

Human Resource Productivity and Work - Life Balance in Learning Organizations

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ARTICLE INFO	ABSTRACT
<p><i>Received: 10 July 2021</i></p> <p><i>Reviewed: 25 August 2021</i></p> <p><i>Revised: 20 August 2021</i></p> <p><i>Accept: 12 September 2021</i></p>	<p>Purpose: The purpose of this paper is to present main concepts and ideas about Work - Life Balance and Human Resource Productivity in organizational learning. Employee productivity is an assessment of the efficiency of a worker or group of workers. On the other hands, there is a positive relationship between Work Life Balance & productivity. Promote work-life flexibility options for all staff.</p> <p>Methodology: The technique used is a comparative studies approach. Comparative research methods have long been used in cross-cultural studies to identify, analyze and explain similarities and differences across societies. This technique often utilizes multiple disciplines in one study. The study period is 2020-2021.</p> <p>Findings: The results show that Fundamental Initiatives for Creating Work-life Balance is Change the Organizational Culture, Clarity of Vision, Purpose and Objectives, Training, Workshops or Development Programmers, Job sharing, Part-Time Work, Flexi time, Working Condition and etc., ...</p> <p>Originality/Value: Having a Healthy Work-Life Balance Improves Productivity in Organizations.</p>
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1. Introduction

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers [1]. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. A productive workforce is the engine behind every successful business. Having a set of hard-working, productive employees will make reaching your goals and targets a breeze. Conversely, an unproductive workforce will make it impossible to get anything done. There are several factors that affect your employee's productivity levels [2].

These factors are training, Employee Wellness, wage, Processes, good management, work-life balance and so on. Balance in work and family life is an emerging challenge for both employees and employers. This conceptual paper on WLB gives a framework on the meaning and importance of WLB in current scenario. It throws light on the effects of poor WLB and also gives suggestions to overcome those obstacles. This pays way for the reader to have an in-depth knowledge about the necessity of balancing one's own work life and personal life and there by gives opportunities to bring out further research on this topic.

2. Literature Review

Work-life balance (WLB) is the general term that uses to describe organizational initiatives aimed at enhancing employee experience of work and non-work domains [3]. Guest also describes work-life balance as a form of metaphor. The definition of work-life balance has defined as the amount of time you spend on doing your job compared with the amount of time you spend with your family and doing things you enjoy [4]. The conceptual meaning of work-life balance is not a comprehensive meaning. The balance may not imply equal amounts of time or something on both sides. Work-life balance is used to explain a relationship between individual's work and life domains According to Pasamar and Cabrera, they define work-life balance as "the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities". People view work-life balance from various perspectives. Thus, there is also no "one size fits all" approach to design and develop work-life balance initiatives to meet employees' real needs. WLB gives employees a way of accommodating requirements of both work and personal activities that are importance for their personal need and social wellbeing [6].

Organizations are realizing that workers with well-balanced work and lives are actually valuable to firms [7]. The quality of a worker's personal life impacts work quality and there are tangible business reasons to encourage work and non-work incorporation. There are numerous organization policies that can assuage the burden of work-life balance. Options include providing leave with pay or options for reduced hours, workplace supports such as personal time off, paid leave, on-site or nearby childcare, financial assistance for childcare, and other family-friendly policies all of which are workplace policies that could resolve the work-life balance problem. In deciding to facilitate employees' work-life balance, organizations can choose from a wide array of options [8]. Options include providing leave with pay or options for reduced hours, workplace supports such as personal time off, paid leave, on-site or nearby childcare, financial assistance for childcare, and other family-friendly policies all of which are

workplace policies that could resolve the work-life balance problem. In deciding to facilitate employees' work-life balance, organizations can choose from a wide array of options [9]. One option is job-sharing which is a system where two people share a job. They both have the same job, but split the hours; the payments, holidays and benefits (each employee has a part-time position). This gives them ample time to attend to non-work activities to achieve a good degree of work-life balance. Next is Breaks from work once in a while, which results in the right balance between work and life. These breaks should not only be about maternity, paternity and parental leave, but also time off for career breaks and sabbaticals [10].

