

Moderate Work Life Balance Enhances Employee Creativity At Work, But The Higher-Level Correlates Negatively As Employee Enters The Comfort Zone

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Abstract

Work-life balance and creativity at work are gradually becoming pivotal for employee enhancement and offer strategic value to organizational achievements. This research discusses the concept that within the present competitive marketplace, organizations are required to establish work-life balance only to a moderate level, and optimize creativity at work for their valued workforce. The stratified sample included 44 participants from the HR department and 62 participants from the Marketing departments of both the companies. Results reveal grandeur influence (95.2%) of moderate work life balance upon employee creativity at work ($R^2=0.952$). In addition, the statistical analysis discloses a negative correlation (-.208) between higher levels of work life balance and creativity at work. Thus providing evidence that with higher levels of work life balance, the employee enters the 'comfort zone' and his/her creativity at work starts diminishing. This research will be valuable for HR professionals to preserve discipline within the organization.*

Keywords: *Employees, moderate, work life balance, creativity at work, comfort zone.*

Introduction

In a culture occupied with contradictory responsibilities and obligations, work-life balance has developed a prevailing concern in the place of work. Lockwood (2003) advocates that worldwide competition, transformed curiosity in family / personal standards and aging workforce, contributes to the importance and interest of thoughtful deliberation of work-life balance. Progressive HR professionals pursuing innovative and creative customs to augment the competitive advantage within their organizations in the flea market, discover that win-win solutions must be offered for experimentations in work-life balance.

It is crucial to understand that stress deals with emotions, which includes anxiety, and affects a person's psychological well-being and overall body functions and health (Lazarus, 1999). In today's competitive environment, the main concern of the company is to have a highly competitive workforce as the workplace is competing in a challenging global environment. The organizational practices are reducing costs, increasing profits, creativity and improving

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operations (Nadeem & Abbas, 2009). Work life balance is an important practice which is currently used by employers to attain different organizational goals, such as; employee loyalty, employee organizational citizenship behavior, improved customer services, higher productivity and employee creativity (Saher et. al., 2014). Work life balance is a facet of HR for enhancing organizational consciousness with respect to human resource regulations and practices (De Cieri et.al, 2005). Sometimes companies driving economic returns will forget the employee well-being and it takes toll on the workers within the organization (Anwar, Hasnu & Janjua, 2013).

Work-Life Balance

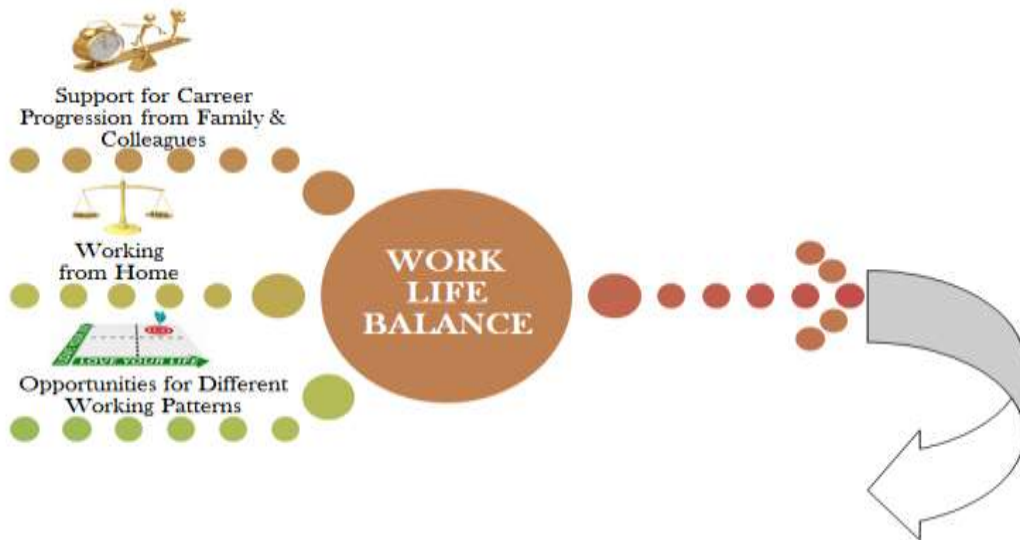
It becomes a self-fulfilling prophesy, if a worker is happy with his/her non-working role, he/she can perform better at work as well (De Cieri et.al, 2005). Employees are using work life balance to promote innovation and creativity in the workplace.

