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**AN EMPIRICAL ANALYSIS OF FACTORS AFFECTING WORK LIFE  
BALANCE**

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**INTRODUCTION**

Nowadays, most companies do agree that engaged employees – those willing to ‘go the extra mile’ – can have a very strong effect on the success of a business and so are seeking effective techniques that will allow them to build engagement. In today’s knowledge economy employees today are looking for: opportunities to learn and improve their skills and to have an open valve for imagination, creativity and ideas; senior management interest in employee wellbeing; and to work for an organization with a reputation as a good employer. Research shows that organizations that provide a workplace culture with the psychological conditions of meaningfulness (job enrichment, work-role fit), safety (supportive manager and co-workers) and availability (resources available) are more likely to have engaged employees. Work-life balance is increasingly important for engagement and affects retention. By being aware of the unique needs of diverse groups, as well as by recognizing individual differences within these groups, HR can better understand the challenges of increased diversity in the organization's workforce (e.g., different generations, more females) and work toward designing and implementing work-life balance policies and practices to engage diverse employee groups. Many businesses are concerned about increasing employee engagement during this time of financial uncertainty. One might think that the economic downturn and the job insecurity it brings would translate into increased employee job focus and engagement.

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Work-Life Balance that is considered as a state of well being to handle multiple responsibilities has become a critical factor for bringing individual and organizational success. Work-Life Balance is best achieved when an individual's right to a fulfill life, both inside and outside paid work, is being accepted and respected as the norm, to the mutual benefit of the individual, business, and society. A balanced life conceives of work and family as mutually reinforcing. Organizations, aware of the positive implications of balanced life, have begins considering family experiences as part of what workers bring to their workplace to enrich their contributions to work and organizations. In fact, Work-Life Balance brings greater effectiveness to all aspects of life. Employees work better when they find adequate time out of their work schedule, for family and personal interests. From the employees' viewpoint, Work-Life Balance is an effective resolution of the dilemma of managing work obligations and personal or family responsibilities. From the employers' viewpoint, Work-Life Balance poses the challenge of creating an organizational culture supportive of the family needs of the employees so that the employees can focus better on their jobs while at work. When an employer adopts policies favorable to Work-Life Balance, it is likely to be perceived by the employees as a huge incentive that motivates them as much as other considerations like additional remuneration or provision of training opportunities. Results of various researches indicate that employees are no longer interested in devoting their entire time to their work or profession. They are becoming increasingly conscious of the outcomes of a healthy life as well. Good employers are fast realizing that it would be very difficult for them to attract, retain, and develop manpower unless they try to integrate work and life of the employees effectively. In fact, many studies have shown that the employees nowadays seem to value the quality of life more than the amount of salary they get. They also suggest that people want to have more control over their work and accord more meaning to it. They want a better Work-Life Balance. Chalofsky (2003) points out that the best employers are not great because of their perks and benefits, but because of their organizational culture and policies that promote meaningful work, and a nurturing as well as supportive workplace. These developments strengthen the search of companies for better ways of accommodating some of the expectations of the employees with regard to both family and professional lives. These policies apply to all workers, not just working parents, and their presence or absence in an organization may have an effect on those facing a crisis pregnancy, particularly in judging their own ability to combine both work and family life. Some of the terms

used in the literature on Work-Life Balance are not commonly used or may be unfamiliar, thus explanations and definitions are given below:

**WLB:** Work-Life Balance also referred to as Family Friendly Work Arrangements (FFWA), and, in International literature, as Alternative Work Arrangements (AWA).

**V-Time:** It is voluntary overtime to meet production needs, extra hours are 'banked' and taken as time off or as extra pay. It differs from flexi time where starting and finishing times are staggered, and could mean reduced or increased weekly working hours over a period of time.

**Zero Hours Contract:** It is a flexible contract that does not specify the amount of time a worker will spend per year on their employment, leaving it open to meet demand.

**E-Working:** It is the term used to describe flexible working that can be done from any location using technologies such as laptops, wireless internet connection and mobile phones.

**Teleworking:** This is used where the location is flexible by using technologies to complete work - this allows work to be done from home; also known as Teleworking.

**Term-Time Working:** When the parents are allowed to work only during school term times, with all school holidays off it is called Term-Time Working. Payment can be calculated either by usual payment, with no payment during holidays, or salaries can be spread out across the year.

