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Meenakshi Thakur
Assistant Professor,
Department of Commerce, Sri
Aurobindo College (Eve.),
University of Delhi, India

Dr. Madhu
Assistant Professor,
Department of Commerce,
SGTB Khalsa College,
University of Delhi, India

Correspondence
Meenakshi Thakur
Assistant Professor,
Department of Commerce, Sri
Aurobindo College (Eve.),
University of Delhi, India

An analysis of employees' background and their perception towards work-life balance

Meenakshi Thakur and Dr. Madhu

Abstract

Organisational success depends on the effective use of human resources. In the current scenario, the role of work has shifted globally due to economic conditions and social demands. Employees are increasingly getting conscious towards work life balance, working conditions and job satisfaction. An attempt has been made in this research paper to evaluate whether there is any significant association between employees' background and their perception about job satisfaction, organisational climate, and work-life balance. The various aspects studied are - perception about job satisfaction, organisational climate, organisational level initiatives, and work-life balance-oriented HR policies, general HR policies, and maintaining Work-Life Balance. For this purpose, perceptions of the employees have been analysed on the basis of employees' background. The chi-square test was applied to determine the dependence of above variables and demographic factor (Employee's Background) among the employees in SJVN Ltd (Satluj Jal Vidyut Nigam Ltd).

Keywords: work-life balance, organisational climate, job satisfaction, employees' background

Introduction

Human Resources is one of the most critical resources that organisations need to focus on. The well-being and satisfaction of employees are important factors on which the success of an organisation depends. The concern and concept of work life balance has become essential for all organisations. Work life balance can be achieved by increasing the level of job satisfaction and improving organisational climate; consequently, it reduces the level of stress. Employees are the backbone of every organisation, and no work can be accomplished without employees, and their satisfaction is essential for organisational growth. Employees would be happier if they receive what they anticipate. Job satisfaction enhances the morale, productivity, loyalty, and commitment of employees.

An increase in the quality of work will favour employees' well-being and the organisation's well-being. The employer can benefit from achieving a better work-life balance because their employee would be efficient, more motivated, and less stressed. It helps the organisation retain valued employees, gain reputation as an employer of choice, reduce cost, and achieve maximum organisational growth.

Literature Review

Reddy, N. Krishna *et al.* (2010) ^[2] carried out research on "Work-Life Balance among Married Women Employees" to investigate multiple reasons that can cause family work conflict (FWC) and work family conflict (WFC) between married women employees. This study has identified four variables that affect the experience of FWC and WFC. These variables were the age of children, family size, level of social support and work hours. It was discovered that these variables' impact on working women's psychological distress and health is also essential to be considered. The researched showed that FWC and WFC were more likely to be among women with the oldest child between 6 to 10 years of age. It was further revealed that the amount and frequency of overtime, the number of hours worked per week, unsupportive supervisor, rigid work schedule, and inhospitable organisational climate for balancing work and women employees experiencing tension between their family and work roles. Finally, the study recommended that organisations set out guidelines for managing WFC's because they are linked to job performance and employee's satisfaction. Shobha *et al.* (2011) ^[3] conducted a study titled "Assessment of Organizational Climate and Job Satisfaction of Customer Service Representatives" to assess customer service

representatives' satisfaction through organisational climate inventory and job satisfaction scale. This study emphasised whether organisational climate and job satisfaction positively or negatively affect employee work performance and professional growth. It was also concluded that the majority of respondents were not very satisfied with their current employment. It was recommended that there be a need for change in organisational design based on distributed cognition principle and centered teamwork structure, and also need to change managerial and organisational culture.

Kumari Lalita (2012) ^[4] carried out research work on "Employees' Perception on Work- Life Balance And It's Relation With Job Satisfaction In Indian Public Sector Bank" observed that each of the Work Life Balance variables affect job satisfaction, such as organisational changes, managerial style, working hours, psychological distress and work life conflict and personal financial issues. The study revealed that overall work life balance policies have a significant relationship with degree of job satisfaction, which shows job satisfaction improves work life balance. The result indicates that perception about job satisfaction and work life balance have shifted in recent years.

