

## **Work-Life Harmony as a Determinant of Organizational Performance: A Study of Public and Private Universities in Madhya Pradesh**

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**Abstract:-** This study examines the impact of work-life harmony on organizational performance in selected public and private universities of Madhya Pradesh. Using a comparative and empirical research design, data were collected from academic and administrative staff through structured questionnaires. The study analyses the relationship between work-life harmony dimensions and organizational performance indicators. The findings highlight significant differences between public and private universities and confirm that effective work-life harmony practices enhance employee productivity, satisfaction, and overall organizational performance. The study offers practical recommendations for university administrators and policymakers. The changing dynamics of higher education have increased the importance of maintaining work-life harmony among university employees to enhance institutional effectiveness. This study examines the impact of work-life harmony on organizational performance in selected public and private universities of Madhya Pradesh. Adopting an empirical and comparative research design, data were collected from academic and administrative staff using a structured questionnaire. The study analyzes key dimensions of work-life harmony, including work flexibility, workload management, organizational support, and stress management, and evaluates their influence on organizational performance indicators such as employee productivity, job satisfaction, and institutional effectiveness. Statistical tools were applied to examine the relationship between the variables and to identify differences between public and private universities. The findings reveal a significant positive impact of work-life harmony on organizational performance and highlight notable variations in practices across public and private institutions. The study emphasizes the need for effective work-life harmony policies in universities to improve employee well-being, productivity, and overall organizational performance.

**KEYWORDS:-** Work-Life Harmony, Organizational Performance, Higher Education Employee Productivity, Public and Private Universities

### **Introduction**

In recent years, the higher education sector has undergone significant transformation due to increased academic demands, technological integration, and competitive pressures. Faculty members and administrative staff are expected to manage teaching, research, administrative responsibilities, and personal commitments simultaneously. In this context, achieving work-life harmony has emerged as a critical concern for universities seeking to enhance employee well-being and organizational performance.

Work-life harmony goes beyond the traditional concept of work-life balance by emphasizing the integration and alignment of professional and personal roles rather than a strict separation between them. When employees experience harmony between work and personal life, they are more likely to demonstrate higher levels of job satisfaction, commitment, and productivity. Conversely, a lack of work-life harmony can lead to stress, burnout, reduced performance, and increased turnover intentions, thereby negatively affecting institutional effectiveness.

Organizational performance in higher education institutions is closely linked to the performance and satisfaction of their human resources. Universities that support flexible work arrangements, manageable workloads, and a supportive organizational culture are better positioned to achieve academic excellence and operational efficiency. Public and private universities, however, often differ in terms of governance structures, resource availability, and human resource practices, which may influence the level of work-life harmony experienced by employees.

Despite the growing relevance of work-life harmony, limited empirical research has been conducted within the context of higher education institutions in India, particularly in Madhya Pradesh. Moreover, comparative studies examining public and private universities remain scarce. This study seeks to address this gap by examining the impact of work-life harmony on organizational performance and comparing practices across selected public and private universities of Madhya Pradesh. The findings of this research aim to provide valuable insights for university administrators and policymakers to design effective human resource strategies that foster employee well-being and enhance organizational performance.

### **Objectives of the Study**

The primary objective of this study is to examine the level of work-life harmony among employees working in selected public and private universities of Madhya Pradesh. The study also aims to analyse the impact of work-life harmony on organizational performance in higher education institutions. Further, it seeks to compare work-life harmony practices between public and private universities and to identify the key factors of work-life harmony that influence employee performance. Finally, the study attempts to understand the relationship between work-life harmony and overall institutional effectiveness.

