance among dual career couple associated with health care organization in Uttarakhand state (India) and based on these objectives of study the hypotheses was developed. For the study the sample size was 307 dual career employees working in different healthcare organization located in Dehradun, Haridwar, and Haldwani district of Uttarakhand state (India). Present study used a structured questionnaire for collection of primary data and employees participated through survey method. The questionnaire covered the different dimensions of work life balance practices, job satisfaction, employee motivation and employee performance. Construct for study were identified based on secondary literature and studies done in the past. After identifying the construct, measurement variable was developed. Work life balance scale was developed based on previous research of Tasdelen-Karçay & Bakalim, 2017, Helvacı et al. (2017). Job satisfaction in role behavior and extra role behavior were developed from the work of Turnley and Feldman (2000), Somech (2006), Griffin et al. (2007). Employee motivation scale was developed based on Deci and Ryan (2015); Gagne & Deci, (2005); Ryan & Deci (2000) had a key role in the development of motivation concept. Job satisfaction, the most important component of working professional was measured by the instrument constructed by Scott Macdonald & Peter MacIntyre (1997) titled as "Generic Job Satisfaction Scale". The aim was to collect general information about each construct and measurement variable were developed for each construct.

Majority of the questionnaire reviewed from secondary literature were modified in the context of specific problem under investigation. Questionnaire designed in two parts. First part consists of demographic characteristics of respondents. Second part includes variables like Work Life Balance practices, Job Satisfaction, Employee motivation and Employee performance (Task performance and Contextual performance). Employees rated statement on the questionnaire on Likert scale of 1 (strongly disagree) to 5 (strongly agree). Nonprobability sampling (snowball) was used to contact dual career couples engaged with different health care organizations. Some respondents were contacted personally, and majority of respondents were contacted electronically by taking the address from reference group. Total 350 responses were received. After editing finally 307 responses were found suitable and taken for the study. The validation of the survey instrument was done by sending initial questionnaire to a panel of experts and medical professionals for determining validity of questionnaire, consistency of its purpose and to ensure its ties with the study objectives. In order to validate the reliability, 35 respondents, comprising 10% of the total sample size, deemed to be members of the study population, checked the questionnaire as a pilot study. Cronbach's alpha's value was found as 0.963, which means the questionnaire is appropriate. Full scale survey was carried out and data was manually collected, tabulated, and analyzed using SPSS 22 after reliability and validity assurance. The data analysis provides descriptive statistics for the mediation impact evaluation using SPSS 22 and regression analysis.

**Table 1: Demographic Profile of Respondents**

	Categories	Count	Percentage
		307	100
Age (in years)	Up to 25	70	22.8
	26 to 35	129	42.0
	36 to 45	72	23.5
	46 to 55	32	10.4
	56 to 65	4	1.3
Gender	Male	195	63.5
	Female	112	36.5
Education Level	Non-technical courses	94	30.6
	Diploma Certificates	26	8.5
	Graduate course in medical and paramedical sciences	70	22.8

	Post graduate courses	71	23.1
	Professional and Others technical qualification	46	15.0
Year of Experience	0-3	36	11.7
	4-6	28	9.1
	7-10	216	70.4
	More than 10	27	8.8
Area Specializations	Medical	42	13.8
	Technical	12	3.9
	Administration	22	7.1
	Nursing	208	67.8
	Others	23	7.4
Nature of job	Challenging in nature	99	32.2
	Routine in Nature	77	25.1
	Risky in Nature	47	15.3
	Normal and Enjoyable	84	27.4

