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WORK-LIFE BALANCE AMONG THE EMPLOYEES OF EASTERN CONDIMENTS PRIVATE LIMITED, THENI: AN EMPIRICAL STUDY

P. Masiyamoorthy¹ and Dr. M. Maruthamuthu²

¹Ph.D. Research Scholar, Periyar Institute of Management Studies,
Periyar University, Salem.

²Assistant Professor, Dept. of Busi. Administration,
K.S.R. College of Arts and Science, Tiruchengode.

ABSTRACT

The effective Work-Life Balance (Human Resource Management) policies are the main factors for the success of an organization on employees are balancing their work-life. In this study, aims to how employees are consider importance of their socio-economic background and their organizations work-life balance policies toward effective performance management on balancing their work-life. Quantitative data was collected using the non-probability self administered questionnaire that consist of questions with 5-point Likert scales distributed to our samples of 50 individuals. By using a Correlation and regression, it is found that, work-life balance policies and the factors influencing work-life balance are significant



to employees balancing their work-life. Base on the results, organizations work-life balance policies and their socio-economic values are helps to eastern condiments private limited employees' balancing their work-life consideration as this can be attributed to the way of life, attribute of higher authority conventionality.

KEYWORDS: Work-Life Balance, job satisfaction, motivational measures, job change, performance appraisal, welfare facilities, Work-Life Policies and Socio-Economic Background.

1.INTRODUCTION:

Changes in the social, political and economic fabric of societies have influenced and continue to influence both the nature of employment and its relationship to life outside work. In the 1970s the academic literature was awash with articles assuming the continuation of trends predicting huge increases in leisure time for the 21st century.

Work-life balance is innermost to debates about quality of working life and its relation to broader quality of life. Work Life Balance (WLB) initiatives are being carried out in response to the loyalty in the Social Partnership

Agreement Sustaining Progress, to consider widening access to family friendly initiatives.

WLB policies help workers to balance employment with their family life, caring responsibilities and personal and social life outside the work place. They include constitutional entitlements such as maternity and adoptive leave, force majeure, parental and careers leave, as well as non-statutory measures such as flexible working arrangements, employee assistance schemes and childcare.

1.2 Changing and Increasing Work Pressures

During the past, employees used to have fixed working hours or rather a 9 to 5 job from Monday to Friday. The frontier between the work and home has vanished with time. But

with globalization and people working across countries, the concept of fixed working hours is fading away. Instead of just 7 or 8 hours a day, people are spending as much as 12-16 hours every day in office. Professionals working in the BPO industry, Doctors and Nurses and especially IT professionals are the few examples who are facing the burden of the hazard constantly.

1.3 Effects of Imbalance

Constant struggle and effort to preserve a balance between the work and personal life can have serious implications on the life of an individual. Studies expose that the jobs are affecting and creating stress in their personal lives. The pressures of the work or personal life can lead to stress. Such situation can take a toll on the person's health both physiologically and psychologically. Heart ailments, cardiovascular problems, insecurity, poor concentration and even nervous breakdowns are becoming common among the victims of such imbalance.

1.4 Sixteen Ways to Encourage Work-Life Balance among Employees

Training

1. Management sustain for work-life balance is critical, and it must come from the top. Too often, the discernment that hard work is the only way to raise in a company keeps employees at the grindstone, working them into illness. Top executives can set examples of good work-life balances and build it known that the same is anticipated from rank-and file employees.
2. Surveys of employees' work-life issues can help a company recognize workers' needs and design suitable policies to meet them. Studies have shown that respect for work-life balance needs is high on employees' lists.
3. Set right of way for all work. When priorities are blurred, employees lean to overwork because they think that everything must get done at once. Setting priorities allows workers to agenda tasks over a reasonable period of time.
4. Train line managers to recognize signs of overwork. Supervisors can spot increasing error rates, absenteeism and signs of stress-related burnout more easily than anyone else in the organization. Workers who show these signs of a poor work-life balance can be referred to employee-assistance programs.
5. Seminars on work-life balance can help employees realize its importance and find ways to accomplish it. Such seminars teach employees how to better manage their workloads, abolish unproductive work habits, get adequate exercise and negotiate more flexible work conditions that meet their needs.

Flexibility

6. Flextime is one of the most useful tools in helping workers attain a good work-life balance. Companies should identify which jobs provide themselves to flexible work scheduling and execute formal policies for coordinating flexible schedules with an employee's supervisors and co-workers.
7. Telecommuting is a way for employees to work from home while taking care of a sick or dependent family member. It also cuts down on stress and unproductive time due to a commute. Studies have shown that telecommuters can be 30 percent more productive than their office-bound counterparts. Telecommuting can be a terrific recruitment tool as well.
8. Job sharing can keep two valuable employees busy while reducing work-related stress. In a job-sharing arrangement, two workers work part-time and share the workload of one job.

