

## **A STUDY OF WORK-LIFE BALANCE: CHALLENGES AND SOLUTIONS**

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### **ABSTRACT**

Work-life balance is considered to be important for both, business practice and academic research. The literature shows that work-life balance is a central issue affecting wellbeing, as family and work are the most important elements of everyone's life. Any competing demands of work and family life cause conflict and negatively affect the wellbeing of workers. This study focused on assessing the impact of work-life balance determined by work-family conflict and family work conflict on the wellbeing of individuals employed in the private sector in India. Wellbeing was measured by levels of family satisfaction, work satisfaction and psychological distress.

Quantitative research methods were used for the study, and a sample population was chosen amongst participants who were single and in a relationship, female and male, with and without children, by using a convenient sampling method. The questionnaire used contained existing scales where the Cronbach's alpha coefficients were above the recommended 0.7. Out of 190 distributed questionnaires, 114 were completed and returned, giving an overall returning rate of 60%. The data was analysed using IBM SPSS version 20. The study identified the existence of negative effects of poor WLB determined by high levels of work-family conflict and family-work conflict on family satisfaction. This study also confirmed negative effects of poor WLB due to high levels of work-family conflict on work satisfaction and psychological health. Negative impacts of family-work conflict on work satisfaction and psychological health were not supported. This study also showed that the main causes of workfamily conflicts were excessive

working hours and inflexibility of work schedule. It was recognised that employers can improve WLB by implementing familyfriendly initiatives such as flexi-time, time off in lieu, compressed working week, childcare support and eldercare support.

**Key words:** Work-life balance, Work-family conflict, Family satisfaction, Work satisfaction

## INTRODUCTION

In organizations and on the home front, the challenge of work/life balance is rising to the top of many employers' and employees' consciousness. In today's fast-paced society, human resource professionals seek options to positively affect the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. This article provides human resource professional with an historical perspective, data and possible solutions for organizations and employees alike to work-life balance. Three factors global competition, personal lives, family values, and an aging workforce present challenges that exacerbate work-life balance. This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work-life initiatives to gain a competitive advantage in the marketplace. Work-family: a term more frequently used in the past than today. The current trend is to use titles that include the phrase work-life, giving a broader work-life connotation or labeling referring to specific areas of support (e.g., quality of life, flexible work options, life balance, etc.) Work family conflict is the push and pull between work and family responsibilities. Work life balance is ability to manage resources to meet family and work demands so that individuals can show effective participation in both domains of life (Voydanoff, 2005).

Work life balance from the employee viewpoint: the dilemma of managing work obligations and personal/family responsibilities. Work life balance from the employer viewpoint: the challenge of creating a supportive company culture where employees can focus on their jobs while at work. Family-friendly benefits: benefits that offer employees the latitude to address their personal and family commitments, while at the same time not compromising their work responsibilities. Work-life balance is about effectively managing the juggling act between paid work and other activities that are important to us - including spending time with family, taking part in sport and

recreation, volunteering or undertaking further study. Research suggests that improving the balance between our working lives and our lives outside work can bring real benefits for employers and employees. It can help build strong communities and productive businesses. In a society filled with conflicting responsibilities and commitments, work/life balance has become a predominant issue in the workplace. Three major factors contribute to the interest in, and the importance of, serious consideration of work-life balance: Global competition; renewed interest in personal lives family values; and an aging workforce.

The present study is focused on the employees of the manufacturing unit located in Dehradun and Haridwar districts of Uttarakhand. A well-designed questionnaire consisting four variables viz. work life balance, impact on family life, compensation factors and suggestions for work life balance, comprises of twenty-seven items along with demographic information is used. Research suggests that forward-thinking human resource professionals seeking innovative ways to augment their organization's competitive advantage in the market- place may find that work-life balance challenges offer a win-win solution.

