

Work Life Balance and its Impact on Employee's Productivity with special reference to Women in Private Universities in Jaipur City

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Abstract: India is having a vast industrial facet in current economy and all the industries are significantly contributing towards the country's GDP. Not only such a panorama is providing employment opportunity but proves to be very successful in attracting a massive pool of talent.

In such a changing and competitive environment, working hands desires for an appropriate balance between their work and life. Work – Life balance is a practice an individual tries to follow in order to have a control over how, where and when they work.

Women are considered to be the backbone of their families in Indian culture. But with the variation in current economy and demanding lifestyle their role has changed. Not only females are approaching all the higher ends of corporate success but also are proving themselves progressive on every benchmark.

But balance in such a successful career and personal life is highly challenging and tough at the same time. This issue of work-life balance is being globally emphasized and hence its achievement is very important on individual level as well.

This study emphasizes on work-life balance of women working in private universities at post-graduation level. The major findings of the study highlights those factors and variables which leads to imbalance in work and life of the understudy females.

Keywords: Work-Life Balance, Backbone, Control, Imbalance, Progressive

INTRODUCTION

Today, work- life balance is progressively becoming a mutual concern to both employers and employees of almost all the organizations. Work-life balance mainly focuses on an individual's ability of prioritizing and managing a proper gap between their personal life and work life which is directly linked to their productivity, job performance and satisfaction. When there is equilibrium between work and personal life, employees put in their best at work, because of a blissful family life behind them. Recent studies show a rapid increase in attrition rate of employees and imbalance in their dual domains (work life and personal life) of lives. As a result, organizations have to think on the far side of the situation and need to adopt some measures such as flexible working hours, easy leave policies, family care benefits etc. to overcome the problem. This paper highlights various ways in which organizational work-life practices may influence an employee's performance specially women and its effects on their overall productivity.

LITRATURE REVIEW

A brief literature review is conducted so far as given here. Work life balance at its introduction was conceived as work family conflict (Kahn et al., 1964), work family enhancement/ facilitation (Grzywacz and Marks, 2000), or, work family balance (e.g. Hill, et al. 2001).

Vijaya Mani (2013) has concluded that the factors which affects the Work Life Balance of working women in India are improper time management, child care priorities, gender discrimination, elder dependants, health issues, insufficient recognition and organizational politics.

K.Santhana Lakshmi et al, (March 2013) has analysed that the educational institutes should focus on the issues that leads to Work Life Imbalance among the working staff and especially on women staff. Institutes should devise and execute comprehensive methodology to help and support the staff in managing their dual domains of life.

Emslie C. & Hunt K. (2009) have presented in their article that gender is a very important aspect while analysing individual's issues related to Work Life Balance.

Kinman and Jones (2008) proposed that educational sector is experiencing stress related to work as an important issue to focus on. They have analysed that the most irksome issue in academic work is the imbalance ratio of workload and time.

Ungerson & Yeandle, 2005 found work life balance as outcome of three variables that are personal time, family care, and work.

Women seem to be progressive in every sphere of workplace, and are achieving same as well as better level of achievements. But their growth and their career paths takes a side track when they face problems like job stress, inadequate household support, sexual harassment etc.(Burke and Mattis, 2005; Burke and Nelson, 2002).

Guest, D. E (2002) defines work life balance as a smooth and free conduct of work having a minimal negative impact on family life.

According to Burke (2002) both men and women seeks for a job opportunity that can be supportive towards their work life balance. But in case of women they tend to give equal importance to work and family as they consider both of them as the origin of happy life. Women find it very uncomfortable and troublesome when their work leaves marks of stress or tension in their personal life. They tries to put schedules and do planning to keep both their lives distant from each other. But at the end their primary concern is still their family life which creates a question mark on their employment status.

Achieving an exact level of balance between work life and family life is now becoming a superficial concept. The only situation where in an individual can claim to achieve that balance is when she can able to feel the real satisfaction as well justification towards her job.