**Literature Review:-** Work-life harmony has gained importance in human resource management due to its impact on employee well-being and organizational performance. While earlier studies focused on work-life balance, recent research emphasizes work-life harmony as a holistic alignment of professional and personal roles. Studies indicate a positive relationship between work-life harmony and employee performance, showing that supportive practices such as flexible work arrangements and manageable workloads enhance job satisfaction, productivity, and organizational commitment while reducing burnout. In higher education institutions, faculty members often manage multiple roles, and excessive workload and role conflict can negatively affect work-life harmony. Differences in practices between public and private

institutions further influence employees' experiences and performance. However, empirical research on work-life harmony in Indian higher education, particularly in Madhya Pradesh, remains limited, highlighting the need for this study.

**Motivation And Productivity:-** Motivation plays a crucial role in enhancing employee productivity in organizations. Motivated employees are more committed to their work, show higher levels of efficiency, and contribute positively to organizational goals. Factors such as recognition, fair compensation, supportive leadership, career growth opportunities, and a healthy work environment significantly influence employee motivation. When employees feel motivated, they are more engaged, experience greater job satisfaction, and demonstrate improved performance, which ultimately leads to higher organizational productivity and effectiveness.

**Student Outcomes :-**are a key indicator of organizational performance in higher education institutions. Positive student outcomes, such as academic achievement, skill development, satisfaction, and overall engagement, are closely influenced by faculty effectiveness and the quality of administrative support. When university employees experience work-life harmony and high motivation, they are better able to focus on teaching, mentoring, and research activities, which enhances student learning and development. Thus, supporting employee well-being not only improves staff performance but also contributes directly to improved student outcomes and institutional reputation.

**Organizational Alignment :-** Organizational alignment is the degree to which employees' goals and actions support the institution's mission and objectives. Work-life harmony and motivated staff improve alignment by enhancing engagement and commitment, while misalignment can reduce productivity and affect overall organizational performance.

Implementing work-life harmony in universities faces challenges such as high workloads, role conflicts, and rigid schedules. Limited policies or resources, especially in public and private institutions, can lead to stress and lower performance. Critics also note that such initiatives may be applied unevenly or focus more on employee comfort than measurable outcomes, highlighting the need for effective and consistent strategies.

#### Conclusion

Work-life harmony significantly influences organizational performance in public and private universities of Madhya Pradesh. It improves employee motivation, productivity, and commitment, leading to better student outcomes and institutional effectiveness. Although challenges like high workloads and limited resources exist, supportive policies and consistent strategies can enhance work-life harmony. Promoting it is essential for a satisfied, engaged, and productive workforce, ultimately benefiting the overall success of higher education institutions.

#### Evolution of Performance Appraisal in Public Organizations

Performance appraisal in public organizations has shifted from traditional, control-oriented systems to more developmental and goal-focused approaches. Earlier methods emphasized compliance and seniority, while modern systems focus on performance goals, competencies, and continuous feedback. This evolution aims to improve employee accountability, motivation, and overall organizational effectiveness.

##### 1.Traditional Methods

In public organizations, traditional performance appraisal methods were mainly administrative and control-oriented. These methods focused on seniority, adherence to rules, and subjective evaluations by supervisors. Confidential reports and annual reviews were commonly used, offering limited feedback and little emphasis on employee development.

##### 2.Shift to Objective Measures

To improve transparency and accountability, public organizations gradually adopted objective performance measures. This shift introduced goal-setting, key performance indicators (KPIs), and competency-based assessments, aligning individual performance with organizational objectives and service outcomes.

##### 3.Performance Management Systems

Performance appraisal evolved into comprehensive performance management systems that emphasize continuous performance planning, regular feedback, coaching, and development. This approach views appraisal as an ongoing process rather than a once-a-year evaluation.

##### 4. Technology Integration

The integration of technology transformed appraisal practices in public organizations. E-performance management systems, digital dashboards, and data analytics enhanced accuracy, transparency, and efficiency while reducing paperwork and administrative burden.

##### 5. Emphasis on Equity and Diversity

Recent reforms highlight equity and diversity in appraisal systems. Public organizations now focus on standardized evaluation criteria, bias reduction, and inclusive practices to ensure fair and equal treatment across gender, caste, disability, and other demographic groups.