## **REVIEW OF LITERATURE**

Joanna Hughes, Nikos Bozionelos (2015) purpose is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work life balance and withdrawal behaviors, including turnover and non-genuine sick absence.

Kanwar et al. (2014) stated about work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. Job satisfaction was higher among the male employees in comparison to the female employees. Interestingly, the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group. Reveal that while

work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction

Yadav et.al (2013) found that respondents reported average level of work life balance and are generally happy with their working arrangements. The findings of the study reveal that balancing care and work affects career progression. Manager's act as barriers to members achieving appropriate work-life balance and considered WLB is an important determinant of intrinsic aspects of job satisfaction. Most of the employees enjoy the job and feel comfortable at their work place. According to studies; it has been found that it is important for employees to maintain a healthy balance between work and their private lives.

S. Padma et.al (2013) have highlighted the role of family support in balancing personal and work life and found that the present study show that the support from family members will play a significant role in balancing Personal and Professional lives. Employees who have adult children can easily balance than those with younger age kids. Similarly employees who need to take care of elder parents/in-laws health responsibility have lesser work life balance than their counterparts. The study concluded that lower balance may lead to higher absenteeism, lower job satisfaction and sometimes may turn to higher employee attrition. Organizations with cooperative work culture may help them to bring a suitable balance in their professional and personal life.

K. Santhana et.al (2013) highlighted that four factors marital status, working hours, requirement of flexibility, additional working hours and over time distort the work life balance. This is more unique in the case of married women, as any additional working hours at the organizational level deny them the time required to attend to the children and the other dependents. Among the factors classified in to components, the above factors alone influence more than 38% of work life balance. The study further reveals that three factors, viz., number of dependents, childcare and reason for overtime i.e. work life balance of married women gets affected with the number of dependents at home. This is worsened by the number of small children who need to be cared for and tended [i.e., larger the dependents lesser is the balance and vice versa, the supportive functional head can always help to minimize the work life balance related consequences.

Jain (2013) have done a comparative study of work life balance among CA, Doctors and Teachers found that working condition, time management and family support, role expectation is the most influencing factor which creates work-life balance among professionals. The researcher also found that work-life imbalances impact job satisfaction level of Professionals. The findings of study reveals that there exists a difference of Work Life Balance among CA, Doctors., and Teachers and this difference is also visible across the family and job status.

V. Madhusudhan et.al (2013) have identified the factors responsible for work life balance and extracted that dependents, time flexibility, role clarity, co-worker support, family culture, working hours and head support are responsible for work life balance. Management has to concentrate on time flexibility, role clarity, co-worker support, working hours and head support for managing work life balance.

G. Kanthi (2013) has found that a good number of respondents expressed positively or confident enough to balance their routine work smoothly/comfortably. Due to some economic, family problems, inefficiency, lack of commitment some of the respondents expressed their inability to balance their work. The research reveals that long working hour, compulsory overtime, insisting more stress related job activities, non- flexible and closing time and other factors partially influencing the employees in form of absenteeism, turnover, frustration, low morale and motivation which leads to imbalance of both work and life. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal.

Pandu., *et al* (2013) analyzed work-life balance of professional women among IT and ITES based on demographic information, work load, work environment, feelings about work, family dependants and absence from work. The sector wise regression analysis demonstrated that feelings about work, family dependants and absence from work are the strong contributors for a sense of balance for an employee. However, no significant relationship has been obtained between work environment and work life balance.

Madipelli. *et al* (2013) in their research on factors causing work-life imbalance among school teachers showed that most of the teachers feels stress with too many work demands, working conditions and long working hours. The multiple roles played by women at work place and home reflecting boredom, frustration and stress lead to work-life imbalance. Marital relationship, attitude, co-operation of husbands and family members are highly influencing factors which create imbalance among working women.