Thus, Work-Life Balance is now the term of choice. Work-Life Balance policies are often referred to in practice as 'flexible working', and include the following different ways of working: Part-Time Working, Job Sharing, Flexi-Time, Term-Time Working, Shift Working, Annualized Hours, Compressed Hours, Teleworking / e-Working, Home Working, Career Breaks, Study Leave, Zero Hours Contracts, V-Time.

The general aim of such working time policies is to strike a balance between employment and domestic commitments that is equitable and beneficial to both employer and employee. As will be outlined below, these policies have achieved their goals to varying degrees. The most successful of these policies are those that have been implemented after a consultation process between employer and employee. In the Irish context it can be seen that the public sector has espoused the greatest commitment to and implementation of Work-Life Balance policies, a finding that is common to other countries also. Family friendly measures are those that support or assist employees in managing the dual responsibilities of work and family life. However Work-Life Balance extends the concept to all employees, regardless of family status, in seeking a better balance, and healthier lifestyle, in work and non-work life. These confirm that men, as

well as women, want to work less in order to have more time for themselves, their own activities and (where relevant) to be able to devote more time to their children.

## REVIEW OF LITERATURE

**Friedman and Greenhaus (2000)** argued that conflict between work and family had real consequences. It significantly affected the quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work-role, and the need to choose between two apparent opposites an active and satisfied career, or marriage, children, and a happy family life.

**Dawson et al. (2001)** concluded that the costs of introducing Work-Life Balance policies were relatively direct and easy to measure, the benefits were often more difficult to identify and measure. As not all the benefits might have identified or measured, the net impact of these policies was often regarded as negative. There was considerable evidence that extended working hours had generated a number of negative externalities for all staff, employers and employees. Extended hours of work were linked to a number of health problems including heart problems, high blood pressure, gastrointestinal disorders, psychological well-being and circadian disruption. The business or enterprise bears some of the cost through sick leave. An unbalanced share of the cost might be borne by the worker and the taxpayers who fund health and other social services. They also reviewed of the impact of long work hours; also review how the consequences of long work hours impact on the workplace.

**Dex and Schiebl (2001)** found that organizations offered parental leave enjoyed above average labor productivity, and that the provision of flexible work hours and telework was associated with reduced turnover.

**Hogarth et al (2001)** highlighted the fact that the most common form of flexible work arrangement was changes in working hours, such as part-time working or flexi time. While a significant proportion of firms also offer short duration special leave arrangements (e.g. to care for a sick child), the possibility of job sharing and term-time working were far less common (6% and 7% of firms).

**Sullivan and Gershuny (2001)** suggested that the time squeeze might be limited to specific groups, for instance, dual earner couples with dependant children and lone parents. The number

of activities engaged in simultaneously had increased and leisure activities involve greater effort and expenditure, perhaps reassured in a perception of greater time pressure.

**Pohlen and Kean (2002)** concluded from a survey of the employees of 25 organizations. They found a clear relationship between the Work-Life Balance policies on offer, employee's intentions to leave and actual turnover rates. Their study suggested that the Work-Life Balance policies have a small overall net positive effect on staff turnover rates. The study was harder to assess because we have not access to the study methodology but the results were consistent with the international literature. There was considerable evidence that extended working hours have generated a number of negative externalities for all staff, employers and employees.

**Steinberg et al. (2002)** argued that it was the attitudes, skills and behaviors of line managers that ultimately determine the success of flexible working arrangements. However, based on findings from a number of organizational case studies, the Roffey Park researchers suggested that the existence of family friendly working arrangements in itself does not create difficulties and resentment within organizations. Rather, in situations where there was already under-staffing, excessive workloads and last minute, unpredicted tasks, the existence of family friendly working arrangements was likely to exacerbate the situation.

**Yeandle et al. (2002)** found that managers perceived that Work-Life policies projected a good image to potential new recruits. Because mothers tended to use part-time work to combine care responsibilities with paid employment, organization, which provides part-time working opportunities, could be more successful at recruiting women.

**De Cieri et al. (2005)** described about some of Work-Life programs include, part-time work, job sharing, working from home both occasionally and full-time, and allowing leave for education or family matters While some of the reasons include poor communication about program availability and improper implementation, other factors include fear of how participation will affect an employee's career.

**Lee-Gosselin (2005)** suggested that many employers were not entirely 'committed' to Work-Life Balance practices, citing evidence such as not exceeding the minimum obliged by law, providing such practices to only a select number of employees, limited information about the availability of such practices and ignoring employees' 'real' needs.