Gupta Sachin and Charu (2013) ^[5] have analysed "Work-life balance and burnout as predictors of job satisfaction in IT industry". It was observed that the 75-universal adoption of the term "work-life" as a distinction from "work/family" has significant results, such as legitimizing non-standard work arrangements for a disparate range of employees. They indicated a high degree of correlation between job satisfaction and work life balance. The degree of correlation was found low between different burnout dimensions, which means that job satisfaction and burnout were not correlated. Work-life balance and burnout have also been found to affects job satisfaction among IT Sectors employees. Further, there was a substantial difference in stress level between men and women. They finally concluded that poor satisfaction results in lower morale and productivity. They suggested that organisations could play an essential role in addressing work-life balance and burnouts.

Rai Rashmi (2014) ^[6] concluded study on "Role of Organizational Climate on Employee Job Satisfaction: A Critical Study on Indian IT Industries" to examine the effect of organisational climate on job satisfaction among the employees of the Indian IT Industries. The study revealed a significant relationship between employee satisfaction and organisational climate. She further pointed out that the anticipation of employee's loyalty to the employer was replaced by their individual performance and that performance was directly proportional to an employee's job satisfaction. Further, it was noticed that the organisation lack in certain factors like communication and trust. The organisations can maintain an excellent working condition with a high degree of satisfaction, organisational commitment, devotion, and involvement by giving little more care to these factors. Finally, it was concluded that a transparent structure, coordination process, command structure and communication processes boosted the employee's performance resulting in a positive organisational climate.

Irfan Adeeba and Azmi Tabassum Feza (2015) ^[7] in their study on "Work-Life Balance among Teachers: An Empirical Study" to find the dimensions of work life

balance among University and School teachers. On the Work Life Balance dimension, there were no substantial differences observed based on gender, marital status, age, number of dependents, and spouse's occupation. However, there was a significant difference in work life balance between University and School teachers. It was further revealed that the respondents came from university as well as school, and there were gaps in their perceptions. To understand the work-life balance issues that teachers face, this study recommended enhanced interaction between authorities and teachers. A balance between workload allocation, free time and extra-curricular activities should be created to promote academic excellence.

Vijayalakshami, Ch. And Das Tulsi (2016) ^[8] carried out a study on "Impact of Working Conditions on Quality of Work Life: A Comparative Study on Public and Private Sector Power Units" to analyse the effect of working conditions on employees' work life in the selected power sector units. It was also noticed that providing an internal, personal, spiritual, and physical working environment to the employees improve individual capacity also leads to the organisation's higher productivity. It was concluded that working conditions and the culture of organisation play a key role in the quality of work life. Therefore, it was suggested that management should look at these facilities that were inaccessible and the points where employees were unhappy with unavailability of the facility.

Apipalakula Chanya and Kummoon Dawruang (2017) ^[9] investigated the relationships and "effects of organisational climate" to "conflict management" in their study on "Effects of Organizational Climate to Conflict Management amongst Organizational Health Personnel". The study outcomes showed that structure, the standard of performance, responsibility, warmth, unity and conflict had shown positive and average relationships with conflict management. However, the organisational climate dimensions such as incentive, risk and support have also shown optimistic but low relationships with conflict management. It was suggested to encourage loyalty and commitment towards successful endeavors, organisations should provide incentive to employees who have worked efficiently.

Thevanes, N and Mabgaleswaran, T (2018) ^[10] carried out a research on "Relationship between Work-Life Balance and Job Performance of Employees" with the objective to test the relationship between work life balance and job performance. The study revealed that work life balance has a substantial relationship with job performance and suggested that work life balance is a crucial element of HRM and has a substantial impact on the performance of employees.

Objectives

- To understand the impact of Employees' background and their perception towards job satisfaction
- To analyse the perception of employees towards Organisational Climate.
- To study the relationship between employees' background and perception towards Work-Life Balance
- To evaluate the initiative's taken by the organisation for effective work-life balance.