Over recent decades, the global demographic changes and personality fluctuation has led to more challenges for women workers who aspire to manage demands in their work and family life, such as increased involvement of female employees, dual-career households, single parent families, child-centered care and elderly care. These issues become more important due to demographic shift (Tennant and Sperry 2003). The sample characteristics as presented in the table 1 indicate demographic characteristics as well as job characteristics (age, gender, and education, year of experience, area specializations and nature of job) of respondents. Table 1 indicates most of respondents are from 26-35 years of age as indicated by 42% respondents in the sample, 22.8% are upto 25 years, 23.5% are in the age between 36-45 years, 10.4% are in 46-55 years and remaining 1.3% respondents are in 56-65 years. Most employees are male that accounts for 63.5% and remaining 36.5% are female. Respondents. The sample is combination of educated class of employee as 60.9% respondents are having

Graduate course in medical and paramedical sciences, Post graduate courses and Professional and Others technical qualification to their credit. 8.5% respondent are having technical diploma certificate to their credit. Remaining 30.6 employees is having non-technical academic qualification to their credit. The survey reveals that majority of the employee having professional experience with organization for more than 6 years as 79.2% respondent's falls into this category. Sample includes 13.8% medical categories respondents, 3.9% technical categories, 7.1% administration categories 67.8% nursing profession and 7.4% other categories respondents. It is observed that 32.2% respondents are of the opinion that their nature of job is challenging, 25.1% respondents are of the opinion that their job is normal and routine in nature. 15.3% respondents feel that their job is risky in nature and 27.4% employee feels that their job is normal and enjoyable. The study signifies that sample is the combination of all the segment of employee having god experience with resent organization.

**Results**

**Table 2: Perceived Factors Driving Work Life Balance: A Descriptive Statistics**

	Factor Loading	Reliability	Mean	Standard Deviation
<b>Financial Assistance</b>			4.1800	.89512
I will help my family to solve the problems caused by money.	.842	.964	4.2052	1.13194
I am not able to devote much time with my family as there is excessive organizational engagement	.841		4.1531	1.06305
My organization gives me suitable remuneration for my work.	.808		4.2345	1.08933
I can enrich home by financial support from my job.	.798		4.3127	.99669
My social life is affected due to my nature of job.	.780		4.3127	1.00972

Most of the time my financial constraint makes it difficult to balance my current work arrangements and personal responsibilities	.745		4.1824	.96302
I can help my household appliances buy by my dad.	.735		4.2541	1.02610
Management provides me financial assistance to complete my entire tasks on my own	.548		3.7850	1.11410
<b>Organizational culture</b>		.930	4.0843	.86359
My organization addresses life problems that hinders employee's performance	.822		4.3257	.95901
We have Family Supportive Organizational policies	.817		4.1270	1.06035
Organization promote its employee in different recreational activities	.798		4.0489	.90436
We have excellent overall supportiveness for harmonizing professional and personal life in organization	.747		3.9935	1.10552
In my organization employees are capable to combine work life with personal life	.699		4.2182	1.09422
Overall family-friendliness environment motivates me to work with enthusiasm	.599		3.9479	1.21155
Presence of healthy work culture gives me an opportunity to use my skills	.592		4.0098	1.08310
Workplace openness among colleagues help me with solution in case I have any problem at work	.572		4.0033	.97518
<b>Work Life Balance Policies</b>		.892	3.7345	1.14188
The organization has policies helping me meet my family commitments.	.864		3.7492	1.22832
The staff are made aware of the organization's WLB policies expected to adhere to and sign the WLB policy	.811		3.7655	1.33470
Organization clearly establishes strategies for employee training and therapy to handle work-life relationships	.642		3.4853	1.34150
We have well established detailed WLB policy in my company	.614		3.9381	1.34532
<b>Workload</b>		.902	4.0206	1.05372
I can freely discuss problems concerning workload affecting my work life balance with superior	.875		4.0684	1.18482
My organization support in all respect to keep their workload balanced and keep them happy	.873		4.0945	1.19402
Organization set flexible work schedule to manage workload for its employee	.501		3.8990	1.07538
<b>Workplace Support</b>		.931	4.2011	.91066
Management treats all the employees equally in providing support with work and family related matters	.796		4.1536	.95777
Superior and subordinate's relationship assist me in performing the work effectively	.796		4.1792	.96532
My responsibility at work increases my workload and keeps me away from family	.607		4.1336	1.05025
My colleagues understand and work accordingly to other non-work situation	.528		4.3355	1.02652
<b>Job Enrichment</b>		.987	3.8176	1.17613
Organization understand our problem and really cares about my well-being	.876		3.8306	1.16202
I have adequate information and knowledge which enables me to do my job well	.865		3.8046	1.20494

