

Project Report

“WORK LIFE BALANCE – study of public and private sector undertakings ”

**Submitted to
Rashtrasant Tukadoji Maharaj Nagpur University,
Nagpur**

In partial fulfillment for the award of the degree of

Bachelor of Business Administration

Submitted by

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Under the Guidance of

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G.S. College Of Commerce & Economics, Nagpur

Academic Year 2020-21



G.S. College Of Commerce & Economics, Nagpur

Academic Year 2020-21



CERTIFICATE

This is to certify that "**Sangeeta kammar**" has submitted the project report titled "**Work-Life Balance of public and private sector undertakings**", towards partial fulfillment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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Place: Nagpur

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G.S. College Of Commerce & Economics, Nagpur



DECLARATION

I here-by declare that the project with title "Work Life Balance of public and private sector undertakings " has been completed by me in partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Sangeeta kammar

Place: Nagpur

Date:

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Sangeeta kammar

Place: Nagpur

Date:

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WORK LIFE BALANCE

History

The work-leisure dichotomy was invented in the mid-1800s. Paul Krassner remarked that anthropologists use a definition of happiness that is to have as little separation as possible "between your work and your play". The expression "work-life balance" was first used in the United Kingdom in the late 1970s to describe the balance between an individual's work and personal life. In the United States, this phrase was first used in 1986.

Most recently, there has been a shift in the workplace as a result of advances in technology. Employees have many methods, such as emails, computers, and cell phones, which enable them to accomplish their work beyond the physical boundaries of their office. Researchers have found that employees who consider their work roles to be an important component of their identities will be more likely to apply these communication technologies to work while in their non-work domain.

Many authors believe that parents being affected by work-life conflict will either reduce the number of hours one works where other authors suggest that a parent may run away from family life or work more hours at a workplace. This implies that each individual views work-life conflict differently.

Employee assistance professionals say there are many causes for this situation ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology. According to a recent study for the Center for Work-Life Policy, 1.7 million people consider their jobs and their work hours excessive because of globalization.

WHAT IS WORK-LIFE BALANCE?

Work-life balance is about effectively managing the juggling act between paid work and the other activities that are important to people. It's not about saying that work is wrong or bad, but that work shouldn't completely crowd out the other things that matter to people like time with family, participation in community activities, voluntary work, personal development, leisure and recreation.

The right balance is a very personal thing and will change for each person at

different times of his or her lives. For some people the issue is being able to get into work or find more work rather than having too much work. There is no 'one size fits all' solution.

A balanced life is one where we spread our energy and effort - emotional, intellectual, imaginative, spiritual and physical - between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole.

WHAT'S THE ISSUE?

Work-life balance is increasingly an issue for any country. Jobs, the workplace and the workforce are changing as:

→ More women and sole parents go into work.

→ More people juggle more than one job.

▶ The workforce ages and is increasingly diverse.

Businesses continue to compete globally to hire skilled workers.

▶ Technology changes the way we work - e.g. cell phones and PCs blur the distinction between work and personal time.

For any country, the two biggest work-life balance problems are:

People with not enough work or income

✓ People who have too much work: the low paid who need to work long hours to earn enough and the higher paid who may feel trapped into working more hours than they want to.

Through the consultation, employers told that they wanted to address worklife balance issues in their workplaces, and that they wanted practical tools to

implement work-life balance initiatives. Workers, families and individuals told us that the key issues for them in achieving work-life balance concerned their caring responsibilities, workplace practices and cultures, and the need to earn sufficient income.

Drivers for Change

Work-life balance has become increasingly important for a number of social and economic reasons that are making:

▶ organizations think about how they work

Government think about how people balance paid and unpaid work and care
Individuals think about the role work has and will have at different stages of their
lives.

Broadly, this shift is influenced by changes to markets, ways of working, the labour
market and expectations of work. In the public sector, these drivers mean:
Pressures to increase efficiencies while at the same time responding to the
demands of service users, creating more flexible and responsive public services.

► That there is a need to understand better and respond to customer requirements in a
population that is becoming older and more ethnically diverse. Therefore people who
possess these skills and relationships are crucial to helping organizations
understand new customer segments, promote creativity and cope with increasingly
complex business models.

Effect of Work-Life Balance

The case for work-life balance tends to be made on two counts.

- First, that work-life balance improves individuals' health, wellbeing and job satisfaction.

Second, that business can benefit from work-life balance because these policies:

- improve productivity and worker commitment

- reduce sickness absence

→ increase retention rates for talented workers and reduce replacement costs

> allow organizations to recruit from a wider pool of talent

- Enable organizations to offer services beyond usual business hours by employing
workers on different shifts that fit in with caring responsibilities.

Characteristics

- Work Life Balance Business Benefits.

Not constant, comes and goes with life changes

It takes WORK

- The process of seeking balance can be deeply rewarding

Work Life Balance benefits as

Attracts new employees

- Helps to retain staff

Builds diversity in skills and personnel

► Improves morale

Reduces sickness and absenteeism

Enhances working relationships between colleagues

Encourages employees to show more initiative and teamwork

Increases levels of production and satisfaction

► Decreases stress and burnout

Some reasons for WLB

A review of public holidays and paid holidays across a sample of countries, including Australia, China, France, Germany, Singapore, the US and the UK shows that India is actually quite comparable in terms of the number of days of vacation and holidays provided by law and general practice. It would, therefore, be fair to assume that the intent of law as well as the espoused values of organizations seems to be in favor of providing a fair amount of leisure and balance. Whether it has translated into reality is another matter.

Gender Concerns

► Young Generation

Identity Through Work

Gender concerns

Similar discrimination is experienced by men who take time off or reduce working hours for taking care of the family.

For many employees today—both male and female—their lives are becoming more consumed with a host of family and other personal responsibilities and interests. Therefore, in an effort to retain employees, it is increasingly important for organizations to recognize this balance.

Tips to develop a better work-life balance

To ensure you make the best of your time at work and home, good ideas include:

- Analyzing the use of your time and deciding what's really important. Set up a new daily regime ensuring the main things remain the main things.
- Leaving work at work. Turn off your cell phone, shut down your laptop and set a clear boundary between work and home. Ask your family to make you accountable to ensure you don't slip back into old habits.
- Saying "no" to stressful things that will only cause conflict later on. This will allow you to focus on the parts of your life you really care about and give

them 100 per cent attention.