Research Methodology

The present study is mainly based on primary data. The area

of the study was confined to Satluj Jal Vidyut Nigam Ltd (SJVN Ltd.). Multistage sampling and cluster sampling techniques were adopted to determine the sample size. The data was collected through questionnaire from 399 respondents. The background of employees was taken as an independent variable for the study and is represented by two groups of employees, urban and rural. It is noted that 49 percent (197) of total respondents belonged to the rural background. Whereas 51 percent (202) of total respondents belonged to the urban background. The chi-square test of independence was applied to determine any significant relationship between employees' background and their perceptions regarding job satisfaction, organisational climate, and work-life balance.

Data Analysis and Results

In table 1.1, an attempt has been made to determine the relationship between background and job satisfaction. It is investigated that majority of the respondents have shown satisfaction with their present job. A negligible percentage of employees in SJVN Ltd. have been found dissatisfied with their jobs which are praiseworthy. This leads to conclude that in SJVN Ltd. the majority of the employees are satisfied with their jobs. They think that people who have less expectations from their job get easily satisfied because job satisfaction is an intrinsic feeling of employees. The results of the chi-square test of independence have

revealed that both variables are significantly associated with each other. The findings of the study are conflicting with the reports of Me Sempane, Rieger, Grootd (2002) [1] who concluded that job satisfaction was not determined by their background.

Thus, it can be concluded that there is a difference of opinion among the employees and the perception about job satisfaction with their background. It may be because the employees belonging to rural area think differently than the employees belonging to urban areas.

It is further suggested that SJVN Ltd. should keep their employees' job satisfaction high to increase their self-reliance. The reward system needs to be modified by the SJVN Ltd. The promotions should be given on the basis of merit, educational qualifications, and experience.

Table 1: Background of the Employees and their Satisfaction from Present Job: An Analysis

Background	Satisfaction from Present Job				Total
	Dissatisfied	Undecided	Partially Satisfied	Highly Satisfied	
Rural	6(3.0)	7(3.6)	106(53.8)	78(39.6)	197(100)
Urban	0(0.0)	14(6.9)	124(61.4)	64(31.7)	202(100)
Total	6(1.5)	21(5.3)	230(57.6)	142(35.6)	399(100)

$\chi^2 = 14.72$ p value = .023 C = .189

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire

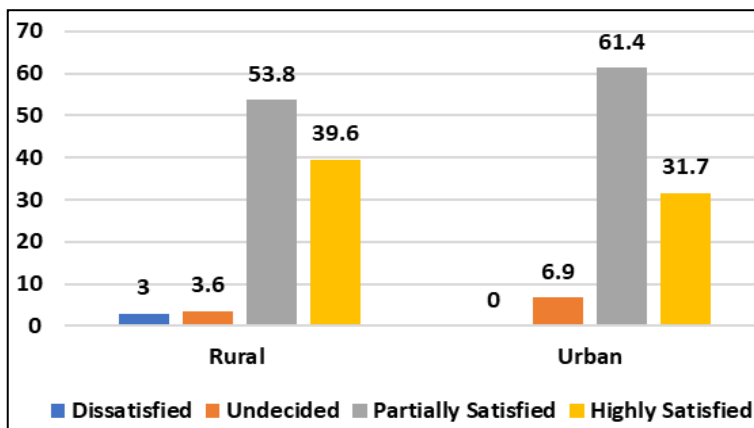


Fig 1: Background and their Satisfaction from Present Job

The organisational climate is the perception of work environment by organisational members. It belongs to psychological appraisal and perception by individuals. Good organisational climate helps enterprises to enhance their relevance and improve their organisational effectiveness. Table 1.2 depicts that most of the employees considered their organisational climate favourable. It conveys that employees have more favourable perception of the climate in their organisation. Thus, it can be inferred that employees from both urban and rural background have perceived

organisational climate at SJVN Ltd. to be good. The chi-square test portrays the conclusion that the background of employees affects their perception towards the organisational climate. The coefficient of contingency also supports the same fact. It can be suggested based on the above analysis that managers should pay careful attention to explore and recognise the perception of employees for maintaining organisational climate and eradicate their negative perception through effective communication.

