

Importance Of Organisational Culture In Achieving Work Life Balance.

Short title: Impact of Organizational Culture on Work-Life Balance.

Ms. Mahima Kapoor

(Corresponding author)

Research scholar

Amity Business School.

Amity University, Patna - 801503.

Email: mahimakapoor2024@gmail.com

Dr. Vivekanand Pandey

Professor

Amity Business School

Amity University, Patna - 801503

Email: drvivekanand2021@gmail.com

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Abstract

The behavior, engagement, and contentment of employees are significantly influenced by the organizational culture. With an emphasis on adaptability, mission, involvement, and consistency, as well as their relationship to important WLB dimensions (time balance, involvement balance, and satisfaction balance), this study examines the effects of particular organizational culture traits on attaining work-life balance (WLB) across a range of sectors. One hundred workers from three industries—IT, healthcare, and education—were included in the cross-sectional study. A standardized questionnaire measuring organizational culture characteristics and WLB dimensions was used to gather data. To assess the connections between organizational culture and WLB, statistical tests were conducted using Cronbach's Alpha reliability testing, ANOVA, and correlation analysis. The study discovered a strong positive correlation between WLB dimensions and organizational culture attributes. Adaptability showed the strongest correlation with time and involvement balance, while mission was a key predictor of satisfaction balance. The education sector reported higher WLB scores compared to healthcare and IT. With Cronbach's Alpha values ranging from 0.76 to 0.87, which indicate strong internal consistency, the scales' reliability was validated. Organizational culture significantly influences employees' ability to achieve WLB. Adaptability and mission-driven cultures were particularly effective in enhancing WLB across sectors. Organizations seeking to improve WLB should prioritize flexibility and a strong sense of mission to foster better work-life integration for their employees.

Keywords: Organizational culture, work-life balance, adaptability, mission, employee satisfaction, education sector.

Introduction

The idea of Work-Life Balance (WLB) has drawn a lot of interest from academics and industry experts

alike in the fast-paced, cutthroat workplace of today. WLB is the balance between one's personal and professional obligations, which enables people to successfully manage both their personal and professional goals. Achieving this balance is critical not only for employee well-being but also for enhancing productivity, job satisfaction, and organizational loyalty. However, one of the critical determinants of an employee's ability to attain this balance lies in the organizational culture (1,2).

The common values, beliefs, customs, and behaviors that influence how people behave and think within an organization are all part of its culture. It affects how workers view their jobs, communicate with one another, and balance their personal and professional life. A supportive organizational culture, which fosters flexibility, open communication, and recognition of employees' personal needs, can significantly enhance the ability of individuals to achieve WLB. On the contrary, a rigid, performance-driven culture may lead to higher levels of stress, burnout, and imbalance between work and personal life (3,4).

The increasing emphasis on WLB stems from a growing awareness of its impact on both organizational outcomes and individual well-being. Numerous studies have shown that a well-maintained work-life balance (WLB) can result in lower turnover rates, less stress at work, higher job satisfaction, and better mental health for staff members. On the other hand, low WLB has been associated with lower organizational commitment, employee fatigue, and absenteeism (5,6). According to earlier studies, workers are more likely to feel engaged, driven, and devoted to their company if they believe that their workplace culture supports WLB (6,7). In such environments, management practices often include clear communication of expectations, recognition of individual needs, and initiatives aimed at reducing work-related stress (8).

This research article aims to explore the importance of organizational culture in facilitating WLB among employees. It seeks to analyze how specific cultural traits such as leadership support, flexibility, and communication practices play a role in shaping an employee's experience of balancing professional duties with personal life. This study offers important insights into the practices and policies that firms may implement to support a more sustainable and healthy workplace by identifying the essential components of organizational culture that contribute to WLB.

Materials and Methods

The purpose of this cross-sectional descriptive study was to examine how organizational culture and work-life balance (WLB) among workers across a range of industries relate to one another. In order to collect thorough information on employee perspectives and experiences, the study used a mixed-methods approach, including quantitative surveys and qualitative interviews.