Work-Place Innovation

Innovation means the autonomy for employees to think out of the box and put creative ideas into the original realms. This can be achieved when employees are empowered, promoted and rewarded for their creative ideas (Anwar, Hasnu & Janjua, 2013). Achieving creativity at work produces uniqueness, which yields originality and unpredictability, while bringing productivity and profitability to the workplace (Creativity at Work, 2014).

In this research our objective is to analyze the role of work-life balance upon employee creativity at work. We are interested in the ‘percentage of influence’ of work-life balance (independent variable) upon creativity at work (dependent variable). Furthermore, we would like to analyze the difference between departments and organizations for the above two variables. The purpose of the study is to determine the relationship and advantage between the work life balance and employee creativity at work. By applying work life balance the organizations can achieve the uniqueness that will provide them with a competitive advantage.

Model for Work Life Balance and Creativity at Work by Authors



CREATIVITY @ WORK



Literature Review

Swift (2002) estimates, “Juggling competing demands is tiring if not stressful and brings lower productivity, sickness, and absenteeism, so work-life balance is an issue for all employees and all organizations.”

Some of the factors that are considered to be the main cause of high levels of stress are time limits, unreasonable requirements and relationships (Feuerstein et al., 2004).

Traynor (1999) proposes a state-of-the-art approach for work-life benefits. “Total life planning” enables employee to understand imperative aspects of their personal and professional life, as well as its relationship with environment, spirituality, career and finances. Hence, to improve work-life balance, employees select the obtainable choices for their improvement and development through creative customized life plans, which establishes a goal-oriented atmosphere with meaningfulness and transformational constituent for individual employees.

Work-Life Balance

When increased emphasis is given to financial results and customer satisfaction, to enhance the reputation of the company, it is seen that minimum efforts and focus are applied in the sphere of employee well-being (Anwar, Hasnu and Janjua, 2013).

Literature is full of the many benefits attached to work-life balance

Work-life balance enhances the reputation of the company and increases employee productivity. Work-Life Balance, from employee’s point of view, is taken as balancing the work responsibilities, and other tasks performed after work, in an efficient manner. Work-Life Balance can define strategies that enhance the autonomy of workers in managing and integrating working and non-working life aspects of the workers together (De Cieri, et.al, 2005). In recent times the term work-life balance is often replaced by the term work-family

balance (Lazar, 2010). According to (Nadeem & Abbas, 2009) work-life balance is defined as equilibrium between the demands of work and the life of a worker. A disequilibrium between the work demands and life creates 'Work-Life Conflict'. Creating this equilibrium between work and life responsibilities is a dilemma for workers due to demanding work schedules and pressure of deadlines.

Two perspectives for Work-Life Balance

Work-Life Balance Strategic HRM Issue

It has been argued that organizations have to implement Work-Life Balance strategies to meet the changing needs of employees and to retain the best workforce (Bruck et al., 2002). Employers these days have to implement Work-Life strategies to enhance; employee commitment, satisfaction, employee morale, and reduce work related stress. Such organizations are in a better position to recruit and retain the best work force (De Cieri, et.al, 2005).

Employees as Stake Holders in Work-Life Balance

According to (De Cieri, et. al, 2005) an organization is a body of different stake holders. When organizations ignore the share of one stake holder over another, then sustainable competitive advantage is not achieved. Organizations are aware and careful about the social responsibilities attached to it (Nadeem, 2009).

