



Development of Leadership Model Which Can Influence Work Life Balance

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ABSTRACT

Tomorrow is hitting us faster than we can even find the time to gasp a breath. Businesses are battling the global economic meltdown, government policy changes, tax laws, environmental challenges with significance implication on the bottom-line. At the same time, employees are getting more and more demanding in terms of their aspirations from employers, the value they bring onto the table and more importantly the recognition of this value by their employers.

Today, all business leaders are walking the tight rope between retaining the right workforce and achieving business results while every new day brings in a barrage of concepts like dynamic organization, multigenerational workforce, diversity etc.

On the other side, Global market is becoming highly competitive and companies are outsourcing to reduce their labour costs. A few decades earlier, it was widely expected that new technology would bring respite and leisure to the workforce. But instead of bringing relief and leisure the developed technology has left the workers, especially professionals, with little time free from paid work. In fact, the technology has blurred the line separating office from home and now employees are expected to be available for office work, even while at home.

The global environment has thrown up new challenges where workforce becomes more taxing and burdensome. Moreover these work pressures are also having a direct impact on the health of employees. Again, due to rapidly changing business environment, the organization are not able to provide secure employment and that is why the attitudes and values of people in work are also changing and they are less willing to display unconditional commitment to the organization and as noted by Guest, 2002, the decline of work as central life interest along with conflicting demands of work results in imbalance between work and rest of life. The attitude towards life too is rapidly changing among the youth today. When they do not get time for their leisure life, they are gripped by frustration and unhappiness.

This research aims to define LEADERSHIP styles for organizations which will promote work life balance for self and their team members.

KEYWORDS : Chronic pancreatitis, Breath test with mixed triglycerides ¹³C-MTG BT, FE-1, PEI

INTRODUCTION:

Leadership is very influential part of any organization. It can affect all other aspects in the organization. Leadership in organizations is what inspires workers and employees to follow the organization's vision and goals, it organizes and mobilizes people to tackle and solve problems, and it takes risks and leads employees into new territories, while maintaining order and wellbeing in the organization. Recognizing the importance of leadership, we can establish that it has significant influence on various other aspects of an organization. We can define leadership as "the process of influencing people and providing an environment for them to achieve team or organizational objectives".

The behavioral perspectives of leadership are separated into two orientations people –orientated and task-oriented. People-orientated leadership behavior consists of showing mutual trust and respecting subordinates, and having a genuine concern to look out for their needs and welfare. Whereas task-oriented leadership behavior mainly includes giving employees specific tasks, clarifying their rolls and work duties, and maximizing an employee's job performance capacity. Organizations with people –oriented leaders tend to have higher job satisfaction among employees, lower absentees and turnover rates. However, job performance usually tends to be lower than task –orientated organizations. On the other hand, although task-orientated organizations tend to have higher job performance, it is usually accompanied by lower job satisfaction, as we as a higher absenteeism and turnover rates. Research has found people –oriented and task-oriented leadership styles are interdependent on each other. People may be have a different mix of these two leadership styles, someone may be high in one leadership styles while low in the other , or may be high or low in both styles, most are just oriented somewhere in between the two styles.

IMPORTANCE OF LEADERSHIP IN WORK LIFE BALANCE:

It is reasonable to assume that many employers adopt WORK LIFE BALANCE as a strategic initiative to improve lives of their employees. But organizations are in business to make money and they in order to generate profits they need their people to perform. Ultimately every policy, every Human Resource initiative of any organization is always

aimed at IMPROVEMENT OF BUSINESS RESULTS through "HIGH PERFORMANCE of their employees"

Furthermore, there is evidence (e.g. Appelbaum et al. 2000: 229–30; Appelbaum and Berg 2001: 279; see also discussion in next section) to indicate that these 'best practice' models of human resource management/work organization commonly serve to obtain greater discretionary effort from employees. It is therefore possible to expect that these will make demands of individuals that will have repercussions that fall beyond the workplace.

There are many organizations who believe to be having WORK LIFE BALANCE policies in place. The LEADERSHIP characteristics that facilitate the promotion of WORK LIFE BALANCE appear to be more relevant than the policies on paper while implementation of WORK LIFE BALANCE.

