SJIF Impact Factor (2026): 8.863| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 11 | Issue: 5 | May 2026 - Peer Reviewed Journal

# IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE PRODUCTIVITY AMONG EMPLOYEES IN TIRUCHIRAPPALLI

**Mr. Vishal. M[1], Dr. A. Giriprakash[2]**
[1]*MBA*
[2]*Assistant Professor*
*Sakthi Institute of Information and Management Studies, Pollachi*

**ABSTRACT**

*This study examines the impact of work-life balance on employee productivity among employees working in various organizations in Tiruchirappalli. The increasing demands of the modern work environment, including heavy workloads, extended working hours, strict deadlines, and high-performance expectations, have made maintaining a healthy balance between professional and personal life a critical challenge for employees across sectors such as Information Technology, Banking, Healthcare, Education, and Manufacturing. The research adopts both descriptive and analytical research designs, utilizing a structured questionnaire administered to 160 respondents selected through simple random sampling. Statistical tools including Percentage Analysis, Chi-Square Test, One-Way ANOVA, and Correlation Analysis were employed using SPSS software for data analysis. The findings reveal that work-life balance practices, employee satisfaction, and employee productivity are all significantly and positively correlated. The study concludes that organizations implementing effective work-life balance practices foster higher employee satisfaction, reduced stress, and improved productivity. Recommendations are provided for organizations, employees, and government bodies to collaboratively promote healthier and more productive work environments.*

**KEY WORDS**: *Work-Life Balance, Employee Productivity, Employee Satisfaction, Organizational Support.*

## INTRODUCTION

In the modern business environment, organizations are continuously striving to improve employee performance and organizational productivity in order to remain competitive and sustainable. Among the various factors influencing employee efficiency, work-life balance has emerged as one of the most significant aspects affecting employee well-being and productivity. Work-life balance refers to the equilibrium between professional responsibilities and personal life activities, enabling employees to effectively manage work commitments along with family, social, and personal responsibilities without experiencing excessive stress or conflict.

Employees today face increasing work pressure, longer working hours, strict deadlines, and high-performance expectations. As a result, maintaining a healthy balance between work and personal life has become a major challenge across various sectors. Organizations have realized that employees who experience a proper balance tend to be more satisfied, motivated, committed, and productive. In cities like Tiruchirappalli - a growing educational, industrial, and commercial hub in Tamil Nadu - employees across sectors increasingly face challenges related to workload, time management, and stress. This study focuses on analysing the impact of work-life balance on employee productivity in Tiruchirappalli, examining how factors such as working hours, workload, organizational support, family responsibilities, stress levels, and job satisfaction influence employee performance.

## OBJECTIVES

- To study the work-life balance and its impact on employee productivity among employees in Tiruchirappalli.
- To examine the work-life balance practices implemented in the organization.
- To analyse the level of employee satisfaction regarding existing work-life balance policies.
- To study the impact of work-life balance on employee productivity.

## REVIEW OF LITERATURE

- **Bonifacio, Ong & Magana (2025)** investigated the impact of longer workweeks on Filipino employees using the Job Demands-Resources model. The study found that job resources significantly drive work engagement and effort recovery, while work-life balance unexpectedly exerts a negative impact on job performance under extended work schedules.
- **Divakaran, Hans, Sharma & Mishra (2023)** examined work-life balance initiatives and their impact on employee productivity in Jordan's pharmaceutical sector. The findings indicate that work-life balance and emotional commitment significantly drive employee performance, while job satisfaction alone showed no direct impact.

SJIF Impact Factor (2026): 8.863| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 11 | Issue: 5 | May 2026 - Peer Reviewed Journal

- **Isa & Indrayati (2023)** investigated how work-family conflict affects work-life balance and job performance among taxation civil servants in Indonesia. The study found that work-family conflict significantly reduces both work-life balance and individual performance, while a strong work-life balance directly improves employee productivity.
- **Metselaar, Dulk & Vermeeren (2023)** examined teleworking and employee performance among public sector employees in the Netherlands. The study found that working from home positively improves perceived employee performance through increased autonomy and work-life balance satisfaction.
- **Žnidaršič & Marič (2021)** found that higher levels of work-life balance positively influence job satisfaction and life satisfaction. Life satisfaction served as a mediator between work-life balance and work engagement, confirming that employees who maintain a healthy work-life balance are more engaged in their work.

## RESEARCH DESIGN

The current study is **descriptive and analytical in nature**, based on the survey method. The descriptive design describes existing work-life balance practices and assesses employee satisfaction levels, while the analytical design examines the impact of work-life balance on employee productivity.