Employee Creativity at Work

Employee Creativity is defined as the creation of new ideas relating to products, process and services (Zhou & Shalley, 2003). Innovation and employee creativity are interchangeable terms. Innovation is defined as putting the creative ideas into reality, and this is only possible when creative ideas are rewarded in an organization (Anwar, Hasnu and Janjua, 2013). Currently there are two influential models that are at work and despite their differences and similarities these models complete each other (Zhou and Shalley, 2003).

Componential Model of Creativity

According to Amabile (1996) there are three components of creativity; a) Domain related skills refer to the factual knowledge and expertise in an area, and is affected by education, perceptual, motor and cognitive capabilities. b) Creativity relevant process includes tacit and explicit knowledge pertaining strategies, for producing creative ideas. For example training in creative skills and strategies, working experience in creative activities, and certain personality traits influence creativity and innovation (Basadur, Wakabayashi & Graen, 1990). c) The third component according to Amabile (1996) for creativity is task motivation which includes; individual attitude towards a task, and the urge to work towards it. In general, individual motivation can be divided into intrinsic and extrinsic levels of motivation. According to 'Cognitive Evaluation Theory' by Zhou and Shalley (2003), individuals are motivated intrinsically when they feel competent and self-determined towards a task, from within. However, extrinsic motivation is provided within the environment through the 'incentives' which are attractive and self-actualizing, to entice employees for performance enhancement.

Interactionist Approach of Creativity

According to Woodman, Sawyer and Griffin (1993), creativity resides as an 'individual set of phenomena' that can be affected by both dispositional and situational variables. For example, at individual level; cognitive capabilities, motivation, knowledge, style, personalities, etc. are important. At the group level; cohesiveness, size, diversity, norms, roles and problem solving approaches are important for creativity. Finally, at organizational level; technology, culture, rewards, and strategies are most important. The transformation of all these inputs will create the environment for, and generate the creative ideas and innovative procedures.

In situations that create stress, emotional responses increase the adrenocorticotrophic hormone which then activates the adrenal cortex and as a result it secretes cortisol (Kemper, 1990). It is important to note that the changes in the cortisol level are indicative of one's stress level (Melamed et al., 1999). Solutions for decreasing stress and anxiety in employees depends upon reducing the level of cortisol. There is some information on how to reduce the level of cortisol in stressful situations as well as the effects of creative activities on cortisol levels (Kirsch Baum & Hell hammer, 1994).

Research Methodology

Participants and Sampling

Participants were selected from a local textile giant and a multi-national chemical company. The participants were taken from the Human Resource Management and the Marketing departments of these companies. Data was collected through 'Stratified sampling' for this research. Within our 'survey' method, both the populations varied, so it was advantageous to sample each of the 'stratums' (subpopulations) independently. Initially, to satisfy the stratification process, the members were divided into homogenous groups (BBC, 2014). Secondly, the participant employees were 'randomly' chosen, such that every respondent had the 'same probability' of being selected, totally by chance. Questionnaires were forwarded to 120 employees, but were returned by only 106 participants. Organization wise stratification is (63 from the local textile mill and 43 from the multi-national chemical company) and departmental wise (44 participants from the HR and 62 participants from the Marketing Departments of both the companies).

Quantitative Measures

Work-Life Balance Questionnaire

The quantitative analysis of Work Life Balance is determined through adapting (Gill, 2000) and (Civil Service UK, 2000) Questionnaires. Our questionnaire was developed on a 5 point 'Likert' Scale from Highly Agree to Highly Disagree. It consisted of 26 items planned to measure three magnitudes of "work life balance": (PLIW) personal life interfering at work, (WIPL) work-interfering with personal life, and (WPLE), work/personal life enhancement. Only question nos. 11, 18 and 26 have reverse scoring. The ranges reveal; **Fragile** Work Life Balance scores from 20-50, **Moderate** work-life balance scores from 51-100, and **Resilient** work-life balance scores from 101-130.