- Managing your time effectively by putting family events in a shared calendar and keeping a daily to-do list. Make sure you complete the important things and don't worry about the rest.

COMPANY

PROFILE

BHEL- BHARAT HEAVY ELECTRICALS



BHEL is one of the largest engineering and manufacturing companies of its kind in India engaged in design, engineering, construction, testing, commissioning and servicing of a wide range of products and services with over 180 product offerings to meet the ever-growing needs of the core sectors of economy.

BHEL, one of India's leading PSUs, is today the largest engineering enterprise of its kind in India. BHEL caters to the needs of core sectors of the economy like Power, Transmission, Industry, Transportation (including Railways), Defence, Renewable energy etc., and various industries like Petrochemicals, Petroleum, Steel, Cement, Fertilisers etc. with its unmatched expertise. With its presence across the country and massive expanse in International Operations, BHEL provides its employees ample opportunity to develop their competencies and hone their skills and talents. As a world-class organization with capabilities matching those of the world's best and a continuously expanding order book, BHEL certainly is the place, where careers are made and heights reached.

With a vision to become a global engineering enterprise, providing solutions for a better tomorrow, BHEL gives shape to its aspirations and fulfils the expectations of the stakeholders treading the global arena as a major player. BHEL invites you to join its endeavour and be a part of the growth story.

Healthy work-life balance

BHEL recognises the importance of work-life balance and encourages one to maintain a healthy balance between one's work and personal life.

“ Bharat Heavy Electricals Limited (BHEL) has recently been selected as one of the Top 25 Best companies to work for in India. Significantly, the company is the only Public Sector Enterprise to figure in the distinguished list, compiled by way of an open, web-based survey for all salaried employees in India, conducted by Business Today magazine in partnership with PeopleStrong. □

BAJAJ ELECTRICALS PRIVATE LIMITED



BAJAJ

Bajaj Electricals Ltd.

Inspiring Trust

“Enhancing quality of life and bringing happiness with sustainability”

Bajaj Electricals Limited (BEL), a globally renowned and trusted company with a turnover of ₹4,987 crores (FY 19-20) is a part of Bajaj Group. Bajaj Electricals business is spread across – Consumer Products (Appliances, Fans, Lighting), Exports, and EPC (Illumination, Transmission Towers and Power Distribution). With 20 branch offices and approximately 500 customer care centres, we are scattered in different parts of the country. We also have a presence in premium home appliances and cookware segments with brands like Morphy Richards and Nirlep.

But to know Bajaj Electricals, one must understand our core principles. We get a Gandhian set of values by our founding father, Jamnalal Bajaj which our current leaders follow and aim to carry forward, as a legacy. Our tagline 'Inspiring Trust' is a value we strongly associate with and try to fulfil in our everyday endeavours. Apart from work, we also believe in bringing change in the society through our philanthropic work. Our Corporate Social Responsibility (CSR) division rests on sustainability, gender diversity, employee volunteering and community outreach programmes.

To increase our footprint globally and in India, we have partnered with reputed brands from across the world to give you the best possible services. BEL has marketing arrangements with Securiton of Switzerland for Luminaires, Delta Controls of Canada for Integrated Building Management Systems, Greystone of Canada and Magnum Energy of the USA for Wired and Wireless Sensors, DiUSA and Midea of China for Fans, and Morphy Richards of UK for Appliances. Bajaj Electricals has also invested in Starlite Lighting for manufacturing energy-saving lamps (CFL). With such a vast portfolio under our banner, we have managed to touch lives at every juncture.

WORK LIFE BALANCE AT BAJAJ

Bajaj finance limited is such a good company. Where you can Learn a lot. About team work, corporate culture as well as experience of your better senior. But the employees also face

workload and tends to affect their work life balance. Bajaj Electricals private limited has a good reputation for maintaining work life balance of employees. It always comes up with good and innovative ideas for employees relaxation.

RELEVANCE OF STUDY

Impact of pandemic

Nearly 50 per cent of respondents believe that coronavirus-related lockdown has affected their work-life balance owing to salary cuts and layoffs, according to a survey. The survey of more than 1,500 people working in sectors, including banking and finance, construction and engineering, was conducted online by human resource solutions provider **Genius Consultants** during April-June.

About 48.90 per cent of people surveyed believe that the lockdown has affected their **work life balance** owing to salary cuts and layoffs, the **survey- Job Market** and **Work** Life Balance-Post COVID -19 Unlock Phases in India - said.

The survey found that 28.64 per cent people felt that the reduction in manpower has led to an increase in work pressure thus impacting the overall work life balance.

About 32.9 per cent employees interviewed have opined that they are not satisfied with the work in the lockdown, with 20.33 per cent stating that work life balance needs improvement, it added.

The survey also revealed that 48.51 per cent people also felt that the current work from **home schedule** does not allow them to spend adequate time with friends and family.

Meanwhile, as for the current job market, the survey stated that the e-commerce sector will witness an employability boom in the next two quarters followed by IT and Service Sector, FMCG, Retail and BFSI.

However, the growth in the job market will depend on the economic condition of the country and the main demand will be restricted to certain sectors, it added.

About 42.60 per cent of respondents said one of the major difficulties they have been facing while searching for a job in this scenario is compromising on the current pay scale, it said.

The survey found that 39.72 per cent felt that lack of opportunities was another challenge while 17.68 per cent felt relocation was an issue.

"These surveys can provide a perspective to companies, which can help them make informed choices to achieve organisational objectives. Work Life Balance is an imperative factor to maintain high productivity and **employee satisfaction**. Corporates need to consider the reason for the imbalance and work with their employees to chart out a pragmatic plan of action," Genius Consultants CMD R P Yadav added.