Freedman and Greenhaus (2002), argues in their book “Work and Family: Allies or Enemies” that imbalance in work and life have real impact on one’s life. These impact in case of working women includes (to mention a few) confined career choices, stressful married life, inadequate attention towards children, medical illness and various health related problems.

Kahn et al., 1964 presented the concept as a situation of distress between two (or more) sets of variables where in one becomes more dominant than the other. Greenhaus and Beutell (1985) inspired by the work of Kahn et al. (1964), defined work family conflict as: “An incompatible position of individual between his work life and family life”. He added on to the term where he proposed the misbalanced equation of work role and family role.

Work life balance now a days is a very important issue in all kinds of employment as dual-career families, advanced standard of living, high expectations of employers in return of big fat salaries is becoming very common.

OBJECTIVES:

The main objectives of this paper are as follows:

- To analyse Impact of Employee’s Efficiency and productivity on Organizational Effectiveness
- To study Work-Life Balance and its Impact on Employee’s Productivity
- To analyse if Work-Life Balance increases employee’s Motivation towards Work?

RESEARCH METHODOLOGY:

- Sampling: Simple Random Sampling
- Sample Unit: Female Academicians from Private Universities in Jaipur City
- Sample Unit: 50 Units
- Research Tools: A structured Questionnaire is used to collect primary data for the study.

The questionnaire is divided into three different sections measuring:

- To understand Employee’s involvement and attitude towards organization;
- Work-Life Balance and its Impact on Employee’s Productivity; and
- Work-Life Balance increases employee’s Motivation towards Work?

A systematic item analysis is done per question to analyse the factors and results supporting the study.

Secondary data is also collected and used as a reference support to the conducted study.

ANALYSIS AND INTERPRETATION:

SECTION A

1. Do you find it difficult to grow, stabilize and excel in your organization?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Most Difficult	01	2
2	Very Difficult	05	10
3	Difficult	25	50
4	No Difficulty	19	38
	Total	50	100

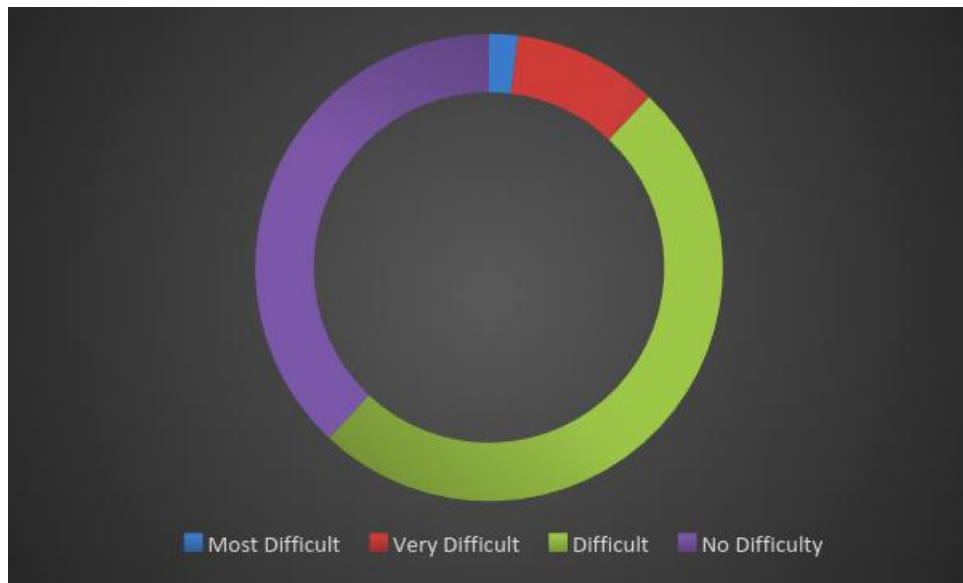


Figure 1 Difficulty in organization

Inference: 50% of the respondents find a specific range of difficulty in stabilizing their jobs with their personal lives, but a reasonable amount of females find no difficulty as such. It implies a mix culture prevailing among the various Universities of Jaipur regarding concern and support to employees about their personal growth in their field.

