Research Article

The Role Of Work-Life Balance In Enhancing Employee Productivity: Insights From Five Textile Companies In Vapi, Gujarat

Puja Gogoi[1]*, Dr Arpita Debnath Das[2]

ABSTRACT

This article aims to explore the impact of work-life balance on the performance of employees in the textile sector in the industrial city of Vapi, Gujarat. The main objective of the research is to understand the influence of work-life balance policies on the productivity of the employees. A survey was conducted using the questionnaire method wherein the data was collected from 300 respondents from five textile industries in the region.

Regression analysis has been used to study the relationship between the dependent and independent variables. Findings from the study show that work-life balance and work-life balance policies have a significant impact on employee performance and employee well-being respectively. The analysis also showed that while the existing work-life balance policies are having a positive influence on the employee performance and employee well-being, there is still scope for improvement. The researcher has recommended for further review of the existing policies either to make amendments, or to introduce policies like flexible or remote working options, restructuring of leave policies, employee wellness programs to help employees improve their current performance levels, efficiency and overall emotional well-being.

KEYWORDS: Work-Life Balance, Employee Performance, Employee Well-Being, Textile Industry, Productivity, Company policies

1. Introduction

Work-life balance has become a crucial factor that influences the productivity and performance of employees in the modern working environment. It is identified as the balance between professional and personal life whose main purpose is to ensure that employees are able to manage both these spheres without any stress or issues. It is driven by various aspects like flexible working hours, ability to take breaks in between tasks, supportive company policies like adequate leaves, favorable working environment within the organization.

In today's competitive world, organizations are focusing towards implementing a work culture that gives importance to work-life balance. The need to implement this arises from the notion that employees that receive support and feel that they have a good work-life balance tend to be more productive and feel motivated towards their work. They experience less burnout, better job satisfaction leading to an increase in output in their performance towards achieving organizational goals.

Like most manufacturing sectors, the textile industry has a highly demanding work culture. Employees often face long working hours with the need to work overtime. They are subjected to pressure situations which can lead to burnout and mental fatigue. All these factors have a significant influence on the employee performance as well as their emotional well-being.

The city of Vapi, situated in the state of Gujarat, India is a major industrial hub. It is home to many industries like textile, chemical, pharmaceutical, paper etc. Most of the companies there are starting to

---

[1] Research Scholar, Mahapurusha Srimanta Sankaradeva Viswavidyalaya, Department of Social Work, Guwahati Unit
[2] Assistant Professor, Mahapurusha Srimanta Sankaradeva Viswavidyalaya, Department of Social Work, Guwahati Unit

prioritize and make changes to the work-life balance policies to help the employees reach optimum performance.

Some of these policies involve making changes to the existing rigid, old, traditional policies and introducing initiatives like flexible working hours, remote work facilities, new wellness programs, and supportive leave policies. The effectiveness of these policies needs to be studied, and this article aims to understand their impact on both the performance as well as the overall well-being of the employees.

2. Literature Review

(Bird, 2006) observed that solutions related to work life balance have become an important topic for HR professionals and employes due to the gradual rise in work pressure. It was suggested apart from implementation of work-life balance policies in the organization, it is important the individual employees and managers also develop means to create their own "balance".

(Tariq, A., Siddique, A. &Tanveer., 2012) studied different theories and concepts related to practices of work life balance through meta-analysis of multiple numbers of literature. Findings showed that work-life balance is of huge importance for both the employees as well as the organization especially in the current competitive and dynamic world. It helps companies gain a competitive edge through improvement in efficiency, productivity and the overall working environment. Likewise, work life balance initiatives help employees by improving job satisfaction levels, increasing motivation, ultimately enabling them to increase their output and stay commitment towards the organization.

(Hyman, J. & Summers, J. , 2004) observed some major obstacles linked with the practical implementation of work-life balance. This was attributed due to several factors like uneven implementation across various sectors, more focus on the business requirements rather than the employee's voice, work interruptions in personal life and lack of evidence on the reduction in working hours. It was also observed that women, whether employed or not, were still primarily responsible for handling the domestic responsibilities.