**Inference:**

The elements driving work life balance of employee and its impact on job satisfaction, motivation and job performance were identified by carrying out factor analysis using SPSS 22 Software. KMO value was found to be .851

indicating the data is enough to go for factor analysis. Reliability of the entire measurement variable was found to be .963 indicating responses are internally consistent. Out of total 29 variable, 6 factors were identified. Factors were given appropriate name and presented in Table 2.

Further, descriptive statistics calculated in the study, and reliability statistics of measurement variable under different construct of work life balance is shown in Table 2. Cronbach alpha was calculated to assure the reliability of each component of employee engagement and found to be in the range of .892 to .987 which confirms that construct is reliable enough to proceed for further statistical tests of significance. The output presented in Table 2 is descriptive statistics for all variables under investigation. The information

presented in the above table indicates the factors and associated variable. Looking at the mean and standard deviation (SD) one can conclude that work life balance Practices like Workplace Support has scored highest mean (m = f 4.2011) and SD = .91066. It was followed by Financial Assistance with mean = 4.1800 and SD = .89512. Higher standard deviation of the factors like Job Enrichment (SD =1.17613) indicates that respondents view on this issue is heterogeneous.

**Table 3: Job Satisfaction: Descriptive Statistics**

	Reliability	Mean	Std. Deviation
Job Satisfaction	.805	4.2353	.78629
I am contented with the economic benefits that the organization offers		4.4886	.93009
I am contented with the social security the organization provides		4.2964	.87452
The overall work arrangement and environment are satisfactory in the organization		3.9967	1.06488
I am psychologically happy and feel satisfied with the interpersonal relationship prevalent in this organization		4.1596	1.07433
Valid N (listwise)	307		

Descriptive statistics of various components of job satisfaction like economic satisfaction, social security satisfaction, work environment and psychological satisfaction are presented in Table 3. It indicates that economic benefits offered by organization has scored highest mean of 4.4886 with SD =.93009. It was followed by social

security with mean 4.2964 and SD .87452. Interpersonal relationship scored mean of 4.1596 and SD = 1.07433. Work environment has scored mean of 3.9967 and SD = 1.06488. Overall job satisfaction has scored mean of 4.2353 and SD = .78629. Overall reliability of this was found to be .805.

**Table 4: Employee Motivation: Descriptive Statistics**

	Reliability	Mean	Std. Deviation
Employee Motivation	.885	4.1196	.78118
I am aware that my work is important for the organization		4.3420	1.00178
The work I do in my organization is worth doing		4.2801	.88913
It is a matter of honor for me working in this organization		3.9967	1.06181
I feel overjoyed working with this organization		4.0717	1.07925
I do my job with fondness		4.3746	.95985
Future organizational development plan makes me hopeful for the future		3.8274	1.18797
I come to work pleurably every day		3.9446	.89307
Valid N (listwise)	307		

Employee motivation is the level of energy, commitment, creativity and drive that an individual brings to their jobs. The biggest concern for the management is to motivate the employees whether the organization is shrinking or growing. The main source of motivation is either empowering the

employees or providing them suitable incentives. Based on secondary literature, some of the important measurement variable was developed and employees rated them on a Likert scale of 1 to 5. Descriptive statistics as calculated by SPSS software indicates that variable like “I do my job

with fondness” has scored highest mean of 4.3746 and SD = .95985. Variable like” Future organizational development plan makes me hopeful for the future” has achieved minimum mean score

of 3.8274 and highest SD of 1.18797. Overall mean of employee motivation was found to be 4.1196 and SD =.78118. Reliability of this was found to be .885.

