

WORK LIFE BALANCE AND ITS RELATIONSHIP WITH JOB SATISFACTION OF EMPLOYEES WORKING IN NUMALIGARH REFINERY LIMITED.

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INTRODUCTION:

Work life balance is an immense issue to be discussed in the present organizational set up. The idea of work life balance is firstly used in late 1970's in United Kingdom to describe the balance between an individual's work and personal life and later on in 1986 in United States of America. It primarily deals with an employee's ability to properly prioritize and accordingly utilize the available resources (time, efforts, money) between work and his or her lifestyle, social life, health, family, etc. is greatly linked with employee productivity and performance. When there is proper balance between work and life, employees tend to put in their best efforts intervening, their competence, capacity, effectiveness etc. both at work place and home.

The policies and procedures relating to Work Life Balance are established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle both work and family problems. In this regard a number of researches have shown that keeping in view this kind of situations organizations are trying to be concerned about their employees that they are adopting various approaches to facilitate the employees' participation both at work and home. This 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, which can enrich their contribution to work and organizations and vice-versa.

No any sector has been left out where technological advancements with competitive atmosphere have not brought changes in the work culture. Employees are trying their best to adapt themselves with the upcoming changes. In this process various issues and problems are coming into the picture which needs to be concerned. This kind of pressurizing situation can adversely affect the employee efficiency at work. Therefore the present study has made an attempt to look into the factors affecting work life

balance specifically in the refinery sector. In addition to that the study also tries to study the relationship between work life balance and job satisfaction.

OBJECTIVE:

The objective of the study is to identify the factors affecting Work life Balance and its relationship with the Job satisfaction of the employees working at the executive level, at the refinery sector of Assam.

HYPOTHESIS:

For the purpose two hypothesis are being framed

H0-‘There is no significant relationship between Work life Balance and Job satisfaction’

H1- ‘There is a significant relationship between Work life Balance and Job satisfaction’.

AREA OF THE STUDY:

Employees with balanced life, playing multiple roles in the different fields of work and life, enables an organisation to have better opportunities of growth and all round development. The present study is an attempt to understand the work life balance of the employees of a particular organisation and identify its relationship with job satisfaction. Therefore, for the purpose of the study, the **Numaligarh Refinery Limited, Golaghat, Assam** has been selected.

Numaligarh Refinery Limited (NRL), was set up at Numaligarh in the district of Golaghat(Assam) in accordance with the provisions made in the historic Assam Accord signed on 15th August 1985, has been conceived as a vehicle for speedy industrial and economic development of the region. NRL has been able to display credible performance since commencement of commercial production in October, 2000. NRL has been conferred the status of Mini Ratna PSU. (www.nrl.co.in)

REVIEW OF LITERATURE:

Reviewed literatures brought about many such factors which have captured the concern of employers, making efforts to facilitate balance in their respective employees’ work and life. Factors like work place culture, supportive attitudes and beliefs, flexible working time, telecommuting, variety of leave, health care for dependents (Susi & Jawaharrani 2011), training (Bird & Jim, 2006), qualitative healthy facilities (Mitra, 2012), implementing time off in lieu of overtime pay arrangements, paid leave per year for child care, elder care, having policies around weekend, reduction in the amount of work by hiring new people, reduction in job related travel time, job sharing, reengineering of work (Abercromby Melissa 2007) have positive impact on employees’ work life balance. Again, there are certain other factors which brings conflict in work and life, like psychological distress, organizational changes, working hours, managerial style, non job responsibilities, work overload, personal financial problems (Kumari Lalita 2012), amount of time spent at work, job security, support from one’s supervisors and

co-workers, work-role conflict, work-role ambiguity, job dissatisfaction, extensive use of communication technology (Abercromby Melissa 2007) brings imbalance in employees' work and life.

On the basis of the reviewed literatures, number of factors have been identified, which consists of nature of job, work place culture, social integration of work, supportive attitude and belief, work life space, occupational stress, flexible working time, telecommuting, variety of leave, health care for dependents, training, qualitative health facilities, work place design and management control. The research work addresses the factors supporting work life balance, to study the determined objective.

