A Study of Organizational Culture & Work-Life Balance on Employee Branding: with reference of Higher Education in India

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Abstract

The purpose of the study to examine and analyze that how organizational culture and work-life balance play a vital role in employee branding in any educational organization. As far as India is considered the one of the largest organizations in the world. Since 2012 India is reaching the heights developing resources to increasing large number of private higher educational institutes in all over the India covering the imbalances the gap of regional areas. Higher education system in India consists large number of different types of universities, colleges, institutions in terms of their administrative, academic and financial measures. Competent organizations known for their employee fleet. Such organizations believe in employee as a brand ambassador. Organization culture consists essential values, principal beliefs, outcomes require for academic excellence. Work-Life balance plays a significant role in employees' performance with productive outcomes. Competing environment of higher educational institutes demands workplace flexibility. A sample of 185 academic and non-academic staff from 5 higher educational institutes were conducted from Delhi NCR region.

Keywords: Organizational Culture, Work-Life Balance, Employee Branding.

INTRODUCTION

In higher educational institutes faculty play a significant role to build image of the organization. In India where all the government aided institutes are very popular across the nation but probably, they are not as much equipped with hi-tech infrastructure as private institute. In today world, educational organization understand the concept of employee branding to attract students and compete with their competitors. Higher educational Institute shapes their faculties behavior in such a manner who represent the institute name as the only source of their dream fulfillment. Employee branding is the key element that present brand image capacity and commitment (Schreiner, 2018). India's higher education is doing really well as the third largest education system with potential and competent employees/ faculty in the globalization scenario. India has to work on qualitative and technically sound education to meet the challenges of global market (Agarwal, P., 2006). Potential employees of any organization represent the strength and capacity to accomplish the obligations. Employee branding emerged a new term where employees are considered as a strategic tool from their work behavior. As far as higher educational institutes are concern organization culture and work-life balance present a significant element as functional bodies.

Literature Review

Role of Organization Culture in an organization:

In any organization, employee's behavior considered an important element towards accomplish goals by the set of values, norms, common expectations, problem solving attitude as an organizational value that helps to attain the organizational objectives (Jones and George, 2003). In present scenario employee branding is consider as a strategic, viable benefit and positive outcomes for the organizations (Miles and Mangold, 2005). Employees' beliefs and values for the managing organization consist

organizational culture of that particular organization (Green, 2008). Organizational culture defines employee's identity as a key attribute inside the association (Valeanu et al 2012). Internal branding evaluated with the term of employee branding where customer satisfaction is an important tool that motivate employees to represent the brand image of an organization. Organizational culture represents the employee attitude to represent organization image (Miles and Mangold, 2004). Organizational culture plays a significant role for effective organizational performance (Iqbal s., 2015). An approach to understand the behavior complications and work to improve this for comprehensive strategic presentation consist organization culture (Lincoln, S., 2010). In an organization human resource is an important component where human resource contributes to achieve success. By understanding the importance of employee performance for achieving success organizations capitalizing the resources on human resource development (Sheikh et al., 2017).

Role of work-life balance in an organization:

In higher educational institutes work-life balance element play a significant role to balance the employee work and life promises (Kachchaf, Ko, Hodari, & Ong, 2015; Ong, Wright, Espinosa, & Orfield, 2011). To cultivate employee work-life balance in organization improve the strength, confidence and enhance employee retention and it also attract potential employee (according to Win-Win Theory by Covey, 1989). Employee's work-family conflicts leads stress that caused by great responsibilities from work and family, work-life policies in organizations results to decrease absenteeism, increase in productivity, job satisfaction and retaining the employees (Malik et al., 2010). Work-life balance studies in higher education majorly focused on women faculty/employees as in competitive present scenario it emerged for the male faculty (Lester, 2013; Lester & Sallee, 2009). Research found on male; men search flexibility in working hours in jobs to devote more time for their family needs likewise a female (Tahmincioglu, 2010). Research conducted on private and public sector in term of work-life balance, research found that public sector employees showed greater level of work life balance as comparatively private

sector employees (Watson et al., 2009; McCarthy, 2008). In organization employee work-life balance issues arises in case of imbalanced situation of work and family role (Aslam, Shumaila, Azhar and Sadaqat, 2011). Employee represents highest loyalty with increased level of trust, better performance in company after balancing work role and family role individually (Vlems, 2005).