This research is particularly apt for a country like India, where the concept of balance is literally a thing of the past. Today, in the land of Yoga, Meditation and Spirituality, there seems to be a lack of balance everywhere – between work and leisure, religion and living, rural and urban and between men and women. That's why this research is so important for a country like India. It gives us an opportunity to look into their own lives and start questioning the impact of 'progress' in the garb of material gains and increased income. As well as inviting people to challenge the very notion of 'work-life balance' – which is a relatively new concept in India – it encourages to reflect on 'work-life' challenges in much more fundamental ways.

India is still a relatively traditional society. The caste system still exists and hierarchical systems are all pervasive. In the land which had a woman Prime Minister way back in the early seventies, there is a huge distinction between men and women even though in ancient literature 'the wife and husband, being equal halves of one substance, are equal in every respect, therefore both should join and take equal part in all work, religious and secular'. Today, the demographics of the Indian workforce are changing, albeit very slowly in the rural areas but by leaps and bounds in urban India. Not only have women joined the

workforce in large numbers but with rapid globalization and competition, paid work has become central to their lives. The assignment brings out various aspects of Indian working professionals which have been influencing on their Work Life Equation.

Work is an integral part of Life. It can't be excluded out of life. We all are engaged in a number of roles every day and hold number of roles throughout our life. Rather the equation is about the three major spheres as defined by Nathan and Jha (2009) PROFESSIONAL LIFE, PERSONAL LIFE and FAMILY LIFE.

There is an all round demand for developing the humanized jobs which can satisfy workers' higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by enriched job design. This demand for redesigning of jobs has come to be known as Quality of Work Life.

Leaders have an impact on the stress levels and work life balance of those they lead and, depending on the style of leadership, that impact can be either positive or negative.

Autocratic or over-dominating leadership tends to breed fear, insecurity and political behavior in an organization. This of itself will cause increased and unnecessary stress. Even mild autocracy can result in people feeling de-motivated and unfulfilled.

Management by exception also has an impact. As a management philosophy it was designed to reduce the reporting by only concentrating on significant deviations from plan. In practice it means that people only hear from their bosses when something is wrong. This lack of positive feedback also tends to increase background stress and de-motivation.

At the other end of the scale of leadership styles, being too consultative and not clear also has negative side effects. People end up confused, without clear direction and frustrated.

So what are the leadership qualities and behaviors that have a positive impact that reduce unnecessary stress and help improve motivation and consequentially work life balance?

It actually comes down to a simple fact – people are motivated, experience less stress and will give more of their best when they feel valued.

If you really value your people, make sure that you take the time to let them know, involve them in decision-making, thank them for good work, encourage them to use their initiative and support them to the hilt. If you're doing this already – great! If not, you should ask yourself whether you really do value your team.

As someone who advocates for work life balance, THE LEADERS have to encounter a variety of misconceptions. Below are 3 myths in general, which dispel in the hopes of bringing some clarity to the situation.

MYTH #1: Work Life Balance is an Excuse to Work Less and/or Be Less Productive. In most cases, a positive work life initiative should not lead to a decrease in results. It's not an excuse to slack off from work. It is just some sort of shift in hours or process to allow a person to do their job more effectively while not putting a strain on their personal life. Intended results/benchmarks need to be discussed ahead of time to avoid any slacking. On the employee end, if you are trying to advocate for a work life measure to get out of work, then you are doing it for the wrong reasons. Likewise, an initiative should not be done for the sake of having an initiative. It needs to have purpose to be effective!

MYTH #2: Work Life Initiatives are too hard to Manage. Whenever you implement something new or different there is going to be a bit of an adjustment phase. Adjustment phases do have some awkward moments. That being said: 1) embrace the temporary chaos that may occur and 2) communicate expectations up front (see a pattern here?) with your entire staff regardless of how work life is set up in your or-

ganization. Read my blog on telecommuting for a sample of this.

MYTH# 3: Work-Life Initiatives Just Don't Work in My Profession.

Every industry and company IS different so a strategic manager will gauge which initiatives would fit within their business structure. Maybe that retail professional can't telecommute but you may be able to offer some flexible scheduling or some work from home options if they have minor paperwork to do. It is essential that Work Life Balance programs be tailored to the specific needs of your employee base.

REVIEW OF LITERATURE:

No studies have been carried so far on the prediction of WORK LIFE needs of employees with the help of MASLOW'S THEORY OF HIERARCHY OF NEEDS.

