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## Effect Of Work-Life Balance On Performance: An Empirical Study Of Jordanian And Indian Hospitals

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### ARTICLE INFO

**Received:** 17 November

**Accepted:** 28 December

**Volume:** 1

**Issue:** 1

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### KEYWORDS

Work Life Balance,  
Performance, Hospitals,  
Jordan, Indian

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### ABSTRACT

The present study on work-life balance and employee performance among Jordanian and Indian nurses could aid entrepreneurs' in a medical setting to gain relevant knowledge on work-life programs, enabling them to evaluate their policies and programs based on this information, recognize strategies to expand organizational policies, and potentially influence policy standards of the industry. The results of this study could contribute to bringing awareness adjacent to the issue of employees' job performance and satisfaction. Additionally, the results from this study could benefit the public by extending the knowledge of how work-life balance policies and programs contribute to improving work and personal relationships, work motivation, and career decisions. These benefits may also positively contribute to business practice by offering organizations in different industries ways in which they approach the development, implementation, and utilization of work-life balance policies and programs to promote supportive managerial attitudes towards family-friendly policies and programs. Publishing the results of this study may inform organizational leaders and business professionals of the potential contributions that work-life balance programs can have on employee performance, with the potential to position organizational leaders and business professionals to better provision work-life responsibilities. Most important, the findings from the study might provide further insights that could be instrumental in assessing job effectiveness among organizational workers and reducing employee absenteeism and turnover.

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### 1. Introduction

Job satisfaction is undoubtedly an aspect of every organization as it is a summary proposal from the utility in the workplace (Bockerman & Ilmakunnas, 2012). To put it differently, job satisfaction is undoubtedly an individual's emotions or associated views with regard to work and its correlated aspects (Jamal & Muhammad, 2012). Organizational directors and research experts identified the overall connection in between employees' job satisfaction and organizational productiveness (Jamal & Muhammad, 2012), job-related wellness, turnover, and overall job performance (Al-Zoubi, 2012). Scientists have highlighted these associations in various realistic and presupposed studies (Crede, Chernyshenko, Bagraim, & Sully, 2010; Jaturanonda & Nanthavanij, 2011; Nyberg, 2010).

Organizational procedures and policies (e.g., remuneration packages, decision, and selection making practices, and of course the quality of administration), feedback, the actual physical nature of the job site, and features of the whole workload would have a direct effect on employees job satisfaction (Jamal & Muhammad, 2012). In general, the main aim of human resource practices in companies is to boost employee performance and productivity to continue the organization's highly competitive benefit (He, 2012). As stated by Jamal and Muhammad (2012), if several workers aren't satisfied from their jobs, administration, employment conditions,

or work culture, some of them might not provide their potential customers with high-quality solutions and the supreme impact will surely be on organization's productiveness.

Work-life balance has grown to be an important concern for both worker's and establishments (Madipelli, Sarma, & Chinnappaiah, 2013). The professional environment might be hectic with time constraints and restricted schedules (Kumar & Chakraborty, 2013). Reforming demographics, level of competition, overall globalization, and technological advances and innovations affect the successful development of work-life plans (Caillier, 2012; Haar & Roche, 2010). The work-life balance practices are used in order to help eliminate work-life conflict and boost positive employee appraisals of one's organization (Lazar, Osoian, & Ratiu, 2010). Work-life plans can enhance the organizational structural, cultural, and relational support for the office and family (Kossek, Lewis, & Hammer, 2010).

There exists a greater focus within the United States than somewhere else on employer-driven work-life endeavors, especially those carried out by large organizations to strengthen top-level managers and proficient professionals (Kossek et al., 2010). As Burke (2010), pointed out organizations face an alarming level of competition on a worldwide basis, employees are undergoing increasing performance challenges, and the hours' employees spent for the workplace elevated significantly in between 2000 and 2009. Moreover, there is a continuous struggle in between employees and business owners with regards to work-life balance mainly because a number of employees and business owners are not aware that work-life balance is in fact reciprocally valuable (Kumar & Chakraborty, 2013).