2. Is management interested to improve productivity of every employee in your organization?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Highly Interested	13	26
2	Moderately Interested	22	44
3	Least Interested	6	12
4	Can't Say	9	18
	Total	50	100

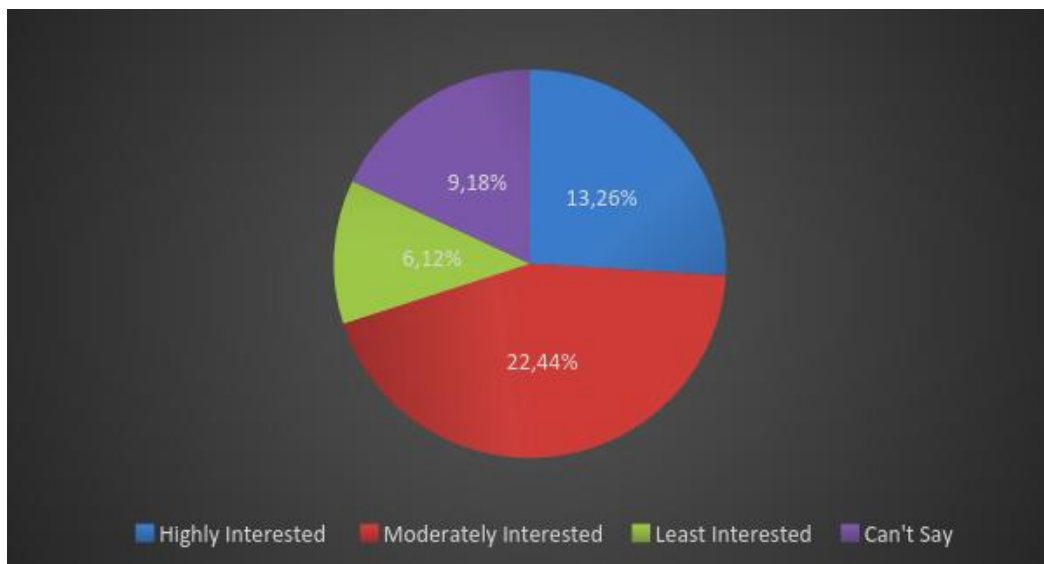


Figure 2 Management's Interest in Employee's Productivity

Inference: Majority of employee's finds that involvement level of employer in improving their productivity through various modes is moderate. Lack of academic and developmental programs are few issues that are mentioned by respondents as an important issue.

3. Do you think you have good prospects in your organization?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Yes	27	54
2	No	23	46
	Total	50	100

