

**SETTING EQUILIBRIUM BETWEEN WORK AND LIFE-
UNDERSTANDING THE SIGNIFICANCE OF WORK LIFE
BALANCE IN L&T LTD., CHENNAI.**

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Abstract:

Employees who come to work are on the whole confronting one major issue in balancing their expert life and individual life. The expert work turns out to be so monotonous, perplexing and upsetting that the employees show an overflow impact as a rule on their own life which by its own methods makes an immense strain. The job of the administration in the ongoing days is extremely pivotal in giving adequate space to each representative to meet out their work life balance. The research paper attempts to recognize the idea of work life balance predominant in L &T organization, Chennai.

Key words: *Work Life Balance, Hierarchical Approaches and Methods.*

Introduction:

The term work-life balance is ordinarily utilized as a progressively complete articulation to portray strategies that have been recently named 'family-accommodating in profession'. Work-life balance alludes to the adaptable working game plans that give a harmony between work duties and individual obligations. The term 'work-life balance' was favored because of the way that it includes the encounters and needs of employees for living and working that are palatable to all. Practically speaking, it includes "altering work designs with the goal that everybody, paying little mind to age, race or sexual orientation can discover a cadence that empowers them all the more effectively to consolidate work and their different obligations and desires" (Phillinger2016: 1)

Drew, Humphreys and Murphy bring up "that individual satisfaction was significant inside work and that fulfillment outside work may upgrade employees' commitment to work" (2013:13). Hence, work-life balance is currently the term of decision that are to be firmly adhered to.

Work-life balance is an issue for people, yet for bosses, the market, the state and society in general, the future workforce and customer advertise is a subject to be handled very cautiously. The move from a solitary breadwinner family model to the one where both the parents take an interest in paid business has made it progressively hard to bring up kids while the work environment keeps on being task oriented.

"Work-family balance" advanced into "work-life balance" somewhat because of laborers without family duties who felt that employees with kids were getting benefits that they were most certainly not. The expression "life" applies to any non-paid exercises or responsibilities, while the term doesn't by and large incorporate "unpaid work" when alluding to work, it could be stretched out to cover that.

Work-life balance issues seem to influence a few gatherings of individuals more than others – those working extended periods of time, those whose work overflows into the home because of present day innovation, those in none-standard business, for example, move work, those on low salaries, those attempting to shuffle child rearing and paid work, and those with social commitments past the family and paid work.

In past years, associations took a gander "grinding away" and "life" as autonomous spaces. Workers were required to put the associations' enthusiasm in front of their own. Before, associations responded that, what befalls employees outside the workplace is their own business; what they do in the workplace is their business. "With evolving time, mentalities have changed, associations and chiefs today have come to acknowledge the effect that work-life has on close to home life and the other way around. Late years have seen a developing number of associations work under the supposition that individual life and work life are reciprocal one another and not contending needs. It assists employees with offsetting their work lives with their own life and prompts positive results for the worker and the association.

Along these lines, a developing number of associations have started to receive "work-life (family) projects" or "family-accommodating practices" work-life balance is the term used to depict those practices at work place that recognize and intend to help the requirements of employees in accomplishing a harmony between the requests of their family life and work lives.

Work life parity can be characterized as the ideal mix among work and life both not meddling with one another. In the present business world, individuals and associations are working nonstop to fulfill the regularly developing needs. A slight deferral in meeting the timetables or desires is viewed as an authoritative disappointment. To maintain a strategic distance from postponements and disappointments, employees are trying sincerely and giving their central core to accomplish work-life balance which is making a colossal weight on them and subsequently they are compelled to complete their occupations regardless of time limit. A chaotic timetable. A day of 24 hours is never again enough to perform business related and individual related obligations or duties. The issue appears to be straightforward yet hard to illuminate and deal with. The HR chief should cautiously distinguish the issue and discover an answer with the co-activity of the business. Association must incorporate giving work-life balance as a HR arrangement.