Work-life balance regarding the individual is a component of both individual and organizational actions (Mayerhofer, Schmidt, Hartmann, & Bendl, 2011). From an organizational viewpoint, the work-life balance could be a portion of the wonderful performance, and from employee viewpoint, work-life balance plans could be a play a positive part in determining to function for or stay with a specific organization (Mayerhofer et al., 2011). Whether named work-life balance or family friendly, there will be macro and micro factors why such programs are normally important in current organizations (Wang & Walumbwa, 2007). Toward the macro side, the plans allow a corporation to preserve a more committed employed pool (Wang & Walumbwa, 2007). Employee commitment plays a crucial part in the success of an organization (Shahid & Azhar, 2013).

The most notable three drivers of employees' commitments are employers' care and concern, honesty, and achievement (Shahid & Azhar, 2013). Investing in employees' safety and health is necessary if other expenditures are to result in greater results, for instance, organizational development and productiveness (Howard-Quartey & Buenar-Puplampu, 2012). Because of this, the responsibility of each employer is to come up with a pleasant work setting and circumstances for workers devoid of dangers, hazards, and sicknesses (Howard-Quartey & Buenar-Puplampu, 2012). Considering a micro perspective, the plans when implemented as a possible instrument aid to reduce employee absenteeism, stress, and turnover rates, and increase employee retention and commitment to the organization (Kumar & Chakraborty, 2013; Wang & Walumbwa, 2007).

It's important to understand, organizations that provide these programs are inclined to raise their competitive advantage by minimizing employees' compensation, expenses associated with disengagement behaviors, and medical claims, whereas holding up a high degree of job performance and productiveness (Vuksan, Williams, & Crooks, 2012; Wang & Walumbwa, 2007). Despite the fact work-life plans have the possibility to benefit organizations; additionally, they can be a costly investment, and due to that reason, employers are most probably to realize

improvements in scenarios where potential advantages outweigh anticipated costs (Konrad & Mangel, 2000).

Health care establishments are complex as well as tremendously sophisticated systems which involve human resources as a core element. Human resources in medical care are infrequently accessible and require to be utilised in an efficient way. Health care establishments are endeavoring to boost quality by refocusing overall business plan, and treatment delivery focused on the individual, vitalized by facts for profit in medical benefits, patient circumstances and a company case which helps in going towards “patient-centered care” (Jha, Orav, Zheng, & Epstein, 2008). Within the health sector, source availability and worker expertise are necessary but are insufficient to assure required employee performance (Franco, Bennett, & Kanfer 2002). To acquire performance on high quality, cost and individual satisfaction dimensions, health establishments need to have to fulfill their physicians and employees (Griffith, 2000).

Health care delivery is remarkable labor-intensive (Franco et al., 2002) and health area performance is fatally depending on employee motivation (Amaratunga & Baldry, 2002 & Franco et al., 2002). One of the best aims of performance management (or performance appraisal), in hospital, is always to enhance the overall quality of work and effectiveness in the health structure. The appropriate administration of human resources is basically a crucial variable having an effect on an employee’s productivity. Therefore performance appraisals tend to be viewed as an essential tool regarding the valuable management of organizational human resource (Latham & Wexley, 1994). The way of exactly how work-life balance may be accomplished and increases is a vital issue with respect to human resource management and also has attained significant interest from business owners, employees, government, scholastic researchers, and the well-known media. (McPherson, 2006).

### **Statement of the Problem**

Internationally, employees continue to experience major conflicts trying to balance work, family, and other private matters related to their life (Brough, Holt, Bauld, Biggs, & Ryan, 2008). As a result, employee burns out, stress, and under performance continues to pervade challenging constructive performance and productivity programs instituted by organizations.

This research endeavor aims at probing the impact of work-life balance on employee performance. The mediating role of family role between work-life balance and employee performance is also examined. Moreover, the impact Residence, Educational Qualification, Age (In Years), Marital status of Respondents, Experience of Respondents (In Years), and Designation of Respondents and Nature of the Employment on work-life balance, family role employee performance is also investigated.

