

WORK LIFE BALANCE OF EMPLOYEES AND ITS EFFECT ON WORK RELATED FACTORS IN SERVICE SECTOR

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ABSTRACT

Work-life balance at present playing a pivotal part in choose the work connected performance of employees in service industry. With enlargement commitment in the work place, it is extremely complicated to the employees to retain a reasonable level of work life balance. Such situation impact on employees physiologically and psychologically. The frenzied life of preservation and excelling in service job has place incredible strain on employees' life and guide to work life imbalance which is a difficulty that cause a big danger to employees well being, their performance as well as the company's performance. This paper aims to study the level of work life balance in service sector employees and investigate how it is affecting the work associated actions of the employees.

Keywords: Work Life Balance, Stress, Performance

INTRODUCTION

In the present working world, most of the time is spent by the employees in their organization leaving less time to take care of their personal and family needs. The increased amount of competition in any business, advancement in information technology, the need for speedy and quality services has taken considerable time of the workers, sometimes even after the working hours. A central characteristic of work-life balance is the amount of time a person spends at work. There are indications that long work hours may harm personal health, endanger safety and increase stress. Clark (2000) defined work life balance as "satisfaction and good functioning at work and at home with a minimum of role conflict". It could be called a condition of equilibrium where the demand of a person's work equals that of his personal life. Delecta, (2011) discussed that work life balance explain the ability to satisfy three basic domains of life i.e. work, family and personal. The demands of work domain of life were the working hours, work intensity and the proportion of working hours actually spent in work. If more hours were subtracted from

home hours keeping the work intensity high, the imbalance may produce fatigue, anxiety and other physiological impact that could have a negative effect on both work and family domain of life. Often organization culture and workplace practices dominate an individual's working life and put organization's requirements before the individual's needs. But in due course of time it leads to low performance and productivity shown by the employees in work.

Review of Literature

Before going into the study, it is important to understand that work-life balance does not mean to devote equal amounts of time to paid work and non-paid family roles; in its broadest sense, is defined as a satisfactory level of involvement or „fit“ between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Clarke, et al 2004). Pocock (2003) describes the lack of equilibrium between the changing nature of families and workplace cultures as a „collision between work and families“. Institutions have failed to recognize the spillover effect in work places, and neglected to manage the balance with employees“ expectations that extend beyond their working life (Bond et al 1997; Bardoel et al 2000; Pocock 2003). Family and work are the two sides of the same coin i.e., life for everybody. When conflict between these two domains occurs, it creates adverse effect for both individuals and organizations (Fu and Shaffer, 2000). Research indicates that organizations that identify, plan and implement work-life balance policies that are receptive to the changing nature of the workforce reap positive results in the guise of high levels of staff retention and increased productivity (Bardoel et al 2000).

The multi-faced demand between work and home responsibilities have assumed increased relevance for employees in commercial banks in recent years. This is due to demographic and workplace changes, such as; transformation in family structures, growing reluctance for „long number of hours“ acceptance culture, greater number of women in the workforce and technological advancement. Workers are experiencing an increase in their average income, resulting in a rise in their living standards, which consequently as caused a growth in the interest of work-life balance issues (Lim et al., 2012). All these may lead to stretched workloads which bring about different issues in the employee. These issues involve both the psychologically and the emotional well being of employee and these action may result in reduction in employee

performance such as, poor service delivery and health related issues. In work domains, the absence of work-life balance causes poor performance and more absenteeism of employees (Frone et al., 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment (Cegarra-Leiva et al., 2012; Wayne et al., 2004). In other words, employees' work-life balance experiences deepen their role-related engagement, which is related to organizational performance improvement (Carlson et al., 2008). Work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as low absenteeism, work engagement, organizational citizenship behavior, in-role performance, increased firm productivity, job satisfaction, and organizational commitment (Konrad and Mangel, 2000; Lambert, 2000; Shepard et al., 1996; Wang and Walumbwa, 2007). According Lasch (1999) to work life balance helps to enhance service delivery among the employees. As emphasized by several researchers, managing work-life balance has become one of the most critical managerial strategies for ensuring employees' performance and organizational performance improvement.

Need for the Study

Service sector in India, there is a common practice to work for long hours. The Indian workplace is having a notion that longer hours spent in the office are directly related to higher productivity levels. Employers are not bothered about a better work-life balance of their employees nor think the employees to have a family. In fact, the ignorance of this reality is one of the main root causes for juvenile crimes and other illegal problems in the society. Though the Public sector service organizations has adopted a very few work-life balance practices recently, they are expected to work for long hours during the certain special policy implementation of Government. This leads to increased work load to them and leave them to spend less time to fulfill their family responsibilities effectively which in turn affect their efficiency in their work. However, there is a little understanding on the effect of poor work-life balance on the work related factors. Thus study about the effect of work life balance on work related factors will give a clear picture on this issue.

Objectives of the Study

1. To assess the level of work life balance among the employees of Service sector.
2. To determine the relationship between work life-balance and the work related factors of employees.

3. To study the effect of work life-balance on the work related factors.

Hypotheses of the Study

1. There is no significant relation between work-life balance and work related factors such as work stress, job satisfaction, service delivery, job commitment, competency, target achievement, career development and rate of absenteeism.
2. The influence of Work life-balance is no significant effect on work related factors such as work stress, job satisfaction, service delivery, job commitment, competency, target achievement, career development and rate of absenteeism.

Research Methodology

The study has been carried out among the employees of select service sectors. The population for the study consists of all the employees of select service organization. However due to time constraints, the study was limited to only few samples were drawn from the branches of these service sectors Data Analysis and Interpretation The data collected through a structured questionnaire is analyzed using SPSS. Table – 1 reveals the distribution of respondents only. A structured questionnaire was used for data collection. Statistical tools such as percentage analysis, correlation and regression are used for data analysis.

Data Analysis and Interpretation

The data collected through a structured questionnaire is analyzed using SPSS. Table – 1 reveals the sample distribution of respondents.

Table: 1 Service sector –wise Distribution of respondents

S.No.	Service sector	No. of Respondents	Percentage (%)
1	Government	70	56
2	Private	50	44
	Total	120	100

It can be observed from the above table that out of the total sample of 120 respondents taken for the study 70 (56%) of respondents are from government sectors and 50 (44%) from private sector services

Table – 2 Gender-Wise Distributions of Respondents

S.No	Gender	No. of Respondents	Percentage (%)
1	Male	76	63
2	Female	44	37
Total		120	100

The above table shows that out of the total 120 respondents for the study, 76 (63 percent) of respondents are male and 44 (37 percent) of the respondents are female. Level of work-life balance

Table – 3 gives the perceived level of work life balance among the respondents.

S.No	Work life balance	No. of Respondents	Percentage (%)
1	High	10	8
2	Medium	30	25
3	Low	80	67
Total		120	100

The above table reveals that out of the 120 respondents, 10 (8%) has perceived a high level of work-life balance, 30 (25%) of respondents have perceived a medium level of work-life balance and 80 (67%) of the respondents have perceived a low level of work-life balance.

Relationship between Work-Life Balance and the Work Related Factors

To determine the relationship between work-life balance and the work related factors of bank employees, correlation analysis is used Table – 4 gives the degree of correlation between work-life balance and the work related factors identified from previous literatures and related to the job performance of bank employees such as work stress, job satisfaction, service delivery, job commitment, competency, target achievement, career development and rate of absenteeism.

Table: 4 Correlations

Sl.No	Work- Life Balance	Correlation	Sig.
1	Work stress	-0.755	0.001
2	Job satisfaction	-0.718	0.002
3	Service delivery	0.594	0.000
4	Job commitment	0.753	0.004
5	Competency	0.764	0.000
6	Target achievement	0.503	0.000
7	Career development	0.682	0.001
8	Rate of Absenteeism	-0.513	0.001

***Correlation is significant at the 0.01% level (2 tailed)**

The above table indicates the degree of correlation between work-life balance and the work related factors. Work-life balance has negative relationship with work stress (-.755) and rate of absenteeism (-.513) i.e, when the level of work life-balance becomes lower, the work stress and tendency of taking more leave and absent from duty becomes higher. With all other factors such as Job satisfaction (.718), Service delivery (.594), Job commitment (.753), Competency (.764), Target achievement (.503) and Career development (.682), work life balance has a positive relationship. The results of the correlation analysis also reveal that work life balance and all the work related factors selected for the study are significantly correlated. Hence there is sufficient evidence to reject the null hypothesis of and state that there is significant correlation between work life balance and work related factors such as Work stress, Job satisfaction, Service delivery, Job commitment, Competency, Target achievement, Career development and Rate of Absenteeism.

Effect of Work-Life Balance on Work Related Factors

To determine the effect of work-life balance on the work related factors such as Work stress, Job satisfaction, Service delivery, Job commitment, Competency, Target achievement, Career development and Rate of Absenteeism, regression analysis is used. The regression analysis is done to check the impact of Independent Variable (Work-life balance) on dependent variables (Work stress, Job satisfaction, Service delivery, Job commitment, Competency, Target achievement, Career development and Rate of Absenteeism) in our study. The test consists of ANOVA and F-Statistics. Table – 5 given below shows the results of ANOVA test.

Table – 5 ANOVA for testing the Effect of Work-Life Balance on Work Related Factors

Sl.No	Work- Life Balance	R2	df1	df2	F	Sig.
1	Work stress	0.533	1	118	144.732	0.000
2	Job satisfaction	0.517	1	118	125.945	0.000
3	Service delivery	0.353	1	118	63.878	0.000
4	Job commitment	0.568	1	118	155.76	0.000
5	Competency	0.587	1	118	166.687	0.000
6	Target achievement	0.254	1	118	39.938	0.000
7	Career development	0.463	1	118	101.986	0.000
8	Rate of Absenteeism	0.263	1	118	41.883	0.000

R2 is a measure of the percent variation explained by the independent variable (Work life balance) on the dependent variable. The R2 values reveals that work life balance has 53.2 percent influence on work stress, 51.6 percent influence on job satisfaction, 35.1 percent influence on service delivery, 56.9 percent influence on job commitment, 58.6 percent influence on competency, 25.3 percent influence on target achievement, 46.4 percent influence on career development and 26.2 percent influence on rate of absenteeism. Since the p value is < 0.01 , it can be concluded that the effect of Independent Variable on Dependent Variables is significant and hence sufficient evidence to reject the null hypothesis and state that the influence of Work life balance is having significant effect on work related factors such as work stress, Job satisfaction, Service delivery, Job commitment, Competency, Target achievement, Career development and Rate of Absenteeism

Findings and conclusion

The study clearly reveals that in general, the perceived level of work-life balance among the employees of services sector is low. Work life balance has a positive relationship with the work related factors such as Job satisfaction, Service delivery, Job commitment, Competency, Target achievement and Career development. It has a negative relationship with factors like work stress and rate of absenteeism. Correlation analysis also proves that there is significant correlation between work life balance and all work related factors selected for the study. The results of ANOVA test state that the influence of Work life balance is having significant effect on work related factors such as work stress, Job satisfaction, Service delivery, Job commitment,

Competency, Target achievement, Career development and Rate of Absenteeism. Suggestions and Conclusion

As the findings revealed, the issue of work-life balance is so significant that the employer should develop and deploy strategies to reduce the imbalance between employees work and personal lives. Thus by realizing the importance of work life balance, banks should take suitable measures like flexi working hours, flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Creche) and general services (Employment assistant programs) to improve the level of work life balance of their employees and to improve their work related performance. Further similar study may be conducted among employees of private banks and the result can be compared. Studies can also be done for employees in other sectors too.

Conclusion

Work life balance is playing vital role in the performance of the employee. It is not properly maintains its effect in the efficiency as well as effectiveness and productivity of the organization. The organization has to take maximum care to maintain the work life balance by their employees and promote them for the achievement of the organization goal.

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