Time Off from Work

9. Encourage the use of vacation and sick-leave time. Supervisors should counsel employees to use their vacation and sick-leave benefits when signs of burnout or illness arise. Companies can implement use-it-or-lose-it policies to encourage employees to take time off when it is necessary.
10. A formal leave policy for employees with dependents recognizes and encourages the need to care for sick children or elderly parents.
11. Paid childbirth or adoption leave gives women and men the flexibility to keep their jobs while attending to a new addition to the family. This option is almost always cheaper than the alternatives of burnt-out employees or those who leave the company.
12. Limit how often employees take work home. The line between work and home lives tends to blur when employees regularly take work home. This practice should be monitored by management personnel, who should also develop plans for making sure that work gets done at the office instead of at home.

13. Some companies allow employees to take leave for community service. These firms recognize that employees obtain life satisfaction from work outside of their regular jobs.

Bringing Life to Work

14. "Bring-your-kids-to-work day" is a way to get employees' families concerned in their work lives. The opportunity to share a day of work with children is a benefit that many employees appreciate.

15. Sponsoring employees' family-oriented activities is another way to merge work and life. Sporting events, excursions to amusement parks, fishing trips and other family oriented jaunts are good opportunities to help employees strike a work-life balance.

16. Companies need to endorse their work-life balance policies year-round - not just in employee orientations and handbooks.

2. STATEMENT OF THE PROBLEM

A balance between work and life is believed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain gives rise to conflict and accordingly, people experience a lack of Work-Life Balance. Work-Life Balance policies help workers to balance employment with their family life, caring responsibilities and personal and social life outside the work place. However, studies that have attempted to assess work-life balance among employees in real life situation are only a few. The present study is an attempt towards this end.

3. RESEARCH OBJECTIVES

The main purpose aims at reflecting how socio-economic background and work-life balance policies will helps to employees are balancing their work-life in the eastern condiments private limited, Theni.

4. HYPOTHESES OF STUDY

H1: There is significant relationship between factors influencing work-life balance (namely Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies) and employees' work-life balance.

H2: To investigate the identifying factors influencing (namely Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies) the employees' work-life balance.

5. REVIEW OF LITERATURE

Meenakshi Gupta and Parul Sharm, (2010) revealed that the Quality of Work-life (QWL) program of joint labor-management cooperation to emphasize the need to take political factors into account during its application to municipal employees. QWL thinking stands at the confluence of two separate streams of thought: one to humanize the workplace and the other to improve productivity. In each of its necessary political relations with managers, union leaders, and media, QWL activity in the public sector distinguishes itself as more complex than private-sector efforts. At the time of writing, the city program has survived over four and one-half years since being proposed and three and one-half years since its tentative start-up. Managers, not unlike the public-sector manager featured earlier, have lent critical support to the QWL program at vital junctures. It was not always clear that these managers understood the possibilities of QWL for either the city or its employees, but they did respond to the positive reinforcement of good press and the negative reinforcement of possible bad press.

Santhi and Sundar (2012) suggested four types of work-life policies: 1. flexibility of working time; 2. flexibility of working place; 3. support with care responsibilities, and 4. informational and social support. Flexibility of working time includes reduces hours or part-time; flextime; compressed work-week; job sharing; compensatory time (extra time gets recouped); and leaves of absence. Flexibility of working place refers to teleworking that is working from another location other than the office. The support with care responsibility benefits encompasses child/elder care; child/elder care provider of referral service; financial support for

dependent care; emergency/sock child/elder care. Finally, the informational and social supports include support hotlines and support groups.

Grzywacz & Butler (2015) found that job with a multiplicity of resources enable work-to-family facilitation. Besides, individuals with high quantity of autonomy and variety of tasks, complexity and social skills reported higher levels of facilitation. Moreover, the strength of the association of job characteristics with work-family facilitation and conflict was significantly different, suggesting that those are different constructs with a different set of antecedents. Work-Life conflict that results from strain from a given role exists when this strain affects one's performance in another role.

6. RESEARCH METHODOLOGY

6.1 Research Design

Quantitative approach been used to develop hypotheses that consist of all the variables to empirically investigate the above statement via statistical technique. Due to adoption of quantitative approach, it is inevitable that the study will be carrying out causal research where the hypotheses formulated in earlier chapter consisting of all the variables will be empirically investigated using statistical technique such as tables and other statistical measurements to prove the cause and effect relationship between employees work-life balance and the independent factors, Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies.