Purpose of the Study

1.   To identify the impact of organizational culture & work-life balance on employee branding.

2.   To explore the employee branding on higher educational institutes.

Methods of Research

In this study quantitative research used by the researcher by survey the higher educational faculties and staff in India consisting age, educational background and experience as basic condition of employees. The sample collected by the questionnaire include two parts, first of basic conditions and second part consist institutional organizational values and institutional work-life balance parameters. Main data collection tool considered questionnaire by taking response as samples of population by survey approach method (Creswell, 2013).

Proposed Model
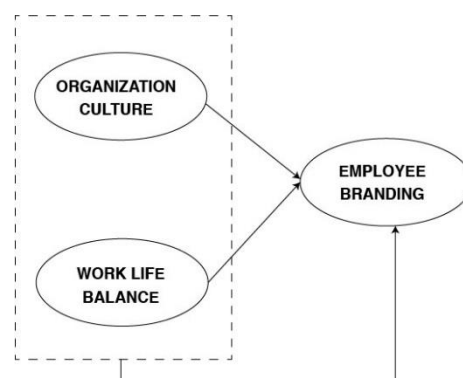
To identify the explanation of organization culture and work-life balance influences on employee branding in an organization, study attain the respondent, the faculty are asked to rate in five Likert scale items in questionnaire on organization culture and work-life balance. The items are rated as; Strongly Disagree (SD) =1;

Disagree (D) =2; Undecided (U) = 3; Agree (A) = 4 and Strongly Agree = 5. The objective of this study to find out the effects of organization culture and work-life balance on employee branding in higher educational institutes. In this study the 185 sample of academic and non-academic staff from higher educational institutes of Delhi, Noida & Ghaziabad are conducted by using random sampling. In this study collected data & proposed objects are examined by MS-Excel & SPSS 21.

Questionnaire Design and Data Collection:

To identify the explanation of organization culture and work-life balance influences on employee branding in an organization. The questionnaire comprises two parts, in the first part basic information of respondent being surveyed carry respondent educational background as the study of educational institutes, experience and age. In this survey second part is based on the dimensions of the study i.e., organization culture, work-life balance and employee branding to measure the desired statements of the institutions, 15 measures were mainly developed to attain the purpose of the research. Adopt 5- point Likert scale for measure the constructs ranging from (Strongly Disagree (SD) =1; Disagree (D) =2; Undecided (U) = 3; Agree (A) = 4 and Strongly Agree = 5). To find out the research and the degree how the statements supported by the opinions of respondent. It has been distributed among the 5 higher educational institutions targeted 300 respondent and total 185 returned back. In this research distribution was done by random sampling to certify the legitimacy of data. Data analysis of the survey was coded in Ms-Excel 2015 and SPSS-21.

Demographic Analysis:

In this research demographics analysis of valid questionnaires can be seen by consist of 59% faculties as academic and 41% non-academic staff. Respondent contain age are 51.5% between 31-40 years, 33% under 31 years, 12.5