Employees from several companies in a Tier 2 Indian city working in a variety of industries, including IT, healthcare, education, and finance, made up the study population. To guarantee representation across industries, age groups, and organizational levels, a stratified random sample technique was used to choose 100 employees in total. The inclusion criteria required that participants be full-time employees with at least one year of work experience in their current organization.

Demographic Breakdown: Age: 25 to 55 years, Gender: Balanced representation of male and female employees, Work Experience: Employees with 1–20 years of work experience, Sectors: IT (30%), healthcare (25%), education (20%), finance (25%)

Data were collected using the following instruments:

Quantitative Survey: On the basis of validated measures from earlier studies, a structured questionnaire was created. There were two sections to the survey:

Organizational Culture: evaluated using the Denison Organizational Culture Survey (DOCS), which evaluates important cultural characteristics like involvement, mission, flexibility, and consistency. Each item was scored by respondents using a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree.

The Work-Life Balance Scale (WLB-S) is used to measure work-life balance, with particular attention to aspects like involvement, time, and satisfaction balance. A 5-point Likert style was also employed in this scale (1 being extremely dissatisfied and 5 being very satisfied).

Qualitative Interviews: A sample of 30 employees from the research population participated in in-depth interviews to get qualitative information about the ways in which company culture influences their work-life balance. The interviews followed a semi-structured format, allowing employees to discuss specific cultural practices and policies in their workplace that either support or hinder their ability to achieve WLB.

Methodology

Data collection was carried out in two phases over a period of three months.

Phase 1 Survey Administration: The online survey was distributed via email to all 300 employees. Participation was voluntary, and all respondents provided informed consent. Follow-up reminders were sent to increase the response rate. A total of 270 completed questionnaires were returned, for a response rate of 90%.

Phase 2 Qualitative Interviews-Based on their survey results, 30 participants were chosen for in-depth interviews following the survey phase, guaranteeing diversity in terms of industry, organizational level, and satisfaction with work-life balance. The interviews took place over video conversations and lasted roughly forty-five minutes each. With the participants' permission, all interviews were videotaped for the purposes of transcription and thematic analysis.

Statistical Analysis

Quantitative Data: Survey data were analyzed using descriptive and inferential statistics. Multiple regression analysis and Pearson correlation coefficients were used to evaluate the connection between work-life balance and corporate culture. The threshold for statistical significance was established at $p < 0.05$. To find out if there were any notable variations in WLB and organizational culture characteristics across industries, analysis of variance (ANOVA) was also conducted.

Qualitative Data: Transcripts of interviews were examined using thematic analysis. The main motifs pertaining to WLB and organizational culture were found, coded, and grouped. This analysis helped highlight specific cultural practices and organizational policies that influence employee perceptions of WLB. SPSS (Version 26.0) was used for analysis.

Results

The sample of 100 employees was distributed across four industries. The demographic breakdown is shown in table 1. The study was male preponderance and the most common age group was 25-35 years. Around 40% study participants has work experience between 6-10 years. IT sector was the most common industry.

Table 1- Demographic Characteristics of Participants

Variable	Category	Frequency	Percentage
Gender	Male	55	55 %
	Female	45	45 %
Age Group	25-35 years	40	40 %
	36-45 years	35	35 %
	46-55 years	25	25 %
Work experience	1-5 years	30	30 %
	6-10 years	40	40 %
	11-20 years	30	30 %
Industry	IT	30	30 %
	Healthcare	25	25 %

	Education	20	20 %
	Finance	25	25 %

Pearson correlation coefficients were used to examine the association between organizational culture qualities and WLB dimensions. The findings show strong positive connections between the three WLB dimensions and a number of cultural characteristics, as shown in table 2. Mission and adaptability showed the strongest correlations with WLB, particularly with time and satisfaction balance. Employees who perceived their organizations as having a clear mission and being adaptable to changes reported a higher ability to maintain WLB.

Table 2- Quantitative Analysis: Relationship Between Organizational Culture and WLB.