(Albertsen, K., Rafnsdóttir, G.L., Grimsmo, A., Tómasson, K. &Kauppinen, K. , 2008) analyzed the relationship between working hours and work-life balance. Findings showed a strong relationship between the variables especially among women, while the same analysis did not provide any conclusive result for men. Gender-mixed group showed a strong association between lower levels of work life balance and overtime. Non- standard working hours had a negative influence on work life balance and showed adverse effects on marital satisfaction and children's well-being.

(V. Madhusudhan Goud and K. Nagaraju, 2013) identified different factors influencing work-life balance. They insisted on management prioritizing factors like flexibility in time, support from co-workers, reasonable working hours, and consistency in tasks to ensure the implementation of work-life balance in a workplace.

3. Objectives
1. To evaluate the impact of work-life balance on employee performance within five textile companies in Vapi.
2. To study the effectiveness of work life balance policies on employee well-being within five textile companies in Vapi.

4. Research Methodology

The research methodology describes the methods and the procedures followed to investigate the research topic. This section provides information on different aspects of the research such the research design, method of data collection method, sample size, and the data analysis used in this study.

Research Design:
Quantitative research design has been used for analysis. The quantitative approach is a suitable method for performing different types of statistical analysis to understand the relationships between different

variables. The research focuses on collecting data with the help of structured questionnaires and analyzing them to get meaningful insights.

Data Collection Method:
A structured questionnaire was used to collect data for this study. The questionnaire was designed to capture the opinions of employees on the existing work-life balance policies in their companies and their impact on their productivity, work performance, mental and emotional well-being. It included questions related to: Work-life balance policies and practices, workload management, productivity levels, support from company and managers, work environment.

Sample Size:
The sample size for this study comprises 300 respondents (150 management staff and 150 workmen), with 60 employees from each of the five companies. Selection of 60 employees from every company ensures equal and diverse representation.

Data Analysis methods:
The research has used MS Word, Excel and SPSS software for data research and analysis. Analytics software like Excel and SPSS are helpful in performing the numerical and quantitative analysis of data using different techniques.
Descriptive Statistics, graphical analysis have been used to perform exploratory data analysis of various categorical and numerical variables. Regression analysis will be used to study the relationship between the dependent and independent variables. Reliability test has been done using Cronbach's alpha.

Research Hypothesis:
The following null and alternative hypothesis is considered for analysis.

Objective 1: To evaluate the impact of work-life balance on employee performance within five textile companies in Vapi.
H0: There is no significant impact of work-life balance on employee performance in textile companies in Vapi.
H1: There is a significant impact of work-life balance on employee performance in textile companies in Vapi.

Objective 2: To study the effectiveness of work life balance policies on employee well-being within five textile companies in Vapi.
H0: The work-life balance policies have no significant impact on employee well-being within the five textile companies in Vapi.
H1: The work-life balance policies have a significant impact on employee well-being within the five textile companies in Vapi.

Use of variables:
Dependent Variable:
Employee Performance: This includes metrics like employee productivity, work efficiency, work output.
Employee Well-being: This includes metrics like job satisfaction, mental health, burnout levels, emotional and social well-being.

Independent Variable:
Work-Life Balance: This includes factors like family time, social engagement, time management like

flexibility in working schedule, workload management. Work-Life Balance policies: This includes policies such as flexible working hours, leave policies, wellness programs, support from company and manager, remote work facilities.