METHODOLOGY OF THE STUDY:

The study is analytical and descriptive in nature. Primary data has been collected through the responses from the individual employees of NRL. Data has been collected by using structured questionnaires specifically from the executive category of employees. Secondary data is also collected and used for preparing the theoretical background and the review of literature.

The total strength of NRL consists of 861 employees out of which, around 430 are of the officer's grade to management grade. This constitutes the executive or managerial level. There are in total 15 functional departments of NRL. The study considered only the executive level of employees of mainly 9 functional departments, purposively, which consist of 285 employees. Convenient sampling is used as it allowed the researcher to obtain basic data and to make an in-depth study about a given population in a given situation.

The formula for calculating the size of the sample in case of a finite population has been used to calculate the sample size, considering 95% Level of confidence and 3.5% margin of error: $n = z^2 \cdot p \cdot q \cdot N / e^2 (N-1) + z^2 \cdot p \cdot q$ (Kothari 2008)¹

After calculation the total sample size stands about 153 employees, selected proportionately considering 54% of the executives' strength from each of the 9 functional departments. Around 200 questionnaires were served among the executives of the specific nine departments, in order to get the required number of responses. A total of 152 properly filled up useable questionnaires were considered for the study.

The study employed simple statistical techniques such as percentage analysis, to understand the various factors affecting the work life balance of employees. The instrument of Job Satisfaction Survey with mean scores and standard deviations has been used to analyse the satisfaction level of the employees. The chi-square test was used to check the relationship or association between work life balance and job satisfaction.

¹ Kothari, Op.cit.pp.179

FACTORS AFFECTING WORK LIFE BALANCE (WLB) OF THE EMPLOYEES OF NUMALIGARH REFINERY LIMITED:

TABLE NO. 1

Awareness of Employees towards Work Life Balance

Aspects	Basis of classification	Executive Frequency	Percentage (%)
Separate work life balance policy	Yes	1	.7
	No	73	48.0
	Not aware	78	51.3
	Total	152	100.0
Ability to balance	Yes	99	65.1
	No	53	34.9
	Total	152	100.0

Source: Field Survey

From the above Table no.1, it can be interpreted that majority of the executives i.e. 51.3% are unaware and 48% have said no and only .7% have said yes about the availability of a separate policy of work life balance in their organization but majority with 65.1% opined to have a balanced work and life.

EMPLOYEES ATTITUDE TOWARDS WLB AND ITS SUPPORTING VARIABLES:

In order to study and understand the various factors which supports or helps the employees of Numaligarh refinery limited, in balancing their work and life, the opinion of the employees towards the factors including *flexible working time, work from home/telecommuting, variety of leaves* are directly incorporated and factors like *supportive attitude and belief, social integration of work, health care, qualitative health facilities, training, work place design* are sub divided into sub factors which are shown through the exhibit below:

EXHIBIT NO.A

Supportive attitude and belief	Support from colleagues at work
	Support from family members
Social integration of work	Job sharing
	Career break/sabbaticals
	Holidays/paid time offs
	Time-off for family engagements
	Social functions for families
	Involvement of family members in work achievement reward functions
Health care and qualitative health facilities	Medical facilities
	Master health check up
Training	Internal training
	External training
Work place design	Being able to bring children to work on occasions
	Good career prospects
	Satisfactory compensation package
	Sports facilities

The given table no. shows the same:

TABLE NO. 2**Work life balance and its Supporting Factors**

Factors Supporting work life balance	Executive's responses		Percent of cases
	Number of responses	Percentage	
Flexible working time	32	2.0%	21.1%
Paid time offs	52	3.3%	34.2%
Job sharing	60	3.8%	39.5%
Sabbaticals	20	1.3%	13.2%
Time off for family events	51	3.2%	33.6%
Variety of leaves	30	1.9%	19.7%
Work from home	26	1.6%	17.1%
Bring children to work on occasions	12	0.8%	7.9%
Support from colleagues at work	72	4.5%	47.4%
Support from	70	4.4%	46.1%

family members			
Involvement of family members in reward functions	53	3.3%	34.9%
Social functions for families	142	9.0%	93.4%
School for children	147	9.3%	96.7%
Career prospects	47	3.0%	30.9%
Compensation package	119	7.5%	78.3%
Medical facilities for employees	147	9.3%	96.7%
Master health check up	140	8.8%	92.1%
Sports facilities	147	9.3%	96.7%
External training	79	5.0%	52.0%
In house training	85	5.4%	55.9%
Others	53	3.34%	34.86%

Source: Field survey

From the above Table no.2 it is interpreted that majority of the employees have responded positively towards the variables supporting in balancing work and life.