**Table 5: Employee Performance: Descriptive Statistics**

	Reliability	Mean	Std. Deviation
Employee Performance	.932	4.2068	.73178
<b>Task Performance</b>	.896	4.2248	.75351
I can perform better the core work responsibility given to me	.853	3.9316	.89946
I can use my potential fully in my work.		3.9772	.96141
My performance in fulfilling the tasks set out in my job description has improved		4.6059	.73943
My core job performance has improved		4.3844	.83753
<b>Contextual Performance</b>		4.1889	.76252
I am able to contribute more towards achieving team performance		4.2736	.89847
I am able to help my colleagues who have a heavy workload or other family issues.		4.1759	.98436
I am contributing towards doing those job that are not the part of a formal job description		4.3550	.88247
I am helping my colleagues and strengthening social network s within my organization		3.9511	.89345
Valid N (listwise)		307	

Employee performance means fulfillment and execution of job tasks and duties by an employee. It signifies the quality, effectiveness and efficiency of the output given by the employee. Performance also means how important an employee is for the organization. Task and contextual performance were measured in the performance outcome. Task performance describes core work responsibilities of an employee (Koopmans et al. 2011) and is showed in not only particular deliverables and outcome of the work but also in their quality and quantity. Contextual performance is reflected in activities that is more than what is mentioned in the formal job description like development of a colleague,

making a strong social network inside the organization, doing any other extra work for the organization. Based on secondary literature certain measurement variable was developed and employee rated them on a Likert scale of 1 to 5. Descriptive statistics in Table 5 reveals work life balance practices influence more in improving task performance as it has scored mean of 4.2248 and SD =.75351. Contextual performance has scored mean of 4.1889 and SD = .76252. Overall employee performance has score mean of 4.2068 and SD =.73178. Reliability of this was found to be .932.

**Table 6: Impact of Work Life Balance Practices on Employee Performance: Direct Effect**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.640	.072		8.839	.000
	Financial Assistance	.245	.024	.299	10.076	.000
	Organizational Culture	.146	.024	.172	6.033	.000
	Work Life Balance Policies	.169	.017	.264	9.796	.000
	Workload	.105	.018	.151	5.835	.000
	Workplace Support	.156	.023	.194	6.716	.000
	Job Enrichment	.063	.015	.101	4.240	.000
R = .950 <sup>a</sup>		R <sup>2</sup> .902		F = 460.568	P = .000 <sup>b</sup>	

a. Dependent Variable: Employee Performance

In first step effect of work life balance practices on employee performance was measured assuming these practices (Financial Assistance, Organizational Culture, Work Life Balance Policies, Workload, Workplace Support and Job Enrichment) as independent variable and job performance as dependent variable. Regression output in Table 6 signifies that p – values equal 0.000 and hence all the predictor variables are statistically significant. The positive coefficient of the independent variable (predictor variable) indicates that the mean of the dependent variable

tends to increase with the increase in the value of the independent variable, however, its intensity varies based on numeric value of various predictor variables. In our model it can be inferred that a change in one unit in financial assistance will bring a change in .245-unit change in job performance subjected to holding the other variables constant in the model. R<sup>2</sup> Value (0.902) indicates independent variables are significantly contributing towards change in dependent variable. Regression analysis confirms the positive effect of work life balance practices on employee performance.