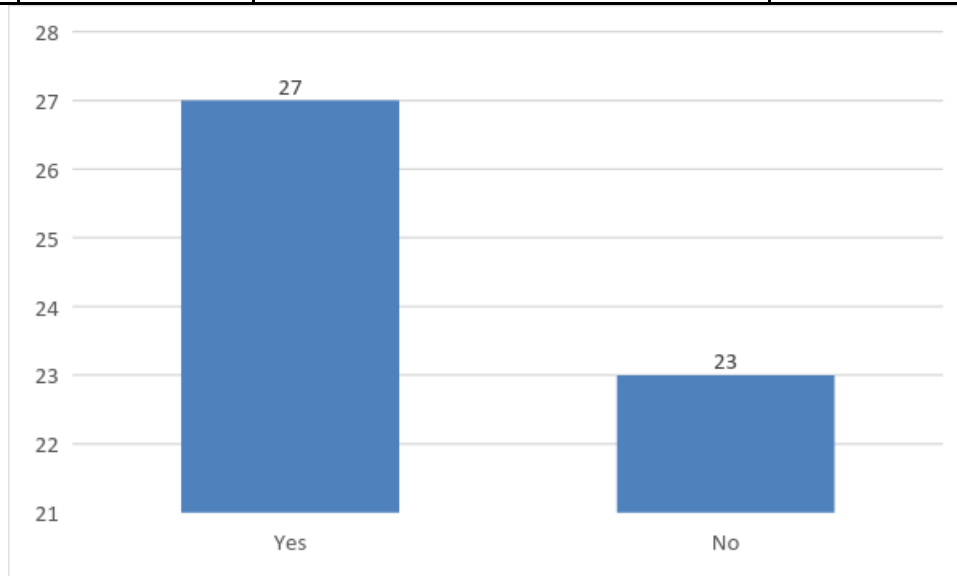


Figure 3 Prospects in Organization

Inference: More than half of the respondents' finds that they have good prospects in their current organizations but comparative to the ratio almost same finds it reasonably difficult. This implies the difference in working culture of various private universities which changes the situation of working women.

4. What is your average contribution per year towards your organization?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	10 % - 20%	7	14
2	20% - 30%	5	10
3	30% - 40 %	19	38
4	40% and Above	19	38
	Total	50	100

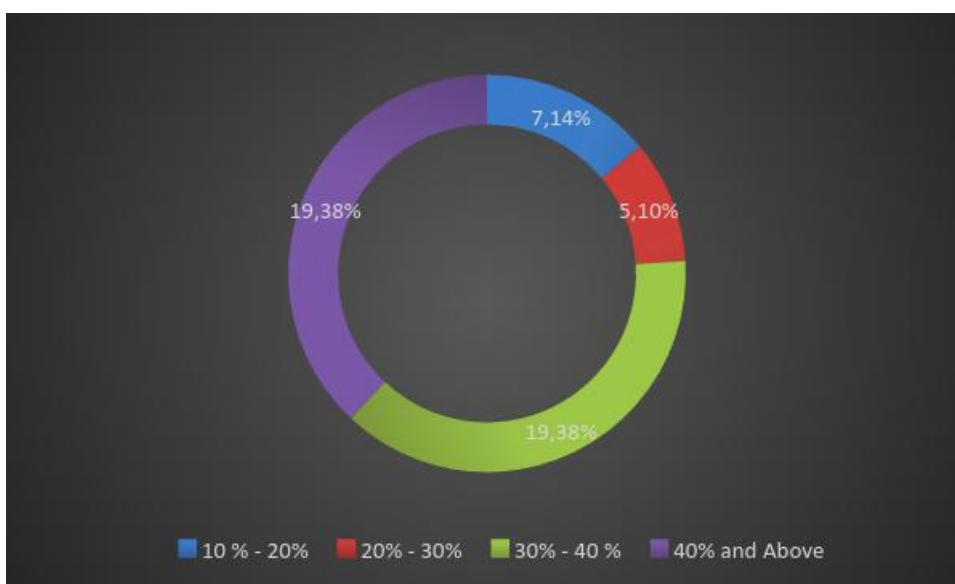


Figure 4 Average Contribution of an employee per year

Inference: It was found that on an average an employee usually adds 40% of their contribution in their organization’s year goals and achievements

Conclusion: This section of questionnaire concludes that:

- When employee finds stability in organization they tend to have a positive attitude towards their working climate. In specific case of women, stability tends to provide them a level of comfort so that they can focus on both of their live domains.
- If an employee receives interest from their management in their personal growth they try to give their maximum contribution in every aspect possible.
- If an employee finds their prospects in organization positive they tend to be more productive towards organisation. While talking about females if they receive employer’s involvement it create a competitive environment and hep them to develop more their field.

SECTION B

1. Are you able to achieve the targets given to you?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Yes	30	60
2	No	20	40
	Total	50	100