are in the slab of 41- 49 years and approx. 3% are reaching the age above 51%. In the first part of questionnaire experience taken from respondent, 52% of 0-5 years of total work experience, 28% from 6-10 years, 12% of 11-15 years and 8% are above the 15 years in educational institutes.
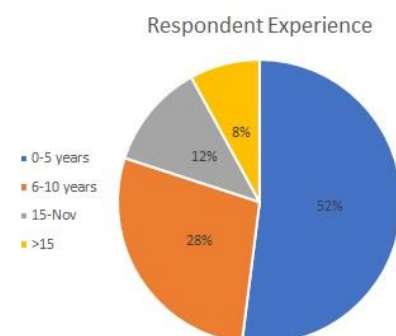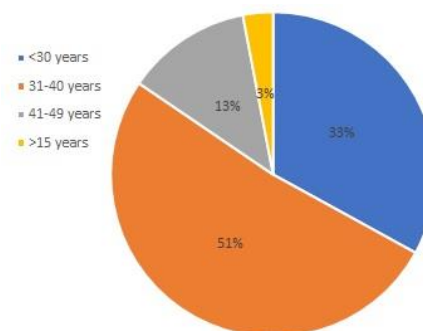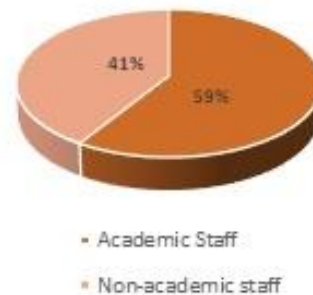

- Academic Staff
- Non-academic staff

- <30 years
- 31-40 years
- 41-49 years
- >15 years

Respondent Experience

- 0-5 years
- 6-10 years
- 15-Nov
- >15

Table 1: *Result of Organization Culture in an organization*

Construct/Statement	SA		A		ND		D		SD	
	F	%	F	%	F	%	F	%	F	%
Complete task with innovative way.	35	19%	61	33%	36	19%	49	26%	4	2%
Management direct for new opportunity.	39	21%	58	31%	35	19%	49	26%	4	2%

Faculty complete task with full of enthusiasm.	38	21%	59	32%	37	20%	49	26%	2 1%
Employees listen suggestions of colleagues.	37	20%	57	31%	39	20%	49	26%	3 2%
Support the other employees.	37	20%	59	32%	37	20%	49	26%	3 2%

The result of this research on Organization Culture in an organization shown in Table 1 present the majority of organization culture (21%) of respondent strongly agreed with the statement that academic and non-academic employees of the higher education feel that management direct them for new opportunities in the organization and faculty complete task with full of enthusiasm and 26% in both statements disagreed with the same statement where 19%, 20% respondent not decided. (21%) accepted that Faculty members complete task with full of enthusiasm towards their daily task. Employee agreed (33%) with the statement that they complete task with creativity/innovative way of doing to become in competition, 19% respondent are not able to decided and 26% disagreed with statement. The 32% respondent are agreed with the statement that they believe in such environment where one employee support the other employees, 31% agreed with the statement that employees listen suggestions of colleagues to do task better and create team work in organization in such statement 19% respondent not in the position to decide where 26% are disagreed with this. It can specify in the organization like higher education if organization culture already established than upgradation of organization culture in organization would not provide much influence on employee performance (Solomon et al., 2012; Muogbo, 2013; Zameer et al., 2014). One study explored that organization culture provide competitive benefits among the employees if managers work for performance and culture of organization (Awadh and Saad, 2013).

Table 2: *Result of work-life balance in an organization*

Construct/Statement	SA		A		ND		D		SD
	F %	%	F	%	F	%	F	%	F
Flexible and suitable working hours for employees.	55	39%	61	33%	36	19%	29	16%	4 2%
Top management listen personal and work problems.	20	11%	75	41%	35	19%	35	19%	20 11%
Top management support when I have any work-related issue.	16	9%	62	34%	42	23%	35	19%	30 6%
Colleagues concern me sympathetically.	37	20%	65	35%	12	6%	44	23%	27 15%
Employee feels stability under job-secure environment.	57	31%	35	39%	38	21%	29	26%	6 3%