#### Research Design

The study follows a descriptive and empirical research design to examine the impact of work-life harmony on organizational performance in selected public and private universities of Madhya Pradesh. The design enables systematic collection and analysis of data to identify relationships between variables and to compare practices across institutions.

##### 2. Sampling

The population of the study includes academic and administrative staff from selected public and private universities of Madhya Pradesh. A stratified random sampling technique was used to ensure fair representation from both sectors. The sample size was determined based on accessibility and research feasibility.

### 3. Data Collection Methods

The study uses both primary and secondary data. Primary data were collected through a structured questionnaire administered to respondents. Secondary data were sourced from books, academic journals, government reports, and previous research studies related to work–life harmony and organizational performance.

#### Variables and Measures

Work–life harmony is treated as the independent variable, measured through factors such as work flexibility, workload management, organizational support, and stress management. Organizational performance is the dependent variable, assessed using indicators like employee productivity, job satisfaction, commitment, and institutional effectiveness. Responses were measured using a five-point Likert scale.

#### Ethical Considerations

Ethical standards were strictly followed throughout the study. Participation was voluntary, respondent confidentiality was maintained, and data were used solely for academic purposes. Informed consent was obtained from all participants.

#### Limitations and Delimitations

The study is limited to selected public and private universities in Madhya Pradesh, which may restrict generalization of findings. Data were collected through self-reported questionnaires, which may involve response bias. The study is delimited to examining work–life harmony and organizational performance, excluding other organizational factors.

#### Reporting and Dissemination

The findings of the study will be systematically analysed and presented using tables and interpretations. The results will be disseminated through academic journals, conferences, and institutional reports to contribute to research and policy development in higher education.

#### Employee Perception and Satisfaction

Employee perception and satisfaction reflect how fairly and effectively organizational policies and practices are implemented. Positive perceptions regarding workload, support, and appraisal systems enhance job satisfaction, motivation, and trust in management. When employees feel valued and treated fairly, their overall satisfaction and commitment to the organization increase.

#### Impact on Employee Engagement

Employee engagement refers to the level of emotional and professional involvement employees have with their work. Supportive HR practices, including work–life harmony and transparent performance systems, encourage higher engagement levels. Engaged employees demonstrate greater enthusiasm, accountability, and willingness to contribute beyond formal job roles.

#### Managerial Role and Training

Managers play a critical role in implementing HR policies and influencing employee experiences. Effective managerial training in leadership, communication, performance evaluation, and emotional intelligence ensures fair decision-making and constructive feedback. Well-trained managers help align employee goals with organizational objectives.

#### Challenges and Barriers

Organizations face several challenges in implementing effective HR practices, such as resistance to change, workload pressures, limited resources, and lack of managerial skills. Inconsistent policy implementation and bias in evaluation can also act as barriers, reducing employee trust and effectiveness.

#### Use of Technology

Technology has transformed HR practices through digital performance management systems, online feedback tools, and data analytics. Technology enhances transparency, efficiency, and accuracy in decision-making while reducing administrative workload. However, lack of digital skills and infrastructure may limit its effectiveness.

#### Diversity and Inclusion

Diversity and inclusion focus on ensuring equal opportunities and fair treatment for employees across gender, age, caste, disability, and cultural backgrounds. Inclusive policies promote equity, reduce bias, and create a supportive work environment, which positively influences employee satisfaction and organizational performance.

#### Organizational Effectiveness

Organizational effectiveness refers to an institution's ability to achieve its goals efficiently. Effective HR practices enhance productivity, employee commitment, service quality, and institutional reputation. When employees are motivated and engaged, organizational performance improves significantly.

#### Recommendations for Improvement

Organizations should adopt flexible work policies, ensure transparent evaluation systems, provide regular managerial training, and integrate technology effectively. Emphasizing diversity, inclusion, and employee well-being can further strengthen engagement and performance. Continuous feedback and policy review are essential for long-term organizational effectiveness.