Creativity Questionnaire

Our questionnaire has 26 items rated on a 5 point Likert Scale (From Highly Agree to Highly Dis Agree). The first questionnaire for Creativity was developed by Kumar, Kemmler and Holman (1997), while working together at West Chester University. The Queendom (2014) questionnaire for creativity is used as a second reference for developing our Creativity Questionnaire. The ranges reveal; **Diminutive** creativity at work scores from 20-50, **Moderate** creativity at work scores from 51-100, and **Robust** creativity at work scores from 101-130.

Statistical analysis of the data was conducted through Regression Analysis, to show the percentage of influence (R^2) of independent variables upon the dependent variables. Moreover, analysis was completed through Cronbach's alpha, t-test, descriptive statistics, model summary and ANOVA.

Results and Discussion

This study examined the relationship between work-life balance and creativity at work. The Cronbach’s Alpha shows ‘moderate’ reliability within the two variables for both the departments of the two companies.

Table I - Reliability Statistics

N of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
10	.537	.648

Hypothesis 1 a): Employees maintaining ‘More Resilient’ work life balance reveal ‘More Robust’ creativity at work, and Vice versa. (Rejected) (Shown in Table IV)

Hypothesis 1b): Employee Work-Life Balance depicts grandeur influence upon their Creativity at Work. (Accepted) Cronbach’s Alpha = 0.537, t = 66.240 & 77.141 significant at 0.00 level 2-tailed. Regression Analysis; R = 0.975 & R² = 0.952 (showing that work life balance has 95.2% influence upon employees creativity @ work). And Beta Coefficient = 0.975 at significant level. (Shown in Table V, VI and VII)

Table II - Descriptive Statistics for work-life balance and creativity @ work

	N	Min	Maximum	Mean	Std. Deviation	Skewness Stats	Std. Er	Kurtosis Stats	Std. Er
Work Life Balance	106	40.00	69.00	54.9811	8.5451	-.191	.235	-	.465
Creativity @ Work	106	50.00	101.00	83.2075	11.105	-.912	.235	.480	.465

Table III - One-Sample Test for work-life balance and creativity @ work

(Test Value = 0)	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work-Life Balance	66.240	105	.000	54.98113	53.3353	56.6269
Creativity @ Work	77.141	105	.000	83.20755	81.0688	85.3463

Table IV Showing that Higher Work Life Balance has Negative Correlations with Creativity @ Work

	N	Creativity @ Work (Pearson r)	Alpha
Work Life Balance	106	-.208*	.033

*. Correlation is significant at the 0.05 level (2-tailed).

Core (2015) proposes that when employees enter their ‘comfort zone’, they feel stable and very relaxed. Habitually, it happens when there are not much challenges and the job takes a consistent routine. Although employees’ spirit will experience the height of happiness in their mental state, they will probably become less innovative and with reduced efforts, which can stifle their efficiency and in turn, development of the corporation.

According to Lauristen (2012) states that most people are employed in jobs that they do not enjoy, and their jobs are not aligned with their personal values. The welfares of the worker have become additional to administration concerns as bosses seek to evade the damage of “commitment” and “potential creativity” and ‘intimidations of litigation’ by not speaking about needs of employees (Doherty & Tyson, 2000). With this concept in mind we can easily understand that too much work life balance will make people relaxed and they will enter their comfort zone, which is deteriorating for the organizations.

Table V - Regression: Model Summary

Dependent Variable	R	R ²	Adj R ²
Creativity @ Work	.975	.952	.951

a. Predictor: (Constant) Work Life Balance b. Dependent Variable: Creativity @ Work

Table VI - ANOVA^{c,d}

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	710631.204	1	710631.204	2060.722	.000 ^a
	Residual	36208.796	105	344.846		
	Total	746840.000 ^b	106			

a. Predictors: Work Life Balance b Dependent Variable: Creativity @ Work

Table VII - Coefficients^{a,b}

Model			Un-standardized Coefficient		Standardized Coefficient	t	Sig.
			B	SE			
	Constant						
1	Work Life Balance		.032	1.472	.975	45.395	.000

a. Dependent Variable: Creativity @ Work

The regression values for work life balance and creativity signifies a strong relationship. According to this data it is evident that for 95% of the workforce, work life balance is affecting creativity within the work place.