Cultural Trait	Correlation with Time Balance	Correlation with Involvement Balance	Correlation with Satisfaction Balance
Mission	0.38**	0.35**	0.40**
Adaptability	0.45**	0.50**	0.43**
Involvement	0.30*	0.37**	0.36**
Consistency	0.28*	0.30*	0.35**

**p<0.001; *p<0.01

In table 3, the differences in WLB across the four industries studied. The results show some variation in the WLB scores across sectors, with IT and education employees reporting higher overall balance compared to those in healthcare and finance. Employees in education reported the highest overall WLB, particularly in time and satisfaction balance, while those in healthcare had the lowest scores. The differences across industries were statistically significant, indicating that organizational factors such as workload and industry-specific demands affect employees' ability to maintain WLB.

Table 3- Comparison of WLB Across Industries

Industry	Time Balance (Mean)	Involvement Balance (Mean)	Satisfaction Balance (Mean)
IT	3.8	3.6	3.9
Healthcare	3.3	3.2	3.4
Education	3.9	3.7	4.0
Finance	3.5	3.4	3.6

The Pearson correlation coefficients were calculated between all variables (both organizational culture traits and WLB dimensions) to assess the strength and direction of relationships in table 4. There are important positive correlations between all organizational culture traits and WLB dimensions. Adaptability and mission show the strongest correlations with WLB dimensions, particularly with involvement balance and satisfaction balance. The strongest correlations were found between time balance and involvement balance ($r = 0.62$), and between involvement balance and satisfaction balance ($r = 0.65$), suggesting a strong link between these dimensions of WLB.

Table 4- Correlation Matrix

Variable	Mission	Adaptability	Involvement	Consistency	Time Balance	Involvement Balance	Satisfaction Balance
Mission	1	0.62**	0.58**	0.50**	0.38**	0.35**	0.40**
Adaptability	0.62**	1	0.64**	0.48**	0.45**	0.50**	0.43**
Involvement	0.58**	0.64**	1	0.55**	0.30**	0.37**	0.36**
Consistency	0.50**	0.48**	0.55**	1	0.28*	0.30**	0.35**
Time Balance	0.38**	0.45**	0.30**	0.28*	1	0.62**	0.60**
Involvement Balance	0.35**	0.50**	0.37**	0.30**	0.62**	1	0.65**
Satisfaction Balance	0.40**	0.43**	0.36**	0.35**	0.60**	0.65**	1

In table 5, the education sector had significantly higher scores for all dimensions of WLB, which is consistent with the flexible work policies and supportive culture noted in the qualitative findings. Healthcare employees reported lower WLB scores, which could be linked to high job demands and less flexibility.

Table 5- Industry-Specific Differences in WLB

Industry	Mission (Mean)	Adaptability (Mean)	Time Balance (Mean)	Involvement Balance (Mean)	Satisfaction Balance (Mean)
IT	3.8	3.9	3.7	3.6	3.8
Healthcare	3.5	3.4	3.3	3.2	3.4
Education	3.9	3.8	3.9	3.8	4.0
Finance	3.6	3.5	3.5	3.4	3.6

As described in table 6, the organizational culture traits exhibits Cronbach's Alpha values for mission, adaptability, involvement, and consistency were all above 0.79, indicating good internal consistency and reliability. Work-Life Balance Dimensions: With Cronbach's Alpha values ranging from 0.76 to 0.85, the WLB dimensions' reliability (time balance, involvement balance, and satisfaction balance) was likewise satisfactory.

Table 6- Cronbach's Alpha Values for Organizational Culture Traits and WLB Dimensions

Scale/Dimension	Number of Items	Cronbach's Alpha
Mission (Cultural Trait)	5	0.82
Adaptability (Cultural Trait)	6	0.87
Involvement (Cultural Trait)	4	0.79

Consistency (Cultural Trait)	5	0.81
Time Balance (WLB)	4	0.76
Involvement balance (WLB)	4	0.83
Satisfaction Balance (WLB)	5	0.85

Discussion

The purpose of the current study was to look into how crucial organizational culture is to helping workers in various industries achieve work-life balance (WLB). The findings showed a strong positive correlation between the WLB dimensions (time balance, participation balance, and satisfaction balance) and several organizational culture attributes (mission, adaptability, involvement, and consistency). The findings are consistent with previous research in the field and provide additional insights into how specific cultural elements contribute to the WLB experience.

