



A Study on Work Life Balance of Employees & its Impact on the Performance of Employees.

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ABSTRACT

Work-life balance is a broad concept including proper prioritizing between "work" (career and ambition) on one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. The present research deals with work life balance of the employees of different organisation from Surat district to check the relationship between work life balance & employee productivity. There are many reasons for imbalance like Global economy, longer working hours, international business e.t.c. the employees need to prioritize their personal & professional life, they need to organize properly so that they can maintain proper balance between work & personal life as both are of equal importance.

KEYWORDS : work life balance, Family, stress, performance.

1. INTRODUCTION

Every individual's life has multiple segments such as family, finances, social, self, spiritual, health and hobbies. In each of these life segments, an individual needs to devote certain period of time, energy and effort while major part of daily time, energy and effort is consumed in the work segment. Males and females play professional roles at work place and the difference in roles at workplace is primarily not gender dependent but is rather decided by the qualification, experience and designation of the employee. In contrast, male and female roles have traditionally and socially been gender defined in life segments.

Though male participation in household work, especially in dual worker couples is increasing, yet a significant part of the household work (including childcare) is expected to be the domain of the female. This gender biased role differentiation at the family level creates different work-life balance pressures for males and females. Roles in other segments of life such as finances, social, self, spiritual, health and hobbies may primarily not be gender defined which has been presented in the two major segments of life and work in the proposed model. Extent to which one's perceived allocation of physical, mental and emotional resources between the work and non-work domains matches one's expectation. Essentially work-life balance occurs when individuals with a finite amount of mental, physical, and emotional resources allocate in away corresponds to their personal and/ or professional goals. Phenomenal growth of work-life balance research and initiation of work-life balance programmers at organizational level between 1950's and early years of the current century have been due to a wide gamut of benefits derived by employers and employees. These benefits are not only social and psychological but also economic, and that is the primary reason why global and proactive organizations have leveraged work-life balance programmers to enhance productivity and profitability, besides gaining higher employee engagement.

1.2 LITERATURE REVIEW

Frone Et Al. (1992) A study of randomly drawn sample of 631 employed adults (278 men and 353 women) also found that work to family conflict is more prevalent than family to work conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demands also found that work interfered with family more than family interfered with work in a study of 41 full time working parents (13 men and 28 women). Found that work and family boundaries were asymmetrically permeable with work to family conflict being significantly more prevalent than family to work conflict. In a study of Taiwanese managers, found that very few Taiwanese managers had difficulty balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work.

Aryee and Luk (1996) In a study of 207 dual earner couples found that men significantly identified more with the work role, had more experience in the workforce, and perceived more spouse support. In contrast, women significantly, identified more with the family role,

had main responsibility for childcare, spent more time per week with the children and perceived more need for family responsive policies. In addition, the results revealed that women balance their work and family identity by trading off one for the other. In contrast, men are able to simultaneously identify with work and family roles.

Carlson and Kacmar (2000) Found that work centrality did make a difference to the way work-family conflict was experienced. It was found that when work was highly central to the individual, antecedents from the family domain had a significant impact on family interference with work and when family was valued more, the work domain antecedents had a greater impact on work interference with family. Hyman et al. (2003) examined the evidence for extensions of work into household and family life in two growing employment sectors: call centers and software development. Sample consisted of 1131 respondents. Extensions were identified as tangible, such as unpaid overtime, or intangible, such as exhaustion and stress. The study found that organizational pressures combined with lack of work centrality result in work intruding into non-work areas of employee lives, though intrusions manifest themselves in different ways according to the type of work, levels of the worker autonomy and organizational support.

Wesley And Muthuswamy (2005) In a study of 230 teachers in an engineering college in coimbatore, india, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work. Kinnunen and Mauno (2007) collected data from a sample of 501 employees working in four organizations, i.e., municipal and social healthcare, manufacturing for exports, a bank and a supermarket. The results indicated that interference from work to family was more prevalent than interference from family to work among both sexes. However, there were no gender differences in experiencing either work to family or family to work conflict. The findings of the studies reported above suggest that work to family conflict is more frequent than family to work conflict.

Bardoel Et Al. (2008) the major themes and research methods that have dominated work life research in Australia and New Zealand between the period 2004-07 The identified themes were grouped in eight categories, i.e., organization approaches to work life and work family issues, work characteristics, occupations/industries, government policy and legislation, health outcome issues related to work life, family structure and children, gender and other additional themes. With regard to the research methods, out of the total 86 papers examined, 73% of the papers were empirical while 27% were conceptual. Majority of the empirical papers used quantitative methodology. as many as 51% used survey method for data collection while the remaining 49% were fairly split among case studies, focus group and interviews. Out of 63 empirical papers, 20 were classified priori with variables 34 identified and relationships proposed before any theory was apparent.