Hypothesis 2: Employees of marketing department conserve moderate work-life balance influencing to enhance their creativity @ work, slightly better than employees of human resource department.

Employees of the marketing departments preserve a moderate work-life balance leading to enhancement of their creativity within the workplace, and similarly employees within the Human Resources departments also have moderate work-life balance leading to augmented creativity at work. (Accepted) For **Mkt department** $t = 44.722$ & 113.106 significant at 0.00 level 2-tailed. Regression Analysis; $R = 0.985$ & $R^2 = 0.971$ (showing that work life balance has 97.1% influence upon creativity of employees). And Beta Coefficient = 0.985 at significant level. For **HR department** $t = 54.352$ & 39.846 significant at 0.00 level 2-tailed. Regression Analysis; $R = 0.968$ & $R^2 = 0.937$ (showing that work life balance has 93.7% influence upon creativity of employees). And Beta Coefficient = 0.968 at significant level. (Shown in Table VIII to XIIB).

Table VIII - Descriptive Statistics b/w WLB and Creativity @ Work for Marketing and HR Departments

	N	Mini mum	Maxi mum	Mean	Std. Deviation	Skewness	Kurtosis		
	Sta ts	Stats	Statist ic	Statis tic	Statistic	Statis tic	Std. Error	Statis tic	Std. Error
Marketing Work Life Balance	62	40.00	69.00	54.1452	9.53311	-.132	.304	-	.599
Marketing Creativity @ Work	62	76.00	101.00	88.2097	6.14080	.048	.304	-.890	.599
HR Work Life Balance	44	44.00	68.00	56.1591	6.85377	.088	.357	-	.702
HR Creativity @ Work	44	50.00	98.00	76.1591	12.67839	-.120	.357	-.786	.702

Table IX - One-Sample Test for work-life balance and creativity @ work for Marketing and HR Departments

(Test Value = 0)	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Marketing Work-Life Balance	44.722	61	.000	54.14516	51.7242	56.5661
Marketing Creativity @ Work	113.106	61	.000	88.20968	86.6502	89.7691
HR Work-Life Balance	54.352	43	.000	56.15909	54.0754	58.2428
HR Creativity @ Work	39.846	43	.000	76.15909	72.3045	80.0137

According to Regression Analysis, the influence of work life balance upon creativity @ work for the Marketing Department employees (97.1%) is slightly higher than the HR department employees (93.7%). Marketing Department employees have to be creative in all aspects, and their survival in the industry is dependent on their creativity. Likewise, the Human Resource Department employees have to deal with changing personalities, so they also need to

be more creative with changing phases. Their policies keep changing for providing positive results for efficient employees.

Florida and Goodnight (2005) establish that a company's greatest asset is its 'Creative Capital' and not the transportation systems, political influence nor the raw materials. Professionals, whose prime obligation includes problem solving, designing and innovation, are the creative inhabitants, about one third of the American workforce, taking half of the salaries, and enhancing 'economic growth'. It is certain that for success of the organization, these people need to be entrusted. More research is required to manage for 'concentrated creativity'. And how organizations can improve quality, raise productivity and increase efficiency, although accommodating for chaotic and complex nature of the process for creativity @ work.