The result of this research on work-life balance in an organization shown in Table 2 present the study, strongly agreed on 31% with the statement of employee feels stability under job-secure environment in an organization, they feel secure with the environment. Where number of respondent (21%) are not able to decide and 26% are disagreed with the statement. Work stability influence the employees' obligations and job stability Davy, Kinicki and Scheck (1997). The second large strongly agreed respondent with statement that colleagues concern me sympathetically and 35% agreed with the same. Where 6% are not decided yet and 23 % respondent disagreed the with the opinion. In this Likert scale analysis, the majority respondents are strongly agreed (39%) with the statement of flexible and suitable working hours needed for employee's better adjustment with work and family with the agreed responses (33%) where (19%) respondent not decided and (16%) disagreed the statement for the same. As per the survey it has been found that in higher educational institute there is lack of Top management support when on work-related issue by the percentage of strongly agreed just (9%) with strongly disagreed (16%) responses. One research conducted by Clark (2001) mentioned that work-life balance consists in organization when employees feel satisfy and effective conflict balance at work and at home. The outcomes

certified by the study of Abdullah and Ramay (2012) that present positive influence on employees of job stability and organizational commitment. Other study described that in any organization job instability leads less dedication of employee towards working. So, there is a relation between job stability with employees' dedication and productivity (Yousef, 1998).

Table 3 : *Result of Employee Branding*

Construct / Statement	SA		A		ND		D		SD	
	F	%	F	%	F	%	F	%	F	%
Employee branding										
Present employees get inspired and devoted.	23	12%	56	30%	33	18%	50	27%	23	12%
Skilled employees get attracted.	16	9%	62	34%	42	23%	35	19%	30	16%
Employees complete given objectives.	42	23%	72	39%	27	20%	25	14%	9	5%
Employees highlights the brand image of the organization.	63	34%	20	11%	39	21%	49	26%	14	2%
Learning/growth environment for employees	18	10%	61	33%	15	8%	32	17%	59	32%

This research finds that majority of respondents are strongly agreed (34%) with the statement employees highlights the brand image of the organization. With the good organization culture and work-life balance approach employees feel great to retain their work place and present the brand image for the organization growth, where 21% responses are not decided and 26% respondent disagreed with statement. Employee branding motivate employees to represent the desired image of organization image (Miles and Mangold, 2004). The respondents majorly agreed (39%) with the statement that Employees complete given objectives where 20% are not able to decide and 14% respondent are disagreed with the given statement. Next majority of agreed statement (33%) where Learning/growth environment for employees in organization, potential employees always look for such environment where the they grow their career prospects although 32% strongly disagreed responses. Potential employees hinder their skills and productivity if organization not empower them (Memon and Kolachi, 2012). In higher education institute employee branding is a significant process of attaining brand image with help of providing balance between organization culture and work-life balance where employees perform their duties with full enthusiasm, dedication and responsibilities.

Conclusion

This study explores the outcomes of preliminary investigation of institutional culture and work-life balance on employee branding. The research conducted on 5 different higher educational institute of Delhi/NCR region of India. It surveyed 59% academic staff and 41% of non-academic staff (185) as total respondent. After examine the factors and the statements arises for survey, the research found that both dimensions specify the significant influence on employee branding. Employee Branding is a term arise for presenting the brand image of any organization by adopting the good practices of organizational culture and work-life balance, where potential employees represent their positive, goal-oriented behavior and attitude towards the organization. By adopting good organization culture and work-life balance employee performance and employee retentions can be improve for achieve for the sustainable growth of any institutions. However, this research investigated the poor control of code –of-conduct of institutional culture in institutions and dissatisfaction of employees due to heavy work schedule and personal life activities. This study explored the significant role of brand image that can be achieve by adopting the policy on institutional culture and work-life balance to minimize the employees' turnover. Dimensions used in the research has a great influence on employees' performance specially in educational institutions where faculty's opinion, creativity, customers play a vital role to make a conducive learning organization in such a global market.

This research finds several limitations and future recommendations that study is confined with specific organizations with specific objects in a particular region of India, respondent responses were voluntary and survey are limited to higher educational institutes only. This study is limited with explaining the respondent data analysis with few tools of research. As far as future

recommendations are concern this study can use large number of data samples of faculty/staff members from other departments of different universities & colleges with wide range of research tools using different theories to make the research more affluent. Different study dimensions may also be applied to explore organizational culture and work-life balance with different theories, framework and methodology for significant results.

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