Raghav Nadyal rightly says in his book People CMM (chapter 2, page number 48)

"It requires more than just GOOD LEADERS to run these programmes effectively."

Dr Stefen Covey (Book: Seven habits of highly effective people, page number 101) said Leadership is not management. Management is second creation. Management is bottom line focus. Leadership deals with the top line. What are the things I want to accomplish?

Peter Drucker, Warren Bennis ("Managing Oneself" (Harvard Business Review, January 2005, page number 100-109) said Management is doing things right but LEADERSHIP is doing right things. Management is efficiently climbing to ladder of success whereas LEADERSHIP determines whether the ladder is leaning against the right wall.

It is disappointing to note that amount of research work that has been carried out on RELEVANCE OF LEADERSHIP for successful WORK LIFE BALANCE IMPLEMENTATION is not significant.

The motivation of this article is from book "Seven habits of highly effective people" written by Dr Stefen Covey. In his book, he has mentioned that successful life means success of an individual in his all domains such as PERSONAL, PROFESSIONAL AND FAMILY LIFE.

Dr.Stefen Covey in his book "Seven habits of highly effective people" (page 146) asked us the below:

"Will you take just a moment and write down a short answer to the following questions:

What are thing could you do (you aren't doing now) that if you did on regular basis, would make a tremendous difference in your personal life?"

What are thing in your professional life will bring similar results?"

Hackman and Oldhams (1980) highlight the constructs of QUALITY OF WORK LIFE (QWL) in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively. According to XU Guang-yi,

According to Wang Zhi-sheng(2008) Transactional leadership is considered as the subordinates gain rewards through their efforts and performance. They Compared with Transactional leadership; Transformational leadership theory is deemed to improve the subordinates' performance by changing the motives and values of them. Murray Prideaux, A.B.M. Rabiul Alam Beg(2007) explained Leadership is largely culturally orientated, embracing traditional beliefs, norms and values, and a preoccupation.

Different leadership styles have diverse effect on variables such as flexibility, Responsibility, standards, rewards, clarity and commitment and in some cases on organizational climate. (Goleman 2000). Different leadership styles may affect organizational effectiveness or performance (Nahavandi 2002), Duanxu Wang Huijuan Xue Jie (2009) found a Mechanism of Leadership Styles Affecting Team Innovation in the PRC, investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication Yafang Tsai, Shih-Wang Wu, and Hsien-Jui Chung(2010) to Explore the Relationship between Organizational Culture and Style of Leadership they used the factors like Organizational Culture, Charismatic Leadership, Transformational Leadership, Transactional Leadership.

Managers' performance appraisals should include their effectiveness in helping employees achieve a good work-life balance, according to new research from the London School of Economics and Political Science.

The study, by Alexandra Beauregard of LSE's Department of Management, found that even if options such as flexible working hours and help with childcare are available to employees, this does little to reduce stress unless there is positive endorsement from managers.

Dr Beauregard, whose research is about to be published in the latest edition of the British Journal of Management, explains: "I found a strong link between work-home interference and stress despite controlling for the use of options such as flexible hours, home working and the provision of childcare. This stress results in increased absenteeism and reduced productivity so it is clearly in management's interest to address this."

Dr Beauregard's paper says: "The development of an organizational culture supportive of work-home balance is necessary for organizations to fully reap the benefits of their work-home options and alleviate work-home interference.

"In this study, interference has been shown to increase when employees perceive that their co-workers, superiors and the organization in general expect them to put in long hours and assign priority to work over home in order to progress their careers.

"Management of such expectations is an area in which managers can and should play a key role. Long hours and an emphasis on presentism are generally thought to be unrelated to productivity, and may even be detrimental to employee performance.

"Increasing awareness of unreasonable expectations among management and staff and addressing the potentially negative consequences of taking leave for personal reasons could contribute to a shift in workplace culture to acknowledge the importance of employees' family and non-work roles. This culture change is overdue and entirely necessary should managers wish to reduce levels of work-home interference among their employees."

Transformational leadership is "an adaptive form of leadership which enables leaders to empower those around them to generate creative solutions to complex problems during periods of change and transition" (RNAO, 2006). Transformational leadership is the ability to get people to want to change, to improve, and to be led (Hall, Johnson, Wysocki, & Kepner, 2008).