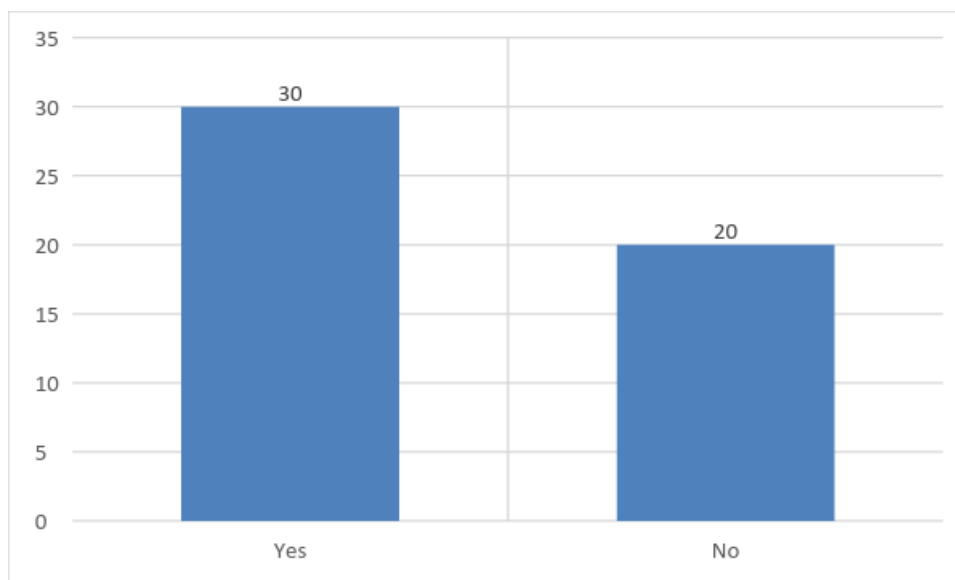


Figure 5 Achievements of Targets

Inference: It was found that average of 60% people tends to achieve their targets given to them and 40% are not.

2. How often do you take leave off work?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Once in a week	0	0
2	Once in a month	12	24
3	Very Often	5	10
4	Whenever Required	33	66
	Total	50	100

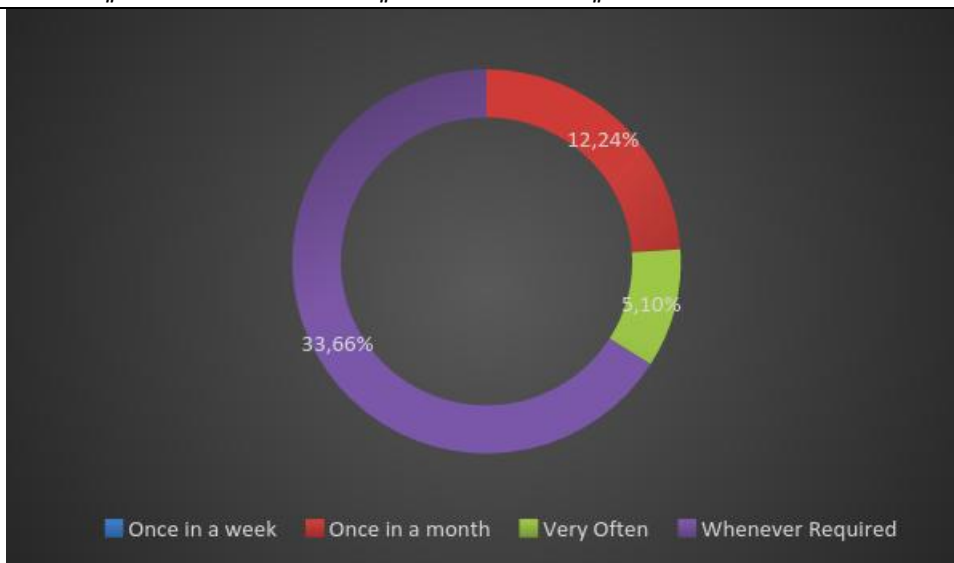


Figure 6 Leave off Work

Inference: It was found 60 % of employees takes leaves whenever required by them whereas 40% takes one in a month irrespective of the fact that they require it or not. It can be implied that females are having a mix pattern of taking leaves such that few of them take leaves only when required but some of them avails their leave anyway to have an extra time for their personal errands.

3. Have you ever skipped your break in order to serve your organization?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Yes	14	28
2	No	26	52
3	Always	10	20
	Total	50	100

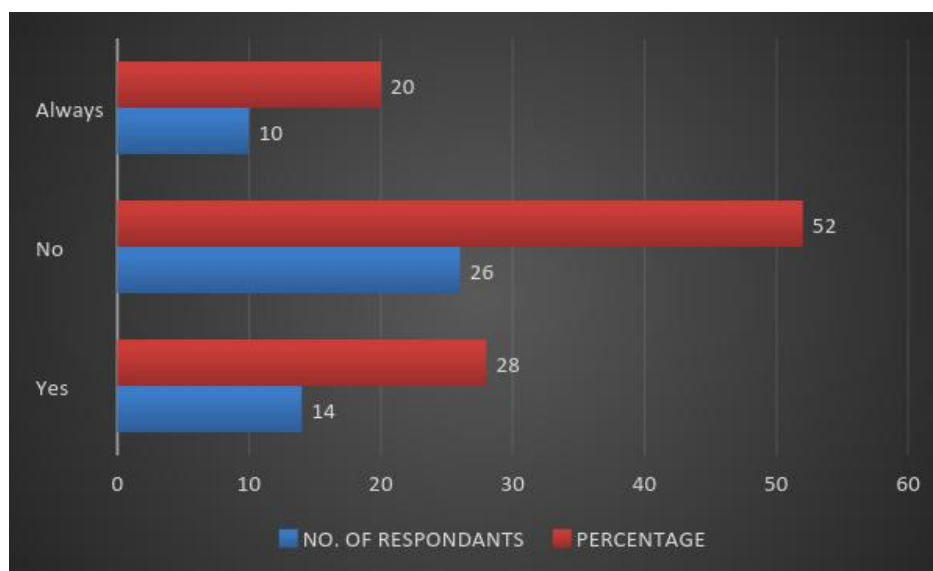


Figure 7 Work over Breaks

Inference: It was found that more than half of the respondents resist to give up their lunch in order to fulfil their duties towards the organization by putting some extra efforts. Although few female respondents support the organization in such a way that they can give their personal time as well. It shows the different level of motivation and loyalty of employees towards the organization.

4. Are you ready to accept challenging task?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Always	27	54
2	Sometimes	13	26
3	Never	10	20
	Total	50	100

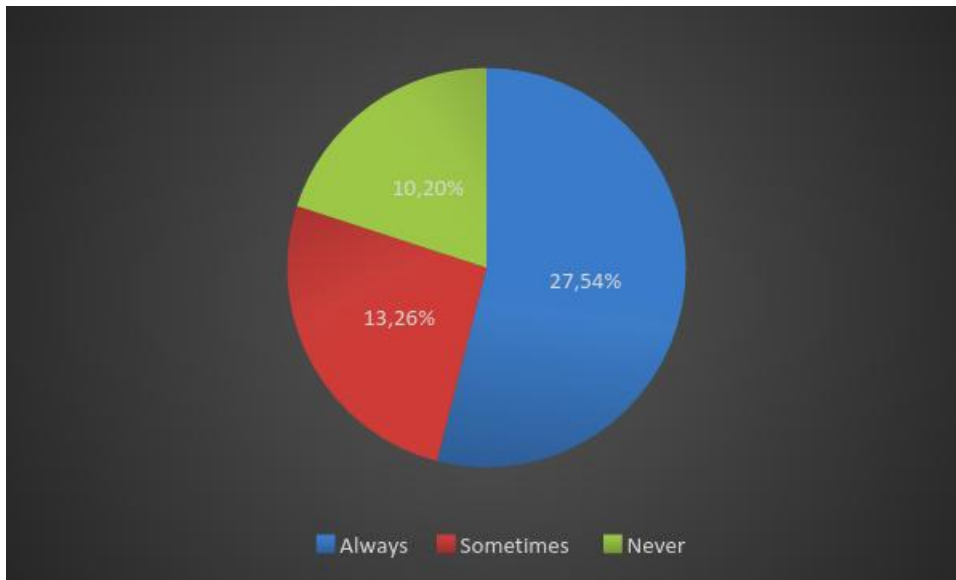


Figure 8 Challenge Acceptance Level

Inference: It was found that based on the working culture and scenario only 54% of people shows leadership in accepting any challenging task whereas 30% of people are only comfortable with the usual task assigned to them.