Another option is compressed working hours; a system where an employee can work his total number of agreed hours over a shorter period such as working the hours over four days in a week instead of five consequently gaining a day. Moreover, there is the option of self-roistering where employee's roster their hours how they want. The organization daily checks the number of staff and skills required and lets the employees decide which hours they would like to work. Employees are thus able to schedule their time conveniently between work and non-work activities. Furthermore, there is Tele-working, a flexible schedule option that employee value tremendously and its popularity is increasing [11].

Using modern communication technology, employees carry out their jobs without necessarily having to be at the office. Often, they can work from home or in satellite offices or telecentres close to them. It allows employees to attend to family or non-work issues once production or excellence is not affected. Gradually more sophisticated and realistically priced technologies have made it more feasible for employees to keep contact with work employing several methods, such as e-mails, computers, and cell phones, which enable them to complete their work beyond the physical restrictions of their offices. Employees may respond to an email or a voice mail after-hours or during the weekend, typically while not officially "on the job". Researchers have found that employees who consider their work roles to be an imperative component of their personalities will be more apt to use these communication technologies to work while in their non-work domains. Tele- working is nevertheless not suitable or achievable for every job but it saves inestimable time, money, and commuting stress for employees. It also enables office collaboration time when the employees come in and employee work – life balance is ensured. Again, there is Child Care.

Child care assistance can boost output and drive among employees. It also reduces turnover, accidents and absenteeism. Childcare options for working parents can be significant in work life balance and job satisfaction. The leaning is towards dual-earning families because life is now excessively costly for a prospective money-maker to stay at home. People with families no longer possess the extravagance to stay at home for child care. Therefore, as Vlems observes the demand for child care options as a means of helping employees achieve work-life balance is becoming more and more imperative [12]. Child care options include crèche, day-nursery, after school child care, teen care, host parent care, and leader-at-home. There is also the Flexi-time option which is a scheduling policy that allows full-time employees to choose starting and ending times within guidelines specified by the organization. It permits employees to focus on non-work requirements without taking time off work. Employees who have this flexibility boost productivity and have less work-family spill over and they are less likely to miss work due to family related issues. A flexible schedule gives employees more options and is especially appropriate in jobs where specific work hours really do not matter. Other options of work-life balance policies that lead to happier and more productive workers include educational classes, such as classes on the wellbeing of a newborn or family, put on by the organization, that has been shown to be associated with less reported work-life conflict [13].

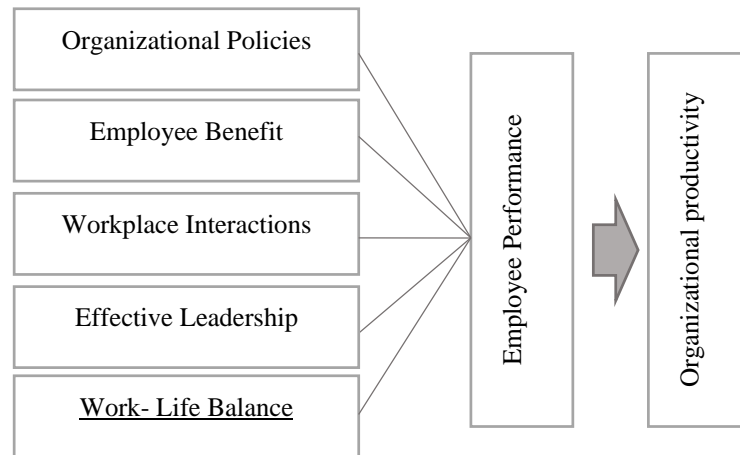


Fig. 1. Work Life Balance and Productivity

3. Data and Methodology

The technique used is a comparative studies approach. Comparative research methods have long been used in cross-cultural studies to identify, analyze and explain similarities and differences across societies [14]. This technique often utilizes multiple disciplines in one study. When it comes to method, the majority agreement is that there is no methodology peculiar to comparative research. The multidisciplinary approach is good for the flexibility it offers. There are certainly methods that are far more common than others in comparative studies, however. Quantitative analysis is much more frequently pursued than qualitative, and this is seen by the majority of comparative studies which use quantitative data. Comparative research can take many forms. Two key factors are space and time. Spatially, cross-national comparisons are by far the most common, although comparisons within countries, contrasting different areas, cultures or governments also subsist and are very constructive. Recurrent interregional studies include comparing similar or different countries or sets of countries, comparing one's own country to others or to the whole world. In this chapter, I'll share 5 key traits of learning organizations in 3 Companies with Awesome Productivity by implementing work-life balance. The study period is 2020-2021.