NEED OF THE STUDY

Work-Life balance has been considered of crucial importance in many Public and Private Sector Undertakings for establishing and sustaining a productive work culture. Several initiatives have been taken up by the Government, many experts and industrialists and even employees in organizations towards maintaining work life balance. Multiple roles performed by individuals call for better integration between work and non-work issues. Even Jobs are no more cushy/easy going, they are demanding. Similarly, individual cannot be effective at work if they are not able to manage their personal lives. Finding time for socialization is no more a social obligation, but also a real stress buster. There is evidence to show that the activities outside work positively influence the productivity and creative potential of employees. Hence, it has been found that work life balance (work life balance) is not only the source of care and concern, but also that it was the major source of dissatisfaction for many employees. The problem of work life balance is clearly linked with withdrawal behaviour, including employee turnover and some sort of indiscipline or absenteeism.

In the present global scenario every business organisations trying to maintain specific standards and quality to attain reputation and recognition for their products along with customer satisfaction in terms of quality of services, products, reasonable price and other offers etc. To achieve the targets and to with stand in the global market the organisations were expecting and demanding more work from their employees and also imposing to learn new skills and latest technology. On the other hand employees are also demanding more from their employers to improve their social life. They want more time, resources, and support from their employers to enrich their life particularly other than at their work spot. In the process of attaining preset targets, work schedules creates more burden, stress and strain to the employees to imbalance their work and family life and even creates fear and frustration.

Work Life-Balance assumes greatest significance when the demands of one's work and the life aspects seem equally critical at the same point in time. But in a case, when either of these can be deprioritized (at least for some period) finding the balance is not the real challenge. For example, take the initial years of one's work life. In most cases this is really in the 20's when one's family commitments are not so pressing and one can afford to place work in overdrive if one chooses to. However, many employees find this is a challenge after marriage or more so the birth of a child. Both demands seem to be fair in their perspective and hence it's a challenge to balance at any time. A zero-one solution (either work or home) though seemingly the simplest may not be the best and this is where the need for life-balance comes in. Both Public and Private Sector undertakings generally taking care of their employees by providing Work life provisions like promotions, rewards, amenities, creating healthy work environment, monetary and non-monetary benefits at all levels to increase their productivity and performance.

Most of the studies have been carried out with a focus on various issues and dimensions of personnel administration, HR policies and practices, HR strategies, HR Innovatives etc. But there are very few studies with regard to Work life Balance. As against this backdrop, zeal to know the facts, which contributed to the success of some organizations located in Hyderabad and insisted their employees for a better work-life apart from their productivity and performance inspired the researcher to take up the study on "Work Life Balance in Selected units".

OBJECTIVES OF THE STUDY

- To study the nature and significance of human resources and the policies and procedures of HR in Public and Private Sectors
- To find out the procedures and Facilities of Work life balance of employees in selected units at Hyderabad district.
- To examine the perceptions of respondents on specific areas of work life balance in Bharat Heavy Electricals Limited and Bajaj Electricals Limited.
- To analyse the effectiveness of work life balance in Bharat Heavy Electricals Limited and bajaj Electricals Limited.

To asses and evaluate the impact of work life balance of employees and suggest the specific recommendations for the betterment

LITERATURE REVIEW

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. 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 life.

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 are required in meeting the needs and desires of individuals in personal as well as professional life.

RESEARCH METHODOLOGY

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.

In this research both the data - primary and secondary information has been gathered. In primary data a constructive and structured data is collected. Questionnaire is made and survey has performed for sample size of 15 employees. Where they have been asked questions related to their work life and the balance of work and personal life.

For secondary data, the data has been collected through various websites. Also from official sites of the company.

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. 15 questionnaires were distributed among the employees of Bajaj and bhel. Out of which 14 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 subject study.

LIMITATIONS

The study is based on a very limited number of variables. The inclusion of some more variables could have added more insight about the WLB experienced by employees during working from home at the time of lockdown. The data for this study were collected in a very short period and only through an online survey, which resulted in a small sample size. A larger sample size might have resulted in more valid and useful results. Data collection from various industries and their comparative analyses could have added more clarity about the association of WLB and emotional exhaustion experienced by the employees of different industries.

- The information provided by the workers are not definitely true.
- The sample of workers are not representative of the total workforce.
- The workers hesitate to disclosing the true facts in order to secure their jobs.
- Their is no measure to check out weather the information provided by the workers is true or not.
- Limited resources were available for this project due to pandemic.

HYPOTHESIS

H0= null

H1=Demographic groups do not have an influence on Work life Balance of employees.

H2=Impact of family support on Work Life Balance of employees is not influenced by demographic groups.

H3=Impact of family hindrances on Work Life Balance of employees is not influenced by demographic groups.

H4=Job satisfaction of employees has no significant influence on their Work Life Balance.

H5=The influence of Job performance on Work Life Balance is not influenced with demographic groups.

H6=Job Autonomy has no significant influence on Work life Balance of employees with varying demographic groups.

DATA ANALYSIS AND INTERPRETATION

For this study, the data were collected from the employed individuals (employed on payroll) who were working from home during the COVID-19-induced countrywide lockdown. The selected participants were full time employees, and their employers expected them to be available online at least for the normal office hours during the working days. The research participants belonged to a heterogeneous sample of industries, including IT, education, finance and automobile.

The data collection was undertaken through an online survey in 10 days between 10 April 2020 to 20 April 2020. In India, Covid-19 announced at first a nationwide 21 days' lockdown from 24 March until 14 April, which further got extended until 4 May 2020. It may be noted that the lockdown further got extended until 31 May 2020, with some relaxations. Data were collected from working professionals in the north India who were working from home during the lockdown. Considering the time constraint, as data had to be collected during the lockdown period, so the questionnaire was circulated among the known professional contacts of the author. These were mostly employed in the companies located in north India only.