## **RATIONALE OF THE STUDY**

'Work-Life Balance' is a self-defined state that lets a person efficiently manage several responsibilities at work, at home and in the immediate community circle without guilt, stress or feelings of regret. It is all about the need for individuals having complete control over their work, i.e., deciding when, why, where and how to work. Finding these pressures encroaching into their private life and time, they are unable to do anything about it and are finally squeezed out.

- A major challenge of balancing the competing demands of work and family was not new. But the amount of research being conducted on the topic is an indication of its importance to both organizations and individuals today.
- Problem Statement

Study about management of Work Life Balance of employees In Academic Institutions.

### **Objectives of the Study**

- To study the evolutionary pattern of Work-Life Balance from the extant literature and the management of employees of academic institutions toward work life balance.

### **Data Collection**

The study focuses on Work Life Balance of employees of academic institutions and the data is collected by questionnaire. All the data used in the study is primary. The data used in introduction and review of literature is secondary.

However the following sources are considered for information gathering for introduction and review of literature:

- Journals, Articles and Reports
- Magazines
- Various other sources mentioned in the reference

### **Research Hypothesis**

H<sub>01</sub>: There is no significant impact of gender toward management of Work Life Balance of employees in academic institutions.

H<sub>02</sub>: There is no significant impact of the types of institutions toward management of Work Life Balance of employees in academic institutions.

### **Data Analysis**

Various Statistical tools have been used in order to analyze the collected data such as mean, percent, frequency, Chi square, Anova and Charts with the help of a Leading Statistical Package (SPSS).

### Limitations of the Study

Time period for the research is very short.

- Respondent do not give positive response.

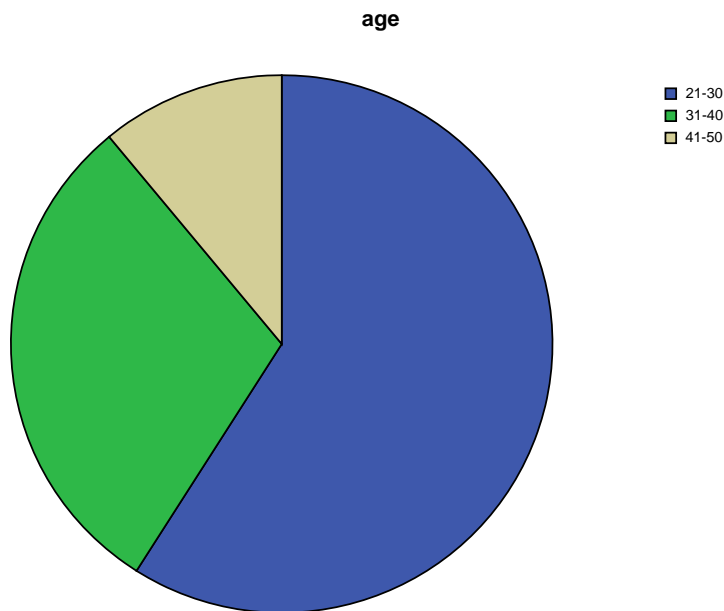
There can be many interpretations and explanations to the data collected. This is empirical study and the research provides the explanations as understood by the researcher only.

TABLE-1:AGE-WISE DISTRIBUTION OF EMPLOYEES

Age	Frequency	Percent	Chi-square	Sig.
Valid 21-30	59	59.0	35.060	.000
31-40	30	30.0		
41-50	11	11.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05)



After the analysis, it is observed that 59% employees belongs to age group 21-30 years followed(30%)belongs to 31-40 and 11% belongs to 41-50years. The chi-square value of 35.060 is significant at 5% level indicating that there is significant difference among the employees on the basis of age.