Table 2: Background of Respondents and Organizational Climate: An Analysis

Background	Organisational Climate				Total
	Poor	Average	Good	Excellent	
Rural	8(4.1)	34(17.6)	82(40.4)	73(37.8)	197(100)
Urban	8(4.0)	24(11.9)	125(61.9)	45(22.3)	202(100)
Total	16(4.0)	58(14.5)	207(51.9)	118(29.8)	399(100)

$\chi^2 = 22.823$ p value = .001 C = .233

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

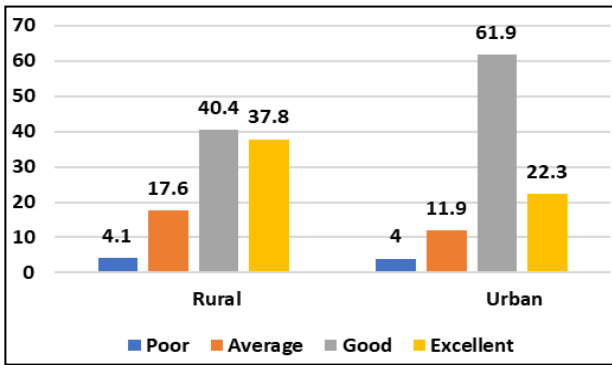


Fig 2: Background of Respondents and Organizational Climate

In spite of the work, other personal activities are equally important to people, such as personal development, leisure, recreation and family welfare activities. Inability to devote proper attention and time to these activities due to job assignments leads to work-life imbalance.

Employers can help employees to acquire a balance between their work and their personal needs by providing quality of work life. The present table attempted to see any association between the thinking patterns of rural and urban employees regarding the importance of satisfaction from work life to achieve work and personal life balance. Table 1.3 reflects that majority of rural and urban respondents have strongly perceived that satisfaction from work life is vital to achieving work and personal life balance. They think that harmonious union-management relations, participation in decision making, effective communication, fairness in promotion, the scope for advancement, concern for health and welfare bring satisfaction in work life. The chi-square result indicated that respondent’s opinion regarding the importance of satisfaction from work life to attain work and personal life balance and background of employees in SJVN Ltd. are not significantly associated with each other. Thus, on the basis of findings, it can be concluded that employees background hardly makes any difference in their thinking regarding the importance of satisfaction from work life to balance work and personal life.

Table 3: Work Life and Personal Life Balance: An Analysis

Background	Work Life and Personal Life Balance		Total
	No	Yes	
Rural	6(3.05)	191(96.95)	197(100)
Urban	13(6.44)	189(93.56)	202(100)
Total	19(4.76)	380(95.24)	399(100)

$\chi^2 = 3.036$ p value = .552 C = .087

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

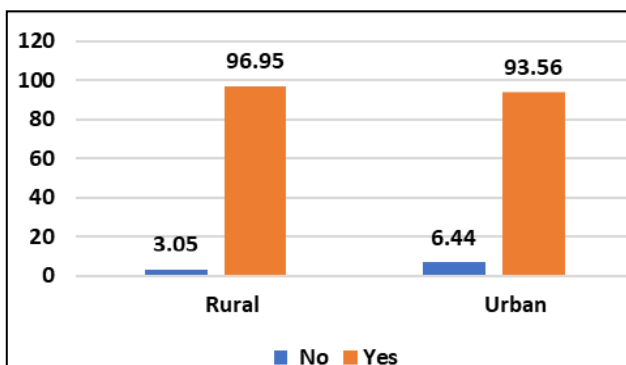


Fig 3: Work Life and Personal Life Balance

Corporate Success depends on effective use of human resources. If the workplace enables better work life balance, the employees will be happy, more productive and more loyal towards the organisation. Employees’ viewpoint on whether organisational level initiatives are important to maintain work life balance, has been assessed with the help of table 1.4, The analysis of the table depicts that the employees have opined that organisational level initiatives are important to maintain work life balance. They think that due to these initiatives, the organisation gets favorable workplace, higher productivity and industrial peace and committed labour force. Chi- square test has been used to determine relationship between employees’ perception towards the said variable and their background. The results further indicated that employees’ perception and their background are associated to each other. This shows that background of employees plays a substantial role in determining the employees’ viewpoint regarding the importance of organisational initiatives in maintaining work life balance. The inferences drawn from the analysis suggest that organisation should consistently make an effort to help employees in achieving work life balance.