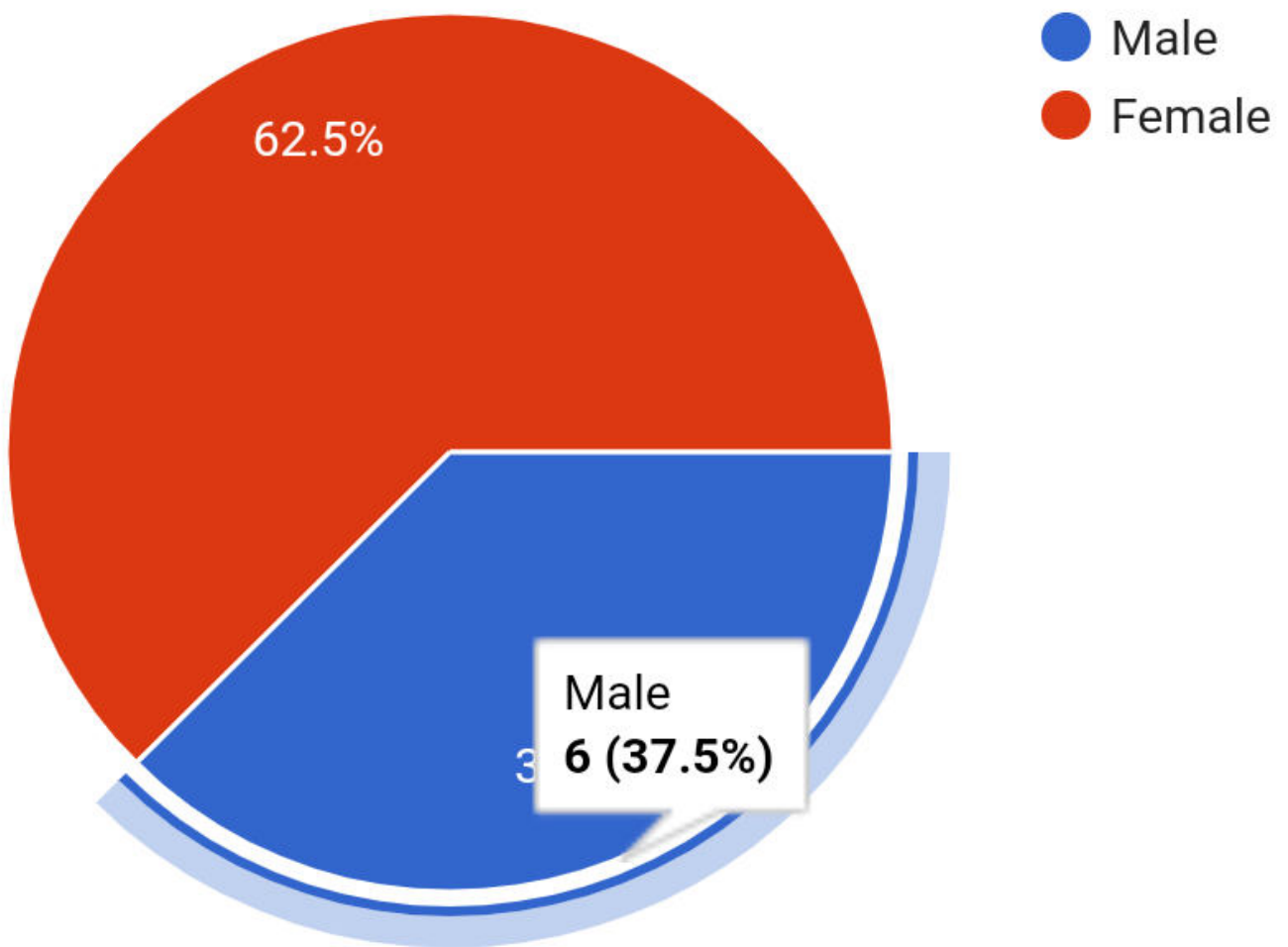
Analysis of the response

Question 01- Gender?

RESPONSE- 62.5 % Female And 37.5 % male

Gender

16 responses

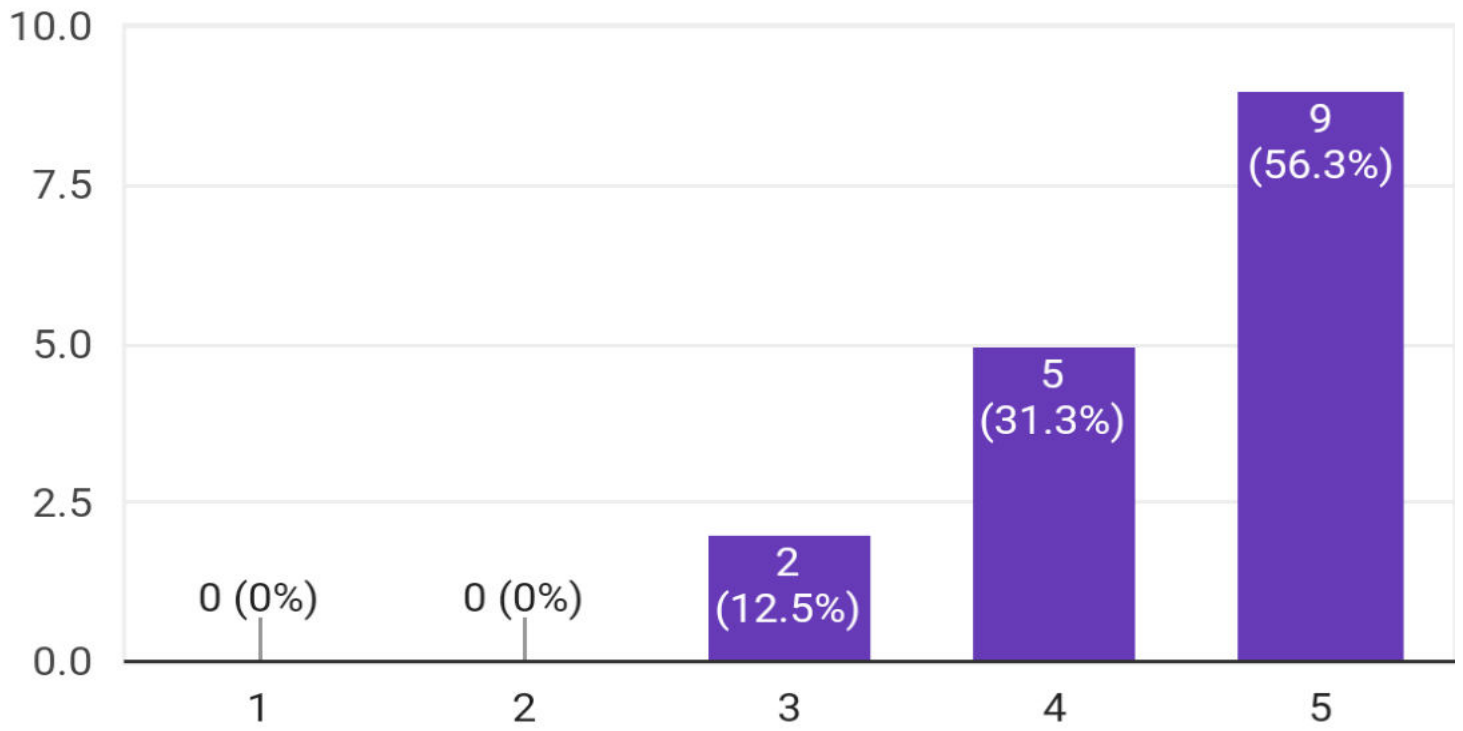


QUESTION 02 - How important is work life balance ?