### **Work-life Balance (WLB)**

Work-life balance (WLB) is basically an essential phenomenon that is of valuable concern to various workers in both the private as well as public area. It goes more than prioritizing the duty role and one’s family life. Additionally, it effects the psychological, economic, social, and mental well-being of a given individual. Each one of these is been represented in the production of the individual, which often impacts his or her performance in the work environment in the years to come. Work-life balance has implication on employee perceptions, behaviors, well-being along with organizational effectiveness (Eby, Casper, Lockwood, Bordeanx, & Brindley, 2005). Once a person is thus employed in an organization, he doesn't quit his life span as a swap for the office; rather he strives to preserve a balance in between them. This balanced life is an essential part of the ideal life. Work-life balance implies bringing work, regardless of whether carried out on the job or sometimes at home, and recreation time in balance to reside in life to its fullest. It does not really mean that you use fifty percent of your life working and fifty percent of it playing; instead, this means balancing each to obtain harmony in physical, emotional, and spiritual health.

Concern about integrated work-life balance came about the 1970s when more females went into the work-place.

### Employee Performance

Campbell, McCloy, Oppler and Sager (1993) illustrate employee performance as an individual variable. That's, performance may be something an individual does. It handles how the particular person operates his activity and the rate of commitment he affixes to it. From this viewpoint, job performance as conduct is the behavior and mood to perform one's activity. The results of this behavior (employee performance) is the end result (productivity). The performance results in outcome that might be optimistic or negative. In accordance with Duxbury et al., (2001) the degree of employee performance appeared to be directly related to the way well-balanced the employees have been in relation to work-life balance.

### Research Objectives

- To study the concepts of work-life balance, family role, and performance.
- To develop a conceptual model depicting relationship among work-life balance, family role, and performance.
- To develop an instrument to study work-life balance, family role, and performance.
- To examine the effect of work-life balance on the performance of the nurses in Jordanian and Indian hospitals.
- To explore the differences, if any, in work-life balance and its dimensions, Family Role and employee performance based on Country, Educational Qualification, Age, Marital Status, Experience, Nature of employment, and Designation.
- **Scope of the Study**
- This research study has the scope for upcoming researchers who are interested in investigating work-life balance, family role and employee performance in medical setting. Though the study was conducted in Jordan and India. Therefore, it has a wider scope for the researchers of both countries. Future researchers can focus on other sectors in these two countries as well as other countries as well.

### Sampling Universe

The sample for the present study has been collected from 8 hospitals. Five hospitals were selected from Jordan, and three were selected from India. Both private and govt. hospitals have been taken into consideration from both the countries. The brief description of the hospitals in given as under:

**Table 4.1: Description of Hospitals with respect to Country and Affiliation**

No.	Name of Hospital	Country	Govt./Private
1	Al-bashir hospital	Jordan	Government
2	Philadelphia hospital	Jordan	Private
3,	Haramain Hospital	Jordan	Private
4	Al Mafraq Government Hospital	Jordan	Government
5	Jordan hospital	Jordan	Private

6	Ram Manohar Lohia Hospital	India	Government
7	Fortis Hospital	India	Private
8	Jawaharlal Nehru Medical College	India	Government

### Sampling Size

It is recommended to use a large sample size to reduce sampling error, but the determination of a sample size is very important both from an economic and statistical viewpoint. The respondents from the countries identified by the sampling frame were selected and approached directly and via email. The emails of the respondents belonging to different hospitals in Jordan and India were sent a request. A total number of 800 questionnaires were distributed in both India and Jordan with 400 questionnaires in Indian hospitals and 400 in Jordan hospitals, but 250 questionnaires each were retrieved from both India and Jordan which makes up 62.50% retrieval rate.

### Research Variables

In the present study, the main independent variable is a work-life balance. Here work-life balance has five components namely, Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction and Work-Family Enrichment that have been considered as independent variables. Family Role has been selected as an independent as well as mediating Variable.

In this study, Employee Performance is explored as a dependent variable. Moreover, Educational Qualification, Age (In Years), Marital status of Respondents, Experience of Respondents (In Years), Country of the respondents, and Nature of the Employment are also explored.