Work-life balance strategies are frequently alluded to as 'adaptable working', and incorporates various methods for working:



Review Of Literature:

The ideas 'Work-life balance' and 'Work-life conflict' have gotten a lot of consideration in scholastic writing and studies in the ongoing years. Research examines have very much clarified that Work family struggle, "is a type of entomb job strife in which the job pressures from work and family areas are commonly contradictory in some regard" Greehaus & Beutell (2010, p.77). (Ezzedeen, 2014; Ahmad, 2013; Noor, 2014) stated, there are critical methodologies and to the manner in which this idea has been investigated. Initially, there is the organization centered way to deal with work-life balance includes work being fundamental to what one does throughout everyday life, and in this way how an organization can make it simpler for people to guarantee the work is finished. Secondly, there is the more family driven subject. Blossom and Van Reenen (2016) recognizes through his investigation that work family strife or conflict can likewise has negative effect on the association, both budgetary and non-money related issue. In light of an investigation of 732 assembling firms in US, France, Germany and the UK associations which offer better work life balance rehearses appreciated higher efficiency. To the extent non-money related parts of hierarchical execution are concerned, inquire about and shows that organizations that embrace better work life balance strategies can improve the degree of occupation fulfillment and increment authoritative duty among their employees.

Totheyrs et al (2016) express their view that there is a reasonable qualification among 'work' and 'life'. With the presentation of innovation and work sparing gadgets it has gotten increasingly hard to recognize the two ideas. Shelton (2016), Walker et al., (2018); Loscocco and Smith-tracker (2014) recognizes that work life balance includes recognizing about and settling on life decisions, for example, downshifting (diminishing work responsibilities and streamlining way of life), or joining different exercises, for example, downshifting (diminishing work duties and disentangling way of life), or consolidating different exercises, for example, networking work, to recover balance etc. Levwis (2013) appropriately recognizes that an appropriately set in work life equalization ought to give chances to people to seek after exercises that gave them assortment in their lives and space all around to appreciate both work and life duties.

The examination study attempted here attempts to distinguish the degree of work life variety given in L&T organization and furthermore the provisions given in the organization that right now properly fulfilled the employees.

Need for the study:

To examine to what exactly the organization has understood as work life balance and has formulated policies and procedure that strive to fulfill the work life balance and also to know exactly the level of work life balance enjoyed by the employees of L& T had created an interest in the researcher and hence the need for the study.

Research Methodology:

The researcher has imparted an *exploratory research* with a *cross sectional research design* for the accommodation of leading the examination. The exploration attempts to investigate the idea of work life balance that is normal among the employees of L&T. The cross sectional research configuration is picked to gather at one shot the reactions from the respondents who are the employees working in the two distinct divisions. The examples were picked in the wake of setting up a reasonable testing structure which fuses a *probability sampling* method including *stratified sampling method*. A sample of 200 respondents were on the whole browsed among the workers and information were gathered from them utilizing a *structured questionnaire* which also forms the source of primary data used for the study.

The secondary data were gathered by the analyst utilizing organizational diaries and documents, books and reports from the organization. The examination likewise includes the use of measurable explanatory apparatuses for the investigation and the after effects of the investigation were determined utilizing *SPSS programming*.

Objectives of the study:

1. To understand the association between the type of field the employee is working in and the level of work life balance they process.

2. To analyze the difference in the satisfaction of the training and development programme oriented towards work life balance.
3. To study correlation of work life balance with different variables relating to work.
4. To find the contribution level of different variables relating to work towards work life balance.
5. To identify the influence of the facilities provided in the organization on the work life balance.

Hypotheses to be analysed:

1. H_0 = There is no significant association between work-life balance and type of field.
 H_1 = There is significant association between work-life balance and the type of field.
2. H_0 = There is no difference in the satisfaction of the training and development programme oriented towards work life balance.
 H_1 = There is a difference in the satisfaction of the training and development programme oriented towards work life balance.
3. H_0 = There is no correlation of work life balance with different variables relating to work.
 H_1 = There is correlation of work life balance with different variables relating to work.
4. H_0 = There is no significant influence of the facilities provided in the organization on the work life balance.
 H_1 = There is significant influence of the facilities provided in the organization on the work life balance.

