WORK LIFE BALANCE AMONG DIFFERENT EMPLOYEES: A CASE STUDY OF JALANDHAR DISTRICT

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ABSTRACT

In today's scenario all the working employee are facing some problem during work and personal life. Work life balance is a broad concept including proper prioritizing between work(career and ambition) on one hand and life(health pleasure, Leisure, family and spiritual development) on the other hand. This paper tries to analyze the work life balance among different employees of various organizations in Jalandhar district and whether the organization are taking any initiatives to maintain work life balance. The study is a questionnaire based and used descriptive statistics to analyze various aspects of work life balance.

Keywords: Work life balance, Leisure, Organization.

INTRODUCTION

In today's scenario all the working employee are facing some problem during work and personal life. As we know that the current environment is very competitive and everyone wants to be on forefront. In comparison to men, women are more conscious about their career due to more independence given to them in recent times. Today, everyone is facing some challenges regarding their career but if they are done in a balanced way, then the rewards are awesome. If employees integrate their work and family activities into cohesive balance way only then they can focus on achieving their dreams and the life they want to have.

Work life balance is a broad concept including proper prioritizing between work(career and ambition) on one hand and life(health pleasure, Leisure, family and spiritual development) on the other hand. Work life balance may be defined as the perfect integration between work and personal life; both should not interfere with each other. Many people think of work-life balance only in the framework of what the company does for the individual. However, work-life balance is a two way approach. The other aspect of work-life balance, which many individuals overlook, relates to what individuals do for themselves. Work life balance in a broader sense, is defined as a satisfactory level of involvement of 'fit' between the multiple roles in a person's life. (Hudson 2005). Work-life balance for any individual is having the 'right' combination of participation in paid work (defined by hours and working conditions) and other aspects of their lives. This combination will change as people move through different phases life , have changing responsibilities and Commitments in their work and personal lives. The primary way companies can help facilitate work-life balance for their employee is through work-life programs and training. Achievement and enjoyment at work is a critical part of anyone's work-life balance. Furthermore, achievement and enjoyment in the other three quadrants of one's life (e.g. family, friends and self) is critical as well. The work-leisure dichotomy was invented in the mid 1800s. Paul Krasner remarked that anthropologists used 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 culture of workplace, as a result of advancement in technology. As Boswell and Olson-Buchanan stated, "increasingly sophisticated and affordable technologies have made it more feasible for employees to keep contact with work". 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. Employees may respond to an email or a voice mail after-hours or during the weekend, typically while not officially "on the job. Researchers have found that employees who consider their work roles to be an important component of their identities are more likely to apply these communication technologies to work while in their non-work domain.Some theorists suggest that this blurred boundary of work and life is a result of technological control. Technological control "emerges from the physical

technology of an organization". In other words, companies use email and distribute smart phones to enable and encourage their employees to stay connected to the business even when they are not in the office. This type of control, as Barker argues, replaces the more direct, authoritarian control, or simple control, such as managers and bosses. As a result, communication technologies in the temporal and structural aspects of work have changed, defining a "new workplace" in which employees are more connected to the jobs beyond the boundaries of the traditional workday and workplace. The more this boundary is blurred, the higher work-to-life conflict is self-reported by employees.

Employee assistance professionals explained various causes for this conflict, ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology. Today work-life balance has become an increasingly pervasive concern for employers as well as employees. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives. In response to these changes, employers have introduced innovative practices that allow employees to find greater work-life balance.

Attrition rates and increasing demand for work-life balance have forced organizations to look beyond HR interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programs have become a significant part of most of the company benefit programs and compensation packages. Such policies, practices and benefit programmes are generally referred as 'family-friendly policies' (FFPs) or 'work-life benefits and practices' (WLBPs) in literature. The significance and implications of such HR interventions are many. Research findings suggest that WLBPs not only help employees to better manage their work and family roles (Thomas & Ganster, 1995), but also affect employee's attitude and behavior such as organizational commitment (Grover & Crooker, 1995), job satisfaction (Kossek & Ozeki, 1998) and intention to quit (Lobel & Kossek, 1996). Provision of WLBPs also contributes to organizational performance and effectiveness.

Work life and personal life are two sides of the same coin. According to various Work life balance surveys, more than 60% of the respondent professional surveyed said that are not able to

find a balance between their personal and professional lives, have to make tough choices even when their work and personal life is nowhere close to equilibrium. Traditionally creating and managing a balance between the work life was considered to be a female's issue. But increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, all professionals working across all levels and all industries throughout the world. Achieving "work life balance" is not as simple as it sounds. Work life and personal life are interconnected and interdependent. Spending more time in office, dealing with clients and the pressure of job can interfere and affect the personal life, sometimes making it impossible to even complete the household cores. On the other hand, personal life can also be demanding if someone have a kid or aging parents, financial problem or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration at work. Work and personal life conflict occurs when the burden, obligations and responsibilities of work and family roles become incompatible. Workplace policies that provide flexible scheduling, leave for care giving, and assistance with child care will benefit the employers in recruitment, retention and productivity. Their benefits to employees seem obvious. New studies examine not only the effects of formal policies—whether federal law or company HR initiatives—but also change in workplace culture. Work-Life Policies assembles a diverse group of commentators—industrial psychologists, labor organizers, policy analysts, management scholars, organizational psychologists, and others—to offer fresh ideas and new insight.

REVIEW OF LITERATURE

There are numerous studies available on the worklife balance among employees and employers. This section of the paper discusses about the studies conducted on this aspect.

Rosemary Crompton and Clare Lyonette (1987)discusses Although work-life 'balance' is an EU policy priority, within Europe there are considerable variations in the nature and extent of supports that national governments have offered to dual-earner families. In general, the Nordic welfare states offer the highest level of supports, although other countries, such as France, have historically offered extensive childcare support to working mothers.

Tracey warren (1993) concluded that since the work-life system is multi- and not just two-dimensional, it is important to examine how all life domains interrelate with each other. In this way, we would be in a better position to begin to assess all the benefits and disadvantages associated with working part-time and with other work-life balancing strategies.

Diane Perrons (1995) critically evaluates new technologies and patterns of working allow the temporal and spatial boundaries of paid work to be extended, potentially allowing more people, especially those with caring responsibilities, to become involved, possibly leading to a reduction in gender inequality. The results indicate that while new media creates new opportunities for people to combine interesting paid work with caring responsibilities, a marked gender imbalance remains.

Liz Doherty (1999) uses evidence from a piece of research conducted in the UK hospitality industry to explore the effectiveness of work-life balance initiatives in helping women to progressto senior management levels. It explores the main barriers to women's progression and highlights that long hours associated with managerial roles as a major problem. A strong equal opportunities approach is also shown to be problematic as it draws attention to women's "difference" to men and their need for special treatment.

Janet Smithson, Elizabeth H. Stokoe (2007) examines the current debates about gender equality, work-life balance and flexible working hours. It contrast policymakers and organizational discourses of flexible working and work–life balance with managers' and employees.

E. Jeffrey Hill, Alan j. Hawkins, Maria Feris, and Michelle Weitzman (2009) examine the influence of perceived flexibility in the timing and location of work on work-life balance. Results indicate that perceived job flexibility is related to improve work-family balance after controlling for paid work hours, unpaid domestic labor hours, gender, marital status, and occupational level. Perceived job flexibility appears to be beneficial both to individuals and to businesses.

Una Byrne (2011) discusses the development of the concept of the 'work-life balance' as a means of tackling the problem of increasing amount of stress in the work-place as people try to

juggle a wide range of factors in their life/work environment which include work; family; friends; health; and spirit/self. It is argued that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoid jeopardizing the other factors.

OBJECTIVES OF THE PAPER

1. To study the work life balance among various Employees of Jalandhar district.
2. To study the various stress & time management techniques used by employees.
3. To study if organisations are using work life balance techniques as competitive advantage for them.

SCOPE OF THE STUDY

The study the work life balance in Jalandhar itself only. The study helps to analyze the how employees balance between personal and professional life and how they manage stress arising due to work and what type of problem they have to face during office and home. The research constitutes various factors for balancing personal and personal life.

PROCEDURE

For this study a structured questionnaire was prepared which contain closed ended questions. The questionnaire was a non- distinguished type. The questionnaire contained multiple choice questions and questions on a likert scale to state their preferences or degree of agreeableness.