Overall Reliability of Scale	Alpha Value	No. of items
	0.82	23

S. No.	Dimension/Constructs	Alpha Value	No. of Items
1	Work-Family Culture	0.734	3
2	Autonomy	0.759	3
3	Flexible Work Arrangements	0.734	3
4	Work-Life Conflict Reduction	0.927	3
5	Work Family Enrichment	0.815	3
6	Family Role	0.729	3
7	Employee Performance	0.823	5

### Research Hypotheses

This unit forms the foundation where there requires to be an adequate understanding of the research problem under study, in which the researcher requires to select the substantial and the appropriate facts amid a plethora of experimental events. There is a requirement for the evidence to determine the association between diverse elements. The diverse elements may have been based on the prior understandings or investigator may have based it on his own. The accountability of the investigator is to screen out those factors which might have elucidated similar circumstances in the past grounded on these

interpretations, disciplined imagination and creative thought process, there is a need to put forward a theoretical framework.

To elude the investigation process to get muddled without even the investigator getting to know it, there is a need for a working guideline. A working guideline is vital and is considered to be parsimonious in light of the composite interaction of diverse factors. The hypothesis shows the track to the investigators to discover the appropriate facts, needed to address the problem in the question. It facilitates to be firmly associated in the direction of the investigation and not wander away in directionless research.

### Hypotheses of Impact

**H1: Significant impact of work-life balance on the performance of nurses in Jordanian and Indian hospitals.**

### Hypotheses of Differences

**H<sub>01</sub>** There is no significant difference in the mean scores of work-life balance between the nurses of Jordanian and Indian Hospitals.

**H<sub>02</sub>** There is no significant difference in the mean scores of performance between the nurses of Jordanian and Indian Hospitals.

### Outline of the Analysis

The analysis of data has been initiated by examining the differences of Work-Life Balance and its dimensions (Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction, Work-Family enrichment), Family Role and employee performance with respect to Educational Qualification, Age (In Years), Marital status of Respondents, Experience of Respondents (In Years), and Designation of Respondents through ANOVA (Analysis of Variance). Subsequently, T-test was used to examine the difference of Work-Life Balance and its dimensions (Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction, Work-Family enrichment), Family Role and employee performance with respect to the Country of the respondents and Nature of the Employment. Furthermore, confirmatory factor analysis (CFA), using (AMOS) was used to examine the measurement model for the factors of Work-Life Balance and its components. A number of software programs are available which help in estimating a variety of fit indices for the model evaluation such as AMOS, Arbuckle and Wothke (1999), LISREL, Joreskog and Sorbom (1996), EQS, Bentler (1995), Mplus, Muthen and Muthen (1998), SEPATH, Steiger, (1995) or RAMONA, Browne, Mels, and Cowan (1994). For the components of dimensions of Work-Life Balance (Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction, Work-Family enrichment) Family Role and Employee Performance, all the fit indices were obtained. And finally Structural Equation model (SEM) was used to find out the effect of the overall Work-Life Balance and its dimensions and Family Role on the Employee Performance in Jordanian and Indian nurses separately as well as togetherly. Finally, Family Role was also investigated as a mediating variable between work-life balance with its dimensions and Employee Performance in Jordanian and Indian nurses separately as well as togetherly.

	Frequency (N)	Percentage	Cumulative Percent
<b>Educational Qualification</b>			
Diploma	98	19.6	19.6
Bachelor	314	62.8	82.4
Professional Nursing	88	17.6	100
Total	500	100	
<b>Age (in Years)</b>			