Table 4: Organisational Level Initiatives towards Work Life Balance: An Analysis

Background	Organisational Level Initiatives		Total
	No	Yes	
Rural	30(15.23)	167(84.77)	197(100)
Urban	50(24.8)	152(75.2)	202(100)
Total	80(20.1)	319(79.9)	399(100)

$\chi^2 = 6.234$ p value = .044 C = .124

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

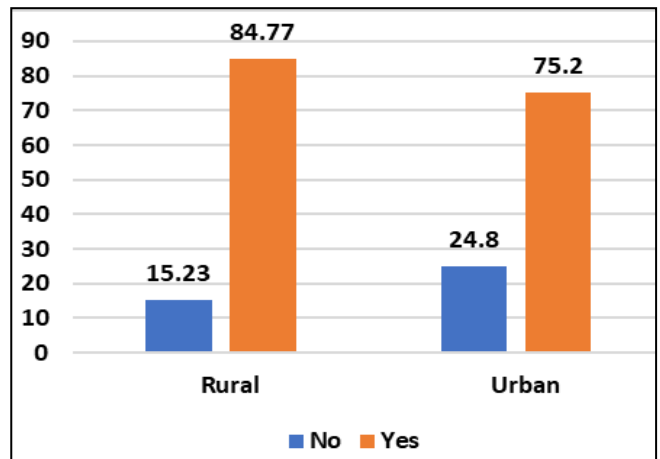


Fig 4: Organisational Level Initiatives towards Work Life Balance

The positive outcomes of family supportive organisational cultures are related to lower job stress, less work life conflict, higher job satisfaction, organisational commitment, and lower turnover intensity. Work life balance-oriented HR policies aim to provide employees with more control over the conditions of work and allow them to attend to personal life needs. The findings in this context are reported in the table 1.5. It can be found that most of the respondents in total have expressed satisfaction with work life policies and provisions of their organisation. It is observed that both rural and urban employees are satisfied with work-life balance policies. They think that organisational support for dependent care, family leave programs, flexible work

options, financial and informational assistance constitute a work life balance practice. It is exciting to note that only a meager percentage of respondents have shown dissatisfaction with work life balance policies of SJVN Ltd. In pursuit of determining the satisfaction level of rural and urban employees with work life balance-oriented HR policies and provisions, chi- square test of independence has been conducted. It confirmed an insignificant association of

employees’ background with their satisfaction level. The findings of the study supports that employees background does not affect their degree of satisfaction with work life policies and provisions. The value of contingency coefficient also supports the result. It is further recommended that employees’ suggestions in the terms of feedback should be invited to frame more realistic HR oriented work- life balance policies.

Table 5: Work Life Balance oriented HR Policies and Provision: An Analysis

Background	WLB oriented HR Policies and Provision					Total
	Highly Dissatisfied	Dissatisfied	Undecided	Partially satisfied	Highly Satisfied	
Rural	0(0.0)	4(2.00)	30(15.2)	113(57.4)	50(25.4)	197(100)
Urban	1(0.5)	4(2.0)	42(20.8)	112(55.4)	43(21.3)	202(100)
Total	1(0.3)	8(2.0)	72(18.0)	225(56.4)	93(23.3)	399(100)