5. Data Analysis and Interpretation

Reliability Analysis
Cronbach's alpha has been used to test the internal consistency of the data. The results of the analysis can be seen in the table below:

Table 1: Reliability Statistics

Variable	Cronbach's Alpha	No of Items
Work Life Balance	0.907	6
Employee Performance	0.830	5
Work Life Balance Policies	0.914	6
Employee Well-Being	0.847	5

All the four variables that will be studied have reliability scores above 0.8 (Work Life Balance: 0.907, Employee Performance: 0.83, Work Life Balance Policies: 0.914, Employee Well-Being: 0.847) indicating good internal consistency within each set of questions. The scores validate the reliability test and can be used for further analysis
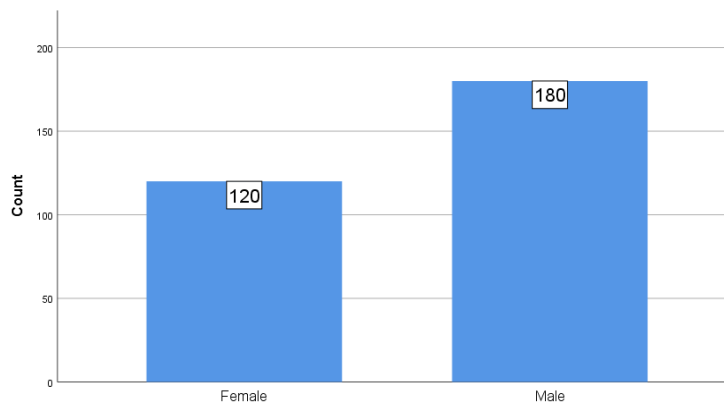
Analysis of categorical variables
1. Gender

Fig 1: Gender

There are 180 males and 120 females in the survey.
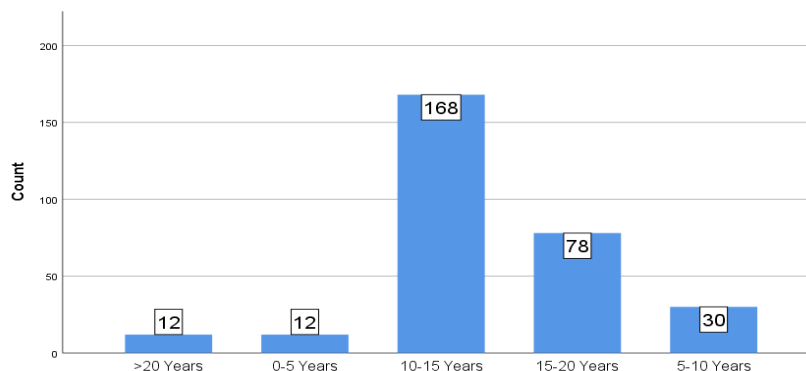
2. Work Experience

Fig 2: Work Experience

Out of 300 respondents, 168 of them have work experience of 10-15 years indicating the presence of a young workforce with a good amount of work experience. This is followed by 78 respondents who belong to the 15-20 years work experience category.
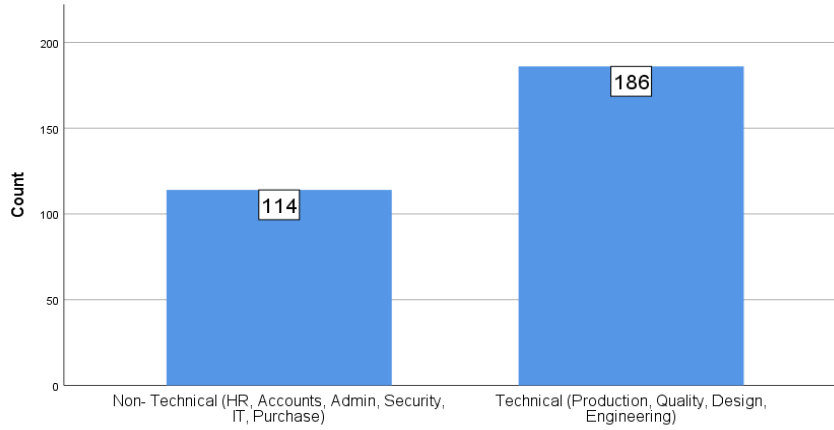
3. Functional Area

Fig 3: Functional Area

186 respondents work in Technical section like Production, Quality, Design, Engineering while the other 114 respondents belong to Non- Technical area like HR, Accounts, Admin etc. This kind of distribution is expected as manpower distribution is generally more in technical areas like production and engineering as compared to non-technical areas in a manufacturing unit.