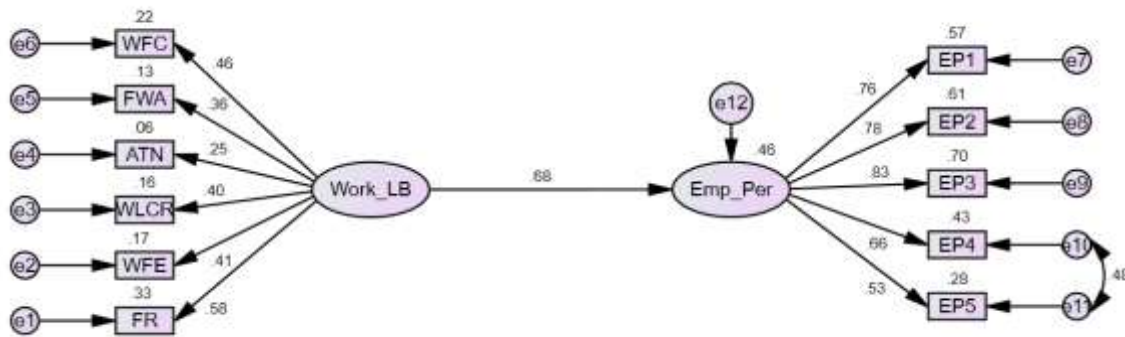
Upto 30 years	323	64.6	64.6
31-40 years	124	24.8	89.4
41-50 years	32	6.4	95.8
Above 50 years	21	4.2	100
Total	500	100	
<b>Marital Status</b>			
Single	253	50.6	50.6
Married	234	46.8	97.4
Others	13	2.6	100
Total	500	100	
<b>Experience (In Years)</b>			
Upto 5 Years	312	62.4	62.4
6-10 Years	133	26.6	89
11-15 Years	16	3.2	92.2
Above 15 Years	39	7.8	100
Total	500	100	
<b>Nature of employment</b>			
Part Time	242	48.4	48.4
Full Time	258	51.6	100
Total	500	100	
<b>Designation</b>			
Junior	173	34.6	34.7
Middle	214	42.8	77.4
Senior	113	22.6	100
Total	500	100	
<b>Country</b>			
Jordanian	250	50	50
Indian	250	50	100
Total	500	100	

**Table: Fit Indices of  
Structural Models  
(Combined Data)**

Fit Indices	Acceptable Levels	Source	Observed Value	
			Model A	Model B
CMIN/DF	<3.0	Kline (2004)	3.188	2.216
GFI	Value close to .90 or .95 reflects a good fit	Schumacker & Lomax, (2010)	0.950	0.924
Adjusted (AGFI)	Value adjusted for df, with .90 or .95 a good model of fit	Schumacker & Lomax, (2010)	0.921	0.899
CFI	>0.9	Bentler & Bonett, (1980)	0.938	0.936
RMSEA	.05 to .08	Schumacker & Lomax, (2010)	0.066	0.049

The above table shows the impact of overall work-life balance and its dimensions on employee performance. The values of goodness- of-fit indices obtained were chi- square to degree of freedom ratio= 3.188, GFI= 0.950, AGFI= 0.921, RMSEA= 0.066, CFI= 0.938, for overall work-life balance. The values of goodness- of-fit indices obtained were chi- square to degree of freedom ratio= 2.216, GFI= 0.924, AGFI= 0.899, RMSEA= 0.049, CFI= 0.936 for dimensions of work-life balance. In the light of recommended values, the structural model obtained is desirable.

**Figure 5.1: Structural Equation Modeling (SEM) Diagram of model A: Work-Life Balance and Employee Performance.**



**Impact of work-Life Balance on employee performance**

**H1** There is a significant impact of work-life balance on employee performance of the nurses in Jordanian and Indian Hospitals.

The above result in the table 5.4 shows that the impact of work-life balance on employee performance is positive (Estimate Value=.681). However, this effect is statistically significant as the p-value is miniscule and is <0.05, therefore the above hypothesis **H1** is accepted.

**Results of Structural Equation Modeling (SEM) of Jordanian Data**

The diagram of Structural Equation Modeling (SEM) which was generated while carrying out the impact of work-life balance on employee performance among Jordanian Data.



**Model A** shows the impact of overall Work-Life Balance and **Model B** shows the impact of dimensions of Work-Life Balance and Family Role on Employee Performance among Jordanian Data.