$\chi^2 = 6.523$ p value = .589 C = 127

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

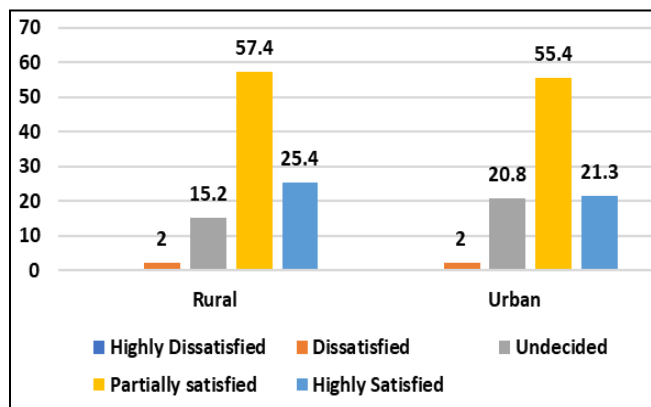


Fig 5: Work Life Balance oriented HR Policies and Provision

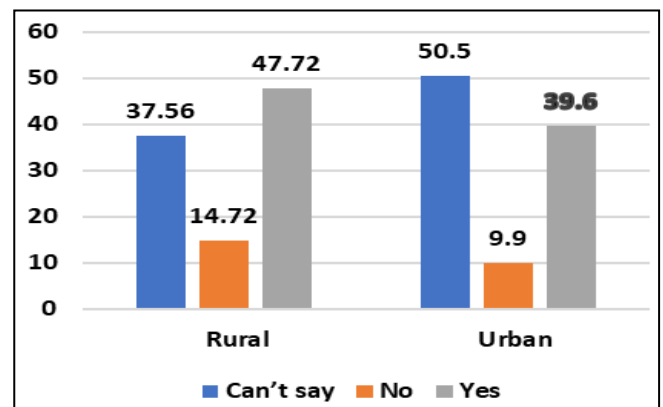


Fig 6: HR Policies of SJVN Ltd.

This study is an attempt to see any association between the thinking pattern of rural and urban employees regarding standard and rational HR policies of SJVN Ltd. It can be seen from the table 1.6.

A major chunk of employees from the rural background have admitted that organisation have standard and rational HR policies but majority of urban respondents have shown their disability to say anything about HR policies of SJVN Ltd. Employees feel lack of awareness as there is no formal communication of all policies. However, when statistically examined, the chi-square test revealed that employees’ opinion regarding HR policies varies according to the background of employees.

Thus, it can be concluded that employees’ satisfaction level and job experience are associated to each other. The analysis further suggests that management should make stronger communication system to make employees well-aware of various HR policies.

Table 6: HR Policies of SJVN Ltd: An Analysis

Background	HR Policies			Total
	Can't say	No	Yes	
Rural	74(37.56)	29(14.72)	94(47.72)	197(100)
Urban	102(50.5)	20(9.9)	80(39.6)	202(100)
Total	176(44.1)	49(12.3)	174(43.6)	399(100)

$\chi^2 = 34.789$ p value = .000 C = .283

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

Organisations ensure that employees can properly focus on their employment and enjoy a friendly working atmosphere by offering policies and benefits that leads to promote work life balance. Since work-life balance is different for every human being, it is everyone’s own responsibility to maintain the balance of their own life. SJVN Ltd. can provide education and training to ensure that its employees have the talents and skills to address this issue. In order to analyse the opinion of employees whether maintaining WLB is mutual responsibility of employer and employees both or not, the analysis has been carried out in the table 1.7. It has been noted that they think similarly irrespective of their background that work life balance can be accomplished by mutual efforts of both employer and employees.

A very low percentage of respondents think that work life balance can be attained by individual efforts either of employer or employees. The value of chi-square test shows insignificant results, pointing to the similarity of opinions irrespective of their background. It is further revealed that there is no relationship between employees’ perception and their background.

The analysis gives an inference that efforts on the part of the management and individuals can effectively place employees in a better position to maintain balance between work and personal life. It is further suggested that SJVN Ltd. should maintain a satisfactory level of these provisions like meditation camps, yoga camps, family welfare schemes and social gathering programmes to attract and retain the talent.