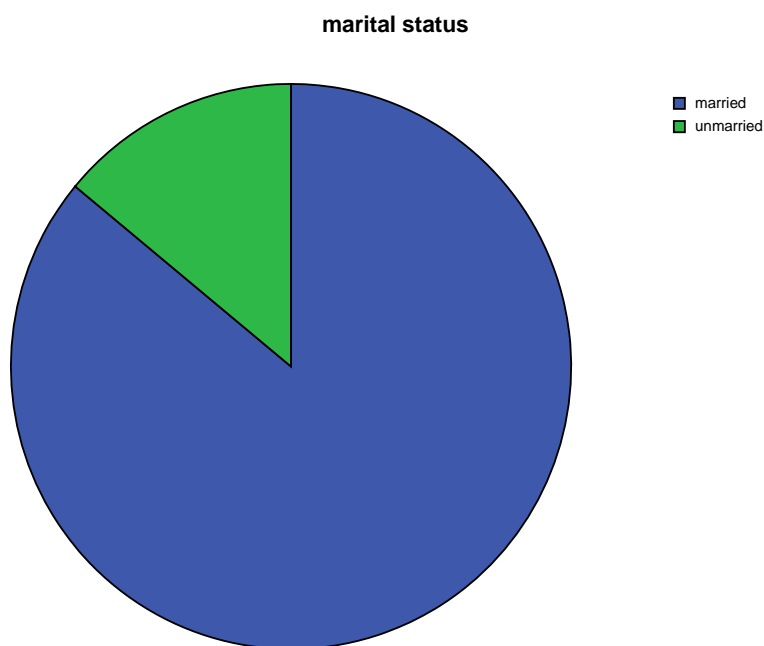
TABLE-2: MARITAL STATUS-WISE DISTRIBUTION OF EMPLOYEES

Marital status	Frequency	Percent	Chi-square	Sig.
Valid Married	86	86.0	122.660	.000
Unmarried	14	14.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05)





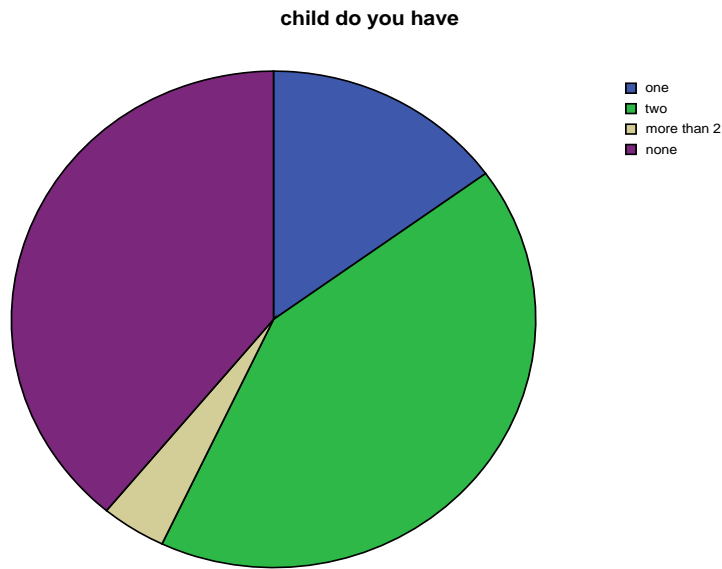
This table depicts that 86% employees are married and 14% employees are unmarried. The chi-square value of 122.660 is significant at 5% level indicating that there is significant difference among on the basis of marital status of employees

TABLE-3: CHILD DO YOU HAVE-WISE DISTRIBUTION OF EMPLOYEES

Child do you have	Frequency	Percent	Chi-square	Sig.
Valid One	15	15.0	41.040	.000
Two	42	42.0		
more than 2	4	4.0		
None	39	39.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05).



Source:-

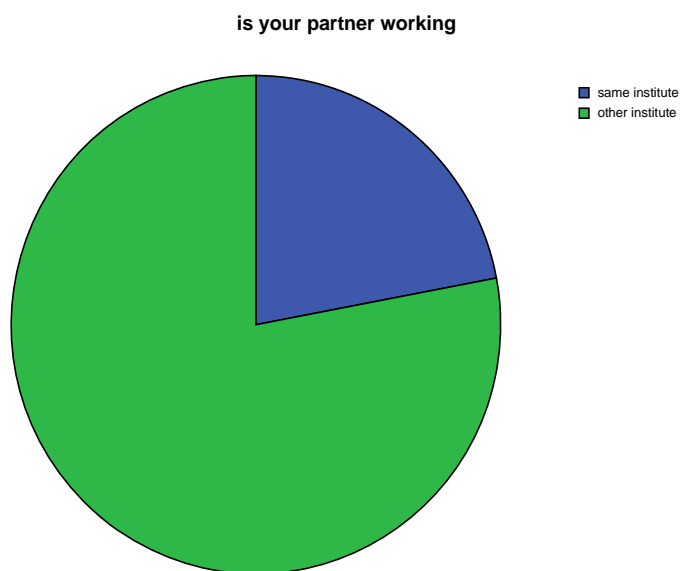
This table reveals that 42% employees have two children and 39% employees have no child. On the other hand 15% employees have only child and 4% employees have more than two child. The chi-square value of 41.040 is significant at 5% level indicating that there is significant difference among on the basis of children of employees.