4. Results and discussion

4.1. Cognizant

Cognizant is an American multinational corporation that provides IT services, including digital, technology, consulting, and operations services. It is headquartered in Teaneck, New Jersey, United States. Cognizant is one of the world's leading professional services companies, transforming clients business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 230 on the Fortune 500 and is consistently listed among the most admired companies in the world. Cognizant's single-minded mission is to dedicate our business process and technology innovation know-how, deep industry expertise and worldwide resources to working together with clients to make their businesses stronger. Like many other IT services firms, Cognizant follows a global delivery model based on offshore software R&D and offshore outsourcing. The

company has a number of offshore development centers outside the United States and near-shore centers in the U.S., Europe and South America. In its early years, Cognizant gained business from a number of American and European companies with the help of the Dun & Bradstreet brand.

Working conditions and work life balance have a significant impact on employee productivity and on the eventual success of a business. While conditions often vary by industry, and on the resources of the employer, successful small business owners pay attention to and understand the conditions under which they expect their workers to perform. Including some working conditions at Cognizant are:

1. Good workplace
2. Nice company items of process and innovation
3. Flexible work schedule
4. Great place to expand your skills and experience.
5. Good organization culture
6. Productive, Fun place to work
7. Excellent Work culture
8. Remote Positions

Work-Life balance refers to an effective management or striking a balance between the work which is remunerated and the personal or social responsibilities which an individual is expected to perform. Work life can influence organizational productivity and also the wellbeing of the employees in different ways. Given below are some of the areas in terms of opportunities and concerns on which work life issues can have an impact:

- **Impact on the Profitability and Growth**

Excessive pressure of achieving the profitability and growth targets builds stress, hampers the overall productivity of the employees and disturbs their work-life balance. A well planned and implemented work-life balance strategy may greatly ease the work pressure both on the job and perceived work pressures, which in turn will favorably propel employee productivity and contribute towards a positive return on investment.

- **Employee Engagement at work and Quality of customer service**

An imbalance in the work and life front will adversely affect the complete engagement of the employees at work and hamper the quality of services delivered to the customers. On the other hand, the quality of service will be reliable and consistent, if the employees perceive that their efforts or their presence is valued by the management and also that the organization is committed to ensuring both personal and professional success of their employees.

- **Talent Acquisition strategy and the Challenges related to it**

Increase in the composition of the baby boomers and relatively a young pool of working professionals, have increased their expectations for a favorable work life culture. They expect that apart from their work responsibilities they need to attend to the personal/social responsibilities of their life. In the present scenario, issues with work-life balance is considered to be the prime reasons for a high rate of employee turnover which definitely is an imposed cost on the organization. Research reveals that, Johnson & Johnson was able to achieve a reduction in the rate of absenteeism by almost 50% by introducing flexi-work options and employee welfare policies.

- Rising cost of Health Care & Medications

Due to a rise in the level of work pressure and never ending expectations, a major percentage of the employees are faced with lifestyle related diseases and major health problems. This has become a serious issue of concern for the organizations because of the mounting cost of health care and drastic reduction in the ratio of employee productivity. Such concerns have compelled the management to pay importance to work-life balance priorities and creating a healthier workplace by implementing several developmental initiatives.

Work-life initiatives are not a choice but an imperative for the management in the present scenario. It is because, the employees look forward to the support and concern of the management towards their work-life related issues. HR today, holds the extra responsibility of implementing a gamut of initiatives for making their organization an attractive place to work for the employees [15].

4.2. McGraw-Hill

McGraw-Hill is an American learning math company and one of the "big three" educational publishers that provides customized educational content, software, and services for pre-K through postgraduate education. The company also provides reference and trade publications for the medical, business, and engineering professions. McGraw-Hill currently operates in 28 countries, has more than 5,000 employees globally, and offers products and services to over 135 countries in 60+ languages.