RESPONSE-

How important is work life balance?

16 responses



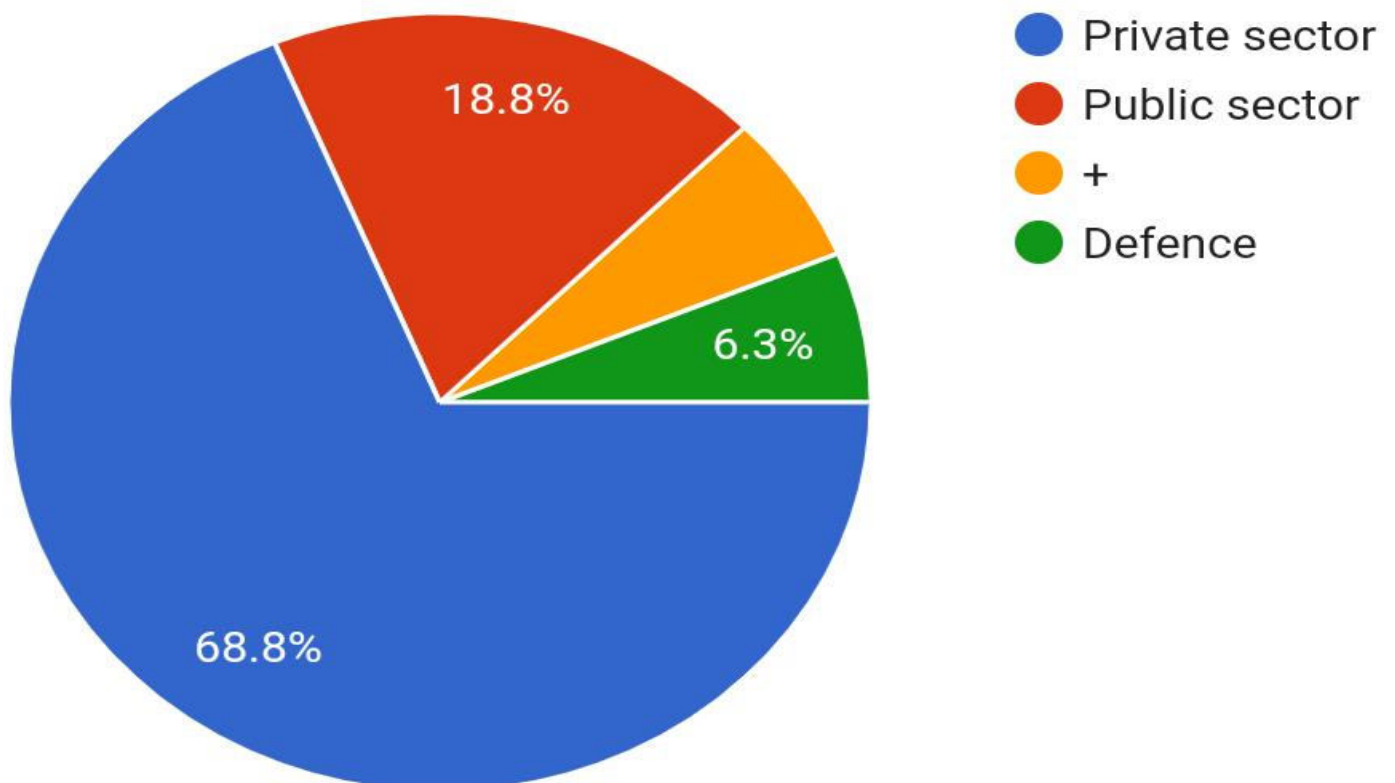
QUESTION 03- What do you prefer ?

- Private sector
- Public sector
- Others

RESPONSE-

What you prefer?