**Table 5.5: Fit Indices of Structural Models of (Jordanian Data)**

Fit Indices	Acceptable Levels	Observed Value	
		Model A	Model B
CMIN/DF	<3.0	2.291	1.766
GFI	Value close to .90 or .95 reflects a good fit	0.948	0.904
Adjusted GFI (AGFI)	Value adjusted for df, with .90 or .95 a good model of fit	0.910	0.868
CFI	>0.9	0.908	0.926
RMSEA	.05 to .08	0.072	0.055

**Table 5.6: Results of SEM (Jordanian Data)**

	Relationship	Estimate	p-Value	Result
❖	Work Life Balance →employee performance	0.695	0.008	<b>Accept</b>
❖	Work Family Culture →employee performance	-0.036	0.696	Reject
❖	Work Life Conflict Reduction →employee performance	-0.072	0.360	Reject
❖	Autonomy →employee performance	0.110	0.171	Reject
❖	Family Role →employee performance	0.258	0.001	<b>Accept</b>
❖	Work Family Enrichment →employee performance	0.081	0.299	Reject
❖	Flexible Work Arrangements →employee performance	0.222	0.005	<b>Accept</b>

The above results in the table 5.6 shows that the impact of work-life balance on employee performance is positive (Estimate Value=.695) and statistically significant as the p-value is miniscule and is <0.05. Moreover, the flexible work arrangements (Estimate Value=0.222) (dimension of work-life balance) and family role (Estimate Value=0.258) also have the statistically significant impact on employee performance as the p-value is miniscule and is <0.05. However, the impact of Work Family Culture (Estimate Value=-0.036), Work Life Conflict Reduction (Estimate Value=-0.072), Autonomy (Estimate Value=0.110) and Work Family Enrichment (Estimate Value=0.081) have a statistically insignificant impact on employee performance as the p-value is >0.05.

## 5.7 Results of Structural Equation Modeling (SEM) Indian Data

The diagram of Structural Equation Modeling (SEM) which was generated while carrying out the impact of work-life balance on employee performance among Indian Data.

**Model A** shows the impact of overall Work-Life Balance and **Model B** shows the impact of dimensions of Work-Life Balance and Family Role on Employee Performance among Indian Data.

**Table 5.7: Fit Indices of Structural Models (Indian Data)**

Fit Indices	Acceptable Levels	Observed Value	
		Model A	Model B
CMIN/DF	<3.0	2.611	1.952
GFI	Value close to .90 or .95 reflects a good fit	0.924	0.878
Adjusted GFI (AGFI)	Value adjusted for df, with .90 or .95 a good model of fit	0.878	0.839
CFI	>0.90	0.938	0.915
RMSEA	.05 to .08	0.080	0.062

**Table 5.8: Results of SEM (Indian Data)**

❖	Relationship	Estimate	p-Value	Result
❖	Work Life Balance →employee performance	0.884	***	<b>Accept</b>
❖	Work Family Culture →employee performance	0.170	0.098	Reject
❖	Work Life Conflict Reduction →employee performance	-0.030	0.683	Reject
❖	Autonomy →employee performance	-0.121	0.096	Reject
❖	Family Role →employee performance	0.741	***	<b>Accept</b>
❖	Work Family Enrichment →employee performance	0.136	0.061	Reject
❖	Flexible Work Arrangments →employee performance	-0.038	0.671	Reject

The results from the above table 5.8 shows that the impact of work-life balance on employee performance is positive (Estimate Value=0.884) and statistically significant as the p-value is miniscule and is <0.05. Moreover, the impact of family role (Estimate Value=0.741) on employee performance is statistically significant as the p-value is miniscule and is <0.05. However, the impact of Work Family Culture (Estimate Value=0.170), Work Life Conflict Reduction (Estimate Value=-0.030), Autonomy (Estimate Value=-0.121), Work Family Enrichment (Estimate Value=0.136) and Flexible Work Arrangments (Estimate Value=-0.038) have a statistically insignificant impact on employee performance as the p-value is >0.05.

## **Findings, Conclusion, Managerial Implications:**

### **Findings**

The current study examines the model of work-Life Balance and its dimensions and family role and their impact on Employee performance. Moreover, the mediating role of Family Role in the relation between Work-Life Balance and its components on Employee performance has also been investigated. The results of the current study will assist in providing understanding to researchers and practitioners regarding the factors of Work-Life Balance and its impact on Employee performance in the Hospitals.

