SELF MANAGEMENT COMPETENCY FRAMEWORK FOR WORK LIFE BALANCE

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Abstract—— The ever expanding and challenging business scenario in 21st century has left human beings in a state of despair, managing and meeting the expectations in both personal and professional life has become the most difficult task. This condition has prompted most of the researchers to conduct a study in work life balance and suggest strategies to balance work and life. The need for work life balance is in high demand for every employee of an organisation because of its direct impact on the performance of the employee and ultimately on the growth of the organisation. This article focuses on the self management competencies applied combined with the permeations in border theory proposed by Clark and a new self management competency model is been built which acts as guide for better work life balance

Keywords- **Work life balance, Border theory, and Self management competencies, competency model, organisation growth.**

I. INTRODUCTION

There is no such thing as work-life-balance it is all life. The balance has to be within you. – Sadhguru

We human beings find the work life balance as the most complicated part to deal which is because of the complexity involved in it. The complexity refers to our urge to justify our roles we play in our lives all these roles are intertwined and interconnected to such an extent that the impact is been shared and affected. The above quote regarding the work life balance simply gives the solution for our complicated and most important aspect by emphasizing on the competencies within a person. This article focuses on the self management competencies applied combined with the permeations in border theory proposed by Clark and a new self management competency model is been proposed which focuses on the solution to work Life balance.

A. Origin of work life balance

The concept of work life balance dates back to 18th century, when the UK and US enacted legislations on limiting the working hours in a week and by 19th century many amendments where made regarding the mandatory leaves for certain aspects with respect to illness, childbirth etc. work life balance gained more prominence in 1970s when more women started entering the workforce.

Work life balance is beneficial not only for the employees but also for organizations where the impact of work life balance on performance of the employee is more evident. The successful work life balance is the collective result of both employee and organization competencies.

B. Meaning of Work life balance

When human beings evolved the need to existence was only food as the time passed the requirements changed and the needs changed into demands in life. To fulfil these demands humans are now compelled to shoulder many responsibilities by playing important roles in life and work. In the run most of us as employees miss out on the balance and end up in a state of distress. Reaching the heights in work sometimes demands extra time of hard work and dedication and some criticalities at personal life needs more of our time and attention. The most common dilemma people face is in managing these complexities in work and life and avoiding the negative spillovers in work and life. The negative spillovers in work are the dissatisfactions and distress and in life is unhappiness and disturbed relationships. According to a major Canadian study conducted by Lowe (2005), 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. If role overload is included, then close to 60 percent of employees surveyed experience work-family conflict. Group Risk Development (GRiD) (2012) identified WLB as the key occupational health concern for employers, more critical than role-related stress originating from the work domain. However, some people appear to manage career success and a positive private life, the focus of this article is to suggest a competency model for a successful work life balance.

II. LITERATURE REVIEW

Mondal, Arun & Gangopadhyay, Pradipta (2018). The author conduct a study on job competencies and behavior competencies demonstrated among employees of different bank branches. The senior managers and managers were tested for the set of competencies which had impact on work life balance and the hypotheses tested proved that the job competencies and behavioral competencies listed had positive impact on WLB.

Kinga Hoffmann-Burdzińskaa , Monika Rutkowskab(2015) - The author analyses the features that are common for work life balance and well being. The paper considers concepts in positive organizational scholarship which mainly focuses on positive outcomes of the members. The author proposes a research tool called work life barometer which consists of questions related to perception of work life balance, individual factors and organizational factors which analyses the factors influencing work life balance.

McDowall, Almuth and Lindsay, A. (2014) identified the gap in the current work–life balance (WLB) literature regarding individual-focused approaches to WLB and suggested behaviors to self-manage. The author Explained about the range of solution-focused behaviors and strategies, which could inform future WLB-focused interventions, showing how individuals may negotiate borders effectively in a specific environment.

Sachin Gupta(2014) conducts study in specific relation between emotional intelligence as competence and its impact on work Interfering Family Role Conflict among IT professionals and quality of work life of it professionals. The article goes on to prove that IT leaders should focus on nurturing emotional intelligence and to make their employees valued in organization which helps them in managing their work life balance which ultimately results in effective performance by the employees.

lHaiyanKong (2013)talks about relationships among work-family supportive supervisors, career competencies, job involvement, and job satisfaction. A study is conducted on hotel industry employees which revealed the positive relationship between work-family supportive supervisors and career competencies. Career competencies contribute positively to job

involvement and job satisfaction. This study provides insights into how managers of human resources can retain qualified staff and increase the job satisfaction of employees.

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II. NEED OF THE STUDY

Work life balance is a complex and difficult to tackle concept because of its variability among individuals. Managing personal and professional life has become the most challenging and stressful task in present scenario. A lot of research has been done in work life balance but very little study is conducted on the strategies to balance work and life. The effort is made in this paper to identify the self management competencies which will help employees to have a better work life balance. Even though this paper focuses on self management competencies, organizations also have to come up with strategies to help employee deal with work life balance.

III. OBJECTIVE OF THE STUDY

1. To understand the concept of work life balance in organizations
2. To identify the self management competencies needed to balance work and life.
3. To study border theory and its application in work life balance.
4. To suggest self management competencies applied combined with the permeations in border theory proposed by Clark and a new self management competency model.

IV.RESEARCH METHODOLOGY

This is a conceptual study done on the basis of the intensive literature survey of reports and articles. The data is also collected from some of the websites, journals and books related to competence management and work life balance.

V.WORK LIFE BORDER THEORY

Work life Border theory proposed by Clark (2000) explains the work and family are two different environments which attract different set of emotions, values and thought process.