Analysis of Responses (Numerical variables)
The research has studied some of the key responses from the questionnaire to understand the nature of responses from the respondents. It will give an idea about their perception of the existing work-life balance policies and whether they are influencing their productivity and work performance.

Response 1: 17. The company's support for work-life balance meets my expectations.

Table 2: Descriptive Statistics of Response 1

N	Valid	300
	Missing	0
Mean		3.2600
Median		3.0000
Mode		3.00[a]
Std. Deviation		.77096
Skewness		-.220
Std. Error of Skewness		.141
Range		3.00
Minimum		2.00
Maximum		5.00

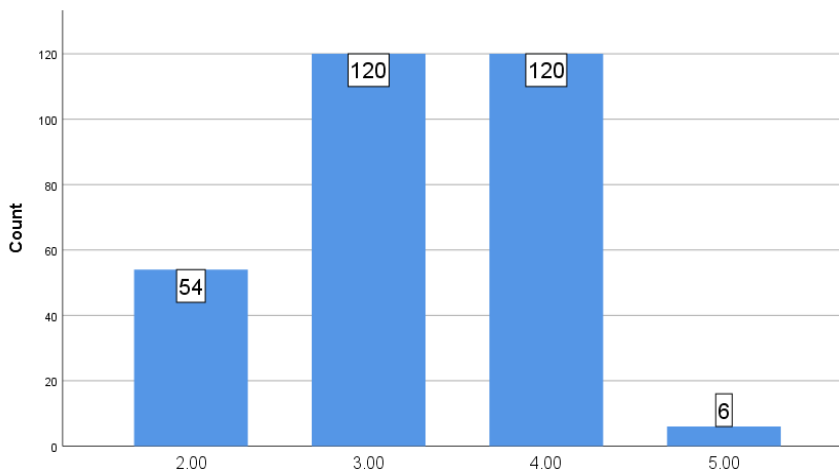a. Multiple modes exist. The smallest value is shown

Fig 4: Response 1

120 respondents have given 3 (Neutral) and 120 have given 4 (Agree) to this statement. This means 80% of respondents lean towards the positive side regarding their company's support for work- life balance with a mean value of 3.26. Skewness of -0.220 indicates a normal distribution.

Response 2: 12. Adequate wellness programs are provided by the company to support work-life balance.

Table 3: Statistics of Response 2

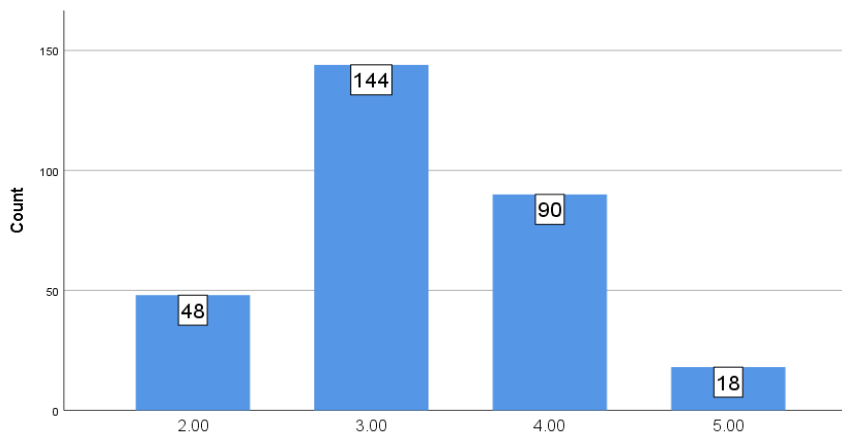|		
N	Valid	300
	Missing	0
Mean		3.2600
Median		3.0000
Mode		3.00
Std. Deviation		.79656
Skewness		-.218
Std. Error of Skewness		.141
Range		3.00
Minimum		2.00
Maximum		5.00

Fig 5: Response 2

Around 48% (144) of the respondents replied Neutral (3) towards this statement followed by 30% (90) who responded Agree (4). The mean value is 3.26 which show the employees are satisfied by the wellness programs provided by their companies to support work-life balance. Skewness of -0.218 indicates a normal distribution.