Majority of the employees have opined that Medical facilities, followed by sports facilities, school for children, master health check up, social functions for families, external training, career prospects, compensation package, in house training, support from family members, involvement of family members in reward functions and support from colleagues at work, are mostly supportable in balancing work and life.

Even though responses are less, but variables like time-off for family events, job sharing, paid time offs, flexible working time, work from home, variety of leaves, sabbaticals and other provisions which are likely to support them in balancing work and life are job rotation, increased number of external training, improved communication system. They are also availed with the facility of bringing children to work on occasions.

Thus, it can be depicted that employees are experienced with a large number of facilitating provisions in their respective organization which enables them to maintain balance between their professional and personal life.

FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES:

In order to understand the satisfaction level of the employees the instrument of Job Satisfaction Survey² has been used. It is used by considering 36 items with a 6- point scale (“Strongly agree” to “Strongly disagree”) to assess the level of satisfaction derived from the items. The items are based on 9 subscales consisting of facets viz. pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication made suitable to judge the satisfaction level of the employees’.

The Job Satisfaction Survey or JSS has some of its items written in each direction--positive and negative. Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; while scores for total job satisfaction, based on the sum of all 36 items, can range from 36 to 216. High scores on the scale represent job satisfaction, so the scores on the negatively worded items have been reversed before summing with the positively worded into facet or total scores. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully.

For the total scores of satisfaction level, considering all the 36-items, with the nine subscales, the total scores have been stated in the following table.

TABLE NO. 3

Classification of the total scores of satisfaction

Level of Satisfaction	Number of responses	
Dissatisfactory (36-108)	7	5
Ambivalent (109-143)	121	157
Satisfactory (144-216)	24	49

Interpretation: In the above Table no.3, it has been found that only 7 no. of executives scored within the range of 36 to 108, 121 no. of executives scored their attitude towards job between the ranges of 108 and 144 and 24 no. of executives scored within 144 to 216. Now, as because majority of the executives’ scores fall within the range of 108 and 144 therefore, it is clear that majority of the executives possess an ambivalent attitude towards their job in the organization.

ANALYSIS OF THE MEAN SCORES OF JOB SATISFACTION:

For the 4-item subscales, as well as the 36-item total score, the scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. The

² The Job Satisfaction Survey, developed by Paul E Spector, 1985 Department of psychology, University of Florida.

mean scores of each item of the nine subscales are calculated to find out the attitude towards job more precisely. The mean scores for each subscale are analysed as below:

TABLE NO.4

Attitude of respondents towards various satisfaction subscales

Satisfaction subscales	N	Minimum	Maximum	Mean	Std. Deviation
Pay satisfaction	152	3.25	5.00	3.8240	.43524
Promotion satisfaction	152	2.50	5.25	3.5740	.69461
Supervisor satisfaction	152	2.75	5.25	3.8125	.47123
Fringe benefits satisfaction	152	2.75	5.25	3.9260	.65283
Contingent rewards satisfaction	152	1.50	5.00	3.5724	.77877
Operating conditions satisfaction	152	1.00	5.50	3.7697	1.08707
Coworker satisfaction	152	2.00	5.25	3.7500	.66362
Nature of work satisfaction	152	2.00	5.00	3.9934	.52024
Communication satisfaction	152	1.75	5.25	3.0872	.75756
Total	152				

Source: Field survey

Interpretation: In the above Table no. 4 the mean score for each subscale considering their respective four items are calculated and it has been found that the executives have an ambivalent attitude towards satisfaction as in all the subscales the mean scores falls between 3 and 4.