Conclusion: This section concludes that:

- Under present working scenario only 60% of people are able to achieve their targets which relate to the fact organization needs to adopt few changes to overcome this situation. In case of education organizations, it's been a trend that female ratio to male is always high, so to keep the ratio stable organizations need to come up with some flexible options to support the female academicians.
- It is also found that only 60% of people take the job above their personal effort which shows that they are not satisfied with the balance they have in their personal and work life. Working females faces dilemma in their choices and at the end they give priority to their personal life, leaving their career as a secondary choice.
- In today's scenario where one needs to lead only 50% of people shows their interest in challenging tasks, which identifies that there is lack of commitment and motivation in employees towards work.

SECTION C

1. Do you enjoy the tasks given to you in your job profile?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Enjoy a lot	12	24
2	Enjoy	8	16
3	Neutral	6	12
4	Don't Enjoy Much	24	48
	Total	50	100

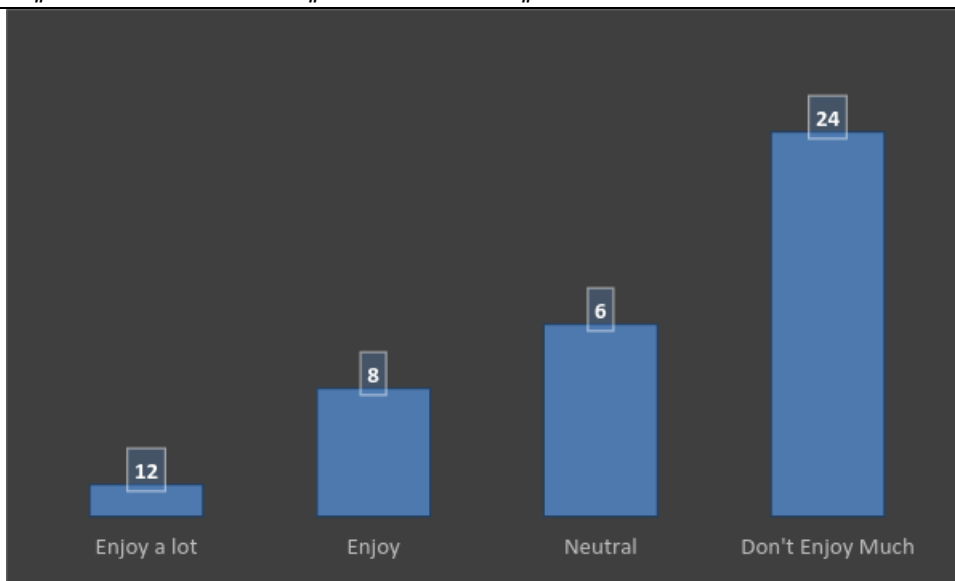


Figure 9 Enjoyment in Task

Inference: A very mixed response of enjoyment in job was found where only 40% people enjoy their job and a 48% shows no enjoyment. It implies that organizations need to adopt few measures like job rotation to keep the employees involved and updated.

2. Does the organization organize camps and picnics to manage the working situation?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Yes	28	56
2	No	22	44
	Total	50	100

