RESEARCH PAPER | Human Resource Management | Volume : 3 | Issue : 4 | April 2013 | ISSN - 2249-555X



Balancing Work and Life; Need of the Hour

KEYWORDS: Work Life Balance, Job Stress, Family Life, Well Being, Job Satisfaction.

Mr. Vishun Kant Sharma
Assistant Professor, School of Law & Management, Singhania University, Pacheri Bari, Jhunjhunu (Rajasthan)

Mr. Anand Bajpai
Assistant Professor, Department of Management (IT) & Mathematics, Career Degree College, Lucknow (Uttar Pradesh)

ABSTRACT *India is considered to be better option to carry out business by multinational companies since 1991, when India entered into era of liberalisation, privatization and globalisation. The multinational companies are more lucrative service destination for generation next. The work life balance is a driving force which makes the life go that eventually tends to attain the effectiveness in the life. The lack of work-life balance results in stress and can cause even committed employees to lose motivation. Firms that adopt work life balance policies can enjoy high retention rates and also attract many new aspirants. The study has been conducted to investigate the association of selected demographic profile of the respondents with work life balance. This study suggests that greater autonomy over when, where and how the employee work, may be offered to the employees which will help them to maintain balance between personal and professional life*

1. INTRODUCTION:

Gone are the days when employees use to follow fixed working hours from 9 to 5 or 10 to 6, now a day due to liberalisation, privatization and globalisation, employees are spending 10 to 14 hours every day in the office/ at work. The work life balance is considered to be most important challenge encountered in the field of human resource management. With the advent of technology, increase in complexity of work, change in the values and attitude of young and energetic workforce, there is need to address work life imbalance issue.

2. BRIEF REVIEW OF LITERATURE:

Kirchmeyer (2000) [3] defined a balanced life as achieving satisfying experiences in all life domains. Kirchmeyer went on to be more prescriptive, stating that to achieve satisfying experiences in all life domains requires personal resources like energy, time and commitment to be well distributed across domains. Greenhaus et al. (2003) [2] have explained two components of work life balance; one is inputs which are the personal resources that are applied to each role. It reflects an individual's level of role engagement in terms of time devoted to each role. Other components of balance refer to the resultant outcome that is experienced in work and family roles. Positive balance implies an equally high level of satisfaction with work and family roles and negative balance suggests an equally low level of satisfaction with each role. Lockwood (2003) [4] defined the term from the viewpoint of employer, and of the employee. From Employees' viewpoint: "It is the dilemma of managing work obligations and personal/family responsibilities" and from Employer's viewpoint: "It is the challenge of creating a supportive company culture where employees can focus on their jobs while at work". Demerouti (2004) [1] points out the positive and negative interactions of the work and home in which he suggests separating the personal life from the professional life, but are we all successful in doing this separation? In simpler words it can be said that there is a conflict between work and life. Swamy (2007) [5] defined work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work. It enables them to reconcile the competing claims of work and home by meeting their own needs as well as those of their employers.

3. SIGNIFICANCE OF STUDY:

India is an attractive destination for many multinational companies because of its highly talented and young workforce. Employees have many needs and in order to have sense of well being, these need to be fulfilled adequately. The psychotherapists believe that mid career employees are more prone to work life imbalance. They have tendency to overwork to achieve things faster leading to disturbance in work life balance. So it becomes imperative to have the work life balance in place in order to maintain smooth running of one's life.

4. OBJECTIVES OF THE STUDY

a) To study the factors that affect work life balance of the employees.
b) To study the association of selected demographic profile of the respondents with work life balance
c) To study correlation between Job Related Factors & Family Related Factors.
d) To draw strategies which could be adopted to address work life balance issues.

5. RESEARCH METHODOLOGY

This study is analytical in nature and is based on primary and secondary data, Primary data has been collected from the employees working in multinational IT companies located in Noida & Greater Noida of Uttar Pradesh. Secondary data has been collected from the relevant literature consisting of research articles, government reports, magazines, journal articles, and reviews, information collected from the internet and publications by various academic organizations, management experts and researchers.

