

## **THE RELATIONSHIP BETWEEN ORGANIZATION CULTURE, WORK-LIFE BALANCE AND EMPLOYEE ENGAGEMENT**

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### **ABSTRACT**

The aim of the present study is mainly focused on exploring the relation between organization culture, work-life balance and employee engagement. Successfully achieving work/life balance will ultimately create a more satisfied and emotionally engaged workforce that contributes to productivity and success in the workplace, which leads to a healthy organization culture. Achieving a healthy organization culture, highly engaged employees and work-life balance is something that literally every organization struggles for, more so because organizational culture is very dynamic. A highly engaged workforce is more productive than an unengaged workforce. The majority of HR professionals feel employee engagement is important or extremely important to business success. This study will examine some of the literature on employee engagement and will explore organization culture and work-life balance policies and practices followed by various organizations in order to promote employee engagement in the industry to increase their employee's productivity and retain them.

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## 1. INTRODUCTION

Organization culture, work-life balance and employees' engagement is not a novel thing in human resource development (HRD) and for the experts or scholars. But, the organization culture, work-life balance and employee engagement are dynamic components of the organizations. These evolve with time as companies adapt to changing market place and business environment.

Organization that creates cultures that values balance between work and life and assists employees' to achieve work-life balance will be rewarded with highly engaged employees. By developing more unified and compassionate organization culture/work place culture, organization will be more attractive to the people of all generations. Such studies provide valuable insight and information to HR professionals to assess HR policies and programs for the multigenerational work place. The same lead me to formulate the problem that is ***“The relationship between organization culture, Work-life balance and employee engagement”***.

### 1.1 Organization culture

Organization culture can be defined as ‘the action and the behavior of the employees of an organization’. It is an extremely important component of an organization or we can say it is the lifeline of any organization. Organization culture is also known as workplace culture or corporate culture. It's a very broad term which comprises of values, policies and working style, norms, working language, employees attitudes, belief system, work ethics etc.

Ravasi and Schultz(2006) state that organization culture is a set of shared mental assumptions that guide interpretation and action in the organization by defining appropriate behavior for various situations. Every company has their own diverse and unique culture. Sometimes this also make a difference between a successful and unsuccessful organization, as it affects its everyday business, employee engagement, productivity, employee retention and their performance and good will of the organization etc.

## **1.2 Work-life balance**

Today's employees are constantly challenged by the pressures of the full-time work and when the day is done at the office, they carry more of the responsibilities and commitments to home. Majority of employees are struggling to achieve work-life balance. Work-life balance can be defined as "the judicious time allocation between personal life and professional work. A right balance between day to day work at the office and family life is a pre-requisite for a better work-life balance. One should allocate right amount of time to work and to the family responsibilities. For this one needs to be aware of what is more important for him or her at a given point of time. Work-life balance is an individual specific aspect with every individual having differing responsibilities at work and home. Work-life balance can be gender specific also as women have more responsibility at home as compared to men especially in the developing countries like India. But a better work-life balance is very important for the employees as well as for the organization. A better work-life balance is very helpful in stress reduction which directly affects employees' productivity and their retention in the organization.

## **1.5 Employee engagement**

Employee engagement is a key ingredient in the success of any organization. Highly committed employees are more productive and loyal to the organization. They are one of the most valuable assets of any organization. Engaged employees feel their company as their own and work dutifully, their performance remain superior to the unengaged employees. Employee engagement can be defined as the emotional and intellectual commitment of the employee to the organization. Engaged work-force is the need of every organization. Organization develops number of programmes and policies to retain their employees and to motivate them for their work which directly enhances the level of the employee engagement.

Highly engaged work-force gives a strategic advantage to an organization. Better communication between the employees and employers, healthy organization culture, better work-life balance and employee empowerment and career growth opportunity are some of the factors which are responsible for the employee engagement.

## 2. REVIEW OF EXISTING LITERATURE

Hewitt (2009) has presented a summary of how employee engagement and the organization culture can work together to create a successful and resilient workforce that can drive performance in turbulent times. Hewitt's research exhibits that both organization cultural alignment and employee engagement have a proven relationship with a company's financial performance. Together, the two forces combine to have a more positive impact on revenue than independently. One without the other poses a grave risk for the organization. A culture that works towards high performance can attract and engage high potential talent who bring strong capabilities to the organization. They are also energized by the company's core values.

As per this study one of the top engagement drivers of high potential talent is "job fulfillment and challenge". High performance culture creates a stimulating work environment and processes where top talents are motivated and are propped up to provide extra effort. Among other practices, they have set stretch goals, assign high- impact, high-visibility projects and manage career paths of their high potential to keep those individuals totally engaged. Hewitt's employee engagement and organization culture assessment is a unique approach that evaluates an organization on three elements- organization culture, cultural entropy (represent the degree of dysfunction in a culture. It is the measures of energy devoted to or consumed by unproductive work) and shared values- and their critical role in employee engagement. Producing superior results involves creating a culture that is aligned and engaging.

Most organizations know that a misalignment between the values of the organization and the individual lead to poor employee engagement and in turn adversely affect performance. But "knowing" this is not the same as "doing" it. Only a few are able to create a culture that is aligned and has low entropy. Hewitt's employee engagement and culture assessment provides an approach for examining and integrating the two variable and tailored course of action that can accelerate cultural alignment, reduce cultural entropy and build a values-driven organization. The ultimate result is a high-performance organization with highly engaged workforce.