The study of Ajith. *et al* (2013) on work-life balance for role prioritization of IT employees showed that the employees were able to fulfill their professional and personal commitments at the same time, because of better work-life balance policies. The relationship between work-life balance policies and role prioritization was significant. The study was conducted on variables like travelling time, depression, temper, work etc., to know the relation between work-life balance and stress management.

KumariLalita (2012) commented that each of the WLB factors such as Psychological distress, organizational changes, working hours, managerial style, job responsibilities, work overload, work life conflict and personal financial problems etc. have been proven to affects or are predictive of job satisfaction. It can also be concluded from the data, that the overall WLB policies positively correlates significantly with level of job satisfaction which shows that job satisfaction increases with the increase in work-life balance. The results also indicated a shift in perceptions about work-life balance and job satisfaction. In the past, employees often found it more difficult to maintain balance due to the competing pressures at work and demands at home.

V.Varatharaj *et.al* (2012) found that work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Researchers have noted that the majority of the respondents feel comfortable in their work place irrespective of their trivial personal and work place irritants. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives.

According to Fatima et.al (2012) factors affecting work life Balance are partner support, colleague support and job resources are positively associated with the work life balance whereas unfair criticism at job is negatively associated with work life balance. The study reveals that with reference to partner support male employees are more satisfied with work life balance as compared to females. It is found that female employees felt more work life strain due to child care responsibilities, and it is further noticed that elder dependency is doubling the burden of women than men.

Tariq (2012) studied the considerable knowledge related to the theory and practices of Work-life balance from extensive meta-analysis of literature found that work-life balance is both important for the organization and for its employee's particularly in current dynamic organizational scenarios. It helps the organization to improve productivity, efficiency, competitiveness, morale and hence gain a competitive edge. Similarly employees are benefited from work-life balance initiatives through increased motivation to work, enhanced satisfaction, empowerment and ultimately more commitment to the organization.

Thriveni et.al (2012) studied the impact of demographic variables on work-life balance revealed that there is a significant relationship between all demographic variables - age, experience, marital status, income, type of family, number of dependents and perception of work-life balance of employees. This shows that there is a significant relationship between demographic variables and work life balance.

Santhi and Sundar (2012) in their study of work-life balance of women employees in IT21 industry analyzed that programs implemented by IT firms of Chennai satisfy different categories of employees differently. Data were collected from 350 women employees working in various IT companies. The study measured the satisfaction levels of the respondents across various work-life balancing parameter. 55% of the employees were highly satisfied with the current work-life initiatives.

Ignacia Levy (2012) in his study of working mothers and their perceived work-life balance showed that the age of the children is not that significant but the child-care support remains an

important factor in determining perceived work-life balance. The study also highlighted another parameter called role conflict having negative impact on work-life balance.

Chawla and Sondhi (2011) in their survey conducted among teachers and BPO women professionals revealed that job autonomy and organizational commitment are in positive relation with work-life balance. The study indicated that the more proactive schools/BPO companies which value the contribution of a committed and contributing human resource will need to provide more autonomy to sustain their employee's work-life balance. While work load and work family conflict indicated negative relation with work-life balance.

Murphy & Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way, because personal circumstances influence the way this is perceived. Long hours and presenteeism form "part of job" when accepting a role at higher level. However, modern technology has helped this to some extent by allowing senior managers to be accessible instead of having to be present in office.

Albertsen et.al (2008) studied the relationship between work hours and worklife balance and found a strong association between larger numbers of work hours and lower levels of work life balance amongst women. For men, the results were less conclusive, while for gender-mixed groups, an association between overtime work and lower levels of work life balance was strongly supported. It was found that nonstandard work hours had a negative influence on work life balance and some evidence suggested that it had a negative influence on children's well-being and on marital satisfaction.

Dessler (2006), unlike many men, women must also make the 'Career versus family' decision since the responsibilities of raising the children and managing the household still fall disproportionately on women. Balancing work and family life becomes a challenge for women.