5.1 RESEARCH DESIGN

It is carried out with a sample size of 100 employees due to time constraints, drawn through field survey. The respondents are employees of different levels which are selected using convenience sampling method . A self administered questionnaire is prepared for the purpose of collecting primary data. The questionnaire has 25 items, question number 1-7 were concerned with demographic profile of the respondents whereas question number 8-15 (8 items index, 8 ques x 5 points =40 points) represented the job related factors (JRF) and question number 9-23 (8 items index, 8 ques x 5 points =40 points) represented the family related factors (FRF), question number 24-25 were asked to record comment of the respondents on greater autonomy and responsibility of work life balance respectively. The responses were obtained on a five point Likert Scale {where 1= strongly disagree (worst case for work life balance), 2= disagree, 3=

Volume : 3 | Issue : 4 | April 2013 | ISSN - 2249-555X

neither agree nor disagree, 4= agree and 5= strongly agree (best case for work life balance)}.

5.2 TOOLS AND TECHNIQUES

The feedback in the form of self administered questionnaire was quantified by using statistical tools such as, Means, Standard Deviation and Coefficient of Correlation between the variables by using Karl Pearson's Method. The data analysis and its representation in the form of bar charts have been achieved with the help of SPSS and MS Excel respectively.

6. ANALYSIS AND INTERPRETATION:

6.1 Demographic Profile of Respondents:

Item number 1 to 7 of questionnaire consist of demographic profile of the respondents (figure.1 to figure.7) which includes gender, age, number of dependants, category, marital status, domicile and experience.

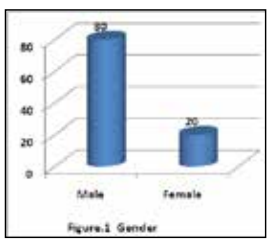

Figure.1 Gender

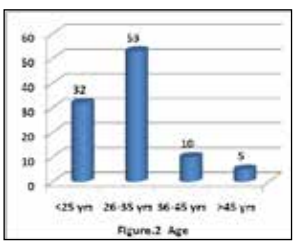

Figure.2 Age

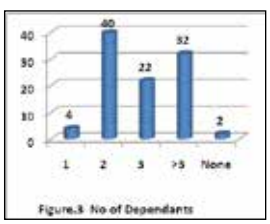

Figure.3 No of Dependants

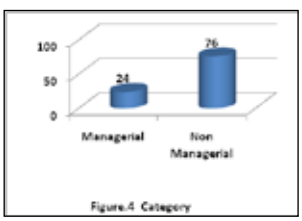

Figure.4 Category

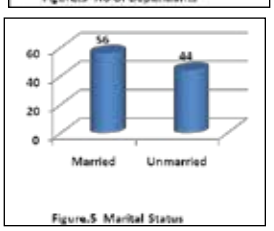

Figure.5 Marital Status

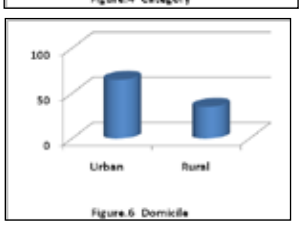

Figure.6 Domicile

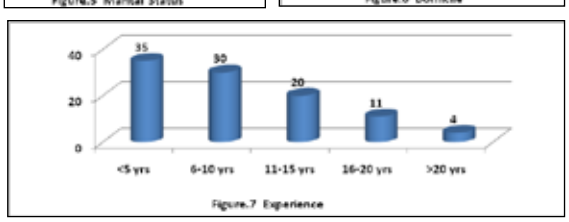

Figure.7 Experience

6.2 Work life balance is the core strategic issue:

When the above statement was put up to the respondents, most of the respondents, 65% strongly agree and 35% agree to consider work life balance as core strategic issue for the employee and the organisation (refer figure.8).

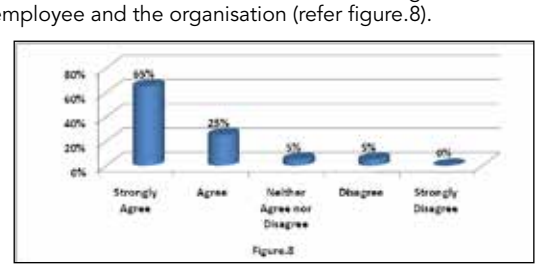

Figure.8

6.3 How do you relieve your stress?

Respondents were asked to respond to above question by adopting either of the Physical method which includes walking, swimming, sports, exercises, involving with partner or Spiritual method which comprises of reading books, meditation, yoga, listening spiritual thoughts or Relaxation method that comprises of rest, leisure, listening music, freak outs, watching movies or Social method which includes involving with family, friends, group teams and Other methods includes drinking/smoking etc. Relaxation method was adopted by 35%, whereas 28% follows physical method, 15% social method, 6% spiritual method and 16% release their stress by drinking alcohol/smoking (refer figure.9).