TABLE-5: IS YOUR PARTNER WORKING-WISE DISTRIBUTION OF EMPLOYEES

Is your partner working	Frequency	Percent	Chi-square	Sig.
Valid same institute	22	22.0	31.360	.000
other institute	78	78.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05).



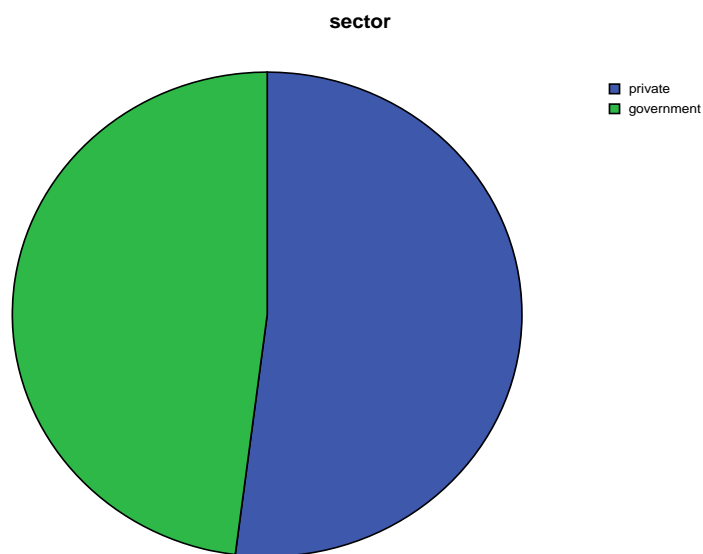
After the analysis, it is observed that 78% employees are working in other institute and 22% work in same institute with their partners. The chi-square value of 31.360 is significant at 5% level indicating that there is significant difference.

TABLE 6-: SECTOR-WISE DISTRIBUTION OF EMPLOYEES

Sector	Frequency	Percent	Chi-square	Sig.
Valid Private	52	52.0	1.4800	.50212
government	48	48.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05)



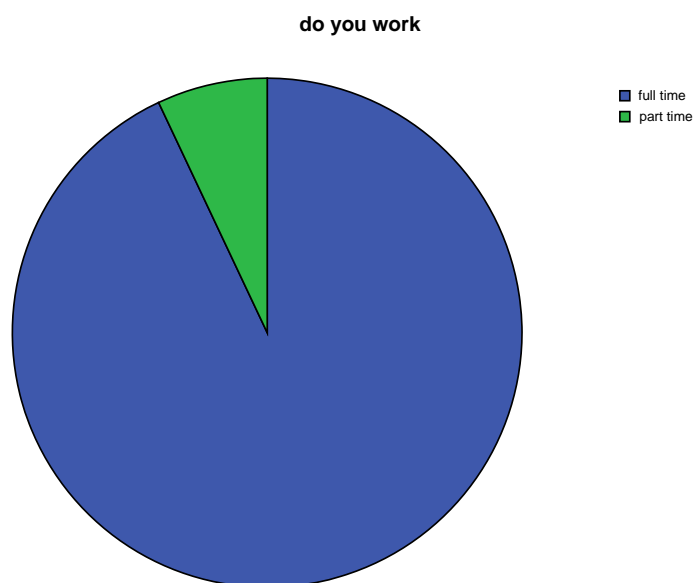
After analysis this table reveals that 52% employees are working in private sector and 48% employees are working in government institute. The chi-square value of 1.4800 and significant value is .50212 that indicates there is no significant difference among the sector of employees.

TABLE 7-: WORKING TIME-WISE DISTRIBUTION OF EMPLOYEES

Do you work	Frequency	Percent	Chi-square	Sig.
Valid full time	93	93.0	160.580	.000
part time	7	7.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05).



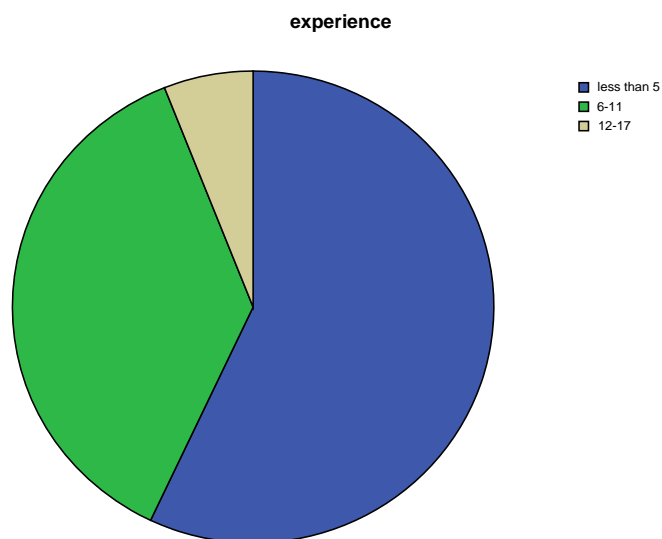
After analysis this table reveals that 93% employees are working full time and only 7% employees are working part time in the institutions. The chi-square value of 160.580 is significant at 5% level indicating that there is significant difference.