McGraw-Hill Company is Very flexible work-life balance, and an awesome place to work, the working conditions in this company are as follows:

- Friendly workplace
- The “work/life balance” really depends on your team and your manager. Some teams may need to work late because they are handling client work, but some teams may be able to sign off every day around 4pm.
- Great Office and Great People
- It was a fantastic high energy place to work. They treat their employees well. I learned a lot and felt respected. Work life balance was good as was work from home rules.
- Excellent workplace and people
- Excellent work environment and culture. Enjoyed remote field tasks and ability to interface in this marketplace. Company produced excellent products and services and was competitive in many markets.
- work environments
- From a work-life balance perspective, management was very supportive with the need to take care of family first and work schedules were also flexible.
- A great place to work.
- A very family friendly, life, work balance at McGraw Hill Education. Great company to be a part of. Truly a life changing experience that made a huge difference in my approach on life and personally. The culture is very similar to all sales positions in that you must make sales to be a part of the team.

There are several things to consider to help balance this time and not become overwhelmed.

1. Create a schedule for yourself and your students

If you are continuing to hold online synchronous meetings, doing so at your regularly scheduled class time may work for you. Consider, though, if it is possible for your students. Changes in work schedules and having family and children at home may make this difficult or impossible for your students. Students with multiple families in school may not have the availability of a computer or online access during this time.

2. Record Meetings

Recording meetings can help your students that are not available to still stay connected. There are various online formats that can make this possible and private. Be sure to let students know if they are being recorded so that they have the option of being on camera or staying private. While it is nice to see your students and interact with them, they may not feel comfortable being “filmed.”

3. Record online lectures ahead of time.

Pre-recording lectures allows students to listen at their own pace when they have time to focus and learn. If you use PowerPoint, this can be easily done side by side. By recording one side at a time, you have the flexibility to erase and rerecord slides at your convenience. You can expand and be detailed on content that may be more challenging for students. This is a great opportunity to provide examples to support the material and share personal stories. It also gives students your presence without being in a face-to-face classroom environment.

4. Flexibility is key

Students are going to face challenges that they would not have without this pandemic. Flexibility in your due dates will make life easier for you as the instructor and for your students. It is important to still have due dates, but offer some leeway. For example, I have not posted that students can turn assignments in late, however, I have students reach out on a regular basis asking for more time due to their personal circumstances. This has happened more frequently since moving online. I feel that it is important to be flexible and show students that we understand how challenging this can be. Not all students are online students. Students that sign up for a face-to-face class do so because that is the best environment for them to learn in. Understanding and flexibility take the pressure off of them and you when it comes time to grade. This is not an ideal circumstance for anybody. Just as you are doing the best you can, your students are as well.

5. Don't be afraid to make yourself unavailable at certain times

As the instructor, you need a break, too. Unwind with your favorite book, movie, TV show, take a walk, play a game with your family, or just have some quiet time to yourself. Your overall physical, emotional, and mental health should be your main concern. It is important not to overwork yourself. This can increase susceptibility to illness and stress, as well as prevents you from getting better, possibly causing you to take more days off in the future [16]. In the schedule you create yourself, build things in that you enjoy. This will help you keep some time to yourself where you can separate from work and focus on your well-being. “Prioritizing your health doesn't have to consist of radical or extreme activities. It can be as simple as daily meditation or exercise.

Due to the pandemic that is facing the United States and abroad, we have all had to face new challenges and change the structure of our life. Sometimes we fall into a rut and feel as if our habits are set in stone. You may have become overwhelmed with work and feel that there is no escape. You are in charge of your time. Be realistic with what you are capable of and have fun with your students in online meetings.

Showing off pets, children, etc., can lighten the mood and help your students to relax. Laugh with them, cry with them, whatever you and they need to make it through this time [17].

4.3. IBM

International Business Machines Corporation (IBM) is an American multinational technology company headquartered in Armonk, New York. It was founded in 1911 in Endicott, New York as the Computing-Tabulating-Recording Company (CTR) and was renamed "International Business Machines" in 1924. IBM is incorporated in New York and has operations in over 170 countries.

IBM produces and sells computer hardware, middleware and software, and provides hosting and consulting services in areas ranging from mainframe computers to nanotechnology. It is also a major research organization, as of 2020 holding the record for most U.S. patents generated by a business for 27 consecutive years. Inventions by IBM include the automated teller machine (ATM), the floppy disk, the hard disk drive, the magnetic stripe card, the relational database, the SQL programming language, the UPC barcode, and dynamic random-access memory (DRAM). The IBM mainframe, exemplified by the System/360, was the dominant computing platform during the 1960s and 1970s.