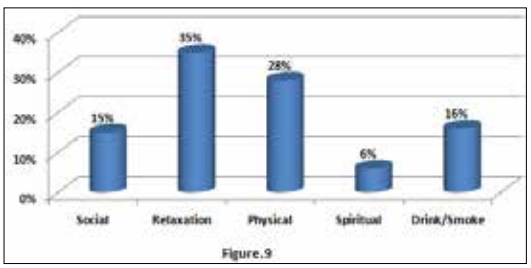

Figure.9

6.4 Do you believe that if greater autonomy is given to you by your organisation / your family then you can better balance your work life?

Most of the respondents, 78% strongly agree and 18% agree to consider that if greater autonomy is given to them by their organisation / family then they can better balance their work life (refer figure.10).

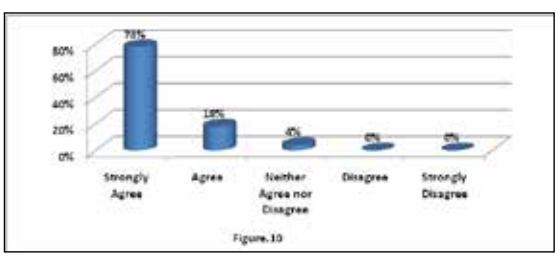

Figure.10

6.5 Work life balance is the responsibity of both the employer and the employee?

Most of the respondents, 72% strongly agree and 28% agree to consider that work life balance is the responsibity of both the employer and the employee (refer figure.11).

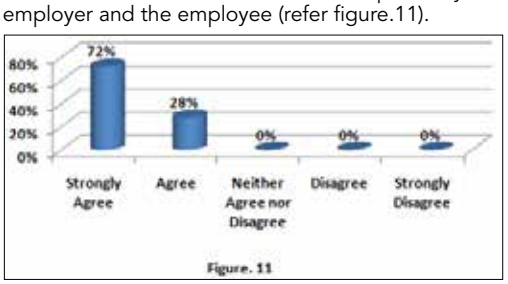

Figure. 11

6.6 Descriptive Statistics of Measures:

It is revealed from the table.1 that the respondents have mean age of 30.16 years with standard deviation of 6.63, the mean for the number of dependants was 2.78 with standard deviation of 1.01, and average experience of the respondents was 8.22 years. Job related factors (JRF) have the mean of 32.26 and family related factors (FRF) have the mean of 30.84 which was measured on 8 items index (8 questions x 5 points =40 points) each.

Table.1 Descriptive Statistics of Measures

Variable	Description of Measures	Mean	Std Dev
Age	Ordinal measures in years as <25 yrs, 26-35 yrs, 36-45 yrs, >45 yrs	30.16	6.63
No of Dependants	Ordinal measures as Nil (0),1,2,3 & >3	2.78	1.01
Experience	Ordinal measures in years as <5 yrs, 6-10 yrs, 11-15 yrs, 16-20 yrs, >20 yrs	8.22	5.69

Volume : 3 | Issue : 4 | April 2013 | ISSN - 2249-555X

6.7 Correlation between all variables of the study:
The below mentioned table 2 shows the correlation between all the variables of the which includes age, no of dependants, experience, job related factors (JRF) and family related factors (FRF). It is revealed that there exist a positive correlation between age and job related factors (0.416) which means aged employees are more satisfied with their job rather than their family as the age is negatively correlated (-0.063) with the family related factors. Same result is also visible in case of correlation between number of dependants and job related factors (0.389) /family related factors (-0.251). However there exist a strong positive correlation between experience and job related factors (0.529) which means experienced employees are more satisfied with their job rather than their family as the experience is negatively correlated (-0.030) with the family related factors.