TABLE-8: EXPERIENCE-WISE DISTRIBUTION OF EMPLOYEES.

Experience	Frequency	Percent	Chi-square	Sig.
Valid less than 5	57	57.0	39.620	.000
6-11	37	37.0		
12-17	6	6.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05).



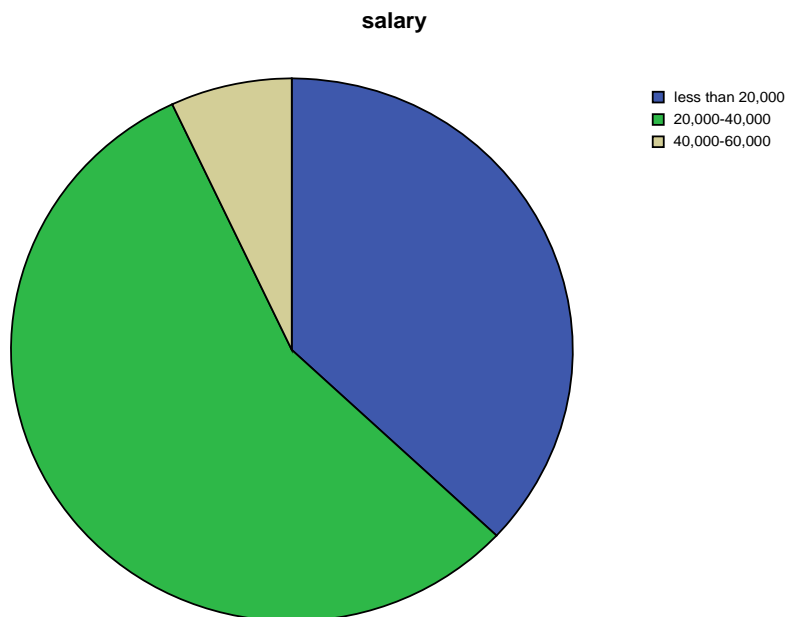
After the analysis, it is observed that about 57% employees have experience less than 5 years and 37% employees have 6-11 years experience. Only 6% employees have 12-17 years experience. The chi-square value of 39.620 is significant at the level of 5% that indicates there is no significant difference on the basis of experience of the employees.

TABLE-9:-SALARY WISE DISTRIBUTION OF EMPLOYEES.

Salary	Frequency	Percent	Chi-square	Sig.
Valid less than 20,000	37	37.0	36.620	.000
20,000-40,000	56	56.0		
40,000-60,000	7	7.0		
Total	100	100.0		

Source:-spss software,

Significant at 5% level of significance.(tabulated value .05).



After the analysis, it is observed that about 56% employees belongs to the salary group 20,000-40,000 per month and 37% employees taking less than 20,000.on the other hand only 7% employees receiving 40,000-60,000 salary. The chi-square value of 36.620 is significant at the level of 5% that indicates there is significant difference on the basis of salary of the employees.

## FINDINGS

- **On the basis of Gender:-** It is found that females are more agreed than males if they get homely environment at institute then they can balance their work life in better ways. On the basis of the study males feel less depressed due to work load as compared to females who feel more tired and depressed. Moreover the study revealed that both male and female are uncertain about the counseling service provided by their institutions. Both males and females are agreed on the statement that the institutes should give them permission to take care of their sick family member and child.
- **On The Basis of Sector:-** The employees of private institutes are more agreed with this statement “Job demands have forced me to compromise personal responsibilities and interests” than the government employees.

- **On the basis of marital status:-** On the basis of studies 86% employees are married and 14% employees are unmarried. The chi-square value of 122.660 is significant at 5% level indicating that there is significant difference toward the work life balance.
- **On the basis of salary:-** it is observed that about 56% employees belongs to the salary group 20,000-40,000 per month and 37% employees taking less than 20,000. on the other hand only 7% employees receiving 40,000-60,000 salary. The chi-square value of 36.620 is significant at the level of 5% that indicates there is significant difference on the basis of salary of the employees.

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