4.3.1. Working Conditions at IBM

Working conditions are at the core of paid work and employment relationships. Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace. The working conditions in this company are as follows:

1- Part Time Position

With employers increasingly hiring more part-time workers and less full-time staffers, many in the workforce are considering the viability of part-time employment. Beyond the obvious income ramifications, there are hosts of advantages and disadvantages to consider, when determining if the part-time employment model works for you.

2- Fantastic work environment and great team

Great atmosphere, Fantastic team. Relaxed work environment, Great inter-departmental relationships and Easy going executive staff are a feature of a vital smart organization. Vital Smarts is an amazing company with an amazing product. Employees learn how to change yourself and change the world in a positive way. Work-at-home also provides more options for where an employee might choose to live, another factor related to benefits. Without work-at-home, an employee has to live within commuting distance of the work location, often in or near large metropolitan areas where housing prices and other cost of living components tend to be more expensive. Work-at-home may give employees the choice to live in a small town or rural area, with a lower cost of living, a more relaxed lifestyle, and a lower crime rate. These findings also have clinical implications for mental health professionals dealing with clients struggling with stress-related psychological problems. Exploring options for utilizing workplace flexibility options to reduce stress may be helpful in some situations.

3- Training

Training has become the buzz word in the dynamic competitive market environment and work-life balance. Human capital differentiates a great organization from a good one. Organizations investing in

effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmers. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore, training and development is vital to the productivity of organization's workforce.

4- Advance Technology

Technology gives us the flexibility to allow employees to work remotely when needed. Setting rules and boundaries for communication tools can be important for work-life balance because many of these tools can have the unintended impact of allowing work to bleed into every aspect of an employee's life. Technology gives us the flexibility to allow employees to work remotely when needed. Struggles with work-life balance often center around being stuck in a cubicle or office for most of the day, but working remotely can empower employees with the flexibility to be productive at work while also managing their personal lives.

There are several things to consider to help balance this time and not become overwhelmed.

1- Flexi-Time

There is also the Flexi-time option which is a scheduling policy that allows full-time employees to choose starting and ending times within guidelines specified by the organization. It permits employees to focus on non-work requirements without taking time off work. Employees who have this flexibility boost productivity and have less work-family spill over and they are less likely to miss work due to family related issues. A flexible schedule gives employees more options and is especially appropriate in jobs where specific work hours really do not matter. Other options of work-life balance policies that lead to happier and more productive workers include educational classes, such as classes on the wellbeing of a newborn or family, put on by the organization, that has been shown to be associated with less reported work-life conflict.

2- Organizational Culture

Work-life balance culture is a particular aspect of the organizational culture that reflects the attitudes and values in the organization surrounding the ability of individuals to balance their work and non-work lives certain work-life balance cultures may lead to higher commitment and strategic management literature suggests that human resources are a very relevant source for competitive advantage realization. Therefore, we suggest that work-life balance and strategic management do have a relevant linking pin in terms of the work culture.

3- Improvement in motivation

A healthy work-life balance makes employees more motivated to take up tasks at the office. A good balance has the effect of making them feel refreshed. Since there is less pressure at work due to stress and anxiety, the positive balance makes it easier for them to perform their tasks at the office. There's a renewed eagerness and enthusiasm to face work head-on. A well-motivated worker is more productive and efficient. He or she faces work with a positive attitude and more often than not, it resonates through the whole office and it'll only be a matter of time when the others catch the bug.

4- Encourage your employees to take a break

Don't underestimate the power of taking a quality break. This won't only give your employees the time to cool off and ease their tension but also give them time to devote to their personal needs without it having to share space with the things they need to do at the office. So, from lunch breaks to annual leave, encourage your staff to take a well-deserved break.

5- Prevention of the occurrence of burnout

A state of burnout happens when you've overworked yourself to the point where you neither have the strength nor desire to work anymore. It's actually a full-blown stress attack. Burnout comes with the symptoms of depression, lethargy and even loss of concentration or inability to think clearly – thus, hampering your productivity. Think of it more like an overheated engine. In such a situation the vehicle won't be able to move until it's at the right temperature to start working. With a healthy work-life balance, the occurrence of burnout is drastically minimized. Dealing with the symptoms that accompany burnout will result in an improvement in employee productivity.