DATABASE AND   RESEARCH METHODOLOGY

The Study on Work-life Balance is conducted in Jalandhar district only. 100 employees were selected from the different organizations. The sampling technique used is convenience sampling. For this paper primary data is collected through the Structured Questionnaire (Both by collecting responses personally and also my mailing questionnaires to distant respondents).For this paper, secondary data is collected through Internet, books on related issue, reports, journals and research reports of various researchers in relevance to the study. To analyze the data obtained with the help of questionnaire, Descriptive Statistics is used.

DATA ANALYSIS AND INTERPRETATION

The study was done to analysis the various factors of work life balance. The respondents were from the following segment.

Q.1 Demographics' of respondent:

Table 5.1(a)

Demographic of respondent

Age Group	Women	Men
Between 20-30	12	15
30-40	21	19
40-50	13	15
More than 50	7	8
Total	43	57

Table 5.1(a) shows that the employees of age group between 30-40 are maximum in numbers i.e. 21 women and 19 men. And the age groups of more than 50 years are in very least numbers. So as per my study the age group between 30-40 are more involve in their work than others age group.

Table 5.1(b)

Analysis of Marital Status

Marital Status	Women	Men
Married	17	27
Unmarried	27	29

DATA ANALYSIS AND INTERPRETATION

Table 5.1 b shows that the men are more married than women. Because in today's scenario women are more conscious about their carrier in comparison to men due to certain time period they have. Firstly women want to make their career first then they want to married.

Q.2 Are You Satisfied from Your Job?

Table 5.2
Job Satisfaction

Response	Respondent
Highly satisfied	07
Satisfied	45
Indifferent	42
Unsatisfied	6
Highly Unsatisfied	0

Above table shows only 7 employees are highly satisfied and 42 employees are just indifferent and 45 employees are satisfied. Means today highly satisfied employees are very less in numbers just because of pressure of maintaining between work & family. Today's life is very busy. Everyone can't manage both things.

Q.3 Hindrance in Balancing Work and Family Commitments

Table 5.3
Hindrance in Balancing Work and Family Commitments

Response	Respondent
Long working hours	21
Compulsory overtimes	6
Shift works	29
Meeting/ Training after office hours	36
Others	8

Table shows that the mostly employees are busy after working hour due to Meetings/ Training. And other employees are busy in others activity like shift work, long working hours or compulsory overtimes. So each and every employee is busy in different- different activity regarding their jobs after working hours.

Q.4 Take Care of Children/ Dependents

Table 5.4

Take care of Children/ Dependents.

Response	Respondent
Spouse	28
In-Laws	12
Parents	39
Servants	13
Crèches/ Day care center	8

Table shows that in current scenario mostly single families are living. So if spouse is not working then they take care his/ her children/ dependents and if spouse is working than they have to keep servants or keep them in care center. Now in my research maximum 39 employees are taking care by their parents. And others are by in-laws or servants.

Q.5 Quality Time Missed with Family or Friends due to Pressure of Work

Table 5.5

Quality Time Missed with Family or Friends due to Pressure of Work

Response	Respondent
Never	07
Rarely	26
Sometimes	37
Often	18
Always	12

Table 5.5 shows that 37 employees missed quality times with their family or friends due to pressure of work. And only 7 employees said that they never missed it. Otherwise 18 employees said that they often missed and 12 employees said that they always missed quality time with their friends and family.

Q.6 Time spent at the work place

Table 5.6

Time spent at the work place

Response	Respondent
Less than 5 hours	07
5 to 10 hours	68
10 to 15 hours	19
More than 15 hours	6

Table 5.6 shows that the maximum employees are working for 5 to 10 hours. And employees more than 15 hours are very less in number because now scenario has been changed.   Today Working for 5 to 10 hours is the standard working hour for men and women employees both.

Q.7 Working Days in a Week

Table 5.7
Working Days in a Week

Response	Respondent
Less than 5 days	06
5 days	07
6 days	64
7 days	23

Table 5.7 shows those maximum respondents are working for 6 days in a week. And 33 respondents are working whole week. Very few respondents are work for 5 days in a week or less than 5 days.

Q.8 Job Description

Table 5.8
Job Description

Response	Respondent
Field work	24
Operational work	36
Technical work	18

Non-Technical work	22

Table 5.8 shows that 36 employees are doing operational job and 22 employees are doing non-technical job, they are mostly women employees where as 24 employees are doing field work and 18 employees are doing technical job and these employees are mostly belong to men category.

