



ORIGINAL RESEARCH PAPER

Management

IMPACT OF DEMOGRAPHIC VARIABLES ON WORK LIFE BALANCE OF EMPLOYEES WORKING IN MANUFACTURING PLANTS OF RAJASTHAN

KEY WORDS: Work life balance, Manufacturing Sector, Demographics

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ABSTRACT

Employees always get stuck between lives, one personal and other professional. A balance between two ends is extremely essential for mental peace and well being, which is called work life balance. The work life balance gets affected by various parameters and demographics are one of the important parameter out of them. Keeping this in view the objective of this paper is to study the impact of demographic variables on the work life balance of employees working in manufacturing plants of Rajasthan. The data has been collected from 443 employees with the help of semi structured questionnaire and it has been concluded that gender and qualification of respondents significantly affect work life balance of manufacturing employees.

Introduction:

Work Life balance is beautiful phenomenon which looks simple but is very difficult to manage. In 1986, this term WIF or Work Life balance was coined as it was gaining exponential popularity among the working professionals and organisations due to its significant implications on QWL i.e. Quality of work life and Family life. It has given rise to the concepts of "family- work conflict" (FWC) and "work-family conflict" (WFC). The former is also referred to as "work interferes with family" (WIF) while the latter is also known as "family interferes with work" (FIW). In alternative words, from the Zero-Sum-Game point of view we can conclude that the time involved in work can be interpreted as time snatched from personal life.

A positive WLB could be a result of achievement and enjoyment. An excellent working definition of work-life balance can be said as a meaningful daily achievement and enjoyment of each of the four quadrants of life- family, work, self and friends. The work life balance for every individual varies according to the changes in situations and over time at different stages of career and age. Different factors will be having different importance level in the varying stages of life. In Indian context, study on work- life balance is given priority recently only with the women's participation in the work life. In India distribution of work and family roles is distributed according to the gender. Participation of women in the work life in India has given rise to increase in dual earner couples and nuclear families. This has given rise to the necessity of work life balance in India, but it doesn't mean that work life balance is not important for male employees. Similarly work life balance remains important for the employees of all age groups, however situations may differ age to age.

The manufacturing industry has severe issues of employees' timings. As the manufacturing plants remain operative for all 24 hours of days so the time shift of employees keeps on changing. These employees need to change their time priorities frequently which many times create situation of work-life imbalance. Keeping all these point in view the objective of this research paper is to study the work life balance of employees working in manufacturing plants of Rajasthan, as well as this paper will also check the impact of demographic variables on the work life balance of employees.

Literature Review:

Caringal-Go, J. F., Teng-Calleja, M., Bertulfo, D. J., & Manaois, J. O. (2022) conducted research to study the work life balance crafting strategies of telecommunication employees during the COVID-19 period. The data was

collected from 112 telecommunication employees and it was found that various crafting strategies have been used by telecommunication employees to maintain the work life balance. Physical crafting strategies include managing time, managing work tasks and managing the workspace. Cognitive crafting strategies include enforcing health-related self-care practices, and embracing the fluidity between work, rest and leisure. Relational crafting strategies include spending time with family and virtually connecting with co-workers.

Irawanto, D. W., Novianti, K. R., & Roz, K. (2021) said that COVID-19 has forced the employees to adopt work from home culture so the study was done to assess the effect of work from home culture on the life-work balance, stress and satisfaction. The qualitative research design was adopted and data was collected from the 472 employees working in the different industries of Indonesia. The results indicated that work of home is the need of today but it has significant direct and indirect effect on the WLB and job-satisfaction.

Gragnano, A., Simbula, S., & Miglioretti, M. (2020) investigated the role of other non working factors in defining the work life balance. The data was collected from 318 workers with the help of questionnaire methods. The data was analyzed with the help of t-test. The results indicated that WLB and work health balance has significant impact on the job satisfaction. According to the opinion of respondents the family health is the crucial factor in determining the WLB and it was observed that gender, age and parental status has significant impact on WLB and job satisfaction.

Shen, H. (2019) studied the work life balance status of public sector employees. Author indicated that there are two major parameters of work life balance, one is family life and another is professional life, the mismatch between these two creates the situation of work-life conflict. It was observed that public sector employees specially female employees are facing numerous situations of work-family conflict. The organizational environment and government policies are the major reasons behind these conflicts.

Caesar, L. D., & Fei, J. (2018) said that "The increase in attention from organisations to work-life balance issues is directly linked to the many benefits that have been discovered as associated with work-life balance for both the employer and employee. Initially regarded as an issue to be managed by the individual employee, work-life balance has taken a central position in the employment practices and policies of employers. Managing the work-life balance of seafarers requires much tact and ingenuity as not all the generic

flexible workplace arrangements used in the traditional human resource settings could be applied in the shipping industry. Discrimination and wage issues not only upset seafarers but may also lead to stressful and traumatic episodes for them with work-family conflicts being a common outcome of the chains of reactions that ensue. Increased levels of illness on board ships, poor performance/productivity and unsafe working practices have all been linked to stress among seafarers.”