Table 7: WLB as mutual Responsibility of Employer and Employee: An analysis

Background	WLB as mutual responsibility		Total
	No	Yes	
Rural	10(5.08)	187(94.92)	197(100)
Urban	20(9.9)	182(90.1)	202(100)
Total	30(7.5)	369(92.5)	399(100)

$\chi^2 = 3.490$ p value = .175 C = .093

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

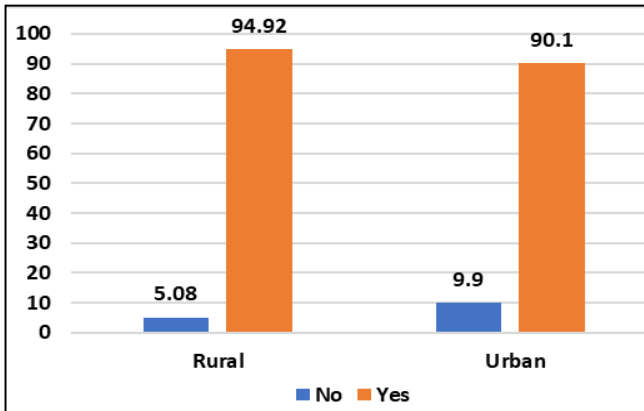


Fig 7: WLB as mutual Responsibility of Employer and Employee

The constructive result of good Work-Life Balance is inspiration for work, improved job satisfaction, productivity and high morale, ample time for family life and better health condition. Good work-life balance will provide employees with satisfaction, which will lead to the success of the organisation and enhance the feasibility of the organisation. Therefore, in order to analyse how urban and rural employees perceive the impact of work life balance on organisational effectiveness, the following study has been done. Table 1.8 revealed that most respondents belonged to both backgrounds were in favour of the statement that WLB leads to organisational success and effectiveness. A negligible percentage of respondents have shown disagreement with the said statement and think the other way round. Chi-square test has been applied to know the association between the background of employees and their perception regarding WLB, which further leads to organisational success and effectiveness. The results presented in table 1.8 indicate that background of employees and above perception are independent. It implies that different backgrounds of employees do not affect their perception towards the importance of work life balance, job satisfaction, commitment, and participation. This will help to enhance the efficiency and value of their work, leading to increased productivity.

Table 8: Work Life Balance for Organisational Success and Effectiveness: An analysis

Background	WLB for Organizational Success and Effectiveness		Total
	No	Yes	
Rural	6(3.05)	191(96.95)	197(100)
Urban	5(2.5)	197(97.5)	202(100)
Total	11(2.8)	388(97.2)	399(100)

$\chi^2 = .262$ p value = .877 C = .026

Note: Figure in parenthesis shows percentages.

Source: Data collected through questionnaire.

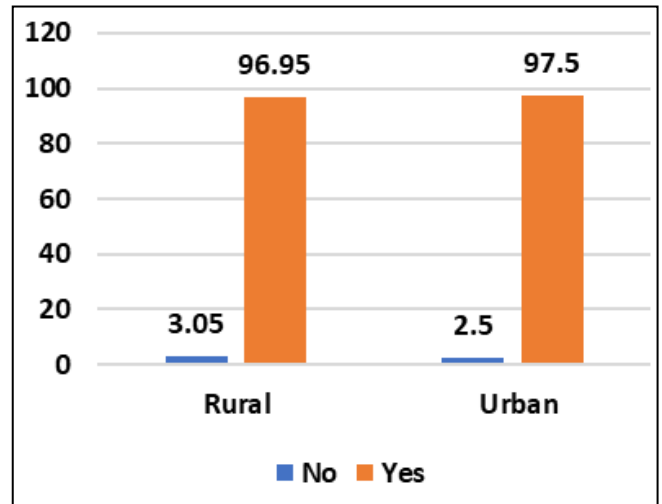


Fig 8: Work Life Balance for Organisational Success and Effectiveness

Conclusion

The analysis of the study shows that a significant relationship exists between the background of employees and factors such as satisfaction from present job, organisational climate, importance of organisational initiatives and HR policies. However, while examining the importance of Work Life Balance, Work Life Balance oriented HR Policies and Work Life Balance for Organisational Success and Effectiveness, the perceptions have been found similar irrespective of the employees’ background. The organisation requires to modify the reward systems, and promotion should be offered based on merits, educational qualification, and experience to retain the talent. Organisation needs to adopt stronger communication channels to make employees well-aware of various HR policies. It is suggested that organisation needs to focus more on work-life balance and provide a suitable work environment to gain the level of satisfaction among employees and achieve the organisational goals.

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