Q.9 Pressure of Completing Work Targets

Figure: 5.1

Pressure of Completing Work Targets
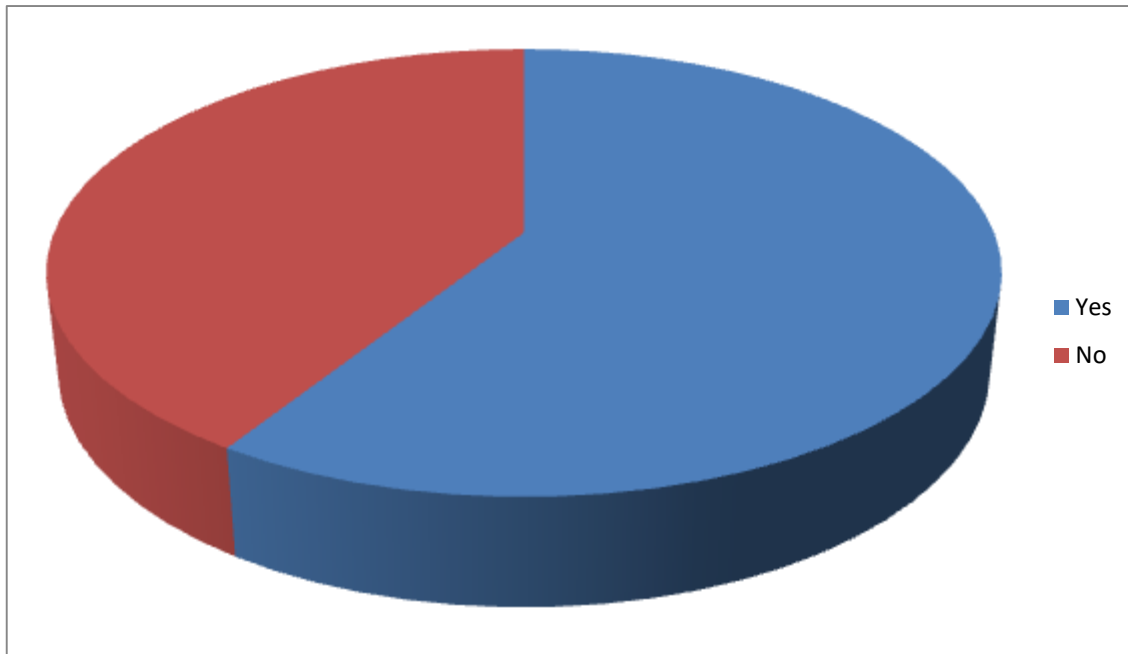
Above Pie chart shows that 59 employees have the pressure of completing work targets, these employees are basically related to the field job and operational/ functional job where as the 41 employees said that they have not pressure of completing work targets.

Q.10 Stressful Job

Table 5.10
Stressful Job

Response	Respondent
Highly stress	13
Stressful	35
Indifferent	26
Low stress	21
Least stress	5

Table 5.10 shows that 35 employees are living their life stressful due to their busy life schedule and 26 employees are living their life indifferent. Very less number of employees are living with low/ least stressful life. It means today everyone faced stress either in less or large amount.

Q.11 Feeling Tired or Depressed due to Work

Table 5.11
Feeling Tired or Depressed due to Work

Response	Respondent
Never	7
Rarely	24
Sometimes	30
Often	19
Always	20

Above table shows that maximum employees are faced tiredness or depressed after working hour either sometimes or rarely or often. Very few people are said that they have faced never tiredness or depressed i.e. only 7 employees. And 20 employees are those who always faced depression.

Q. 12 Sources to Manage Stress Arising from Work.

Table 5.12
Sources to Manage Stress Arising from Work

Response	Respondent
Yoga	10
Meditation	8
Entertainment	34

Dance/ Music	29
Others	19

This table shows that 34 employees are enjoying by entertainment and 29 employees are doing dance or music for reducing their stress. In these employees mostly are women because they can do these activities along with their household work. Yoga and meditation done by those employees who are really want to do this and if they have much time for that. 19 employees are doing others activity like: time spending with their family members or with pet's e.t.c.