Wei C, Yili L and Tian Y (2013) argues that it is the organizational culture that significantly affects the employees utilization of work-life balance programs and addresses the question: how

human resource management can help employees to utilize these programs? For this they analyzed the impacts of the work-life balance programs on the organization and employees performance. The study also analyzed the culture dimensions that impact employees adaptation of work-life balance programs.

In the study they state that, although there is a positive relationship between the implementation of work-life balance programs, organizational performance and employees well-being. But under-utilization and low usage of such programmes indicate an un-supportive organizational culture, which is the barrier for the desirable outcomes of commitment and productivity. They examined five dimensions of organization culture: managerial support, career consequences, organizational time demand, gender related perception and co-workers support, and argued that supportive work-life culture is important for the successful implementation of work-life balance programs. Human resource management department should help organizations to establish supportive organization culture, such as support from top management, assistance from supervisors and managers, enhancement of women workers' positions, establishment of new performance evaluation methods, consideration of fairness among co-workers. In all, only by the establishment of a supportive work-life balance culture, organization and employees can capitalize on the implementation of work-life balance programs.

Skinner N and Chapman J (2013) have reviewed the work-life policies and practices that are likely to have greatest impact on work-life outcomes, specifically reducing the negative impact of work on other life domains (work-life interference) and enhancing the positive effect (work-life facilitation). This review addresses four policy areas common in work-life studies of general workforce: employee-centered flexible work practices, working hours, paid and unpaid leave (e.g. parental leave), and access to child care. Identifying practices that have the potential to improve work life facilitation, the current review has considered what makes policy effective in practice, including the notion of potentially negative consequences.

Such consequences include reduced employment participation of women, reduced career opportunities for flexible and part time workers, and reduced access to preferred roles, tasks and opportunities that both use workers' full range of skills, and provide opportunity for development

and achievement. Whether framed as unintended consequences or overt discrimination, it's crucial to recognize that work life policies will only be effective to the extent that workers don't experience economic, social or career penalties with policy use. For work life policies to be truly effective they must be accepted and integrated into the mainstream for all workers – not simply as a special consideration for working mothers. Multifaceted policy approaches are needed that set the foundation for change. More inclusive employment regulation, better quality, part time work and a greater policy focus on men's uptake of flexible work are likely to alleviate some of the burdens and cause of work life conflict across industries – alongside cultural shift in workplace gender norms.

John Gibbons (2006) has defined employee engagement as “a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work”. He reviewed the current research of employee engagement and its implications. Four studies have indicated at eight different factors as drivers of employee engagement, they are (1) trust & integrity (2) nature of the job (3) line-of-sight between individual performance and company performance (4) career growth opportunities (5) pride about the company (6) coworkers/team members (7) employee development (8) personal relationships with one's manager. The review of literature on employee engagement reveals some of the key challenges that organizations face in managing their relationship with their employees. Large companies need to work harder than smaller ones to make it easier for employees to see the effects of their individual contribution on the overall performance of their company. Organization leaders are also challenged to provide personal and professional enrichment opportunities that are flexible and relevant to employees at different levels of the company with different age, and are at different places in their careers. The study also explains that there is clear and mounting evidence that employee engagement is strongly correlated to an individual, group and corporate performance. Outcomes include employee retention, higher turnover, individual productivity, customer service, customer loyalty, growth in operating margins and increased profit margins.

### **3. OBJECTIVES OF THE STUDY**

1. To study the relationship between organization culture and Employee engagement.

2. To study the relationship between organization culture and work-life balance.
3. To study the relationship between organization culture, work-life balance and Employee engagement.

#### **4. RESEARCH METHODOLOGY USED IN THE STUDY**

The research methodology is a way to logically solve a research problem. The proposed study is based on purely on literature review. Data will be collected from secondary sources only.

Data collected from research reports and journals on management education. Secondary sources will also include scanning and searching of related past works in print form and electronic form on websites.

#### **5. CONCLUSION**

The evolving economic conditions and social demands have changed the nature of work throughout the universe. The concept of work-life balance is becoming more and more relevant. Research illustrates that an organization that provides a workplace culture with the psychological conditions of meaningfulness (work-role fit and enrichment), safety (manager and co-workers' support) and resource availability are more likely to have engaged employees. Work-life balance and employee engagement becomes a visible yardstick among high performing organization and helps them benefit from being publicly recognized as a 'best place to work' or an 'employer of choice'. Many organizations understand the benefits of work-life balance which include retention of experienced work force, reduction in absenteeism, lower employees' stress and health benefits to employees, job satisfaction and higher productivity. It has been suggested that effective work-life balance policies and practices must include the effects of organization culture and managers' support of employee's efforts to balance work and family responsibilities. Various studies advocate that a strong organization culture amplifies an employee's intent to stay with the organization.

Work-life balance must be encouraged at all levels of an organization. An organization which encourages work-life balance policies and practices will win the benefits of augmented employee engagement. A positive outcome is also dependent on a workplace culture that is supportive of using work-life balance initiatives.

## 6. LIMINATION OF THE STUDY

Like the other study, this study will have some limitations. This study is purely theoretical in nature. The conclusion of the study is based on literature review only. No field study has been done for this study. Further study can be done on this by primary data collection and through field survey. As Organization culture and work-life balance policies changes according to the work demand and through the market and government policies. So further study can be conduct on this topic by focusing on working environment.

## 7. REFERNCRES

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