6.2 Data Collection Methods

Primary Data

For this study, a questionnaire consisting nine main variables, work-life balance, and its factors like work-life balance policies, etc., is conducted by extracting sources from few established questionnaire. The questionnaire would be distributed to sampling amount of respondents in eastern condiments private limited, Theni to fill up and later be tested of the result using SPSS software.

6.3 Sampling Design

Non-Probability sampling technique is implemented to do survey in this research. Moreover, units of sample in this research are selected on the basis of convenience sampling. There are approximately 450 employees in this organization. Therefore, according to the formula used and the sample size in this research confined 50.

6.4 Questionnaire Design

The questions are designed by simple English and make Tamil meaning for illiterate people to reduce misunderstanding and uncertainties on the questions by the respondents.

This questionnaire consisted of three parts, section A is general information which consisted of nominal scale, ordinal scale, interval scale and lastly ratio scale. In section B, it consists of questions which have the impact on the work-life balance. In section C, it consists of questions of the impact on the work-life balance policies.

7. ANALYSIS RESULTS

Table 1 – shows CORRELATION between – Factors Influencing Work-Life Balance and Organizations Work-Life Balance Policies * Employees Work-Life Balance

| | | Work-Life Balance | Job Satisfaction | Motivational Measures | Guiding Employees in Job Change | Performance Appraisal | Welfare Facilities | Work-Life Balance Policies |
|---------------------------------|---------------------|-------------------|------------------|-----------------------|---------------------------------|-----------------------|--------------------|----------------------------|
| Work-Life Balance | Pearson Correlation | 1 | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | 50 | | | | | | |
| Job Satisfaction | Pearson Correlation | .888** | 1 | | | | | |
| | Sig. (2-tailed) | .000 | | | | | | |
| | N | 50 | 50 | | | | | |
| Motivational Measures | Pearson Correlation | .530** | .651** | 1 | | | | |
| | Sig. (2-tailed) | .000 | .000 | | | | | |
| | N | 50 | 50 | 50 | | | | |
| Guiding Employees in Job Change | Pearson Correlation | .705** | .764** | .645** | 1 | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | | | |
| | N | 50 | 50 | 50 | 50 | | | |
| Performance Appraisal | Pearson Correlation | .351* | .474** | .399** | .681** | 1 | | |
| | Sig. (2-tailed) | .012 | .001 | .004 | .000 | | | |
| | N | 50 | 50 | 50 | 50 | 50 | | |
| Welfare Facilities | Pearson Correlation | .341* | .257 | .172 | .295* | .003 | 1 | |
| | Sig. (2-tailed) | .015 | .072 | .232 | .038 | .981 | | |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | |
| Work-Life Balance Policies | Pearson Correlation | .294* | .211 | .044 | .083 | .061 | .193 | 1 |
| | Sig. (2-tailed) | .038 | .141 | .764 | .568 | .674 | .180 | |
| | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 |

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

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

7.1 DISCUSSION AND MAJOR FINDINGS

Table 2 – Summary of Results

| Hypotheses | Result | Supported |
|--|---------------------|-----------|
| H1: There is significant relationship between job satisfaction and employees' work-life balance. | p=0.000 (p<0.01) | Yes |
| H1: There is significant relationship between motivational measures and employees' work-life balance. | p=0.000 (p<0.01) | Yes |
| H1: There is significant relationship between guiding employees' in job change and employees' work-life balance. | p=0.000 (p<0.01) | Yes |
| H1: There is significant relationship between performance appraisal and employees' work-life balance. | p=0.012 (p<0.05) | Yes |
| H1: There is significant relationship between welfare facilities and employees' work-life balance. | p=0.015 (p<0.05) | Yes |
| H1: There is significant relationship between work-life balance policies and employees' work-life balance. | p=0.038 (p<0.05) | Yes |

H₁: There is significant relationship between the identifying factors and employees' work-life balance.

It is concluded from the above table-1 the obtained 'p' value is lesser than 0.05. The value indicates the Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies are positively correlated to employees' balancing their work-life and its p-values are lesser than 0.05 (p< 0.05). So, the null hypothesis is rejected; alternative hypothesis is accepted. Hence the proposed hypothesis-1 stated the identifying factors (namely Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies) are helps to employees' balancing their work-life is accepted. So there is positive significant relationship between employees' opinion about the identifying factors regarding employees' work-life balances on the basis of employees' balancing their work-life.