4.3.2. Employee Scheduling Tips to Encourage Work-Life Balance

1- Make work-life balance a value/policy

Your company most likely has a set of values or beliefs that guide your culture and decisions. Consider making work-life balance one of these values. Add it to the list. Talk about it openly at your company. Let your team know that it is part of the framework for how you make decisions (including decisions related to your schedule). When new employees join your team, let them know upfront about this value. Tell them you deeply care about finding a good balance and that you have certain rules and policies established in order to support this value. By making work-life balance part of your core values you make it a thread that is woven into your organizational fabric. It will be a part of everything you do.

2- Set overtime rules/limits

Often companies create rules and policies that directly support their core values. It keeps them honest. Saying you have a core value is not enough. You must live it. One way to make sure this happens is to set specific rules to help you and your team live by the values you define.

For example, in order to stick to your value of work-life balance, you can set a rule that no one should work more than a 40-hour workweek. Or, you can make a policy that allows any employee with a family event or emergency to find another team member to cover their shift in order to be there. Sometimes you can't avoid overtime. Life happens and your team has to pick up the slack. But, it's good to keep in mind that regular, high levels of overtime have many negative side-effects like health problems, safety risks, decreased productivity, increased absenteeism, and increased turnover. You should consider overtime rules and limits to maintain a healthy work-life balance.

3- Give your employees power over their schedule

Don't make the schedule creating the process a job for one person. Make it something the entire team tackles together. We call this collective scheduling. In order to do this, you will need to provide control and access to your employees when it comes to the schedule.

Provide them with the ability to communicate about the schedule whenever and wherever they are using technology. Without this ability, your team won't be able to create a true collective scheduling

experience. With this approach, a great schedule is one that works for everyone. A bad schedule is one where one or more of your team members has to make a major work-life balance sacrifice for the sake of the schedule. Make your employee schedule accessible. Ensuring your schedule is somewhere that each of your employees has access to Empowers a dynamic, real-time, and constantly improving schedule. Paper-based scheduling tools can create roadblocks when trying to make changes. Consider using employee scheduling software to establish a hub where all things scheduling will live. Make sure it empowers your employees' communication related to things like:

- *Time off requests;*
- *Availability updates;*
- *Feedback;*
- *Vacation;*
- *Who has important life-outside-of-work events happening;*
- *The upcoming schedule;*
- *Changes to the published schedule;*
- *Shift swapping;*
- *Open shifts to be claimed.*

4- Set realistic and manageable goals

When I set goals in my life that are unrealistic, I tend to stretch myself thin, make sacrifices in other areas, and do everything I can in order to reach them. This can be good when I achieve something I wouldn't have if not for the lofty goal. But, it can also have terrible ramifications on my work-life balance and other areas of my life.

If you set unrealistic or un-manageable goals for your team, you're setting them up for failure when it comes to work-life balance. You're indirectly communicating that you expect they sacrifice life for the sake of achieving goals at work. It's not worth it. Set goals that can be achieved with reasonable hours and a healthy work-life balance in place.

5- Get to know their life outside of work

If you're trying to encourage work-life balance using your schedule, one of the best steps you can take is to get to know your employees' lives outside of work. We recommend taking the time to sit down with each team member and ask them about what motivates them outside of work. Ask them about their dreams, passions, and hopes. Then directly ask them if there's anything you can do from a scheduling standpoint to help them reach these. Take notes and leverage a roster to track these conversations. If you encourage and support this, you'll be amazed at the productivity, loyalty, and happiness you see from your employees [15].

5. Concluding remarks

Employee's productivity in any organization is a key area in the work environment. It assists the business to develop the capability of the human resources in the system to be competent. Productivity means the end result of an activity of a person or organization. A business dictionary explains employee productivity as the job related events projected of a staff and to what extent those activities were implemented. Different empirical research is in support to the fact that an individual will contribute to the development of their organizations when they enjoy a work life balance. This revealed that the

success of any organization largely rest on the productivity of employees within the system. It is therefore, necessary for managers at the helm of business affairs to adopt the approach that will lead to employee's retention. The essence of balancing both private and work life is to encourage healthy environment that can guarantee loyalty of the staff and secure high level of productivity. Consequently, the combination of flexibility of work schedule together with job attitude has been linked to increase in organizational commitment from employees, satisfaction from the job and most especially reduction in turnover intention. Briefly, Fundamental Initiatives for Creating Work-life Balance is:

- Change the Organizational Culture
- Clarity of Vision, Purpose and Objectives
- Workshops or development programmers
- Job sharing
- Part-Time Work
- Flexi time
- Working condition
- etc., ...