Rajadhyaksha and Velgach (2009) found that women experienced

significantly higher family interference with work as compared to men. However there were no significant differences between men and women in the experience of work interference with family. The purpose of the study undertaken by grzywacz et al. (2007) was to expand the understanding of how culture contributes to the occurrence and consequences of 39 works to family conflict. The study evaluated predictions drawn from emerging models emphasizing the influence of cultural characteristics, such as collectivism and gender ideology on work family conflict. It was found that immigrant Latinos reported infrequent work and family conflict. The findings were consistent with earlier research that individuals from more collectivist cultures experience fewer conflict between work and family, as in these cultures, work and family are viewed as more integrated. Results also indicated that the level of work to family conflict differed with gender.

Rajesh Ranjan Dr. T. Prasad (2013) The railway driver is exposed to a demanding psychosocial work environment, which includes solitary work, limited opportunities for social contact and a heavy responsibility for operating the train (in terms of both safety and adhering to the timetable). Railway drivers struggle to fulfill work and family responsibilities. This struggle is due to long hours, irregular and inflexible work schedules, and heavy workloads. Thus, work-family conflict can be a common work stressor for railway drivers.

Satinder Singh(2013) Identifies the effect on various quality life conditions i.e Job Satisfaction, Work Stress, Career Growth, Turnover, Absenteeism, Appreciation and competitive environment in context with Work-life Balance and its practices/policies.

1.3 OBJECTIVES OF THE STUDY

- To study the work-life balance of the employees
- To find out effect of work life balance on employees performance.

1.4 RESEARCH METHODOLOGY

1.4.1 Research Design: The type of research design used is descriptive, which studies about the characteristics of a particular or a group.

1.4.2 Sampling Design & Size: In non probability sampling convenience sampling method has been used.

1.4.3 Data Collection:

Primary Data is collected through questionnaire structured closed ended questionnaire is used for the purpose of data collection. Information was gathered from 100 employees of different department around Surat district.

Secondary Data is collected from relevant studies from newspapers, books, magazines, journals and websites.

1.4.4 Statistical Analysis:

One sample T- test, cross tabulation

2. DATA ANALYSIS & INTERPRETATION

2.1 H0: There is no significance difference between miss out to spend time with family and pressure of work.

H1: There is significance difference between miss out to spend time with family and pressure of work

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
Family	100	1.71	.769	.077		
One-Sample Test						
Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Family	9.229	99	.000	.710	.56	.86

INTERPRETATION:

the above table shows that one sample t test statistics is 9.229 with significance value of 0.000 which is more than 0.05 so we accept the

null hypothesis and interpret that employee feel that there is no significance difference between miss out to spend time with family and pressure of work The observed mean difference is .710 which is statistically significant.

2.2 Effect of work life balance on performance

2.2.1 Reduce absenteeism

H0: There is no significance difference between Effect of work life balance on performance and Reduce absenteeism

H1: There is significance difference between Effect of work life balance on performance and Reduce absenteeism

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
absenteeism	100	1.38	.693	.069		
One-Sample Test						
Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
absenteeism	5.483	99	.000	.380	.24	.52

INTERPRETATION:

From the above table we can say that one sample t test statistics is 5.483 with significance value of 0.000 which is more than 0.05 so we accept the null hypothesis and interpret that employee feel that there is no significance difference between Effect of work life balance on performance and Reduce absenteeism.

2.2.2 Reduce operation cost

H0: There is no significance difference between Effect of work life balance on performance and Reduce operation cost

H1: There is significance difference between Effect of work life balance on performance and Reduce operation cost

One-Sample Statistics						
	N	Mean	Std. Deviation	Std. Error Mean		
operation cost	99	1.95	.734	.074		
One-Sample Test						
Test Value = 1						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
operation cost	-.685	98	.495	-.051	-.20	.10

INTERPRETATION:

From the above table we can come to know that one sample t test statistics is -.685 with significance value of 0.000 which is less than 0.05 so we reject the null hypothesis and interpret that employee feel that there is significance difference between Effect of work life balance on performance and Reduce operation cost.