Response 3: 19. Work-life balance policies have a positive impact on my work performance.

Table 4: Statistics of Response 3

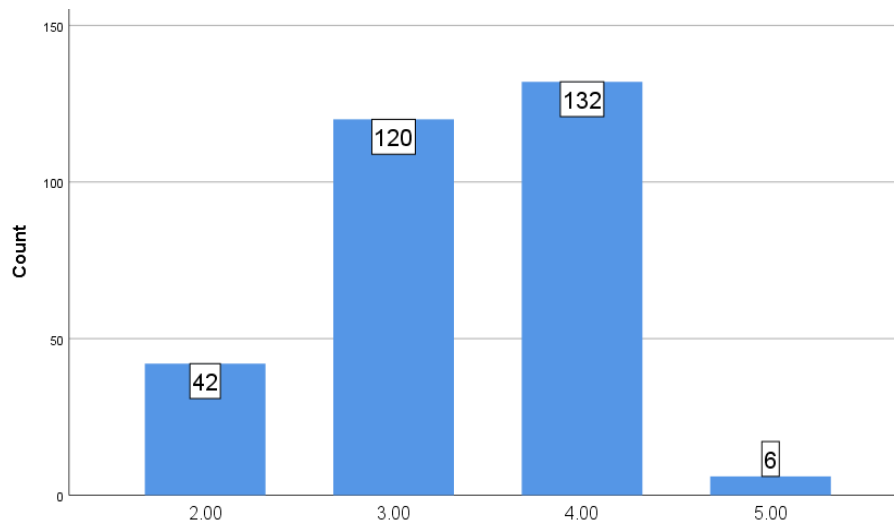| N	Valid	300
	Missing	0
Mean		3.3400
Median		3.0000
Mode		4.00
Std. Deviation		.73907
Skewness		-.337
Std. Error of Skewness		.141
Range		3.00
Minimum		2.00
Maximum		5.00

Fig 6: Response 3

132 respondents have said Agree (4), followed by 120 who have responded Neutral (3). Mean of 3.34 with 44% of the total respondents answering as Agree (4) signifies that the work-life balance policies have a positive impact on the employees on the work performance, while 40% are neutral towards this statement. The data is normally distributed (skewness = -0.337)

Regression Analysis

Objective 1: To evaluate the impact of work-life balance on employee performance within five textile companies in Vapi.

Linear regression analysis has been done to study the relationship between the independent variable "Work Life Balance" and the dependent variable "Employee Performance". The following results were obtained following the regression analysis.

Table 5: Regression Model Summary- Objective 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890a	.792	.791	.25126

a. Predictors: (Constant), Work Life Balance

In Table 5, it is observed that the R value is 0.89. This shows that there is a high correlation between the two variables. The adjusted R square value is 0.791 which means that 79.1% of the variance in Employee Performance is explained by Work-Life balance.

Table 6: ANOVA- Objective 1

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.663	1	71.663	1135.168	.000b
	Residual	18.813	298	.063		
	Total	90.475	299			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work-Life Balance

In Table 6, the ANOVA analysis shows that the model has a significant value of 0.000. As the confidence level taken for analysis is 95%, it means that if the significant value is 5% or more, the null hypothesis cannot be rejected. Now, since the significant value is 0.000 which is very less than 0.05 or 5%, the null hypothesis (H0) can be rejected. This means that the alternate hypothesis H1 is true i.e. There is a significant impact of work-life balance on employee performance in textile companies in Vapi.