**Table 7: Impact of Work Life Balance Practices on Employee Performance: Indirect Effect for Testing the Moderation Effect**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.160	.035		4.518	.000
Financial Assistance	.006	.016	.007	.373	.710
Organizational Culture	.028	.012	.034	2.369	.018
Work Life Balance Policies	.010	.014	.015	.713	.476
Workload	-.045	.012	-.064	-3.654	.000
Workplace Support	.057	.010	.071	5.624	.000
Job Enrichment	.036	.006	.057	5.623	.000
Job Satisfaction	.380	.044	.409	8.553	.000
Employee Motivation	.500	.013	.534	37.285	.000
R = .992 <sup>a</sup> R <sup>2</sup> .984      F = 2250.552      P = .000 <sup>b</sup>					

a. Dependent Variable: Employee Performance

In the second step employee job satisfaction and employee motivation was added into independent variable as moderating variable and outcome of regression equation can be presented as:

$$\text{Employee Job Performance} = .160t + .006 * \text{Financial Assistance} + .028 * \text{Organizational Culture} + .010 * \text{Work Life Balance Policies} + -.045 * \text{Workload} + .057 * \text{Workplace Support} + .036 * \text{Job Enrichment} + .380 * \text{Job Satisfaction} + .500 * \text{Employee Motivation}$$

Most of the moderator variables measure causal relationship using regression coefficient. The relationship found to be significant if moderating variable strengthen the relationship between independent and dependent variables. In Table 7, employee job satisfaction and employee motivation were added with diverse factors of work life balance practices then regression analysis assessed impact of work life balance practices on job performance of employee. Result of Hierarchical

Regression Analysis shows job satisfaction ( $\beta_m = 0.380$ , Sig. = 0.000) and employee motivation ( $\beta_1 = 0.500$  Sig. 0.000) have significant impact on job performance of employee. Change in measuring variable of Financial Assistance ( $\beta_1 = 0.245$  Sig. 0.000 to  $\beta_1 = .006$ , Sig. 0.710), Organizational Culture ( $\beta_2 = .146$  Sig. 0.000 to  $\beta_2 = .028$  Sig. 0.018), Work Life Balance Policies ( $\beta_3 = 0.169$  Sig. 0.000 to  $\beta_3 = .010$ , Sig. 0.476), Workload ( $\beta_4 = 0.105$  Sig. 0.000 to  $\beta_4 = -.045$ , Sig. 0.000), Workplace Support ( $\beta_5 = 0.156$  Sig. 0.000 to  $\beta_5 = .057$ , Sig. 0.000) and Job Enrichment ( $\beta_6 = .063$  Sig. 0.000 to  $\beta_6 = .036$ , Sig. 0.000) was observed as intervening variable (employee job satisfaction and employee motivation) was included in Step 1 of the regression equation. R-Square increased from 0.902 to 0.984, hence, established employee job satisfaction and employee motivation moderate’s relationship between work life balance practices and job performance of employee.

**Table 8: Testing of Hypothesis and Interrelatedness of Work life Balance, Employee Motivation, Job Satisfaction, and employee Job Performance:**

Sl. No	Hypothesis	( $\beta$ )	R	R <sup>2</sup>	F	T	p	Remarks
1	Work Life Balance $\leftrightarrow$ Employee Motivation	.834	.847	.714	771.816	27.78	.000	Significant
2	Work Life Balance $\leftrightarrow$ Job Satisfaction	.947	.956	.914	3237.162	56.897	.000	Significant
3	Job Satisfaction $\leftrightarrow$ Employee Job Performance	.871	.936	.876	2150.830	46.377	.000	Significant
4	Employee Motivation $\leftrightarrow$ Employee Job Performance	.894	.955	.911	3129.339	55.940	.000	Significant

In present research, four hypotheses were assumed. To test the hypothesis regression analysis was carried out and outcome is presented in the Table 8. For testing the hypothesis various elements of work life balance practices were clubbed into one factor as independent variable and motivation as dependent variable. Similarly, work life balance and its impact on job satisfaction was carried out. Further impact of job satisfaction and employee motivation on job performance was carried out. Higher beta coefficient ( $\beta$ ) .834, and R<sup>2</sup> Value (0.714) indicates independent variables (Work Life Balance) are significantly contributing towards change in dependent variable (Employee Motivation). Regression analysis confirms the positive impact of work life balance on the job satisfaction and performance. Thus, regression outcome supports the proposed hypothesis.