An employee is generally a border crosser, without this general attitude employee cannot work. The border crosser is one who thinks about situations at home at workplace and thinks about workplace situations at home. The emphasizing aspect of border theory is to create a balance between family and work by having a strong border.

A borders' strength depends on its' ability to prohibit flow from one direction but not the other (permeability) and bend toward one direction in order to accommodate the demands of one domain or another (flexibility) (Clark, 2000). These borders in border theory when managed efficiently will lead to fewer conflicts in work and life. When these permeations become weak and flexible the border become blur and this leads to little or no distinction between what belongs to home and work. Permeations are ones imposition on oneself. Permeations at work or permeations at life have consequences. Either employee doesn't perform well or balance the family. The aim of writing this paper is to identify the self management competencies necessary to build a strong permeation.

A. Permeations at work:

1. Personal issues
Personal issues are troublesome to employees. A conflict at home or at work will lead to long lasting life disturbance.

2. Relationship problems
Relationship problems cost the job. Tactfully managing people is the one an only way to get out of "strategic-spider webbing". An ideal employee cuts down problem initially and he finds his way. Issues at home shouldn't be carried to organisations. This is a bad omen to good teamwork.

3. Financial imbalance
Any disturbance financially, personally affects work. There are "high chances" of "individual collapse" with financial problems like running out of money, debts and falling into insolvency position. All these have limitless possibilities of losing respect and acquired fame at workplace

4. Psychological issues
Nowadays psychological issues are order of the day. Stress, losing hope, lack of confidence, mental disorders, suicidal tendencies, dissociative disorders are plaguing employees. Psychological issues required treatment initially otherwise there will be damaging repercussions in life.

5. Role clarity
Employees often suffer by role clarity. Newly recruited employees have highest zeal to prove themselves. Managers have to find their "fitting competencies" and put them in right places. This will give him confidence and it improves the company further. Role clarity must not be confused with job rotation. Job rotation is shifting employee into different job roles to ascertain where he can perform much better.

6. Role ambiguity
The role given to employee must be clear cut. No confusions any more. But despite taking steps in advance, role ambiguity occurs. So manager and employee must be vigilant in this aspect.

B.PERMEATIONS IN LIFE:

1. Rash promises to colleagues
During happy times employees tend to give promise to trusted employees, but in sad times that has to be performed. This is very difficult job. Better stay away from promises by abiding workplace ethics and teamwork ethos.

2. Emotional imbalance
Emotional imbalances are common for everyone. At times emotional outburst is common. But it shouldn't be a habit. It leads to lingering disturbances in life. Better have hold on emotions.

3. Unrealistic goals
Goal has quality of SMART. Smart, measurable, achievable, realistic and time-bound. These are qualities of realistic goals. Unrealistic goals damage the "actual-execution-ability".

4. Lack of clarity on career choice
Career choice must be in mind before career starts. Lack of carrier choice leads to trauma, and fear of losing. Under constant fear employee suffers and collapses. So better have career choice and further building it up.

5. Effective delegation
In workplace there are goldbricks, white elephants, escapists, tantrums etc. If any said behaviours are in a team it is difficult to extract work from them. Continuous monitoring is the most suitable technique. It is the best delegation. Assigning

work to competent people is also good technique to getting things done by others.

6. Interpersonal skills

People required skills. By the skills we cannot win the relationship but by trust. To larger extent skills are required to sustain at workplace. Skills will continue the relationship. With ageing skills become trust and individual becomes ideal.

7. Communication

Effective communication will get good contacts, information, and network of connections; and so on it also has greater constitution of winning hearts and minds, alerting, procuring, understanding, helping etc. Effective communication is the only technique to understand workplace politics and hence behave accordingly.

8. Teamwork skills at work and home.

Teamwork is more "WE" and less "I". Teamwork is taking up others responsibility in case of his absence. Teamwork has greatest advantage of cooperating at work, collaborating with peers, controlling pressure, improving strength etc. Teamwork is irreplaceable.

9. Personal leadership- Self awareness

Personal leadership refers to develop personal vision and values, recognising personal strengths and continues to develop them, demonstrates integrity, and creates time for reflection by seeking feedback and support and one who self reflects to continually improve interactions.

The self management competencies mentioned above helps individual to build a strong border which in turn help them manage permeations in work and home. This is a competency based approach which helps both employees as well as organisations to have a better WLB which has a major impact on sustainable growth of organisations as well as individuals.

C.SELF MANAGEMENT COMPETENCIES BUILD A STRONG BORDER AND HAVE A BETTER WORK LIFE BALANCE

1. Situation based prioritization of work:

This is purely work related. The work assigned, work done and pursuing work should have clarity. More piling of work is always an issue at workplace. It leads to unnecessary emotional imbalance. So first preference to work first comes in. Till first work gets done, second work should not be taken up.

2. Time management:

This is crucial for employee of any cadre. In a given time completion of work is first priority. Mismanagement of time has unseen repercussions. Best usage of time has benefits like taking special assignment, improved confidence levels, scaling up of employee rank so on and so forth. Hence effective time management technique is a panacea for all the ills of the company and employee's wellbeing.

3. Emotional intelligence:

Understanding others emotions is essential for employees. Having an idea about others emotions is not a cake walk but with acquired emotional intelligence employee can win many hearts and minds. Predominantly employee can be in "safe-side". The knowledge of emotional intelligence constitutes strategic silence, idea of quantum of ego in employees, intelligent tantrums, blaming, etc.

4. Flexibility and acceptance:

Being flexible is predominant in workplace. