



Impact of employees work life balance in selected organisation

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Abstract

In modern times, employee's retention has become one of the leading challenges for organization, especially for service sector. The issue isn't simply losing a key member of your team; there is also the hassle-and cost-of replacement. It is obvious that employee's retention is one of the most pressing issues that Human Resource Professionals face today. This problem becomes critical when the employee is unable to maintain the balance between work life and family relationship. In that situation mostly employees leave the organization as they feel that in this organization their emotions, feelings and passions are not given recognition and their employers are not going to cooperate in any way. Hence, in this study, the effect of work life balance has been examined in lieu of the employee retention. Correlation and regression were applied to conclude the findings of this research study.

Keywords: Employee retention, work life balance, growth and development, employee job satisfaction, Organisation.

Introduction

Employers who thrash about to retain people in the critical markets. "Employee retention is the mindful and intentional attempt to retain quality persons on the company payroll. It is the proactive methods utilized by successful organizations to stop the drain of company returns caused by unwarranted employee attrition". Among the many reasons organization care about retention, retention are the direct and indirect costs linked to the loss of talented employees. In a number of studies human resources managers have estimated the cost of turnover to vary between 50% and 500% of the departing employee's annual salary, depending on job level, industry and geography potentially one of the largest costs of turnover, and perhaps the most over looked, is the lost future potential of the brightest and best who often are the ones to leave. Another, more dangerous costs of turnover involves the sharing of a company's method, technology and clients with competitors who may have hired the employees away ^[1]. As a company's success becomes increasingly dependent on the knowledge skills, abilities, and relationships of its employees. The financial impact of losing talented employees will continue to rise. For managers, nothing feels better than having a physically powerful, successful, satisfied workforce in place that is mutually focused on the organization's performance. It is an essential to any manager's ongoing process is a critical retention strategy for hiring top-quality individuals on its own. In fact, hiring does not end the process when the candidate has acknowledged the place. Profitable initiatives and well-planned processes must be firmly in place and constantly nurtured so that employees will have motives to remain with your company for intensification to continue. India is growing at a fast pace. Everyone is in a hurry to succeed and earn money. This is leading to overtime, nuclear family etc. Somewhere in this run we are sacrificing our

family time. We have becomes like machines. Technology development has intertwined the personal and work life ^[2]. Today even Indian companies also recognize these problems and have come up with various options for their employees. Thus my study aims to gain a greater understanding of employee's views towards work-life balance initiatives and identifying organizational factors that may be important for employees achieving a better balance between work and non-work life ^[3].

Today the demands of workforce have been increased very much as ever before. It is in terms of every aspect, not only remuneration and incentives but also work experience and enriching cultural context in which it occur. It is vital to realize the varying needs and expectation in order to develop an effective retention plan for today's employment market. If the retention strategies are not properly entrenched in the business processes, the all effort since recruitment will ultimately prove fruitless Together, effective recruitment and retention efforts attract individuals to the organisation and also increase the chance of retaining the employees once they are recruited ^[4]. Employee retention strategies refer to strategies and practices that an organization implements to satisfy the varied needs of employees and create an environment that encourages them to stay with the organization ^[5].

Review of Literature:

The term work life balance (Work Life Balance) was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice-versa, thus giving rise to the concepts of "family- work conflict" (FWC) and "work-family conflict" (WFC). The former is also referred to as work interferes with family" (WIF) while the latter is also known as "family interferes with work" (FIW). In other words, from the

scarcity or zero-sum perspective, time devoted to work is construed as time taken away from one's family life.

Work/life programs existed in the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family. People entering the workforce today are more likely to turn down to promotions if it is new job means, the employee is having to bring more work to home. In most developing countries, at least until recently, only men worked outside of the home. The old, established joint Hindu family system facilitated a clear division of responsibilities between the old and the young in terms of decision making, the oldest male member in a patriarchal society is the head of household and would make all the important decisions; male and female the men would work outside the household, whereas the women are responsible for raising children and taking charge of a myriad household responsibilities, including in some low-income families in certain parts of India, walking many miles each day to fetch water and fire wood [6]. More recently, the scarcity perspective has given way to the expansion enhancement approach that views that work can facilitate participation at home and vice-versa. This has given rise to the concepts of "work-family facilitation" (WFF) and "family-work facilitation" (FWF) where experiences acquired at work can facilitate participation at home and vice-versa. These two notions have contributed to the construct of work life balance where a balanced life consists of work and family that are mutually reinforcing-the family experiences of workers can enrich their contribution to work and organizations, and vice-versa.

Ajith. *et al.* (2013) [1] studied on work-life balance for role prioritization of organization's employees showed that the employees were able to fulfil their professional and personal commitments at the same time, because of better work-life balance policies. The study was conducted on variables like travelling time, depression, temper, work etc., to know the relation between work-life balance and stress management.

Carmeli (2013), [3] examined the extent of which senior managers with high emotional intelligence, employed in public sector organizations develop positive attitudes behaviour & outcomes. Results show senior managers who had high emotional intelligence were more likely to be effectively control work-family conflict than those who have low emotional intelligence.

Ignacio Levy (2012) [4] 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.

T. G. Vijaya, R. Hemamalini (2012), [9] in their article titled, "Impact of Work Life Balance on Organizational Commitment among Bank Employees", the researcher found that there exist a positive correlation between affective commitment, continuance commitment and work life balance variables.

Sophia J. Ali (2011) [7] investigated that organizations should strive to ensure that career development programmes were set to enhance career development amongst women employees.

Top management should also be committed to the career development of women, and organizations should also introduce affirmative action to urgently address career development of women.

Pandu, *et al.* (2013) [8] state that employee retention is important to organisations, as increased turnover creates instability and puts additional workload and stress on remaining staff, increasing job dissatisfaction and therefore potentiating the turnover cycle.

Scope of work life balance:

The issue is complex and difficult to tackle from an organization's perspective because it is different for every individual. The traditional definition of family is a husband who provides financial support, a wife who maintains the household. Cultural differences influence family decisions, and more and more families represent blended racial backgrounds but making work-life integration a way of corporate life is much more difficult. The change in workforce composition has been gradual, but steady. More women are working and, thus, more mothers are in the workforce. In 1996, women comprised 46 per cent of the total workforce, compared to 1986 when 44 per cent of the work force was women. Women are less likely to drop-out of the labor force for significant periods of their lives, and more and more women are responsible, alone or with a spouse, for the economic security of their families. The Family and Medical Leave Act, signed by President Clinton in 1993, allowed all US workers to take unpaid leave for up to twelve weeks to care for a seriously ill or new member of the family without putting their jobs at risk. This Act has made the employment picture even more desirables for working mothers, single parents, future parents and two career families [10]. Those demanding balance, however, include not only parents with children, but the rest of the employee population, as well. Older employees need flexibility when dealing with ageing parents.

Worklife Balance-The Challenges Ahead:

The complex society of ours makes the individuals with conflicting responsibilities and commitments; hence the work-life balance has become a predominant issue at the workplace. The major factors such as the global competition, the renewed interest in personal lives/ family values; and managing the workforce etc. have made it more significant. Studies have revealed that human resource professionals seek innovative ways to attain their organization's competitive advantage in the marketplace and it is found that work-life balance activities offer a win-win solution in this regard.

The influencing elements in work life balance:

Many companies have responded to the evolving set of issues and with the influencing elements related to work life balance by introducing a wide variety of work-life balance practices. These practices help the employees to balance both work and life equally where it supports the employer to increase the retention of the employee. Some of the influencing factors include working hours and flexibility, time bind, Job satisfaction, Job Autonomy and Organizational Commitment.

The global scenario of work life balance

During the 1960s and 1970s, employers considered work-life mainly an issue for working mothers who struggled with the demands of their jobs and raising children. During the 1980s, recognizing the value and needs of women contributions, pioneering organizations (IBM, Deloitte) began to change their internal workplace policies, procedures and benefits. The changes included maternity leave, employee assistance programs (EAPs), flexi-time, home-based work, and child-care referral. During the 1980s men also began voicing work-life concerns. The term 'work life balance' was first coined in 1986 in reaction to the unhealthy choices that many Indian were making in favor of the work place as they opted to neglect family, friends and leisure activities in the pursuit of corporate goals. Articles of the time suggested a sharp increase in the working hours of the Indian. This had started to affect their families and individual health. Work life balance slowly was gaining grounds in the various organizations^[11]. By the end of the decade, work life balance was seen as more than just a women's issue, affecting men, families, organizations and cultures.

In 1990s solidified the recognition of work-life balance as a vital issue for everyone women, men, parents and non-parents, singles and couples. The 1990s saw a rise in the number of working women and dual-income families. A second family configuration, the lone parent household also became prevalent in the 1990s. The labor force experienced considerable challenges in balancing the work and family responsibilities. This growing awareness of the central importance of the issue resulted in major growth in attempted work-life solutions during this decade. Numerous studies showed that the generations from baby boomers to new college graduates were making job choices based on their own work-life issues and employer's cultures.

Work Life Balance – Prospects for Indian Organisations

Comparing with the past, today, one can see a noticeable difference in Indian organisations vision, philosophy, leadership styles and people oriented HR interventions. Consequently, Indian organisations have started getting respect globally. HR practitioners are striving to experiment the existing policies and exploring other innovative policies, schemes and interventions to motivate and involve large number of employees. However, managing employee work life balance has still not become a core strategic facet of people management practices in Indian organisations, which have the competitive advantage in terms of young talents in comparison to the West. This demands attention to tap available talents for superior performance.

Work-Life balance-the trends and new approaches ahead

The challenge of work-life balance in our society is unlikely to disappear. The concept of work life balance is gaining a great deal of attention in both the academic and corporate worlds. The employees are often preoccupied with work when not working, and when in the company of family and loved ones, experience an inability to be meaningfully engaged in no work spheres. Modern work has become more knowledge based, fluid, and intellectual; overworked people think about work all of the time. For many people, work has become

cognitively intrusive. To understand work/life balance a cognitive approach was been introduced that is "Cognitive Intrusion of Work". In simple terms, this means that work/life balance is not just about finding "physical time" to do all that needs to be done. Instead, and more importantly, it is about the "cognitive space" necessary to process, organize, and respond to the thinking demands of life within a complex society.

Total life planning is the latest and innovative approach to work life benefits that helps employees understand the important aspects of their professional life, personal lives and their relativity. Their goal is to encourage employees to look at their lives as a whole and assess relationships, emotional and physical wellbeing, careers, spirituality, and their personal financial situation. From these programs, employees can assess their available choices to improve balance in their lives and develop an individualized life plan. The most successful programs set a goal oriented environment with a meaningful and transformational component for each individual. The concept of total life has the major benefits such as renewed employee energy, enthusiasm and attachment for work, and enhanced productivity. Total life planning programs may be offered in conjunction with benefits such as health, life, and disability insurance, or on a standalone basis.

Conclusion

India is growing at a fast pace. Everyone is in a hurry to succeed and earn money. This is leading to overtime, nuclear family, etc. Somewhere in this run we are sacrificing our family time. We have becomes like machines. Technology development has intertwined the personal and work life and this topic has always attracted my attention. Indian companies also recognize these problems and have come up with various options for their employees. Thus this study aims to gain a greater understanding of employee's views towards work-life balance initiatives and identifying organizational factors that may be important for employees achieving a better balance between work and non-work life. Today's work culture provides flexible work hours, focus on results and recognition of achievements. Also, performance evaluation is given utmost importance in every organization. Performance management refers to the evaluation of performance of an individual on set parameters, usually decided by the upper level management. Performance management can also be done by using various tools, called performance management systems, which help evaluate the performance of an individual promptly and with least errors. The changing work culture often leads to hindering of productivity which ultimately hampers the performance of an individual. Work culture also plays a pivotal role in the job satisfaction of an individual. Every individual needs a peaceful and friendly environment to carry out his job in a better and optimistic way. Employees today expect their organisations to help in managing work-life balance and in reducing stress and burnout. Work life balance is a situational variable, while stress is a personality variable. Both together determine job satisfaction that, in turn, affects employee engagement and productivity. Work-life balance also negatively affects stress. It implies that if the organisation and individual make concerted efforts, stress can be reduced to a very great extent and employees may therefore in a better

position to strike a proper balance between their professional and personal life.

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