Q. 13 Suffering Stress Related Disease

Table 5.13
Suffering Stress Related Disease

Response	Respondent
Hypertension	13
Diabetes	12
Frequent Headaches	26
Obesity	28
Others/ None	21

Table 5.13 shows that 26 people are suffering from Headaches and 28 people have the problem of Obesity where as 13 people are suffering from Hypertension and 12 people are suffering from Diabetes due to work pressure and long working hours. In others category some people are suffering from back pain, eye disease, problem in digestive system, e.t.c. and some people have no one disease.

Q. 14 Ability to Balance between Life and Work

Figure: 5.2
Ability to Balance between Life and Work

Column1
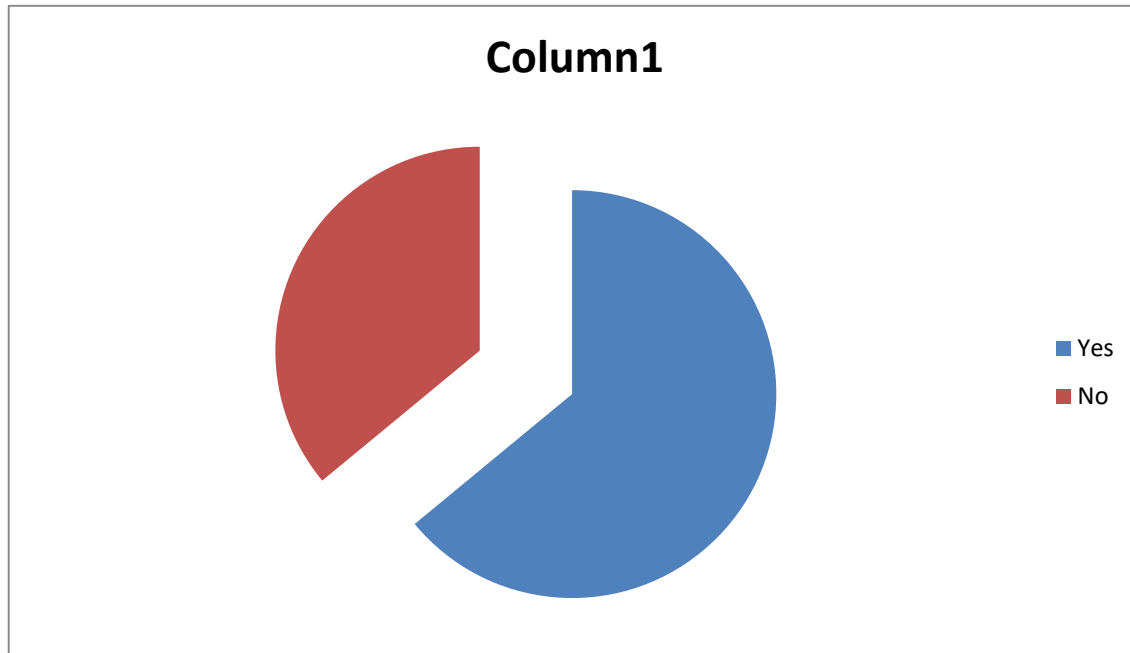
This Pie chart shows that 64 employees are able to balance between work and personal life and 36 employees said that they are not able to balance between their personal life and professional work due to congested work schedule.

Q. 15 Organizational Support in Balancing Work Life

Table 5.15
Organizational Support in Balancing Work Life

Response	Respondent
Counseling service for employees	20
Health Programs	40
Transportation	20
Parenting/ Family support programs	13
Others	7

This table shows that 40 employees are benefited from health programs by their organization and 20 employees are benefited by transportation facility where as 20 employees are benefited by counseling service. Only 13 employees are benefited by the Parenting program because these types of programs are for the high class of employment. In others some people are benefited by FDPs.

**Q. 16 Activities that Help to Balance between Work and Family Commitments**

Table: - 5.16
Activities that Help to Balance between Work and Family Commitments

Response	Respondent
Working from home	10
Technology like cell phone/ laptop	14
Being able to bring children to work on occasion	32
Support from colleagues at work	20
Support from family members	24

Table 5.16 shows that 32 employees are able to bring children to work on occasion and 20 employees are supported by their colleagues where as 24 employees are supported by their family members. Very few employees are benefited by working from home due to employee's personal problem and some marketing and field worker are benefited by cell phones & laptop.