Table: 3 Factors Influencing Employees' Work-Life Balance in the Organization

| 4.8.1 Table 48: Results of the regression for hypothesis-33 | | | | | | | |
|---|---------------------------------|------------------------------|-------------|---------------------------|--------------------|-----------|-------------------|
| Model | | Un standardized Coefficients | | Standardized Coefficients | T | Tolerance | VIF |
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 17.390 | 3.898 | | 4.461 | | |
| | Job Satisfaction | -1.018 | .352 | -.388 | -2.892 | .616 | 1.624 |
| | Motivational Measures | -1.206 | .261 | -.816 | -4.620 | .355 | 2.815 |
| | Guiding Employees in Job Change | -1.074 | .291 | -.774 | -3.686 | .251 | 3.983 |
| | Performance Appraisal | -1.083 | .270 | -.800 | -4.018 | .279 | 3.578 |
| | Welfare Facilities | 1.153 | .192 | 1.877 | 6.008 | .113 | 8.821 |
| | Work-Life Balance Policies | 2.654 | 1.177 | .251 | 2.255 | .892 | 1.121 |
| Result of ANOVA for Model Fit | | | | | | | |
| Model | Sum of Square | Df | Mean Square | F | R | R Square | Adjusted R Square |
| Regression | 1007.580 | 6 | 167.930 | 7.891* | 0.724 ^a | 0.524 | 0.458 |
| Residual | 915.140 | 43 | 21.282 | | | | |
| Total | 1922.720 | 49 | | | | | |

a. Predictors: (Constant), Job Satisfaction, Motivational Measures, Job Change, Performance Appraisal, Welfare Facilities, and Work-Life Balance Policies

Dependent Variable: Work-Life Balance; *Significant at 5 percent level;
Source: Computed from Primary Data

The employees' work-life balance based on the acceptance of factors influencing employees' work-life such as job satisfaction, motivational measures, job change, performance appraisal, welfare facilities, and work-life balance policies along with the employees is defined in the hypothesis-2 taken up and its consequences are exposed in table-3 as an outcome of regression model was conceptualized. From the results, it can be inferred that the F value of 7.891 is found to be significant at 5 percent level and therefore, the hypothesis-2 is accepted. These results suggested that the employees' work-life depends on the identifying factors such as job satisfaction, motivational measures, job change, performance appraisal, welfare facilities, and work-life balance policies acceptance levels of the employees. Further, the adjusted R square value is 0.458 from the table-3 indicates that 45.8 percent of the work-life amongst the employees significantly depends on the existing identifying factors such as job satisfaction, motivational measures, job change, performance appraisal, welfare facilities, and work-life balance policies acceptance levels along with them. Also, the "t" values are 4.461 (constant), -2.892, -4.620, -3.686, -4.018, 6.008 and 2.255 corresponding to all the factors such as job satisfaction, motivational measures, job change, performance appraisal, welfare facilities, and work-life balance policies are found to be having significant influences on the model conceived.

9. IMPLICATION OF STUDY

The following suggestions emerge from the findings of the study so as to ensure work-life balance among the employees of Eastern Condiments Private Limited at Theni.

- Meeting and Training may be conducted during office hours so as to enable the employees to enjoy their own time and thus balance their work-life.
- Frequent changes in shifts and sudden allotment of shifts may be avoided. Overtime work even if less than 1 hour needs to be paid or compensated otherwise.
- Job sharing and support from colleagues at work may be encouraged further. The organization may think of offering holidays and day off with pay at least for regular workers. The organization may help the employees by providing needed referral services.
- The organization may think of providing relocation facilities and choice and telephone for personal use to their employees.
- The employees need to become aware of the policies of the organization with regard to work-life balance. The administration must take up the responsibility of generating awareness.
- The organization needs to incorporate the following policies in its broader work-life balance system such as, Careers leave, Career break, Pooling of leave entitlements, Paid paternity leave, Staggered return to work during pregnancy, etc.

10. LIMITATIONS OF THE STUDY

Time constraints, the responses may vary as some people did not want to come up with real answers, and the people were busy in their own work so they might not have given actual responses. Only selected employees' had been considered offering by that organization. Findings might vary according to the both of environment, income level; standard of living, etc. and all of those factors had not been considered separately. And like any other research the limitation of personal bias of respondents limits the scope of the study.

11. CONCLUSION

To illustrate this situation, the study carried out further investigation and countered the opposing result with supporting journals.

The study reveals that the employees of Eastern Condiments Private Limited at Theni, by and large are able to balance their work-life balance. The work does not seem to cause much worry, tiredness, feeling of depression, forgoing time spent with family members and stress related diseases among the employees.

However, there are certain aspects of work study based on the findings have made suggestions to remove the weaknesses and ensure work-life balance comprehensively among the employees. If these suggestions are adhered to by the organization it could certainly bring cent percent work-life balance among the employees. This would lead to increase in productivity and sustainability organization under study.

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P. Masiyamoorthy

Ph.D. Research Scholar, Periyar Institute of Management Studies, Periyar University, Salem.



Dr. M. Maruthamuthu

Assistant Professor, Dept. of Busi. Administration, K.S.R. College of Arts and Science, Tiruchengode.

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