The five transformational leadership practices include (RNAO, 2006):

Building Relationships and Trust – this is a critical leadership practice that provides the foundation upon which the remaining practices rest.

Creating an Empowering Work Environment – this depends on respectful trusting relationships among members of the work setting. An empowered work environment entails having access to information, support, resources, and opportunities to learn and grow within a setting that supports professional autonomy and strong networks of collegial support.

Creating an Environment that Supports Knowledge Development and Integration – this involves fostering both the development and dissemination of new knowledge and the instillation of a continuous inquiry approach to practice within a work setting.

Leading and Sustaining Change – this involves taking a proactive and participative approach to implementing change that results in improved clinical organizational processes and outcomes.

Balancing Competing Values and Priorities – this entails advocating for necessary nursing resources to ensure high quality patient care while recognizing the multiple demands that must be addressed in organizational decision-making.

Employees with high perception of well-being are reported to have three times higher productivity than unwell workers. Humanizing the work and workplace by designing meaningful tasks, providing skill development and career growth opportunities, supporting job security, and promoting work safety and health has been shown to be correlated with higher job satisfaction and life wellness. By contrast, inadequate levels of QWL have been found to be a significant source of human resources productivity loss and inefficiency. The statistics of the American Psychological Association shows that over half of employees perceive themselves less productive in work due to work stress. Worrall and Cooper reported that a low level of well-being in work has an annual cost of about five to ten percent of GNI. The US National Institute for Occupational Safety and Health (NIOSH) identifies strong leadership among key attributes of healthy organizations. According to the Canadian Council for Integrated Health, THE LEADERSHIP is one of the major hallmarks of healthy workplace, and without leadership commitment, workplace health cannot move forward. These notions suggest identifying the nature of relationships between leadership behavior (LB) and well-being as a primary step for the promotion of employee QWL.

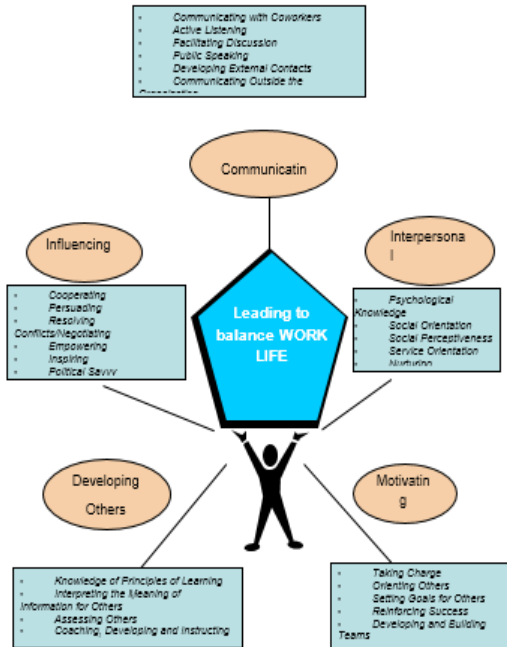
Several investigators have examined the influence of LB on employees' well-being in health facilities. Gregersen et al. (2011) systematically reviewed the results of research on the relationship between leaders' behavior and employees' well-being and state of health. They found that transformational and employee-oriented leadership has positive effects on workers' well-being, whereas there were instances of inappropriate leader's behavior being a source of stress.

WORL LIFE LEADERSHIP CYLCE, A CONTINUOUS PROCESS:



DEVELOPING THE LEADERSHIP MODEL WHICH CAN INFLUENCE WLB:

DEVELOPING THE LEADERSHIP MODEL WHICH CAN INFLUENCE WLB:



Communicating

Communicating with Co-workers: Communicating information using either face-to-face, written, or via telephone or computer.

Active Listening about needs of QWL: Listening intently to what others are saying and asking for further details when appropriate.

Facilitating QWL through discussion: Promoting the involvement of various individuals and a norm of openness and collegiality during group discussions.

Public Speaking: Vocalizing clearly, maintaining a comfortable pace, and using appropriate non-verbal behaviors during formal presentations. Utilizing visual aids during presentations. Engaging the audience and responding to questions from the audience.

Developing External Contacts: Developing portfolio of external contacts within the professional community.