## HYPOTHESIS

**H1: There is a significant relationship between work-life balance practices and employee productivity.**
**$H_{01}$:** There is no significant relationship between work-life balance practices and employee productivity.
**$H_{11}$:** There is a significant relationship between work-life balance practices and employee productivity.
**H2: There is a significant relationship between employee satisfaction and employee productivity.**
**$H_{02}$:** There is no significant relationship between employee satisfaction and employee productivity.
**$H_{12}$:** There is a significant relationship between employee satisfaction and employee productivity.

## SOURCES OF DATA

- **Primary Data** - Structured questionnaire (160 respondents) used for statistical analysis.
- **Secondary Data** - Published journals, articles, books used for Review of Literature.

**Sample Size:** 160 Employees from various organizations in Tiruchirappalli.

## TOOLS FOR ANALYSIS

Data was coded, classified, and analysed using SPSS. Statistical tools including Percentage Analysis (to describe demographic profile), Chi-Square Test (to identify significant associations between categorical variables), One-Way ANOVA (to compare perceptions across demographic groups), and Correlation Analysis (to measure the strength of relationships between work-life balance factors and productivity) were employed.

## CHI-SQUARE ANALYSIS

**Work-Life Balance Satisfaction & Employee Productivity**

$H_0$: There is no significant relationship between work-life balance satisfaction and employee productivity.
$H_1$: There is a significant relationship between work-life balance satisfaction and employee productivity.

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-Sided) |
|---|---|---|---|
| Pearson Chi-Square | 18.624 | 9 | .029 |
| Likelihood Ratio | 19.102 | 9 | .024 |
| Linear-by-Linear Association | 8.416 | 1 | .004 |
| N of Valid Cases | 160 | | |

## INTERPRETATION

Since the **p-value (0.029)** is less than **0.05**, the **null hypothesis is rejected**. This indicates a statistically significant association between work-life balance satisfaction and employee productivity. Employees who are satisfied with their work-life balance tend to perform more productively in their roles.

**Stress Level & Employee Productivity**

$H_0$: There is no significant relationship between stress level and employee productivity.
$H_1$: There is a significant relationship between stress level and employee productivity.

SJIF Impact Factor (2026): 8.863| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 11 | Issue: 5 | May 2026 - Peer Reviewed Journal

**Chi-Square Tests**

| | Value | df | Asymp. Sig. (2-Sided) |
|---|---|---|---|
| Pearson Chi-Square | 22.415 | 9 | .008 |
| Likelihood Ratio | 23.067 | 9 | .006 |
| Linear-by-Linear Association | 9.873 | 1 | .002 |
| N of Valid Cases | 160 | | |

**INTERPRETATION**

Since the **p-value (0.008)** is less than **0.05,** the **null hypothesis is rejected.** This indicates a **statistically significant** association between stress level and employee productivity. High stress levels have a strong negative influence on employee productivity in organizations. Similarly, Chi-Square analysis also confirmed significant associations between flexible working hours and productivity ($\chi^2 = 15.873$, $p = 0.044$), organizational support and productivity ($\chi^2 = 19.287$, $p = 0.023$), employee satisfaction and productivity ($\chi^2 = 21.536$, $p = 0.011$), and work pressure and work-life balance ($\chi^2 = 17.942$, $p = 0.022$). In all cases, the p-values are less than 0.05, confirming statistically significant associations across all work-life balance factors.

**ONE-WAY ANOVA**

One-Way ANOVA results indicate that age, educational qualification, employment level, and industry/sector do not significantly influence employees' perceptions of work-life balance and productivity ($p > 0.05$), suggesting that work-life balance challenges are uniformly experienced across these demographic groups. However, work experience significantly influenced all work-life balance factors and employee productivity ($p < 0.05$), indicating that employees with greater experience perceive and respond to work-life balance challenges differently, as increased experience brings greater responsibilities and workplace pressures. Gender also partially showed significant differences, particularly in employee satisfaction, motivation, and engagement ($p < 0.05$), confirming that male and female employees experience different workplace pressures.

**CORRELATION ANALYSIS**

**Work-Life Balance Practices, Employee Satisfaction & Employee Productivity:**

**Correlations**

| | Work-Life Balance Practices | Employee Satisfaction | Impact on Employee Productivity |
|---|---|---|---|
| **Work-Life Balance Practices** | 1 | .622** | .668** |
| **Sig. (2-tailed)** | | .000 | .000 |
| **N** | 160 | 160 | 160 |
| **Employee Satisfaction** | .622** | 1 | .652** |
| **Sig. (2-tailed)** | .000 | | .000 |
| **N** | 160 | 160 | 160 |
| **Impact on Employee Productivity** | .668** | .652** | 1 |
| **Sig. (2-tailed)** | .000 | .000 | |
| **N** | 160 | 160 | 160 |

**INTERPRETATION**

**Correlation Analysis between Work-Life Balance Practices, Employee Satisfaction and Employee Productivity**

**Pearson Correlation**

- Work-Life Balance Practices and Employee Satisfaction (r = 0.622) - strong positive correlation
- Work-Life Balance Practices and Employee Productivity (r = 0.668) - strong positive correlation
- Employee Satisfaction and Employee Productivity (r = 0.652) - strong positive correlation

**Significance (p = 0.000)**

All three correlations are statistically significant at the 1% level, as the p-value of 0.000 is less than 0.01. This indicates that the observed relationships are unlikely to have occurred by chance.