The behavior and attitude of management play's significant role in work-life balance. Bradley.L et.al(2006) revealed factors influencing work-life balance from management perspective like negotiated time off for personal reasons, ad-hoc arrangements for dealing with emergencies are

key strategy for employee engagement, satisfaction, commitment and achieving work-life balance.

Jane et.al (2004) have explored relationships between work-life balance, work non-work conflict, hours worked and organizational commitment concluded that, although graduates seek work/life balance, their concern for career success draws them into a situation where they work increasingly long hours and experience an increasingly unsatisfactory relationship between home and work. The article discusses the causes and potential consequences of this predicament and in particular how work non-work conflict is linked to hours worked the state of the psychological contract and organizational commitment. It highlights the role of organizations' policy and practice in helping to manage the relationship between work and non-work and the development of organizational commitment through support for younger employees' lives out-of-work and effective management of aspects of the psychological contract.

Hymans & Summers (2004) found major problems associated with practical implementation of work-life balance i.e. unevenness of adoption across different sectors and organizations, lack of formalization of policies at organization level, restricted employee's voice, primary focus on business needs than on employees, no evidence of reduction in working hours, tangible and intangible work interruptions into domestic life. Finally, domestic responsibilities are still conducted primarily by women irrespective of their employment status.

Varuhas.J.et.al (2003) analyzed that the most significant factor affecting work/family balance appears to be organizational culture of firm. In general, if organizational culture is not in fact family friendly measures will have little effect.

From the above studies, it has been found that measurement of work-life balance and implementation of work-life balance policies is required in meeting the needs and desires of individuals in profession as well as personal life.

## **RESEARCH METHODOLOGY**

### ***Objective of the Study***

Following are the objectives of the study:

1. To study the relationship between work-life balance and various demographic variables.
2. To study the influence of work-life balance on the family life of the employees
3. To study the impact of compensation factors on the work-life balance of employees.

### ***Research Design***

A research design is the comprehensive blueprint used to guide a study towards the objectives. The descriptive research design also known as statistical research is adopted for the present study. Under descriptive research, the survey research is chosen, which implies that the information gathered with the help of a well-designed structured questionnaire.

### ***Sampling***

The sampling covered the employees from manufacturing units located in Dehradun and Haridwar districts of Uttarakhand state. Simple random sampling is used for collecting the primary data through the structured questionnaire.

### ***Data Collection***

The data collection is the key task in the research methodology, for any study. The data can be collected by using two sources, namely secondary sources and primary sources. The primary data are collected for the first time and unique in character. The primary data is collected with the survey technique, using questionnaire. 190 questionnaires were distributed among the employees of manufacturing units in Dehradun and Haridwar district, of Uttarakhand. Out of which 114 were completed and returned which were used for statistical analysis. The secondary data is collected from several sources such as websites, magazines, books, dailies, and research reports, national and international journals, related to the subject under study.

## **ANALYSIS OF DATA**

### ***Demographic Variables***

Demographic variables state the frequency and percentage of the respondents for each of the descriptive such as gender, age, education, occupation of employees, marital status, through Table-1, used to analyse the demographic profile of the respondents. The Table-1 demonstrates that around sixty-three percent respondents are male and thirty-seven percent respondents are female, where maximum respondents around fifty-five percent fall in the age group of 30-40 years. The sample is almost equally distributed among married i.e. fifty-one percent and unmarried i.e. forty-nine percent. It can also be seen that twenty-two percent of the respondents are graduate and fifty-five percent of the respondents are post-graduate and twenty-three percent of them has higher degree as well. Majority of respondents approximately forty-five percent of the respondents has total working experience of 5-10 years. It was also found that the monthly income of majority of respondents is below rupees fifty lakh.