2.2.3 Increase productivity

H0: There is no significance difference between Effect of work life balance on performance and Increase productivity

H1: There is significance difference between Effect of work life balance on performance and Increase productivity

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
productivity	100	1.31	.465	.046

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
productivity	6.669	99	.000	.310	.22	.40

INTERPRETATION:

From the above table we can conclude that one sample t test statistics is 6.669 with significance value of 0.000 which is more than 0.05 so we accept the null hypothesis and interpret that employee feel that there is no significance difference between Effect of work life balance on performance and Increase productivity

2.3 Factor making work-life harder.

2.3.1 Deadline and schedule

H0: There is no significance difference between work-life harder and Deadline or schedule.

H1: There is significance difference between work-life harder and Deadline or schedule.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Deadline	100	1.71	.574	.057

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Deadline	-5.054	99	.000	-.290	-.40	-.18

INTERPRETATION:

From the above table we can come to know that one sample t test statistics is -5.054 with significance value of 0.000 which is less than 0.05 so we reject the null hypothesis and interpret that employee feel that there is significance difference between work-life harder and Deadline or schedule.

2.3.2 Type of work you do

H0: There is no significance difference between work-life harder and Type of work you do

H1: There is significance difference between work-life harder and Type of work you do

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
work	100	2.02	.603	.060

One-Sample Test

	Test Value = 2					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
work	.332	99	.741	.020	-.10	.14

INTERPRETATION:

From the above table we can come to know that one sample t test statistics is .332 with significance value of 0.000 which is more than 0.05 so we accept the null hypothesis and interpret that employee feel that there is no significance difference between work-life harder and Type of work you do

2.3.3 No. of hours you need to work

H0: There is no significance difference between work-life harder and No. of hours you need to work

H1: There is significance difference between work-life harder and No. of hours you need to work

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
hours	100	2.03	.870	.087

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
hours	-.345	99	.731	.030	-.14	.20

INTERPRETATION:

From the above table we can come to know that one sample t test statistics is -.345 with significance value of 0.000 which is less than 0.05 so we reject the null hypothesis and interpret that employee feel that there is significance difference between work-life harder and No. of hours you need to work

2.3.4 How easy/difficult to take leave

H0: There is no significance difference between work-life harder and how easy/difficult to take leave

H1: There is significance difference between work-life harder and how easy/difficult to take leave

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
difficult	100	1.82	.796	.080

One-Sample Test

	Test Value = 2					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
difficult	-2.261	99	.026	-.180	-.34	-.02

INTERPRETATION:

From the above table we can come to know that one sample t test statistics is -2.261 with significance value of 0.000 which is less than 0.05 so we reject the null hypothesis and interpret that employee feel that there is significance difference between work-life harder and how easy/difficult to take leave

2.3.5 Amount of travel require

H0: There is no significance difference between work-life harder and A/m of travel require

H1: There is significance difference between work-life harder and A/m of travel require

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
travel	100	1.78	.824	.082

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
travel	-9.470	99	.000	-.780	-.62	.94

INTERPRETATION:

From the above table we can come to know that one sample t test

statistics is -9.470 with significance value of 0.000 which is less than 0.05 so we reject the null hypothesis and interpret that employee feel that there is significance difference between work-life harder and A/m of travel require.

FINDINGS

- There is significance difference between satisfaction and amount of time they spend at organization.
- Organization provides leaves to manage work life for managing their work life.
- Because of pressure of work employee never miss out to spend time with family.
- More than half employees think that work-life balance is good & it helps to increase productivity of organization.
- No significance difference between effect of work life balance on performance and reduce absenteeism.
- Effect of work life balance on performance and employee loyalty/performance is correlated.
- If employee manages balance then it reduces operation cost.
- Deadline or schedule of work will effect work-life balance and harder the life.
- Time or number of working hours will effect to the work-life balance of employee.
- Positive relationship between work-life harder and how easy/difficult to take leave.

More the numbers of hours require to travel have more effect on work-life to manage.

SUGGESTIONS:

- Need to introduce flexi timing approach.
- If employee perform good than provide them vacation package and monetary bonus.
- Provide transportation facility to the employees.
- Arrange picnics for the employees & their family so they can spend more time with their family members.
- Provide compressed working hours to the employees.
- Provide meditation & yoga session to the employees so that they can manage the work stress.

CONCLUSION

In conclusion it can be said that Work-life balance of an employee is as important for the employing organization as it is for individual employee. Work-life balance of an individual employee when viewed collectively for the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance. Employees who achieve improved work-life balance with the assistance of the policies implemented by the employing organization tend to be more productive as their work engagement enhances. The view of respondents regarding the effectiveness of work-life balance in managing stress and the various performance indicators also not much effect on productivity

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