Research Analysis:

Chi-square test:

To understand the significant association between the type of field the employee is working in and the level of work life balance they have in their life is analyzed using a chi square analysis and the results of which are tabulated below.

The hypothesis framed for the analysis is,

H_0 = There is no significant association between work-life balance and type of field.

H_1 = There is significant association between work-life balance and the type of field.

| Level of WORK LIFE BALANCE | COURSE | | total |
|----------------------------|-------------------|------------------|------------|
| | Engineering Field | Management Field | |
| Low | 33 | 1 | 34 |
| Medium | 54 | 90 | 144 |
| High | 13 | 9 | 22 |
| Total | 100 | 100 | 200 |

The above table indicates that out of 200 respondents, 34 belong to 'low level of work life balance', 144 respondents belong to 'Medium Level of work life balance' and remaining 22 respondents belong to 'High Level of work life balance'. Out of 34 respondents, 33 are from engineering and just a single respondent is from management. Out of 144 respondents, 54 are from engineering and 90 respondents are from management. And out of 22 respondents, 13 are from engineering and 9 respondents are from management.

| | Value | Degree of freedom | P-Value |
|--------------------|---------------------|-------------------|---------|
| Pearson Chi-Square | 39.845 ^a | 2 | .000 |

The above table indicates that, P-Value is 0.00 which is less than standard value 0.05. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Thus, it can be understood that there is an significant association between work-life balance and type of Field the employee is working in.

Z-Test:

To understand the difference in the satisfaction of the training and development programme oriented towards work life balance a Z-test is conducted. The size of the sample is quite reasonably high and hence the justification for the z-test.

| Purpose | Mean | N | Standard Deviation |
|--------------|--------------|------------|--------------------|
| Internal | 62.04 | 100 | 14.42 |
| External | 69.20 | 100 | 7.15 |
| Total | 65.62 | 200 | 11.90 |

The above table indicates that, mean score for internal training and development is 62.04 whereas for external is 69.20.

To bring in further clarity in understanding 'z-test' is done which is as follows,

z-test score for Training and development oriented towards work life balance

| Purpose | N | Mean | SD | SE of diff of Mean | Diff of Mean | Cal. Z-value | Table Z-value | Null Hypothesis |
|----------------|----------|-------------|-----------|---------------------------|---------------------|---------------------|----------------------|------------------------|
| Internal | 100 | 62.04 | 14.42 | 1.62 | 7.16 | 4.42 | 1.96 | Rejected |
| External | 100 | 69.2 | 7.15 | | | | | |

Above table shows that, calculated t-value (4.42) is greater than tabulated t-value (1.06). Hence, null hypothesis is rejected. Thus, there is significant association between work-life balance and type of training course undertaken towards work life balance.

Pearson's Correlation:

To study correlation of work life balance with different variables, Pearson' coefficient of correlation is calculated.

The application of correlation is to measure the degree of association between the sets of variables under consideration. The hypothesized facts to the motivation, entry barriers and sustenance are tested using Pearson's correlation analysis. The sign+ or – can indicate the direction the direction of the relationship. The values can range from -1 to +1 with +1 indicating a perfect positive relationship. 0 indicating no relationship and -1 indicating a perfect negative relationship (**Hair et al 2013**). This technique is used to test the hypothesis.