Table: 2 Bi-variant correlations between all variables of the study

.Variables		Age	No of Dependants	Experience	JRF	FRF
Age	Pearson Correlation	1	.609**	.883**	.416**	-.063
	Sig. (2-tailed)		.000	.000	.000	.536
	N	100	100	100	100	100
No of Dependants	Pearson Correlation	.609**	1	.604**	.389**	-.251*
	Sig. (2-tailed)	.000		.000	.000	.012
	N	100	100	100	100	100
Experience	Pearson Correlation	.883**	.604**	1	.529**	-.030
	Sig. (2-tailed)	.000	.000		.000	.768
	N	100	100	100	100	100
JRF	Pearson Correlation	.416**	.389**	.529**	1	-.105
	Sig. (2-tailed)	.000	.000	.000		.298
	N	100	100	100	100	100
FRF	Pearson Correlation	-.063	-.251*	-.030	-.105	1
	Sig. (2-tailed)	.536	.012	.768	.298	
	N	100	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

7. SUGGESTIONS:
In order to provide work life balance to their employees, the employers may adopt measures such as job sharing, career break, family tour, adequate breaks in duty hours, adequate leave, child care/ education facilities, elder care, flexible duty hours, proper grievance redressal system, conducive working atmosphere, provision for amusement and conveyance. Similarly to achieve work life balance, the employees may take certain steps such as cultivate habit of self discipline, regular discussion of family problems with family members, family tour at least once in a year, cultivation of hobbies, participation in extracurricular activities, avoiding high consumption of tobacco, alcohol etc and avoiding excessive late night parties/functions. However work life balance policies / programmes are to be drawn in order to meet employee's changing needs, government regulations and to fulfill broader objective of corporate social responsibility.

8. LIMITATIONS OF THE STUDY:
In this study the sample has been taken from multinational IT companies located in Noida & Greater Noida only. The result might have varied if it was taken from different cities/ other states. The future study may involve more number of respondents from different levels and sectors.

9. CONCLUSION:
The work life balance has been most discussed topic in the corporate sectors for several years as it has significant impact on the efficiency and effectiveness of the organisation. It is highly inferred from study that balancing work and family life is the responsibility of both the employer and the employees. The result of the study reveals that the age, marital status, number of dependants has high impact over work life balance. Many employees are opinioned that organizational success can be achieved if they balance their work and family life in true sense. Some of the multinational companies are keeping no stone unturned in order to keep their employees happy by adopting measures which are conducive to maintain balance between personal and professional life. This study suggests that greater autonomy over when, where and how the employee work, may be offered to the employees which will help them to maintain balance between personal and professional life.

REFERENCE [1] Demerouti, E., Geurts, S.A.E., & Kompier, M.A.J. (2004). "Positive and negative work-home interaction: Prevalence and correlates". Equal Opportunities International, 23(1), 6–35. | [2] Greenhaus, J.H., et al (2003). The relation between work -family balance and quality of life . Journal of Academic Behaviour 63 (2003), 510-531. | [3] Kirchmeyer C (2000), Work Life Initiative: Greed or Benevolence Regarding Worker's Time. Trends in Organisation Behaviour (vol 7 pp 79-93) West Sussex, UK. Wiley. | [4] Lockwood, N.R. (2003). Work/Life Balance: Challenges and Solutions, Society for Human Resource Management: Research Quarterly, 2, 1-10. | [5] Swamy (2007). Work-life Balance: Organizational strategies for sustainable growth. HRM Review, October, 33-37. | 10.2 Books: | [6] K Aswathappa , Human Resource Management: Text and Cases 6th Edition (2010) , Tata McGraw-Hill Education. | [7] Pocock, B. The work/life collision. Australia: (2003) the Federation Press. | [8] Ramu, G.N. Women, Work and Marriage in Urban India: A Study of Dual and Single-Earner Couples. (1989), New Delhi: Sage. | 10.3 Web Sources: | [9] How to achieve ideal work life balance, http://www.evancarmichael.com/Work-Life/1721/How-To-Achieve-Your--Ideal-WorkLife-balance.html, accessed on 20 Jan 2012. | [10] Steps to Better Work life Balance, http://www.worklifebalance.com/5steps.html, accessed on 20 Jan 2012. | [11] Work family conflict, http://en.wikipedia.org/wiki/Work-family_conflict, accessed on 13 Jan 2012. | [12] Work life balance, http://stressinstitute.com/index.php?id=32, accessed on 13 Jan 2012.