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Findings:- Work-life harmony positively affects organizational performance in both public and private universities. Public universities benefit from job security but face limited flexibility and lower engagement. Private universities show higher motivation and productivity due to flexible practices, though stress levels are higher. Overall,

work-life harmony strengthens employee satisfaction and institutional effectiveness.

TABLE 1:-Sector-wise Analysis of Work-Life Harmony and Organizational Performance

Aspect	Public Universities	Private Universities
Work-Life Harmony	Moderate level due to structured schedules	Relatively higher due to flexible practices
Job Security	High job security	Lower job security
Employee Motivation	Moderate	High
Employee Engagement	Lower due to limited flexibility	Higher due to performance-based practices
Stress Levels	Moderate	Higher due to work pressure
Impact on Organizational Performance	Positive but limited	Strong and more direct
Overall Effectiveness	Stable institutional functioning	Higher productivity and effectiveness

#### Impact on Employee Engagement

Effective work-life harmony and transparent HR practices enhance employee engagement by increasing motivation, commitment, and involvement in organizational activities. Engaged employees show higher productivity and a stronger sense of responsibility toward institutional goals.

#### Managerial Role and Training

Managers play a vital role in implementing HR policies and shaping employee experiences. Proper training in leadership, communication, performance evaluation, and emotional intelligence enables managers to provide fair feedback and support employee development.

#### Challenges and Barriers

Key challenges include high workload, role conflict, resistance to change, limited resources, and inconsistent policy implementation. These barriers can reduce employee trust, satisfaction, and overall effectiveness of HR initiatives.

#### Use of Technology

Technology supports HR functions through digital performance management systems, online feedback tools, and data analytics. It improves transparency, efficiency, and accuracy, though limited digital skills and infrastructure can hinder adoption.

#### Diversity and Inclusion

Diversity and inclusion initiatives promote equity and fairness by ensuring equal opportunities across gender, age, caste, disability, and cultural backgrounds. Inclusive practices reduce bias, enhance employee satisfaction, and strengthen organizational performance.

#### Recommendations for Improvement

Organizations should strengthen flexible work policies, provide regular managerial training, integrate technology effectively, and promote inclusive practices. Continuous feedback mechanisms and policy reviews are essential to enhance employee engagement and organizational effectiveness.

Dimensions of study:-



Category	Dimensions	Indicators
Work–Life Harmony	Workload & Flexibility	Balance of tasks, flexible hours, leave policies
	Organizational Support	Managerial and institutional support
	Stress & Role Clarity	Stress management, clear roles
	Job Security	Stability and fairness in employment
Organizational Performance	Productivity & Engagement	Teaching, research, administrative efficiency, employee involvement
	Job Satisfaction	Satisfaction with work, compensation, growth
	Alignment & Effectiveness	Alignment with goals, institutional performance, student outcomes

Work–Life Harmony	Employee Factors	Organizational Performance
Workload & Flexibility	Motivation & Engagement	Productivity & Efficiency
Organizational Support	Job Satisfaction	Student Outcomes
Stress & Role Clarity	Commitment & Alignment	Institutional Effectiveness
Job Security	Performance Behaviours	Overall Organizational Success

Table 3: Visual Representation of Work–Life Harmony as a Determinant of Organizational Performance

#### Employee Perspectives

Employees in public and private universities highlight the importance of work–life harmony in shaping their job satisfaction, motivation, and performance. Public university employees appreciate job security and structured schedules but report challenges such as limited flexibility and bureaucratic delays. Private university employees value flexible work practices, performance incentives, and managerial support, though high expectations and job pressure can increase stress. Across both sectors, employees emphasize that organizational support, clear roles, and stress management initiatives are critical for maintaining engagement and improving institutional performance.