Whereas, while considering the minimum and maximum scores and standard deviation for each subscale it can be depicted clearly that subscales like pay is having the lowest standard deviation which says that the satisfaction scores relating to pay are less scattered and the ranges are close to each other;

Followed by the standard deviation of supervisors' satisfaction where the minimum and maximum ranges are closer;

Followed by nature of work satisfaction with a higher mean score than pay and supervisor along with a higher deviation as because the minimum and maximum ranges are more scattered than the later;

In case of fringe benefits, coworker and promotion, where the deviations between the ranges are more;

Followed by communication and contingent rewards with a more higher standard deviation between the ranges and the highest deviation is found in the score of operating conditions where the scores are highly scattered. Thus, overall we can say that executives possess a mixed feeling about their attitude and most of them are stuck between the feeling of ambivalent and satisfaction towards their respective jobs.

The table below shows the mean score of satisfaction considering all the 36 items of the nine subscales together as a total:

TABLE NO.5
Total Mean Satisfaction score

	N	Minimum	Maximum	Mean	Std. Deviation
Total satisfactory attitude	152	2.83	4.64	3.7010	.37712
Total no. of executives	152				

Source: Field Survey

Interpretation: In the above Table no.5 it has been found that, the mean score of total satisfactory attitude of the executives' falls between 3 and 4 with 3.7010, with a standard deviation of .377 which as a whole can be said at a minimum one as the range of mean score of 36 items are less scattered and it can be interpreted that executives' as a whole have an attitude which is ambivalent but more near to satisfactory towards their job in the organization.

FINDINGS OF THE STUDY:

- ✓ Majority of the executives are unaware about the availability of a separate policy being termed as work life balance policy in their respective organization. However, majority of them have opined to be able to balance their work and personal life.
- ✓ Results show that among the selected factors, variety of leaves, supportive attitude and belief, social integration of work, health care and qualitative health facilities, training measures, and work place design are majorly supporting the executives in maintaining balance between their work and life.
- ✓ It has been found that as per the opinion of the employees' certain other provisions which supports the executives for a balanced work and life are time off for family events, gaining knowledge and experience in the senior hierarchy.
- ✓ Employees have assigned the highest mean score to their respective nature of work and the least mean score to the communication system prevailing in their respective departments, which makes it clear that the employees of the organization have much satisfactory attitude towards their nature of work and minimum satisfactory attitude towards their communication system.
- ✓ The deviations in satisfactory attitude are less relating to the employees' pay structure and more scattered in case of operating conditions.
- ✓ On the basis of calculated mean satisfaction scores, it has been found that, the mean score of total satisfactory attitude of the employees falls between 3 and 4 with 3.7010, with a standard deviation of .377. Thus, it is depicted that they poses an ambivalent attitude towards the satisfaction relating to their respective job in the organization.

- ✓ On the basis of the chi-square test, it is found that the test statistic is 0.585, with the corresponding p-value of the test statistic being $p=0.746$. Since the p-value is greater than the chosen significance level (0.05), hence it has been verified and found that there is no enough evidence to suggest any relationship between job satisfaction and work life balance. Hence the null hypothesis has been accepted.

SUGGESTIONS:

- ✓ For better understanding and awareness about work life balance among the employees of the organisation, it is very much important that the executive level of employees should have the conceptual understanding and awareness about the term work life balance. Only then it will be possible for the management to formulate work life friendly policies accordingly and then to communicate the same policies among the employees of the organisation.
- ✓ Team work should always be encouraged among the employees as because working in groups as a team, improves co-operation and co-ordination among them, thereby minimizing the scope of jealousy and maximizing the possibilities of more positive work environment.
- ✓ Employees should be availed with the provision of job rotation in case of stressful jobs, which is to work as an option of reducing their monotony of being engaged in same type of job for a long time thereby enabling them to work with enthusiasm in different jobs but of the same nature. After completion of a specific service period the employees of shift duty should get transferred to general duty or another dept, of their respective choice.

CONCLUSION: Work life balance is a qualitative term. Achieving balance in the professional and personal life is about being given the opportunity to have a definite control over when, where and how one perform all the duties and obligations, relating to one's work and also outside of work, at one's best possible capacity. It is very much important to understand how one can achieve the right to a fulfilled life inside and outside of work, and whether such achievement is supported and respected by the concerned employer. It is very much important for the employees to have a proper understanding and awareness about the organizational policies available to enable them to balance their work and life.

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