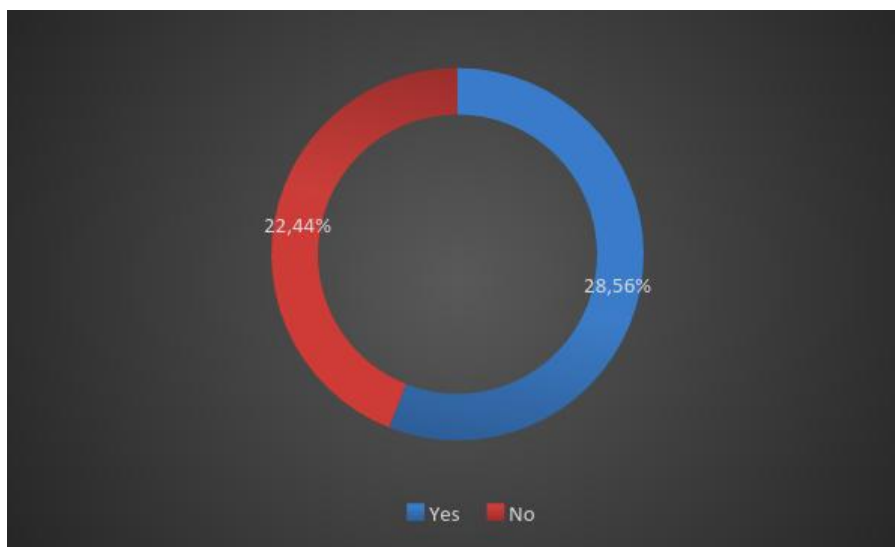


Figure 10 Organised Camps and Picnics

Inference: It was found 80% of people receive extra out of organization wither as a camp or picnic. It was also analysed that female employees support the idea of day off and spending that time in some outdoor activity since those working hours spent in some extra activities can help them a lot to relax and rejuvenate a bit.

3. Does your organizations provides facilities like in house Medicare, crèche etc.?

S.NO	OPTIONS	NO. OF RESPONDANTS	PERCENTAGE
1	Yes	0	0
2	No	50	100
	Total	50	100

Inference: Female employees always require some in-house facilities to have a dual eye on work and personal tasks. Such facilities includes crèche, playhouse, day care etc. But it is a common problem that none of premium universities provides any of such facilities. It is very important for organizations now a days to explore new culture even more so that they will able to retain employees at a better level.

Conclusion: This section concludes that:

- It was found that if employee receives some extra activities like picnics and outings with colleagues they tend to enjoy their job way better.
- If employee enjoys their job they tend to perform better.
- Employee also seeks some extra benefits like in house Medicare facilities for better working lifestyle.

**POSSIBLE SUGGESTIONS TO OVERCOME THE CHALLENGES:
WHAT ORGANIZATIONS CAN DO?**

- For a smooth flow of work organizations can encourage employees to create a sound balance between their work life and personal life. For such purpose real life examples should be promoted among them to exhibit their success stories.
- Organizations should try to implant a feeling of trust between the employee and the manager such that it should be felt equally important for both the ends.
- Communication is key of transparent work. Special focus should be on communication channels between the team manager and its members. This is a practical requirement and helps to avoid unwanted negativity. Moreover it helps the manager to understand he employee better and vice- versa.
- Organization needs to explore various other working culture, so that employee will enjoy their job better rather than spending their time comparing their situation with others which leaves an uneasy feeling in them for their organizations.
- Women can be more productive if they receive a comfort in their job and also a level of support from employers. Academic institutes need to accept few flexible choices in order to make a humble relation with female employees.

WHAT EMPLOYEES CAN DO?

- Women need to divert themselves in doing some extra activities for their mental as well as their physical fitness
- Women also need to plan and organize their schedule according to their family requirement and work demand.
- Special focus on social interaction, proper attention to spouse, children, parents and friends, community work etc. should adopted in order to achieve personal balance.

CONCLUSIONS:

From the above factors mentioned and literature reviewed, it is reasonable to conclude that modern organizations, should address the concept of Work Life Balance and related issues among their employees and take a holistic approach to design and implement policies to support the employees to manage their work life balance which would add to the performance of these members and will ultimately add to the productivity of the organization. Female employees' needs a better eye check on their choices since when they feel a misbalance it always leads their career to adjust. Productive and career oriented females are a good asset to organizations as well as to the nation. Women always had a prime position in our culture but that prime position should not be restricted to the house and kitchen only. Women need a space to flourish and explore, and on the most they need support from both their managers and family.

The articles highlight the work–life balance challenges posed by new organizational practices on females. At the same time there are various pointers for improving employees' work–life balance. Work-Life Balance is not a problem to be solved but it is an on-going issue to be managed.

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