16 responses

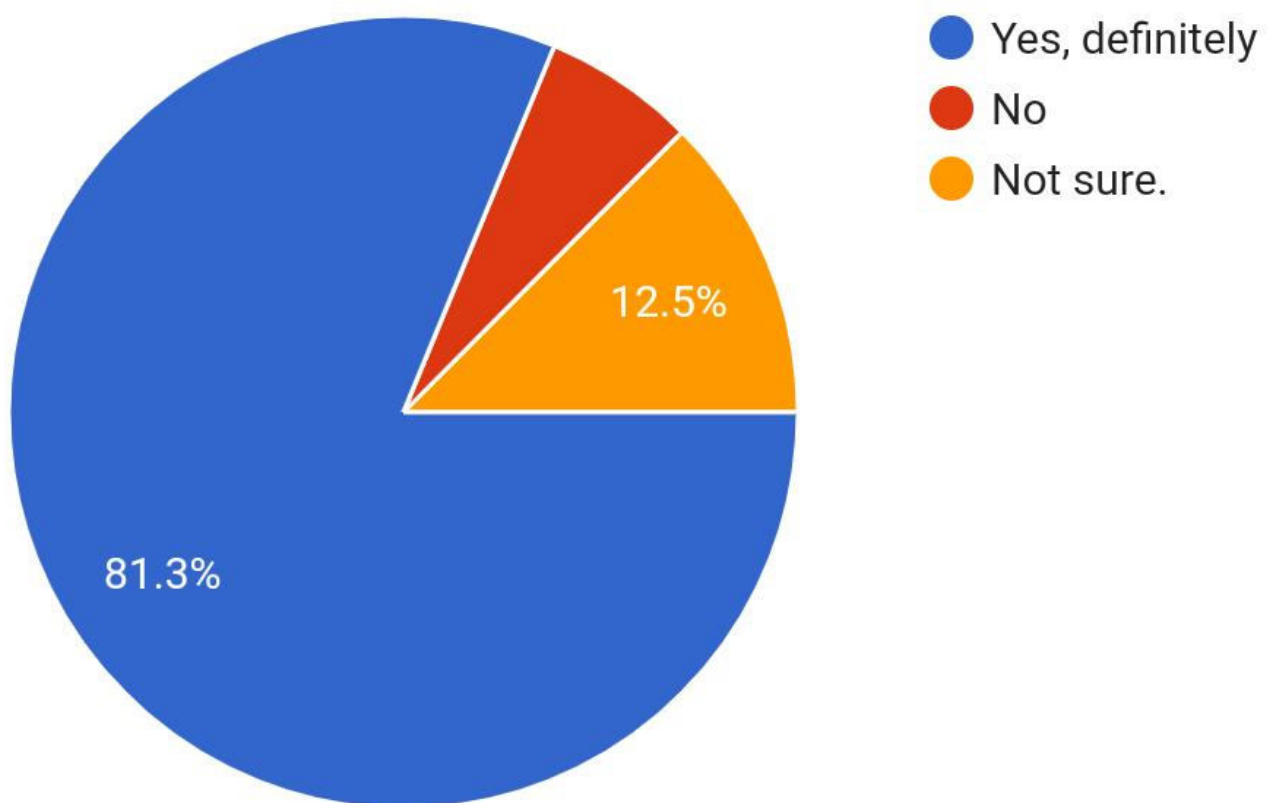


QUESTION 04 - Has pandemic affected work life balance?

RESPONSE-

Has pandemic affected work life balance?

16 responses



What makes an average Indian's work-life balance sound like a page from Dante's *Inferno*? Well, the fact that based on a study for [Arcadis' Sustainable Cities Index of 2016](#), all the major Indian metros have less than 20% people index. In layman speak, it means that work-life balance, among other factors such as affordability, income equality, gender equality, health, education and crime reduction, are in need of a do over.

Work life balance is important. Trust the experts. They say that a severely biased focus on your job can compromise your relationships, your mental and physical well being, and ultimately your focus and efficiency at work, making the point of the added *attention* to work quite pointless. Well, same goes for trouble in your personal affairs. It does find a way to creep into your profession. People suffering from a lack of a happy medium may go through at least one of absenteeism, high stress, low productivity and in its worse, job attrition. Employers too suffer from high employee turnover, lack of efficient workers, MIA workers and an over all lack of skilled employees, who find it better to just quit and move to more *love*.

But what are the factors that are probably playing into this low quality of work-life balance, among Indian workers? And what measures can be taken to improve?

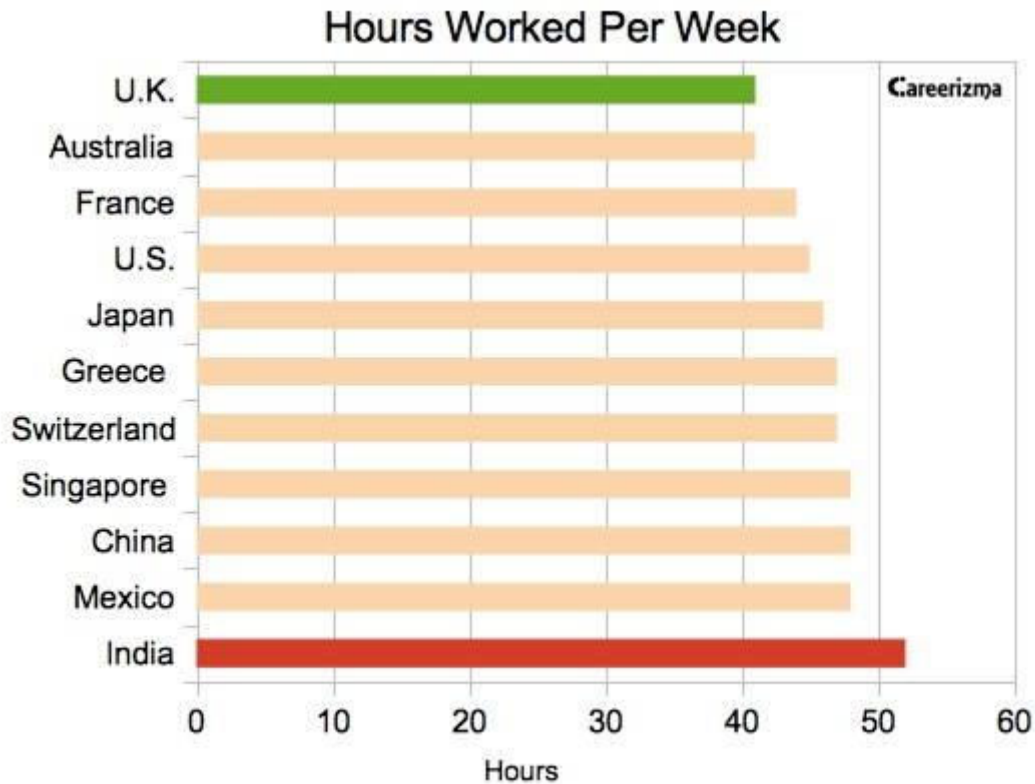
Gender Roles

Women, in our country, are faced with a more difficult work-life balancing act as compared to men. A study published in the [Indian Journal of Psychological Medicine](#), there are two factors that trouble working women, especially ones with kids and aging family members, Family-Work (FWC) and Work-Family (WFC) conflicts. According to the study, done on urban women employees with a mean age of 38.7 years, with none to two children, both the factors are highly affected by their circumstances. FWC, which is a measure of how work negatively impacts ones' family, and WFC, which is a measure of how badly home affects ones' work, were measured and statistically analyzed for 90 participants. Both the factors showed means reflecting a troubling pattern of a negative spill over. Subjects, with children, had a significantly bad influence coming from their complimentary sphere of life. Family expectations, household demands, uncompromising company policies, unsupportive supervisors and the inflexible work schedules add to the grief of working women.