Pearson's Correlation:

| | | Work life balance score | Work Provisions score | Facilities provision score | Hindrance score | Org. policies score |
|----------------------------------|------------------------|--|--------------------------------------|---|----------------------------|------------------------------------|
| Work life balance Score | Pearson correlation | 1 | 0.110 | 0.057 | -0.12 | .314** |
| | N | 200 | 200 | 200 | 200 | 200 |
| Work Provisions score | Pearson correlation | | 1 | .208** | -.148* | .082 |
| | N | | 200 | 200 | 200 | 200 |
| Facilities Provision score | Pearson correlation | | | 1 | -.040 | .039 |
| | N | | | 200 | 200 | 200 |
| Hindrance Score | Pearson correlation | | | | 1 | -.160* |
| | N | | | | 200 | 200 |
| Org. Policies score | Pearson correlation | | | | | 1 |
| | N | | | | | 200 |

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

** Correlation is significant at the 0.05 level (2-tailed).

Work life balance and work arrangements:

The above table show that the coefficient of relationship between's work life equalization and Work strategies sore is sure yet not huge. Work strategies incorporate elements like: Flexible beginning/end time, Flexible working hours, Paid downtime, Career breaks and Sabbaticals. Subsequently, it is seen that there is a relationship between the authoritative strategies and work-life balance in any case, it isn't noteworthy.

Work life balance and Facilities arrangement:

The relationship framework table shows that the coefficient of connection between's work life balance and offices arrangement score is certain yet not noteworthy. Different offices that associations give incorporate components like: Telephone and Counseling Services, Health Programs, Parenting and Family bolster programs, Recreation and Transportation. Along these

lines, it is seen that there is a relationship between the offices arrangement and Work-Life Balance to a specific level at the same time, it isn't that huge.

Work life balance and Hindrance to work life balance:

The connection table demonstrates that the coefficient of relationship between's work life balance and Hindrance to work life balance is certain however not noteworthy. Different properties like negative mentality of the executives and partners, innovations, for example, workstations/PDAs and voyaging can make deterrents in keeping up Work-Life Balance. Accordingly, its saw that there is a relationship between the Hindrances to work life balance and Work-Life parity to a specific level however it isn't that noteworthy.

Authoritative Policies and work life balance:

The above relationship table shows that the coefficient of connection between's work life balance and Organizational approaches is certain and huge. Hierarchical approaches incorporate components like Work Practices, Work Environment, Remuneration, Employee Morale, Fringe Benefits, Organization structure, work duties, Employee-Employer's Contribution and Work-Life Balance.

The Pearson's correlation test results highlight that:

- Coefficient of correlation between work life balance & Organizational policies score is positive and significant.
- Coefficient of correlation between work life balance & Facilities Provision score is positive but not significant.
- Coefficient of correlation between work life balance & Hindrance score is positive but not significant.
- Coefficient of correlation between work life balance & Employers contribution score is positive but not significant.

Thus it can be concluded from the test that if Employer's contribution scores increases, work life balance also increases.

The contribution level of various factors towards work life balance is highlighted diagrammatically as follows,



Regression analysis:

To understand the influence of the facilities provided in the organization on the work life balance an regression analysis is conducted.

Facilities Provided by Company

Work facilities are nothing but supportive amenities provided by the organization to support their employees. These amenities will help the employees to live their professional life in a smooth manner. Though, these amenities/facilities will not have any impact on work/life balance but will indirectly reduce the stress level of employees.

For the purpose the study on Work-Life Balance, information on work facilities provided by the Organization was collected giving various work amenities options that an organization can offer to its employees. Responses given for each statement were recorded and classified. Information after classification is presented in table:

Distribution of sample: Work Facilities offered by Company

| Work Facilities | Yes | No |
|--------------------------------------|-----|-----|
| Telephone for personal use | 99 | 101 |
| Counseling services | 60 | 140 |
| Health Programs | 73 | 127 |
| Parenting or Family Support Programs | 95 | 105 |
| Recreation Facilities and choices | 87 | 113 |
| Transportation | 91 | 109 |

After recording the responses of Work Facilities, mean and standard deviation of the same were calculated, which are presented in the following table:

Indicating mean & standard deviation of Facilities Provision

| | N | Minimum | Maximum | Mean | Std. Deviation |
|----------------------------|----------|----------------|----------------|-------------|-----------------------|
| Facilities Provision Score | 200 | .00 | 100.00 | 42.08 | 21.32 |

The above table indicates that mean score of Work Facilities is 42.08 and Standard Deviation is 21.32. all 200 responses are classified into three groups. Respondents having score below .00 are classified into “Low Level”. Respondents of score between .00 and 100.00 are classified into “Medium Level of Stress”. Respondents of score above 100.00 are classified into “High level of Stress”. The levels of Work Provisions provided by the organizations has been tabulated in the following manner:

Range of Work facilities provided

| Particular | Frequency | Percent |
|-------------------|------------------|----------------|
| Low | 47 | 23.5 |
| Medium | 109 | 54.5 |
| High | 44 | 22.0 |
| Total | 200 | 100.0 |

Levels of WLB

| Level of WLB | GENDER | | Total |
|---------------------|---------------|-------------|--------------|
| | Female | Male | |
| Low | 21 | 13 | 34 |
| Medium | 70 | 74 | 144 |
| High | 8 | 14 | 22 |
| Total | 100 | 100 | 200 |

| <i>Regression Statistics</i> | |
|------------------------------|-------------|
| Multiple R | 0.998826116 |
| R Square | 0.997653609 |
| Adjusted R Square | 0.995307219 |
| Standard Error | 4.606259668 |
| Observations | 3 |

| ANOVA | | | | | | | | |
|--------------|---------------------|-----------------------|---------------|----------------|-----------------------|------------------|--------------------|--------------------|
| | <i>df</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> | | | |
| Regression | 1 | 9021.449 | 9021.449 | 425.1865 | 0.03085 | | | |
| Residual | 1 | 21.21763 | 21.21763 | | | | | |
| Total | 2 | 9042.667 | | | | | | |
| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> | <i>Upper 95%</i> | <i>Lower 95.0%</i> | <i>Upper 95.0%</i> |
| Intercept | -55.3602377 | 6.487973 | -8.53275 | 0.07427 | -137.798 | 27.07728 | -137.798 | 27.077281 |
| X Variable 1 | 1.830403565 | 0.088768 | 20.62005 | 0.03085 | 0.702497 | 2.95831 | 0.702497 | 2.9583097 |

The regression analysis tries to indicate that there is a significant influence of the range of work facilities provided on the levels of work life balance. This is well understood with the R square value which shows that 99% of the variation in the work life balance(dependent variable) is influenced by the work life facilities provided by the organization(independent variable).

Findings:

1. There is a strong relationship between work-life balance and kind of Field the worker is working in.
2. There is strong relationship between work-life balance and the type of training course.

3. The connection between work life balance and Organizational strategies score is certain and noteworthy.
4. The extent of relationship between work life balance and facilities provision score is sure however not critical.
5. The connection between work life balance and hindrance score is sure however not critical.
6. The extent of relationship between work life balance and employers commitment score is certain yet not critical.
7. There is a noteworthy impact of the work facilities that are given on the levels of work life balance.

Suggestion:

The impact created by the imbalance in the work and life balance is noteworthy and for sure it creates a spill over effect on the sustainability of the organization. The field in which the employees work has an influence on them in maintaining their work life balance and henceforth the organizations should focus on those fields and department that drains and creates the work life imbalance. It can also be noted in the research that there is a notable level of influence that is created by the organizational policies in the work life balance and thus organizations should focus on them and strengthen them in such a way that it provides more scope for bringing in work life balance among the employees.

Conclusion:

Developing variants in family structures is raising among the workforce, including double worker couples, single, mixed families, employees with senior consideration obligations and the expanding number of individuals deciding to live alone, has uplifted the importance of adjusting work and life jobs for a generous fragment of utilized people. These cultural improvements have incredibly expanded the complexities of the interface among work and life.

Thus, it is significant for employees to communicate their desires and needs, since else they can't anticipate that administration or the Company should resolve matters for them on their own drive.

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