**Table-1 Demographic Distribution**

<b>Variables</b>	<b>Frequency (N=114)</b>	<b>Percentage</b>
<b><i>Gender</i></b>		
Male	72	63.2
Female	42	36.8
<b><i>Age (Years)</i></b>		
20-30	35	30.7
30-40	63	55.3
40-50	5	4.4
50-60	11	9.6
<b><i>Educational Qualification</i></b>		
Intermediate	0	0
Graduate	25	21.9
Post Graduate	62	54.4
Higher Degree	27	23.7
<b><i>Total Experience (Years)</i></b>		
Less than 5	30	26.3
5-10	52	45.6
10-15	16	14.0
15-20	10	8.8
More than 20	6	5.3
<b><i>Marital Status</i></b>		
Married	58	50.9

Unmarried	56	49.1
Divorcee	0	0
Widow	0	0
<b>Monthly Income</b>		
Below 50,000	62	54.4
50,000-1,00,000	47	41.2
1,00,000-1,50,000	5	4.4
Above 1,50,000	0	0

### ***Descriptive Statistics***

The descriptive statistics shows the Mean value, Standard Deviation, Standard Error of all the responses collected from the employees of manufacturing units using structured questionnaire. The Table-2 depicts that the mean value and standard deviation for various variables. Work life balance having six items shows 19.263 as mean and 2.826 as its standard deviation. Impact on family includes seven items, has 23.798 as its mean score and 4.555 as standard deviation. Compensation factors consisting of four items shows the mean score 9.07 and standard deviation 3.018. Another variable, work life balance solution consisting of eight items has 27.544 as its mean score and 3.405 as its standard deviation. The data was checked for normality by comparing the skewness and kurtosis of the interval scaled items and it was clear from the table that there are no items which fall outside the required range (between +3 and -3), thus, it was determined that all items had normal distribution.

**Table-2 Descriptive Statistics**

	N	Mean	Std. Dev.	Std. Error	Skewness	Kurtosis
					Statistics	Statistics
Work Life Balance	114	19.263	2.826	0.265	0.014	-1.336
Impact on Family	114	23.798	4.555	0.427	-0.230	-0.976
Compensation Factors	114	9.0702	3.018	0.283	0.307	-0.649
Work Life Balance Solution	114	27.544	3.405	0.319	-0.296	-0.433

### ***Reliability Analysis***

Reliability analysis refers to the fact that a scale should consistently reflect the construct it is measuring. Cronbach's alpha is the most common measure of internal consistency or reliability and commonly used when there is multiple Likert questions are used in questionnaire. The results of the alpha coefficients for the questionnaire are presented in Table-3.

**Table-3 Reliability Statistics**

Dimensions	No. of Items	Cronbach's alpha
Work Life Balance	6	0.720
Impact on Family	7	0.701
Compensation Factors	4	0.814
Work Life Balance Solution	6	0.745

The result of Cronbach's alpha Test illustrates that overall reliability of the questionnaire consists of four variables and twenty-seven items is 0.711, which is acceptable as the value of Cronbach's alpha is greater than required 0.7 George and Mallery (2003).

### **ANOVA**

ANOVA is a technique used to see the significant relationship between the independent variable and dependent variable.

In order to study the impact of various demographic variables on work life balance following null-hypotheses are framed and tested for ANOVA.

**H<sub>01</sub>: Gender of employee does not have any significant impact on perception to Work Life Balance.**

**Table-4: ANOVA for Gender and Work Life Balance**

WLB	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	46.320	1	46.320	6.062	0.015
Within Groups	855.786	112	7.641		
Total	902.150	113			

ANOVA was used to find out the impact of gender on the perception of work life balance. Results illustrated in Table-4 shows the significant (2-tailed) value as  $0.015 < 0.05$ , at 95% confidence intervals for the group variance to be treated as unequal. Hence, the null hypothesis was rejected and it was inferred that there is significant impact of gender on the perception of work life Balance.