### **Findings related to the impact of Work-Life Balance on Employee Performance.**

The findings of the study are given as under:

- There is a significant impact of work-life balance on employee performance of the nurses in Jordanian and Indian Hospitals.
- There is a significant impact of family role on employee performance of the nurses in Jordanian and Indian Hospitals.
- There is a significant impact of flexible work arrangements (work-life balance) on employee performance of the nurses in Jordanian and Indian Hospitals.
- There is a significant impact of Flexible Work Arrangements (work-life balance) on employee performance in Jordan, while as no significant impact of Flexible Work Arrangements (work-life balance) on employee performance was reported in India.

## Conclusions

A tool was developed in the present study. The reliability of the tool was checked by Cronbach's alpha. The validity of the tool was also checked. The factor loading for Work-life balance and employee performance was examined by Exploratory Factor Analysis. This technique of factor analysis minimized the number of items in the scale from 55 to 23. The responses of the subjects were characterized with respect to demographic variables such as country, Educational Qualification, Age (In Years), marital status of Respondents, Experience of Respondents (In Years), nature of employment and Designation of Respondents.

Confirmatory Factor Analysis was used to accomplish the measurement model for the work-life balance scale and its dimensions and family role and employee performance scale.

First-order CFA was conducted to discover the model fit indices for the work-life balance scale, family role scale, employee performance scale and entire scale. Work-life balance scale had 15 items; family role scale consisted of 3 items, employee performance scale consisted of 5 items and the whole scale had 23 items. The fit indices of all the scales were found within the suggested range of accepted fit indices.

Path analysis using Structural Equation Model (SEM) was conducted to investigate the impact of work-life balance and its dimensions (Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction, Work-Family enrichment) and Family Role on employee performance in Jordanian and Indian Nurses separately as well as togetherly. Structural Equation Model (SEM) was further carried out to investigate the family role as a mediating variable for the impact of work-life balance and its dimensions viz. Work-Family Culture, Autonomy, Flexible Work Arrangements, Work-Life Conflict Reduction, Work-Family enrichment on employee performance in Jordanian and Indian Nurses separately as well as togetherly. We developed four models in order to examine our hypotheses. The first model is related to the impact of overall work-life balance on employee performance. The second model deals with the impact of dimensions of work-life balance and family role on employee performance. The third model deals with the mediating impact of the family role as a mediating variable for the impact of overall work-life balance on employee performance. The final and fourth model deals with the mediating impact of a family role as a mediating variable for the impact of dimensions of work-life balance on employee performance

Tests of differences were used to establish the difference between mean scores of variables vis-a-vis demographic variables. The variables were work-life balance and its dimensions, family role and employee performance. The demographic variables were country, nature of employment, Educational Qualification, Age (In Years), Marital status of Respondents, Experience of Respondents (In Years), and Designation of Respondents.

## Managerial Implications and Contribution of the Study

To estimate the assessment in an operational manner, various managerial implications can be resultant from the findings. The study proposes managerial implications for academicians and practitioners in order to execute work-life balance in organizations successfully and creating a positive impact of these practices

for enhancing employee performance. The study contributes to the theory and practice, likewise. The below mentioned are the contributions and implications of the study:

- The present research achieves the objectives of developing a reliable and valid questionnaire for measuring work-life balance, family role and employee performance. This questionnaire will be helpful for both organizations and the researchers in understanding these concepts scientifically and in a rational way. It will help them to investigate the work-life balance, family role and employee performance in a scientific way for the betterment of the employees as well as organizations.
- The present research examines and provides a conceptual model where the impact of work-life balance and its dimensions, as well as family role on employee performance, have been investigated. Moreover, the mediating role of family role in impact on and between whole work-life balance and its dimensions on employee performance are investigated. The findings of this study will provide researchers and practitioners a basic understanding of work-life balance, family role and its impact on employee performance in an organization. Moreover, it also provides a framework of the current scenario of work-life balance, family role and employee performance of Hospitals of India and Jordan.
- Till date, limited empirical studies illustrating the relationship of work-life balance and family role with employee performance have been conducted in Jordan and India. The organizations will appreciate the need for applying these findings so that they will be more productive and more effective.
- This study recognizes the significant impact of work-life balance and its dimensions and family role on employee performance. It will help the business organizations to adopt and implement effective practices of work-life balance and family role in order to enhance employee performance. The employers should take these results into consideration in order to be successful businessmen. They have to give due weightage to these concepts. Betterment of employees is directly related to the work-life balance and family role which in turn plays an important role in depicting the overall performance of the organization. So, it is mandatory for employers to ponder over the role of work-life balance and family role in employee performance.
- Since scanty literature exists focusing on the relationship of work-life balance and family role with employee performance; this research endeavor will contribute to a better understanding of this relationship. Therefore, this research study has the objective to donate to additional theory development in the rather new research area of work-life balance, family role and employee performance.
- The impact of various practices of work-life balance and family role on employee performance is empirically examined. Moreover, the effect of each dimension of work-life balance on employee performance is assessed. Family role and flexible work arrangements had a statistically positive impact on employee performance. These findings clearly indicate that issues pertaining to the family role and flexible work arrangements have to be addressed on priority basis. Such a study was essential to highlight the significance of work-life balance and family role in employee performance. The organizations can develop their plans considering the importance of various perspectives of work-life balance, family role and employee performance.

- The results of this research offer understandings to managers and organizations to enhance work-life balance practices in their institutions. This may help to reduce stresses and worries of workers which in turn will help organizations to flourish.
- The results revealed the partial mediating effect of Family Role on the impact of and between (Work-Life Balance and Flexible-Work Arrangements) and Employee performance. On the other hand, the Family role was reported to have a full mediating effect on the impact of and between (Work-Life Culture and Work-Family Enrichment) and Employee performance. From these findings, it is clear that the family role has a basic and essential part of the organization. Managers, as well as business organization owners, have to take these findings into consideration in order to be successful and prosperous.
- The findings also revealed that demographic variables such as country, nature of the job, educational qualification, age (in years), marital status of respondents, the experience of respondents (in years), and designation of respondents played a significant role in work-life balance, family role and employee performance. For instance, the mean score of Jordanian nurses was found high on work-life balance compared to the Indian nurses. The administration of the Indian organizations has to ponder over it and act accordingly. Similarly, results related to all demographic variables have to be taken into consideration in order to enhance the betterment of the organizations and employees. These findings play a vital part in the enhancement of the performance of the employees as well as the organizations. They have to be given due and issues of the employees are pertaining to these demographics have to be addressed on priority basis.

### **Direction for Future Research**

- The present study has been carried out to compare the work-life balance and employee performance between Jordanian and Indian nurses. There are many occasions to check out the work-life balance and employee performance in other sectors as well, for example, education, medicine, academicians, banks, etc.
- Upcoming research should be carried out on greater sample size and more diverse sample. This will help in the generalization of the results to all working sectors.
- The research data for the current study was collected through electronic means and by meeting the nurses personally. There are many productive methods which include personal interviews and case studies which give a thorough understanding of the sample. These methods could be used in future research endeavors.
- Structural Equation Model (SEM) was used to investigate the causal relationships among the variables. The impact of work-life balance and dimensions and family role on employee performance was investigated. Due to certain constraints, the model did not check the reverse impact of employee performance on the work-life balance and family role. Further studies may be carried out to find out whether employee performance, if achieved, also has an impact on the application of the work-life balance.

### **Limitations of the Study**

Research is a constant process and is in no way absolutely perfect owing to the certain inescapable state of affairs researchers face during the process and particularly when we talk about management research. Limitations summarize the parameters of the study and consist of some possible areas where the thesis may fall short. Limitations part is a conventional nod to humbleness and acknowledgment that even if the work is inclusive, but not absolute. Limitations

keep alive the scope for additional research in the field. Every research carries some flaws that give insight into new researches. Some of the limitations are given as under:

- The sample of the study was taken only from India and Jordan which delimits the global scope of the study.
- The sample was taken from only hospitals and not from other important business institutions.
- The sample size is not big enough to generalize the findings due to certain limitations.
- No personal interviews and case studies were used as data were collected only by electronic mails and personal meetings.

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