Table XA - Regression: Model Summary for Marketing Department

Dependent Variable	R	R ²	Adj R ²
Creativity @ Work	.985 ^a	.971	.970

a. Predictor: (Constant) MD-Work Life Balance b. Dependent Variable: MD-Creativity @ Work

Table XB - Regression: Model Summary for Human Resource Department

Dependent Variable	R	R ²	Adj R ²
Creativity @ Work	.968 ^a	.937	.936

a. Predictor: (Constant) HRD-Work Life Balance b. Dependent Variable: HRD-Creativity @ Work

Table XIA- ANOVA^{c,d} for Marketing Department

Model		Sum of Sqrs	df	Mean Square	F	Sig.
1	Regression	470645.521	1	470645.521	2039.963	.000 ^a
	Residual	14073.479	61	230.713		
	Total	484719.000 ^b	62			

a. Predictors: MD-Work Life Balance b Dependent Variable: MD-Creativity @ Work

Table XIB- ANOVA^{c,d} for Human Resource Department

Model		Sum of Sqrs	df	Mean Square	F	Sig.
1	Regression	245602.613	1	245602.613	639.343	.000 ^a
	Residual	16518.387	43	384.149		
	Total	262121.000 ^b	44			

a. Predictors: HRD-Work Life Balance b Dependent Variable: HRD-Creativity @ Work

Table XIIA - Coefficients^{a,b} for Marketing Department

Model	Un-standardized Coefficient	Standardized Coefficient	t	Sig.

		<u>B</u>	<u>SE</u>	<u>B</u>		
Constant						
1	Marketing Work Life Balance	1.585	.035	.985	45.166	.000

a. Dependent Variable: Marketing Creativity @ Work

Table XIIB - Coefficients^{a,b} for Human Resource Department

Model		Un-standardized Coefficient		Standardized Coefficient	t	Sig.
		<u>B</u>	<u>SE</u>			
Constant						
1	HR Work Life Balance	1.321	.052	.968	25.285	.000

a. Dependent Variable: HR Creativity @ Work

Hypothesis 3: Employees of a multinational chemical organization affirm moderate work life balance and consecutively enhanced creativity at work, as similar to employees of a native textile organization. (Accepted with a difference of only 1.2%)

For **MN Chemical Corporation** $t = 76.988$ & 90.708 significant at 0.00 level 2-tailed. Regression Analysis; $R = 0.995$ & $R^2 = 0.990$ (showing that work life balance has 99.0% influence upon creativity of employees). And Beta Coefficient = 0.995 at significant level. For **Local Textile Company** $t = 115.330$ & 51.238 significant at 0.00 level 2-tailed. Regression Analysis; $R = 0.989$ & $R^2 = 0.978$ (showing that work life balance has 97.8% influence upon creativity of employees). And Beta Coefficient = 0.989 at significant level. (Shown in Tables XIII to XVIIB).

Table XIII - Descriptive Statistics b/w WLB and Creativity @ Work for Multi National Company Chemical & Local Textile Company

	N	Min	Max	Mean	Std. Dev.	Skewness	Kurtosis
MNC Chemical WLB	43	40.00	52.00	45.9302	3.91210	-.028	.36
MNC Chemical C@W	43	68.00	99.00	88.1395	6.37174	-.771	.36
Local Textile WLB	63	55.00	69.00	61.1587	4.20908	.424	.30
Local Textile C@W	63	50.00	101.00	79.8413	12.36828	-.466	.30

Table XIV - One-Sample Test for work-life balance & creativity @ work for MNC Chemical & Local Textile Company

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(Test Value = 0)	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
MNC Chemical WLB	76.988	42	.000	45.93023	44.7263	47.1342
MNC Chemical Cr @ Work	90.708	42	.000	88.13953	86.1786	90.1005
Local Textile Work-Life Balance	115.330	62	.000	61.15873	60.0987	62.2188
Local Textile Creativity @ Work	51.238	62	.000	79.84127	76.7264	82.9562

Table XVA - Regression: Model Summary for Multi National Company Chemical

Dependent Variable	R	R ²	Adj R ²
Creativity @ Work	.995 ^a	.990	.990

a. Predictor: (Constant) MNC-Work Life Balance b. Dependent Variable: MNC-Creativity @ Work

Table XVB - Regression: Model Summary for Local Textile Company

Dependent Variable	R	R ²	Adj R ²
Creativity @ Work	.989 ^a	.978	.978

b. Predictor: (Constant) LTC-Work Life Balance b. Dependent Variable: LTC-Creativity @ Work