Table 7: Coefficients- Objective 1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std Error.	Beta		
1	(Constant)	.272	.094		2.889	.004
	Work-Life Balance	.939	.028	.890	33.692	.000

Table 7 provides the coefficients of the independent variable "Work Life Balance" and the constant which can be used to study their impact on the dependent variable "Employee Performance". The equation can be written as:
Employee Performance = 0.939 * Work-Life Balance + 0.272
The coefficient for work life balance is 0.939 which is a positive value indicating a positive relationship between work life balance and employee performance. This signifies that an increase in work life balance will lead to an increase in employee performance.

Objective 2: To study the effectiveness of work life balance policies on employee well-being within five textile companies in Vapi.
For Objective 2, the relationship between the independent variable "Work Life Balance Polices" and

the dependent variable "Employee Well-Being" has been studied. The following results were obtained following the regression analysis.

Table 8: Regression Model Summary- Objective 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925a	.856	.855	.21363

a. Predictors: (Constant), Work-Life Balance Policies

In Table 8, it is observed that the R value is 0.925. This indicates a high correlation between the two variables. The adjusted R square value is 0.855 which means that 85.5% of the variance in Employee Performance is explained by Work-Life balance.

Table 9: ANOVA- Objective 2

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	80.803	1	80.803	1770.605	.000ᵇ
1	Residual	13.600	298	.046		
	Total	94.403	299			

a. Dependent Variable: Employee Well-Being
b. Predictors: (Constant), Work-Life Balance Policies

In Table 9, the ANOVA analysis shows that the regression model has a significant value of 0.000. As the confidence level taken for analysis is 95%, it means that if the significant value is 5% or more, the null hypothesis cannot be rejected. Now, since the significant value of 0.000 is less than 0.05 or 5%, the null hypothesis (H0) can be rejected. This means that the alternate hypothesis H1 is true i.e. The work-life balance policies have a significant impact on employee well-being within the five textile companies in Vapi.

Table 10: Coefficients- Objective 2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std Error.	Beta		
1	(Constant)	.753	.064		11.817	.000
	Work-Life Balance Policies	.799	.019	.925	42.079	.000

Table 10 gives the coefficients of the independent variable "Work Life Balance Policies" and the constant which can be used to analyze their impact on the dependent variable "Employee Wellbeing". Based on the coefficients, the following equation is obtained:
Employee Well-Being = 0.799 * Work-Life Balance Policies + 0.753
The coefficient for work life balance policies is 0.799 which is a positive value indicating a positive

454

relationship between work life balance policies and employee well-being. This signifies that an improvement in work life balance policies will lead to an improvement in employee well-being.

6. Findings and Conclusion

The major findings from the regression analysis for Objective 1 are:
1. The R value is 0.89 which translates to a strong relationship between Employee Performance and Work Life Balance
2. The adjusted R square value is 0.791 meaning that 79.1% of the variance in Employee Performance is influenced by Work Life Balance.
3. The significant value of the model is 0.000 which is less than 0.05. This means that there is a significant impact of work-life balance on employee performance in textile companies in Vapi.
4. The positive value of the coefficient for work life balance (0.939) signifies that an increase in work life balance will lead to an increase in employee performance.

The major findings from the regression analysis for Objective 2 are:
1. The R value is 0.925 which shows a strong correlation between Employee Well-Being and the independent variable Work Life Balance Policies.
2. The adjusted R square value is 0.855 meaning that 85.5% of the variance in Employee Well-being is influenced by Work Life Balance Policies.
3. The significant value of the model is 0.000 which is less than 0.05. This means that the work-life balance policies have a significant impact on employee well-being within the five textile companies in Vapi.
4. The positive value of coefficient for work life balance (0.799) signifies that an increase in work life balance will lead to an increase in employee performance.