Communicating Outside the Organization: Exchanging information with others outside the organization (e.g., customers, other organizations) using face-to-face, written, telephonic or electronic means.

Interpersonal Awareness

Psychological Knowledge while balancing Work Life Sea saw: Knowledge of human behavior, mental processes, and individual and group performance.

Social Orientation: Being comfortable interacting and working with others.

Social Perceptiveness: Awareness and understanding of how and why others are reacting the way they are.

Service Orientation: Actively seeking out ways to assist people in their duties.

Nurturing Relationships: Building positive and cooperative working relationships with others. Maintaining relationships over time.

Motivating Others

Taking Charge: A willingness to initiate the activities of groups and lead others toward common goals.

Orienting Others: Orienting new employees to provide an overview of the organization and its policies, work rules, and job responsibilities. Reviewing current job assignments for existing employees to identify work experiences that will help the employee develop.

Setting Goals for Others: Setting challenging but attainable goals for individuals and groups. Specifying actions, strategies and timelines necessary for goal attainment.

Reinforcing Success: Measuring and tracking progress toward goals to evaluate individual and group performance and provide feedback. Rewarding positive work behavior to reinforce activities that are aligned with the goals of the work group and the organization.

Developing and Building Teams: Managing inertia and conflict during the formative stages of group functioning. Enhancing the performance of a group and the satisfaction of its members by promoting cooperation, trust, and confidence in the group.

Developing Others

Knowledge of Principles of Learning: Knowledge of learning theories and design of individual and group teaching plans.

Interpreting the Meaning of Information for Others: Translating or explaining information in a way that can be understood and used to support responses or feedback to others.

Assessing Others: Evaluating the strengths and weaknesses of others' efforts at learning or performing tasks.

Coaching, developing, and Instructing: Coaching, teaching, and advising others to help them develop their knowledge and skills. Creating individual development plans. Selecting appropriate training courses to address developmental needs.

Influencing

Cooperating: Working well with others to jointly achieve goals.

Persuading: Communicating with others to convince them to perform a task or approach something in a different manner.

Resolving Conflicts/Negotiating: Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.

Empowering: Delegating authority and investing power in others.

Inspiring: Convincing others to believe in the organization's values and to act in accordance with those values.

Political Savvy: Knowledge of the political climate and how decisions will be affected by the organization's culture.

CONCLUSION

As we move up the organizational hierarchy, the 'People Manager' in us is increasingly called for. The growing uncertainties of our times further necessitate this. People cannot be controlled and managed like other resources. They need to be empowered and led. Why? Because other resources do not have the freedom to choose, but 'people' do! Therefore developing one's subordinates towards making choices that meet both self-growth and organizational needs forms a vital part of a superior's job. It is now increasingly evident that one cannot be achieved without the other.

"In our life, at some time our inner fire may go out but it is burst into flame by an encounter with another human being" - Albert Schweitzer

Effective managers ensure that the inner fire is kept burning within their team members. However, for this, they have to wear different hats - an advisor, a counselor, a friend, a mentor and a coach, from time to time. Successful leaders are the ones who sense the potential in others and help them realize it subtly in course of normal work. Whether one needs to be pushed or pulled or challenged or left alone, they know just the right way to keep them progressing to achieve their best at all times.

Organizational excellence cannot be dreamt of in the absence of excellence amongst its employees. And excellence needs to be inspired and nurtured. Subordinate Development and Performance Coaching therefore forms an integral part of each manager's role. This two-day workshop is devoted at equipping managers to understand, appreciate and execute this responsibility. It covers the essential dimensions of subordinate development, particularly focusing on coaching in the context of performance enhancement.

It goes on to recommend that managers' performance appraisals should encourage this culture change.

"Assessment of managers' work-home awareness and effectiveness in rendering assistance to affected employees could be incorporated into the performance appraisal process, as a means of strengthening management incentive to work with employees towards a solution to the problem of interference. Increased managerial support for work-home issues may then have a 'top-down' effect on improving staff attitudes towards employees taking time off for personal or family reasons.

Therefore the authors strongly recommend here that Managers' performance appraisals should include their effectiveness in helping employees achieve a good work-life balance, according to new research from the London School of Economics and Political Science.

We also conclude that the MULTI LEVEL APPROACH of LEADERS is essential in whole perspectives of WORK LIFE BALANCE.

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