**H<sub>02</sub>: Age of employees does not have any significant impact on perception to Work Life Balance.**

**Table-5: ANOVA for Age and Work Life Balance**

WLB	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	104.870	1	34.957	4.823	0.003
Within Groups	797.235	112	7.248		
Total	902.105	113			

Table-4 demonstrates that since  $p < 0.05$ , null hypothesis was rejected at 5% level of significance. Thus we can say that employee's perception to balance between work and life varies with their age. Results illustrated in Table-5 shows the significant (2-tailed) value as  $0.03 < 0.05$ , at 95% confidence intervals for the group variance to be treated as unequal.

**H<sub>03</sub>: Educational qualification of employees does not have any significant impact on perception to Work Life Balance.**

**Table-6: ANOVA for Educational Qualification and Work Life Balance**

WLB	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	35.637	2	17.818	2.283	0.007
Within Groups	866.468	111	7.806		
Total	902.105	113			

The result in Table-6 depict that at 95% confidence intervals for the groups,  $p < 0.05$  ( $.007 < 0.05$ ), hence, null hypothesis H<sub>03</sub> is rejected and it can be concluded that education qualification of employees influences his/her perception towards the work life balance.

**H<sub>04</sub>: Marital Status of employees does not have any significant impact on Work Life Balance.**

**Table-7: ANOVA for Marital Status and perception to Work Life Balance**

WLB	ANOVA				
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	79.983	1	79.983	10.896	0.001
Within Groups	822.123	112	7.340		
Total	902.105	113			

The result in Table-7 illustrates  $p < 0.05$  ( $.001 < 0.05$ ), that at 95% confidence intervals for the groups, therefore, null hypothesis is rejected and inferences can be drawn that marital status of employees influences their perception towards the work life balance.

**H<sub>05</sub>: Income of employees does not have any significant impact on Work Life Balance.**

**Table-8: ANOVA for Income and perception to Work Life Balance**

WLB	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	76.534	2	38.267	5.145	0.007
Within Groups	825.572	111	7.438		
Total	902.105	113			

Table-8 shows that null hypothesis  $H_{04}$  is rejected, as the value of  $p < 0.007$  is less than the required significant value, at 95% confidence intervals. Hence, it can be concluded that monthly income of the employees has a significant impact on the perception to work life balance of respondents.

**$H_{06}$ : Work Life Balance does not have any significant impact on the family life of employees.**

**Table-9: ANOVA for Work Life Balance and Impact on Family**

FAM	ANOVA				
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	16.8851	7	229.836	33.123	0.000
Within Groups	735.508	106	6.939		
Total	2344.360	113			

The Table-9 shows that the F ratio for impact on family life, which came out to be  $F(7,106) = 33.123$ , which is highly significant with  $p = 0.000$ . Since  $p < 0.05$ , there exists a significant impact work life balance on the family life of the employees. As a result, null hypothesis  $H_{06}$  is rejected.

**$H_{07}$ : A Compensation factor does not have any significant impact on the work life balance.**

**Table-10: ANOVA for Work Life Balance and Impact on Family**

FAM	ANOVA				
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	512.166	14	36.583	9.288	.000
Within Groups	389.939	99	3.939		
Total	902.105	113			

The Table 8 shows that the F ratio for impact on family life, which came out to be  $F(14,99) = 9.288$ , which is highly significant with  $p = 0.000$ ,  $p < 0.05$  as a result, null hypothesis  $H_{07}$  is

rejected. This depicts that compensation factors has a very significant impact on the work life balance of employees.