### Discussion

The discussions are related to the findings of the study by using of regression analysis. The first objective to examine the relationship between work life balance practice and its impact on employee job performance of dual career couples. As per result of regression analysis between the work life balance practices and employee job performance of dual career couples, regression coefficient ( $\beta$ ) of all construct variable is .245, .146, .169, .105, .156 and .063, which is significant at 5% ( $t > 1.96$  sig.  $< .05$ ). Therefore, the results indicated that alternative hypothesis is accepted, and null hypothesis is rejected. Hence, a positive impact of work life balance practices on job performance of dual career couples associated with health care organizations in Uttarakhand (India) is seen. The test result is also in confirmation with the previous studies undertaken by Arulrajah and Opatha

(2012); Naithani (2010); Kim (2014); Karatepe (2013) indicated that an individual's work life balance when seen jointly for all the employees in an organization, it results into a massive effect on overall organizational performance. Some academicians showed work life balance as an important concern of organization as it exhibits results like lower employee turnover, engaging employees in the work, organizational citizenship behavior, performance in the task and work, increasing productivity of the employee, job satisfaction and employee commitment which are all positive for the organization. The outcomes of the present research propose that organizations should increase the employee's work life balance for improving performance. Work life balance determines employee performance by enhancement of employee commitment, employee engagement, satisfaction in job, employee productivity and organizational citizenship behavior. Along with this work life balance is believed for reducing people stress related to work and thus enhances the employee job performance. Organizations generally put into effect work life balance practices such as Financial Assistance, Organizational Culture, Work Life Balance Policies, Workload, Workplace Support and Job Enrichment for improving the performance. In addition to this, organizations need to emphasize more on creation, identification and use of work life balance practices to enhance satisfaction and employee motivation aimed to improve performance. Moreover, Thevanes and Arulrajah (2016) stated promoting work life balance practices adds improvement in organizational sustainability by enhancing social, financial, and environmental performance of the system. Further, Senthilnathan and Arulrajah

(2014) concluded that enhancement of employee's work life poise role for improving contextual performance. These findings are similar to previous studies that suggested contribution of work life balance towards enhancement of the performance (Vidal, Navarro, and Leiva 2012; Gomez et al. 2010; Naithani 2010; Kim 2014; Aslam 2015).

### Conclusion

The data was collected from healthcare organization in Uttarakhand (India), a fast-developing Indian state, the researcher tests relationship between work-life balance and job performance and moderating role of employee job satisfaction and employee motivation. Results states that work-life balance is a significant factor for improving employee performance adding that employee job satisfaction and motivating factor plays crucial part to further increase job performance of dual career couples in this important industry. All the other situations and circumstances remain same, the better the work-life balance of each organization, an additional improvement in employee job performance is seen. The present study is significant as state of Uttarakhand (India) in the last few years implemented several work-life balance policies. Findings will aid as well as benefit experts and specialists in understanding impact of work life balance practices on job performance of employee as well how factors of job satisfaction and work motivated moderates relationship for better work performance of dual career couples in this highly important industry for the social development.

### Limitations of The Research

The present research has several limitations. First of all, our sample size is limited that limit our research accuracy. The generalizability of outcomes may be restricted due to small sample size. Secondly, this study is limited to selected healthcare organization in Uttarakhand state (India) specifically in the context of a specific context due to lack of time and funds. Future research on broad samples may be performed in a national context. The third limitation is the use of a quantitative technique as the primary method for collecting and analyzing data, which may limit the accuracy of the results. Further techniques, such as case studies, could therefore be used in future work to increase the accuracy of the results, particularly with regard to hypothesized relationship. Finally, the study

chose the healthcare industry as the study population, and the problem with this is that the healthcare industries differ in terms of business execution as opposed to other organizations. It is therefore suggested that future work should look at other types of organization or industry in exploring relationship between work life balance, employee motivation, job satisfaction and performance of the employees in the organization.

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