Q. 17 Good Work Life Helps to Achieve Organizational Objectives Effectively

Figure: 5.3
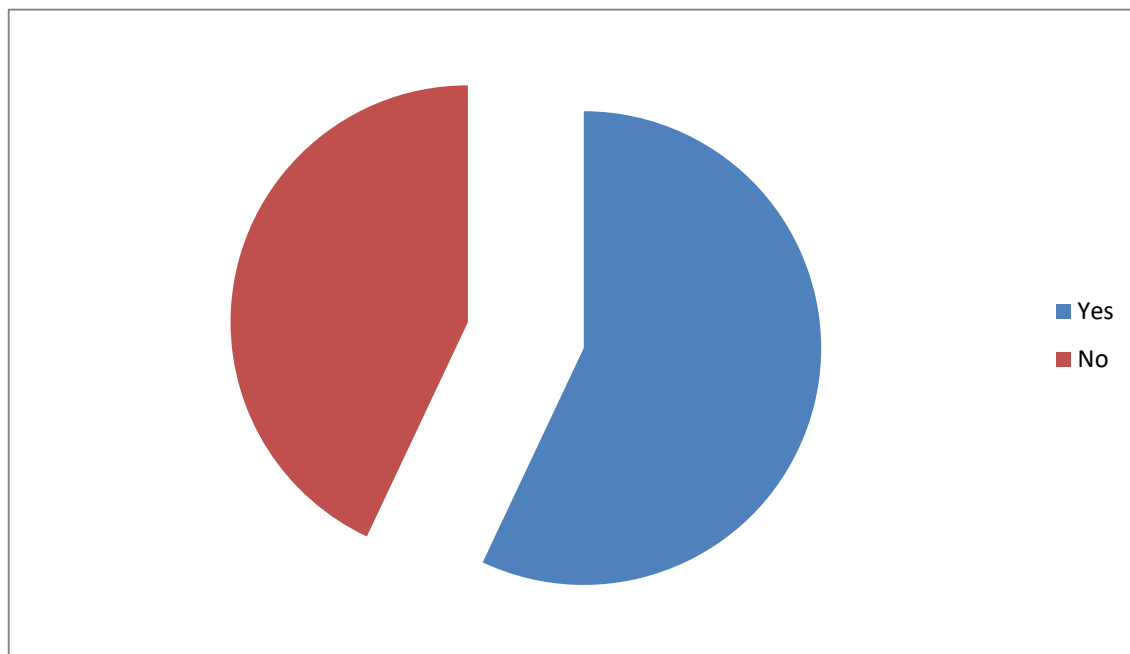
This bar chart shows that 57 employees are said yes if employees have good work life balance the organization can achieve its objectives more effectively and successfully and only 43 employees said no.

FINDINGS AND CONCLUSIONS

Work life balance is an issue of great importance that has to be addressed by the organizations at the earliest. Employees are the greatest asset of every organization. This Paper concluded that the number of women employees are increasing day by day in comparison to men employees,and women employees are more conscious about both their career and their family. Now a days, in many organizations the satisfactory level of employee in 'Work life balance' is between satisfactory and indifferent. Due to various reasons like: long working schedule, meetings/ training program after the working hours and many more. A very few employees are satisfied that they are able to maintain balance between work and their family. In all these activities, their children and their dependents have to suffer. They miss the quality time with their family and friends due to pressure of completing work & targets. In the present study, many employees admitted that their jobs are stressful and as a result, they got tired and depressed. To get relief from stress they use different modes of entertainment. Some employees are suffering from health problems due to stressful job. Still we can say that employees are trying to maintain balance between their work and personal life. For this, many organizations are providing some good facility and different programs for their employees as they understand that employees are the real asset for every organization. In the end, what matters is that we live a life in which we all should be happy and does not hold any regret that we are missing out something because we don't have enough time.

SUGGESTIONS

The HR department of the organization and the employees together must workout strategies to help employees in work life balance which makes the organization the happiest place to work in. The right work life program definitely offers a competitive advantage in all the working areas. Evidence suggest that improvement in people management practices, especially work time and work location flexibility, and the development of supportive management contribute to increased work life balance.

Finally the self management is very important; people need to control their own behavior and expectation regarding work life balance. This will help them to achieve their personal and professional goals as well the organization they are working for. There for it is important for employees to maintain a healthy balance between work and their privates' life.

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