### **CORRELATION ANALYSIS**

**Table-11: Correlation Analysis**

		<b>WLB</b>	<b>FAL</b>	<b>CF</b>
WLB	Pearson Correlation	1	-.725**	.636
	Sig. (2-tailed)	.000	.000	.000
	N	114	114	114
FAL	Pearson Correlation	-.776**	1	.352
	Sig. (2-tailed)	.000	.000	.000
	N	114	114	114
CF	Pearson Correlation	.636	.352	1
	Sig. (2-tailed)	.000	.000	.000
	N	114	114	114

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

The Table-11 shows the correlation analysis between work life balance (WLB), impact on family life (FAL) and compensation factors (CF). The analysis illustrates the negative correlation between work life balance and its impact on family life ( $r = -.725$ ). It depicts that if the work life of employees is imbalanced, it will create negative impact on the family life of employees as well. Results also demonstrate that there is strong and positive correlation between work life balance and compensation factors,  $r = .636$ . This shows that compensation factors have strong influence on the work life balance of employees. The results also a positive correlation,  $r = .352$  between compensation factors and its impact on family life.

### **Solutions for Balanced Work-Life**

In the questionnaire, few factors influencing balanced work life of employees were given, and respondents were asked to rank them on the Likert scale from strongly agree to strongly disagree.

**Table 12- Suggested solutions for Balanced Work Life (%)**

<b>Sl.</b>	<b>Items</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	Work Environment	31	52	31	0	0
2	Flexible working hours	27.2	50.9	17.5	4.4	0
3	Technology	19.3	53.5	13.2	14	0
4	Positive Relations with Superiors	45.6	36.8	13.2	4.4	0
5	Support from Spouse	54.4	32.5	13.2	0	0

6	Spending quality time with family & friends	36	51	27	0	0
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The Table-12 illustrates that variable such as work environment; flexible working hours, technology, interpersonal relations with superiors, support from spouse and spending quality time with family and friends plays a very important role in their work life balance. The result demonstrates that eighty-three percent of the respondents believe that working environment has a significant role in balancing their work life. Around fifty-one percent of the respondents strongly agree that flexible working hours are very important for balanced work life and twenty-eight percent respondents strongly agree to it. Respondents also agree that technology is also very significant in balancing their work life. Positive relationship with superiors also helps in balancing work life of the employees, around forty-six percent respondents strongly agree and around thirty-six percent agrees to it. Eighty-seven percent respondents believed that support from their spouse has a very significant impact on work life balance and eighty –seven percent respondents accept that spending quality time with family & friends influence on work life balance.

#### **DISCUSSION & CONCLUSION**

In the light of the present research, it is evident that issue of work-life balance is persistent because of various factors such as work culture/environment, HR policies, job insecurities, compensation packages and so on. Employees undergo severe stress while balancing their work and personal life, which influences their performance not only in their work place but on domestic front as well. Employee should set the goal and excel in both career and family, to achieve balanced work-life (J. Sudha et. al, 2012). It involves the efforts of a number of partners like the employee, the organization for which the employee works, family, friends and the society in which all are embedded. Sharma & Bajpai (2013) found that age, marital status, no of dependents has high impact on work-life balance in their study, which affirms the findings of the study that various demographic variables such as gender, age, marital status, educational qualification and income of the employees has a significant impact on work life balance.

In past few years, personal and family lives have become critical values for the individuals. Employees are not willing to ignore their family and personal life, for the sake of work. Over time, workforce has begun to change the working time and willing to spend every hour as

working to learn and to manage the complexities of modern living, so that the personal and professional life can be balanced. The present study also support the notion that work life balance has a very strong impact on the family of the employees. Consequently, people are looking for options that allow for both a personal and professional life, which may seek ways to have a balance between the two. Clarke, Koch and Hill (2004) stated that WLB is equilibrium or maintaining overall sense of harmony in life. It was also revealed from the study that compensation factors such as salary and monetary benefits have a strong influence on the work-life balance. Higher the employees are satisfied with their salary packages, more will be the efforts to maintain the balance between work and life.

The present study reflects that the employee-driven solutions for balancing work-life, will help organization to design and implement work-life balance policies. It will help to reduce overtime, stress, and workloads on the work front and increase flexibility and family and leisure time on domestic front. Organisations have to take the challenge of WLB seriously, as it affects their professional success and personal well-being. Welfare of employees and their satisfaction should be the topmost priority of the organizations.

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