#### Conclusion

The study confirms that work–life harmony significantly impacts organizational performance in public and private universities of Madhya Pradesh. Employees who experience better alignment between their professional and personal lives demonstrate higher motivation, engagement, and job satisfaction, which positively affects productivity, student outcomes, and institutional effectiveness. Public universities benefit from job security and structured schedules, while private universities gain from flexible practices and performance incentives. Challenges such as workload pressure, role conflict, and limited resources, however, can reduce the effectiveness of work–life harmony initiatives. Overall, fostering work–life harmony is essential for improving employee well-being and enhancing organizational performance.

#### Recommendations

1. Implement Flexible Work Policies: Introduce flexible work hours, leave options, and academic autonomy to reduce stress and improve work–life harmony.
2. Enhance Organizational Support: Strengthen managerial support, provide mentorship programs, and promote open communication.
3. Invest in Managerial Training: Train managers in leadership, communication, and performance management to ensure fair and effective practices.
4. Use Technology Effectively: Adopt digital tools for performance management, feedback, and administrative efficiency.
5. Promote Diversity and Inclusion: Ensure equitable policies and inclusive practices to support all employees.
6. Regular Feedback and Policy Review: Continuously monitor employee needs and review HR policies to maintain engagement and institutional effectiveness.

#### Implementation Process

The successful implementation of work–life harmony practices in universities requires a structured approach:

1. Assessment of Needs: Conduct surveys and focus groups to identify employee challenges, workload issues, and areas requiring flexibility.
2. Policy Development: Design clear policies for flexible work hours, leave options, stress management, and organizational support.
3. Managerial Training: Train managers to implement policies effectively, provide constructive feedback, and support employees.
4. Technology Integration: Use digital platforms for performance tracking, feedback, and communication to streamline processes.
5. Monitoring and Evaluation: Regularly review policy outcomes, employee satisfaction, and engagement levels to measure effectiveness.
6. Continuous Improvement: Update and refine policies based on feedback and emerging organizational needs to ensure sustainability.

#### Challenges Faced

- High Workload: Balancing teaching, research, and administrative responsibilities creates stress.
- Limited Flexibility: Rigid schedules, especially in public universities, restrict work–life balance.
- Resource Constraints: Lack of adequate infrastructure, staff support, and technology hampers implementation.

- Resistance to Change: Some employees and managers may be reluctant to adopt new policies or flexible practices.
- Bias and Inequity: Uneven application of policies or favoritism can reduce trust and engagement.

#### Outcomes and Impact

- Improved Employee Satisfaction: Enhanced motivation, job satisfaction, and engagement.
- Higher Productivity: Better alignment of work and personal life leads to more efficient teaching, research, and administrative work.
- Positive Student Outcomes: Engaged and satisfied faculty contribute to better student learning and satisfaction.
- Organizational Effectiveness: Strengthened institutional performance, reputation, and employee retention.
- Sustainable HR Practices: Technology integration and inclusive policies promote long-term organizational growth.

#### Case Study: Work–Life Harmony in Selected Universities of Madhya Pradesh

##### Objective:

To examine the impact of work–life harmony on employee performance and organizational effectiveness in public and private universities.

##### Methodology:

Data were collected from academic and administrative staff using structured questionnaires and interviews. Stratified random sampling ensured representation from both sectors. Analysis included descriptive statistics and comparative assessment.

##### Findings:

- Public Universities: Employees benefit from job security and structured schedules but face limited flexibility and bureaucratic delays; moderate impact on productivity and engagement.
- Private Universities: Higher flexibility, performance-based incentives, and managerial support lead to greater engagement and productivity, though stress is higher.
- Overall Impact: Work–life harmony enhances job satisfaction, employee engagement, student outcomes, and institutional effectiveness in both sectors.

##### Conclusion:

Tailored work–life harmony practices improve organizational performance, with private universities showing stronger outcomes due to flexibility and incentives. Continuous monitoring and supportive policies are essential for sustainability.

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