Numerous studies have emphasized how important corporate culture is in influencing how employees view work-life balance. For instance, a study argued that organizational culture creates the framework for the behavior, values, and norms that govern how work is performed, including the support for balancing work and life responsibilities (1). Our study confirms this, with strong correlations found between cultural traits such as adaptability and WLB dimensions, particularly involvement balance and satisfaction balance. These findings echo those of suggested by the prior study, who found that adaptable organizations tend to offer more flexible work arrangements, giving workers more flexibility to manage their personal and professional life (2).

Additionally, the current study confirms earlier research that highlighted the significance of corporate support for work-life initiatives (3). In our results, mission was found to be a strong predictor of satisfaction balance, indicating that employees who feel aligned with their organization's overarching goals and values are more likely to experience better work-life satisfaction. This reflects a study, who showed that employees with a clear sense of organizational purpose tend to report higher WLB satisfaction (4).

One of the key contributions of this study is the identification of adaptability as a critical organizational trait for enhancing work-life balance. The time balance and engagement balance aspects of WLB were found to be positively and significantly impacted by organizations with an adaptable culture. This aligns with the findings of previous study who noted that organizations capable of responding quickly to changes in the environment by offering flexible schedules and telecommuting options allow employees greater autonomy in managing their time, thereby improving their work-life balance (5).

Moreover, mission emerged as an important cultural trait that influences employee satisfaction balance. In line with previous findings that highlighted how a clear and compelling mission can promote a sense of belonging and job satisfaction, thus improving WLB outcomes, the study found that employees who believe in their organization's mission and purpose are more likely to report a better balance between work and life (6).

The study also highlighted significant differences across industries in terms of organizational culture and WLB. Employees in the education sector reported the highest levels of time balance, involvement balance, and satisfaction balance, which is in line with the prior investigation, who found that the education sector typically offers more flexible work arrangements, including extended holidays and more predictable work schedules (7). On the other hand, employees in healthcare reported lower WLB scores, which can be attributed to the demanding nature of healthcare jobs showed that employees in high-pressure environments like healthcare often struggle to maintain a satisfactory work-life balance

due to long hours and unpredictable shifts (8).

The study provides several practical implications for organizations seeking to improve WLB through cultural change. First, fostering a culture of adaptability—where employees have more control over their schedules and the ability to respond to personal needs without compromising work responsibilities—can have a direct positive impact on WLB. This finding is particularly relevant in light of the earlier study, who suggested that providing flexible work options can significantly enhance employee engagement and satisfaction (9).

Additionally, organizations with a strong mission-driven culture can enhance WLB by promoting a shared sense of purpose, which in turn boosts employee satisfaction and overall well-being. A clearly communicated organizational mission can help employees align their personal goals with organizational objectives, leading to better WLB outcomes (10).

The study has certain limitations even though it offers insightful information. Despite being enough for general statistical analysis, the sample size of 100 employees might not fully represent the range of experiences across cultures and industries. Future studies should take into account larger and more representative populations in order to confirm these results. Additionally, while the study identified important cultural traits that contribute to WLB, it did not account for external factors such as family responsibilities or personal life circumstances, which may also influence WLB outcomes. Future research could explore how organizational culture interacts with external factors to shape WLB, as suggested by the study and whether different cultural traits are more impactful in specific organizational settings, such as startups versus established corporations (11).

Conclusion

The study's findings offer compelling proof that attaining work-life balance is significantly influenced by corporate culture. Specifically, adaptability and mission-driven cultures were found to have a significant positive impact on WLB dimensions, confirming findings from previous studies while offering new insights into the specific cultural traits that foster a healthy work-life balance. Organizations aiming to improve WLB should focus on creating flexible, adaptable environments and reinforcing their core mission to ensure that employees can effectively balance their work and personal lives.

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Conflict of Interest

No conflicts of interest are disclosed by the authors.

Author Contributions

Each author made a contribution to the design and conceptualization of the study. Ms. Mahima Kapoor and Dr. Vivekanand Pandey prepared the materials, collected the data, and conducted the analysis. Ms. Mahima Kapoor wrote the original draft of the paper, and all authors provided feedback on earlier iterations. The final manuscript was read and approved by all writers.

Ethics Approval

Nil.

Data availability:

The document contains data that supports the study's research conclusions.

Abbreviations

Nil

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