SJIF Impact Factor (2026): 8.863| ISI I.F. Value: 1.241| Journal DOI: 10.36713/epra2016 ISSN: 2455-7838(Online)
EPRA International Journal of Research and Development (IJRD)
Volume: 11 | Issue: 5 | May 2026 - Peer Reviewed Journal

**Sample Size (N = 160)**
The 160 respondents in this study provide a good and reliable sample size for extrapolating findings, provided the sample is representative of the population.

## SUGGESTIONS

- Organizations should introduce flexible work policies such as flexible working hours, remote working options, and compressed workweeks to help employees better balance their professional and personal responsibilities.
- Regular employee satisfaction surveys should be conducted to monitor work-life balance challenges and continuously improve workplace policies and practices.
- Structured wellness programs, mental health support initiatives, and employee assistance programs should be established to promote employee well-being and sustained productivity.
- Employees should set clear boundaries between professional and personal life, manage time effectively, and actively participate in wellness and stress management programs.
- The government should formulate and enforce policies that regulate working hours across all industries and mandate adequate leave policies to support employees in managing personal and family responsibilities.

## CONCLUSION

This study examined the impact of work-life balance on employee productivity among employees in various organizations in Tiruchirappalli. The findings reveal that work-life balance factors such as flexible working hours, stress levels, organizational support, employee satisfaction, and work pressure have a significant association with employee productivity. Chi-square analysis confirmed statistically significant relationships between all measured work-life balance factors and productivity. Correlation analysis established that work-life balance practices have a strong positive correlation with employee satisfaction ($r = 0.622$) and productivity ($r = 0.668$), while employee satisfaction further positively correlates with productivity ($r = 0.652$). Among demographic variables, work experience emerged as the most influential factor, while gender also significantly influenced certain work-life balance perceptions. The study concludes that maintaining a healthy work-life balance is essential for sustaining and improving employee productivity, and that organizations, employees, and policymakers must work collaboratively to foster balanced and productive work environments.

## REFERENCES

1. *Bonifacio, E. K. D., Ong, A. K. S., & Magana, M. C. (2025). Assessing the impact of longer workweeks on macroergonomics variables, work-life integration, employee satisfaction, and productivity among Filipino employees. Acta Psychologica, 260. https://doi.org/10.1016/j.actpsy.2025.105580*
2. *Divakaran, P., Hans, A., Sharma, N., & Mishra, P. (2023). Work-Life Balance Initiatives and Their Impact on Employee Productivity and Well-Being (Vol. 16, Issue 4).*
3. *Isa, M., & Indrayati, N. (2023). The role of work-life balance as mediation of the effect of work-family conflict on employee performance. SA Journal of Human Resource Management. https://doi.org/10.4102/sajhrm*
4. *Metselaar, S. A., den Dulk, L., & Vermeeren, B. (2023). Teleworking at Different Locations Outside the Office: Consequences for Perceived Performance and the Mediating Role of Autonomy and Work-Life Balance Satisfaction. Review of Public Personnel Administration, 43(3), 456–478.*
5. *Žnidaršič, J., & Marič, M. (2021). Relationships between Work-Family Balance, Job Satisfaction, Life Satisfaction and Work Engagement among Higher Education Lecturers. Organizacija, 54(3), 227–237.*
6. *Tijani, B., Osei-Kyei, R., & Feng, Y. (2022). A review of work-life balance in the construction industry. International Journal of Construction Management, 22(14), 2671–2686.*
7. *Boamah, S. A., Hamadi, H. Y., Havaei, F., Smith, H., & Webb, F. (2022). Striking a Balance between Work and Play: The Effects of Work–Life Interference and Burnout on Faculty Turnover Intentions and Career Satisfaction. International Journal of Environmental Research and Public Health, 19(2).*
8. *Kalliath, T., & Brough, P. (2008). Work-Life Balance: A Review of the Meaning of the Balance Construct. Journal of Management & Organization, 14(3).*
9. *Selvakumar, M., Manicka Mahesh, N., Sathyalakshmi, V., & Iswarya, M. (2016). Work-Life Balance of Women Employees of Commercial Banks in Sivakasi, Tamil Nadu. Asian Journal of Managerial Science, 5(1), 17–29.*
10. *Premeaux, S. F., Adkins, C. L., & Mossholder, K. W. (2007). Balancing work and family: A field study of multi-dimensional, multi-role work-family conflict. Journal of Organizational Behavior, 28(6), 705–727.*