Table 1. Common and Differentiation Aspects of Selected Organizations

Components	Cognizant	McGraw-Hill	IBM
Change the Organizational Culture	✓	✓	✓
Clarity of Vision, Purpose and Objectives		✓	✓
Workshops or development programmers	✓		✓
Job sharing		✓	✓
Flexi time (Part Time work)	✓	✓	✓
Working condition (Fantastic work environment)		✓	✓
Training	✓	✓	
Effective Leadership			✓
Rewards and salaries			✓
Punishment and encouragement system	✓		
Organizational Structure	✓	✓	
Innovation	✓	✓	
Advance technology			✓

The results suggest that to create WLB; training and development, professional commitment and adherence to the core values, time management, clarity of vision, purpose and objectives, job sharing, part time working, employee relationships, competitive and equity based salary package along with conducive work environment and innovation are the areas that organizations should work and act upon. WLB is beneficial for both employees and organizations. When there is a balance in life, the employees will be happy, satisfied and less stressed. They will perform better and work harder. Therefore, it is necessary for organizations to create balance for improved performance, increased productivity and sustainability in both short run and in the long run.

It is recommended that organizations must give greater value for training and development of employees. They should allocate more time to agree on vision and objectives system to translate the organizational vision into shared and common vision. This can be done while adherence to core values with positive reinforcement and compliance through reward system. They should adopt open door policy to build employee relationship based on trust, shared knowledge and acknowledgement of events and achievements of staff through proper communication strategy. Apart from salary proper,

employment structure that includes employee friendly policies and providing conducive work environment, flexibility and work scheduling techniques must be their focus. Proper system to nurture innovations through rewards and appreciation for creative ideas can also help in this regard. Therefore, Fundamental Initiatives for Creating Work-life Balance is:

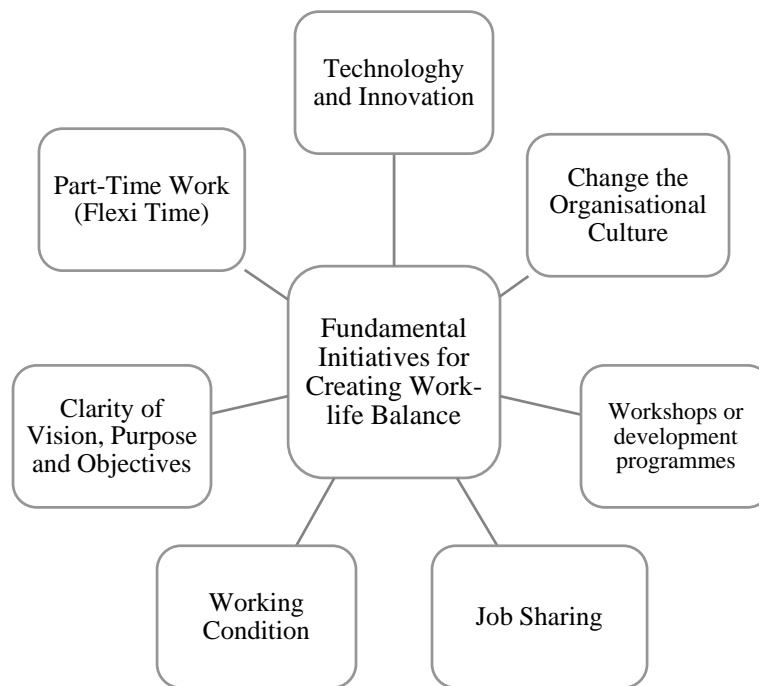


Fig. 2. Fundamental Initiatives for Creating Work-Life Balance

Finding the right balance between work and life is the challenge for individuals and organizations both. This WLB is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as a norm to the mutual benefits of an individual, business and society. Balance and success in life depends on how purposefully and strategically life is being understood and managed. This is possible only when an individual, organization or society have clearly identified their purpose and formulate and implement the strategies to create balance in mitigating risk and achieving success. Maintaining balance is not mere a recommendation but a Devine order.

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