Sirgy, M. J., & Lee, D. J. (2016) reviewed the various papers of work life balance and indicated that there are four factor which play important role in work life balance i.e. social alienation, role conflict, positive spillover and balanced role commitment. Based on these four factors researchers divided the respondents into four categories to give them different treatments of emotional intelligence. The research indicated that these four factors also define the growth needs of individuals, so a proper assessment of these factors is highly recommended.

Objectives:

- The purposes of this research paper are as follows:-
 1. To analyze the work life balance status of employees.
 2. To study the relationship in demographic variables and work life balance of employees

Hypothesis:

- H₀: There is no significant relationship between Work Life Balance and the demographic variables
 H₁: There is a significant relationship between Work Life Balance and the demographic variables.

Research Methodology

(a) Research Design: - To have a better understanding about the issue descriptive research design was used. To get the primary data close ended questionnaire was administrated.

(b) Sample Design: - 443 employees working in manufacturing plants of Rajasthan were selected through stratified purposive sampling.

(c) Analysis: - The data collected was analyzed with the help of Arithmetic mean and Ch-Square Test.

Analysis & Interpretations

Demographic Profile of Employees:

The demographic profile of employees working in manufacturing plans of Rajasthan is presented in table 1. It can be seen that maximum number of employees were male (N=423, Percentage=95.49) and were residing in urban area (N=363, Percentage=81.94). In the age category maximum number of employees (N=156, Percentage=35.21) were in the age category of 20 to 30 years followed by 30 to 40 years (N=141, Percentage=31.83). As far as qualification is concerned majority of employees (N=251, Percentage=56.66) were graduate.

Table 1: Demographic Profile of Employees

Gender	N	Percentage	Area of Residence	N	Percentage
Male	423	95.49	Urban	363	81.94
Female	20	4.51	Rural	80	18.06
Total	443	100	Total	443	100
Age (In Years)	N	Percentage	Highest Qualification	N	Percentage
20 to 30	156	35.21	Undergraduate	36	8.13
30 to 40	141	31.83	Graduate	251	56.66
40 to 50	75	16.93	Postgraduate	131	29.57
50 to 60	71	16.03	Other	25	5.64
Total	443	100	Total	443	100

Work Life Balance of Employees:

Table 2 is presenting the work life balance status of sample employees. The results highlighted that maximum number of respondents (N=367, Percentage=82.84) are having average level of Work Life Balance whereas 17.16% respondents (N=76) are having good level of Work Life Balance. None of the employee is found to have bad level of Work Life Balance. As per the mean score (93.61) the employees working in manufacturing industry are having average level of Work Life Balance.

Table 2: Work Life Balance of Employees

Overall Work Life Balance	N	Percentage
Bad	0	0.00
Average	367	82.84
Good	76	17.16
Total	443	100.00
Mean Score	93.61	
Result	Average	

Relationship in Demographic Variables and Work Life Balance of Employees

It has been found that employees working in different manufacturing companies are having average level of work life balance. To identify weather there exist any relationship between Work Life Balance and demographic variables of respondents following hypothesis has been taken:-

H₀: There is no significant relationship between Work Life Balance and the demographic variables.

H₁: There is a significant relationship between Work Life Balance and the demographic variables.

To test this hypothesis the data of Work Life Balance was cross-tabulated according to the demographic profile of employees and then chi-square test was applied as presented in table 3. According to results the chi-statistic is significant for gender and qualification but it is not significant for gender and qualification, employees significantly affect their Work Life Balance.

Table 3: Chi-Square test results to measure relationship between Work Life Balance and the demographic variables

Demographic Variables	Overall Level of Work Life Balance			Chi-Square Value	p-Value	Significance	
	Average	Good	Total				
Gender	Male	357	66	423	15.898	0.000	Significant
	Female	10	10	20			
	Total	367	76	443			
Age (In Years)	20 to 30	131	25	156	5.928	0.115	Not Significant
	30 to 40	121	20	141			
	40 to 50	55	20	75			
	50 to 60	60	11	71			
	Total	367	76	443			
Area of Residence	Urban	302	61	363	0.175	0.676	Not Significant
	Rural	65	15	80			
	Total	367	76	443			
Qualification	Undergraduate	20	16	36	33.747	0.00	Significant
	Graduate	201	50	251			
	Postgraduate	121	10	131			
	Other	25	0	25			
	Total	367	76	443			

Level of Significance = 5%

As it was found that gender and qualification of employees affect their Work Life Balance so the table 4 is depicting the Work Life Balance level of employees according to aforementioned demographic variables. It is clear from the results that the Work Life Balance of female employees (99.50) is better than male employees (93.32). As far as qualification is concerned the undergraduate employees (101.08) are having highest level of Work Life Balance.

Table 4: Work Life Balance level according to Demographic Profile of Employees

Demographic Profile	Mean Score	
	Gender	Male
Female		99.50
Qualification	Undergraduate	101.08
	Graduate	92.97
	Postgraduate	92.76
	Other	93.60

Conclusion:

From this research following conclusions have been drawn:-

1. The employees working in the manufacturing plants of Rajasthan are having average of work life balance. So it is suggested to use measures to convert it into good level of work life balance.
2. Hypothesis testing results indicated that gender and qualification of respondents significantly affect their work life balance.

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