Table XVIA- ANOVA^{c,d} for Multi National Company Chemical

Model		Sum of SqRS	df	Mean Square	F	Sig.
1	Regression	332512.238	1	332512.238	4308.001	.000^a
	Residual	3241.762	42	77.185		
	Total	335754.000 ^b	43			

a. Predictors: MNC-Work Life Balance b Dependent Variable: MNC-Creativity @ Work

Table XVIB- ANOVA^{c,d} for Local Textile Company

Model		Sum of Sqrs	df	Mean Square	F	Sig.
1	Regression	402199.488	1	402199.488	2806.092	.000^a
	Residual	8886.512	62	143.331		
	Total	411086.000 ^b	63			

a. Predictors: LTC-Work Life Balance b Dependent Variable: LTC-Creativity @ Work

Table XVIIIA - Coefficients^{a,b} for Multi National Company Chemical

Model		Un-standardized Coefficient		Standardized Coefficient	t	Sig.
		<u>B</u>	<u>SE</u>	<u>B</u>		
	Constant					
1	MNC Chemical Work Life Balance	1.908	.029	.995	65.635	.000

a. Dependent Variable: MNC Chemical Creativity @ Work

Table XVIIB - Coefficients^{a,b} for Local Textile Company

Model		Un-standardized Coefficient		Standardized Coefficient	t	Sig.
		<u>B</u>	<u>SE</u>	<u>B</u>		
	Constant					
1	LTC Work Life Balance	1.303	.025	.989	52.973	.000

a. Dependent Variable: LTC Creativity @ Work

From the regression values for work life balance and employee creativity at Multi National it can be concluded that 99% of employee creativity is affected by work life balance in multinational organization. The regression value signifies that work life balance is affecting employee creativity by almost 98% in Local Textile Company.

Gottlieb, Kelloway and Barham (1998) explored upon increased productivity and motivation of employees and indicated that organizational commitment towards work-life balance creativities is carefully aligned in connection to employee productivity and motivation. An investigation concentrating on stress, well-being and work illustrates that 50% of women and 45% of men would refuse a promotion when the upgraded position title would require them to neglect their family or personal life.

Ezzedeen and Swiercz (2002) in a study revealed that personnel are frequently preoccupied and engrossed with their work while they are not even working, and also while they are amongst their loved ones and family members. Hence, employees experience an ineffectiveness to be meaningfully involved in non-working domains. Moreover, modernized work environment has developed into fluid, knowledge based, and more intellectual; business minded and overworked employee keep thinking about their chores most of the time. In fact, for numerous people, work has converted into something cognitively invasive.

Ethical Considerations

Ethically the names of the organizations were kept secret. Names of the respondents were also not revealed. The results will be shared with the organizations, for the understanding of the concept and its relationship, to help them to foster work life balance within their employees, only to the extent that they keep the Creativity @ work intact. Individual participants were also given the feedback about their results.

Conclusion

According to this research it can be concluded that work life balance highly affects employee creativity within the organization, the influence is significant. Moreover, too much work life balance can create a laid back attitude in individuals resulting in employees not focusing enough on their jobs. Employees that are able to successfully sustain a moderate work life balance divulge impressive creativity at work. This study will be valuable for organizations to recognize the importance of elevating the work life balance of their employees, only to a moderate extent, to enrich creativity within workplace, which is the key component for organizational success, as creativity is an autotelic experience (i.e. containing meaning, joy and purpose in and of itself). Kossek et al., (1994) recommend that employees are the important stakeholders of the organizations, and they presume that their employers must be receptive to their necessity for balancing commitments of work and life together, and also sustain their creativity @ work. Variations in contemporary managerial attitudes to strategize work-life balance are pre-requisite for inclusive and innovative organizational behaviors. Such cultures are desirable to develop and echo the changing requirements of the organizational workforce.

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