What you see is more women leaving the work force after unsuccessfully juggling two demanding roles – Superwoman and Mama Bear! Unfortunate, as it is, in the last decade, the Indian female labour participation has gone down to 27% from the 37%, the decade before, based on [data](#) from the International Labour Organization. Maybe a move in the positive direction would be to make it possible for women, especially mothers, not to be pushed to a corner, making a Sophie’s choice between their family and the work that supports them financially. It is not hard to conjure up some measures to help them out. Besides a cultural overhaul where husbands, and the society at large, realize their roles in sharing responsibilities, companies too can do their yearly good deeds by initiating certain policies, which will come later in this article.

Work Policies

A solid work life balance means having a meaningful participation in all the aspects of a wholesome life – family, work, friends and yourself. According to a study on millennials everywhere, the Manpowergroup has gathered data showing the number of hours worked by country. The report says Indian millennials put in the longest number of working hours per week. 52 hours to be exact. Compare that to China’s 48, USA’s 45 and UK’s 41 hours.



Source: [Manpower Group](#)

With an average of over 10 hrs at work and sometimes a six day work week, there can be very little time left to stop and relax. Fierce competition, and the fear of losing your job, can make the chance, at having home and job satisfaction, thinner than your desired waistline. Add to this the grim situation of a boss from hell, with managerial qualities learned from a guy named *Lucifer*, with two horns. It isn't uncommon to hear employees speaking fondly of their *untaken* leaves, with a forlorn look of vacations never taken and trips never had.

Life in a Traffic Stop

Indian metros have a well known traffic notoriety. Making your way through the teeming number of cars can make even NASA's New Horizon's 26 year trip to Pluto seem short! A large number (about 49%) of [surveyed people](#), probed by the Ford Motor Company in various countries, spend over 12 hours a week behind the wheel. What can make the experience extra edgy is the rather unpredictable driving habits of people you share the roads with. The already heavy 52 hour week with the

additional 12 hours of *slow motion* commute can make the time spent at home short enough to make your family members feel like mere acquaintances.

But is there no hope? Well, for starters, companies can come up with certain policies to aid the well being of their staff. At the cost of appearing like *Santa*, all they need to do is instate these measures, Christmas or no Christmas.

- **Flextime:** It gives you the ability to choose your own alarm *o'clock*. That way women, and men, can choose to divide their work hours to not have them be in conflict with their children's demands. As long as the prescribed number of hours are clocked in, you can choose your own start and finish lines.
- **Child Care:** Takes the pain away from having to leave kids behind. Some of the big corporations, in India, have already adopted serving their staff with facilities to help them house their kids within, or near, the company premises.
- **Maternity leave:** Under the Maternity Benefit (Amendment) Act of 2016, the maternity leave has been raised from 12 to 26 weeks. For women, with more than two children, the leave is compressed to 12. This is a great move towards making it possible for women to not leave their careers behind, upon the arrival of a new born.
- **Paternity leave:** India is among the world's top five countries offering days off for new dads. And more than 75% of Indian based companies have adopted this goodwill gesture, according to data from Mercer.
- **Telecommunicating:** In other words, work from home. Many companies are now open to the idea of letting their employees work from home. This aids, not only parents with kids at home, but also ones with sick or aging family members. Not to mention, a day without the arduous commute, is just another day in paradise.
- **Time Management:** This one is as much as a management responsibility as it is yours. Try to prioritize your tasks to get

organized about your assignments. That way the likelihood of a conflict, with you having to do it in your leisure time, reduces.

- **Compressed Work Weeks:** This is what may be likened to the action of pulling a bandaid in one go. Getting the *unpleasants* out of the way in one quick compressed fashion. Not that *all* work is necessarily unpleasant, but nevertheless it leaves individuals with a nice chunk of time for family and self. Let's say instead of 10 hour schedules for 5 days, the work week becomes that of 12 hours daily, for 4 days. It comes to roughly the same number of hours a week, but you are left with a three day weekend instead. And then, when has a 10 hour day stopped you from working beyond the end of the 10th hour?
- **Job Sharing:** A very *milke bojh uthana* type format where multiple people are trained to fill one full time job. That way each team is equipped to handle a job, leaving room for workload sharing, if needed.

The fight between your professional and personal lives, is an eternal one. Some manage to chalk out a plan, while others get some help from their companies, and the policies that their country has to offer. India has been working towards making things easier for the working population, and hopefully there will come a time, soon, when there will no longer be the need for excessively long working hours, women having to leave their career dreams for their families and people spending a lifetime at traffic lights, on their way to home.

SUGGESTIONS AND IMPROVEMENTS

To ensure you make the best of your time at work and home, good ideas include:

- Analyzing the use of your time and deciding what's really important. Set up a new daily regime ensuring the main things remain the main things.
- Leaving work at work. Turn off your cell phone, shut down your laptop and

set a clear boundary between work and home. Ask your family to make you accountable to ensure you don't slip back into old habits.

- Saying "no" to stressful things that will only cause conflict later on. This will allow you to focus on the parts of your life you really care about and give them 100 per cent attention.
- Managing your time effectively by putting family events in a shared calendar and keeping a daily to-do list. Make sure you complete the important things and don't worry about the rest.

Ways employers can assist

Employers need to understand a mentally and physically healthy person is a good employee. Making team members work extra hours only builds resentment over the long term. My wife left her specialized role as a quality controller because her employer wouldn't let her have two weeks' holiday to go to a wedding in the UK. This was despite working for the company for four years, giving it six months' notice of the trip and having three weeks' holiday owing.

The ways an employer can improve work/life balance for employees include flexi-hours, compressed work weeks, job-sharing, telecommuting and child-care support. These options allow employees to have more control over their lives, enabling them to be more productive.

Finding a quality work/life balance that suits you is important over your long-term career.

Put good plans in place now to ensure you will still be enjoying your career for many years to come.