The analysis of key responses in EDA showed that majority of the responses averaged between Neutral (3) and Agree (4). This shows that the existing work-life balance policies are having a positive influence on the employee performance and employee well-being in the textile industries situated in Vapi, although there is a scope for further improvement.

The following initiatives can be suggested for implementation for improving the performance of the employees:

1. Flexible work schedules and remote work options: Offering facilities like flexible working hours, remote working, hybrid work model can go a long way in providing relief from stress and improving the mental conditions of the employees.

2. Employee wellness programs: Introduction of wellness programs like workshops on stress management, workload management, yoga sessions, couselling programs can boost employee morale and their overall productivity. Providing additional benefits like childcare support or elder care support are also explorable options.

3. Restructuring of leave policies: The perception of work culture in India is that of a traditional one where employees are asked to work for 10-12 hours to meet the organizational goals. With the gradual shift towards concepts like mental health management, workload management, improvement in work-life balance, companies can consider the option to restructure their leave policies by providing options like extended paid leave for family emergencies or life altering situations, introduction of mental health leaves apart from sick leaves. Such steps can result in improvement in productivity, job satisfaction and motivation among the employees.

Textile industries have a demanding work culture requiring high levels of dedication and output to meet the market needs. The manufacturing units are often subjected to different kinds of pressure

situations like tight deadlines, stringent quality control, long working hours that can often affect the mental and physical well-being of an employee. Introducing employee friendly work-life balance initiatives like flexible working hours, employee wellness programs, better leave policies can enable to operate at a higher efficiency and improve their work performance. As work-life balance has a significant impact on employee performance, improving them will ultimately lead to better outcomes resulting in further benefits like employee retention, better working environment and improved work culture.

References

[1] Albertsen, K., Rafnsdóttir, G.L., Grimsmo, A., Tómasson, K. &Kauppinen, K. . (2008). Workhours and Work Life Balance. . *SJWEH (Scand J Work Environ Health) Suppl , 5*, 14-21.

[2] Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management , 63* (8), 308.

[3] Bhadrappa, H. (2021). Work Life Balanceof Employee at Karanja Industries Pvt Ltd, Bidar. *Iconic Research and Engineering Journals , 4* (12).

[4] Bird, J. (2006). Work-life balance: Doing it right and avoiding the pitfalls. Employment Relations Today. *Retrieved from WorkLife Balance. , 33* (3), 21-30.

[5] Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations , 56* (6), 747-770.

[6] Felicity, I. D.-M. (2013). Work-life balance as a tool for stress management in selected banking institutions in Ghana. *Global advanced research journal of management and business studies* , 1-12.

[7] Hussein Isse Hassan Abdirahman ; Iliyasu Shiyanbade Najeemdeen ; Bello Taofik Abidemi ; Ahmad Roshidah. . (2018, 31 May). The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance. *Advances in Business Research InternatnionalJournal* .

[8] Hyman, J. & Summers, J. . (2004). Lacking balance: Work-life employment practices in the modern economy. *Personnel Review , 33* (4), 418-429.

[9] Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal , 1* (1), 90.

[10] Lockwood, N. R. (2003). Work/Life Balance Challenges and Solutions. Research Quarterly. *The Society for Human Resource Management (SHRM).*

[11] Mendis, M. D. V. S; Weerakkody, W. A. S. . (2017). The Impact of Work Life Balance on Employee Performance with Reference to Telecommunication Industry in Sri Lanka:A Mediation Model. *Kelaniya Journal of Human Resource Management , 12* (1).

[12] Tariq, A., Siddique, A. &Tanveer. (2012). Work-Life Balance as a Best Practice Model of Human Resource Management: A Win-Win Situational Tool for the Employees and Organizations. *Mediterranean Journal of Social Sciences , 3* (1).

[13] V. Madhusudhan Goud and K. Nagaraju. (2013). Work Life Balance of Teaching Faculty with Reference to Andhra Pradesh Engineering Colleges. *Global Journal of Management and Business Studies , 3* (8), 891-896.