This research highlights the nature of WLB experienced during work from home situation at the time of COVID-19-induced nationwide lockdown, and how it differs in men and women. This study also highlights the fact that in such an unprecedented scenario how participative leadership could contribute to reducing WIPL and through such an influence, emotional exhaustion experienced by an employee could be reduced to some extent. It

can be suggested that during WFH (work from home), participative leadership could relate to emotional exhaustion only when an individual perceives work as interfering with personal life.

According to gender role theory ([Rajadhyaksha et al., 2015](#)), family and work are considered to be the primary domains for women, whereas work becomes the primary domain for men. Due to such prescribed gender specific roles, working women might experience a double bind when family and work are equally demanding. In the case of dual-career phenomena, couples juggle between work and family demands, and in such cases, women might feel a double bind due to the prescribed gender specific roles existing in a particular society. The working women might have to struggle to create a balance between work and family, particularly when both simultaneously demand higher attention and efforts. In such a double bind situation, support from family members would be a great help for working women. [Rupert et al. \(2012\)](#) have found that social support from family becomes more important for working women than men. The social support by family members helps to minimise work–family conflict and hence reduces the experience of psychological strain among working women ([Drummond et al., 2017](#)).

During the lockdown, the scenario at home was quite different from the normal scenario. All family members were confined within the house, no outdoor movement to socialise or for entertainment, and no support was available in household chores from the hired domestic helpers. During such an unprecedented scenario, most of the employed individuals had to focus on their professional demands, together with fulfilling their personal life needs. Anticipating the possibilities of economic slowdown, the fear of impending lay-off started percolating in the minds of most of the employed individuals. Such thoughts made individuals put extra efforts to give their best toward their professional responsibilities to minimise the possibility of being laid-off. During the lockdown, WFH was the most popular mode to get into work-life to meet professional demands. It is not as though WFH does not have its own challenges, which can be understood from the boundary theory framework ([Greer and Payne, 2014](#)). As mentioned earlier, according to this theory, individuals seek to create and maintain some boundaries to simplify and order the environment around them ([Ashforth et al., 2000](#)). Such psychological, temporal and/or physical boundaries ([Clark, 2000](#)) help individuals to minimise interference of work with family life and vice-versa. The changed scenario at home during the lockdown made it challenging for an employed individual to create such boundaries to minimise the conflict

between work and family life. The experienced conflict between work and family while working from home during the lockdown emerged as one of the sources of emotional exhaustion among employees.

Fear of impending lay-off due to the lockdown induced economic slowdown implicitly made the work-life a priority in comparison to the non-work life. Due to such implicit influence, an individual could not perceive work-life interference with personal life, but they could perceive personal life interfering with work. Such perceived interference emerged as a source of emotional exhaustion. In India, men generally do not participate in household work ([Rout et al., 1999](#)), so women have to take the responsibility of the major share of household chores ([Rout et al., 1999](#)). Though Indian working women prefer to take services of paid domestic help for household chores, but during the lockdown, such services could not be availed. Because of the sheer load of household chores, women are left with less resources to engage with professional demands ([Ghosh et al., 2020](#)). Working women are in dilemma as to how to manage with perfection between work and home ([Delina and Raya, 2016](#)), and this is creating a double bind for them. During the telework at the time of lockdown, working women could feel more emotional exhaustion than men due to two reasons. First, as like men, they too faced the fear of lay-off due to the lockdown induced economic slowdown. Second, because of the demanding household responsibilities, they were struggling to give their best during work from home.

Practical implications

In general, irrespective of gender difference, work-life interference with personal life and PLIW could lead to emotional exhaustion. This study brings out the fact that even during telework at the time of nationwide lockdown, such association would hold. Previous research suggested that the participative leadership approach of a supervisor could make a difference in emotional exhaustion experienced by an employee ([Mulki et al., 2006](#)). The findings of this study suggest that in case of work from home, when an employee feels emotional exhaustion due to WIPL, then participative leadership by his/her supervisor can contribute to the reduction of emotional exhaustion by lowering WIPL. So, during imposed work from home situation, if a supervisor practices the participative leadership, then he/she can, in some way, facilitate minimisation

of emotional exhaustion experienced by an employee. Thus, by practicing participative leadership, a supervisor can contribute to the psychological well-being of an employee during the lockdown induced WFH. Considering the possibilities of the employees experiencing emotional exhaustion, an organisation could consider arranging for the provision of an online counselling service by a trained professional psychiatrist. Such a proactive initiative by an organisation during a stressful environmental situation could also help the employees maintain their psychological well-being.

CONCLUSION

Women constitute an important section of the workforce. However, the present situation of a large number of well-qualified women who due to various circumstances have been left out of their jobs needs to be addressed. The problems faced are several but significantly, most often the "break in their careers" arises out of motherhood and family responsibilities.

When we see the age composition it is clear that the organization is recruiting young individual that is in age group of 18-25 & 25-35 thus organization is have new generation but lack of experienced employees having experiencing more than 30 years.

► Merely half of the employees surveyed works between 8-10 hours this is good thing in the organization but 20% employees work between 10-12 hours which

indicates the increase in stress level.

From survey we can see that company is employing only full-time employees rather than part-time.

100% employees from surveyed data say that they feel that their work life and home life is either balanced or somewhat balanced or very well balanced in short can we can say that employees are balancing their dual life.

Max veto of employees is saying that they find themselves in slightly stressful situation when balancing work life but they somehow balance their dual life.

Max veto of employees do over stay at office to finish their work. Due to this their efficiency decreases as well as they feel themselves in stress.

► All most all the employees think that flexible schedule should be given to them that would help them to balance work and home simultaneous and even increase in efficiency for the job.

► All most all the employee's work after usual working hour monthly, weekly or daily, but only 70% work during lunch hour. 90% employees enjoy their vacation without any work load; even 70% never take their work at their home.

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.

Evidence suggests that improvements in people management practices, especially work time and work location flexibility, and the development of supportive managers, contribute to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates. Companies that have implemented work-life balance programs recognize that employee welfare affects the “bottom line” of the business. Parameters are required to ensure that programs are having the desired effect on both employees and the company. Six parameters that can be used to evaluate work life balance programs are: extent of management buy-in and training, how programs are communicated to employees, corporate culture, management controls, human resources policies and employee control. Finally, self-management is important; people need to control their own behaviour and expectations regarding work-life

balance.

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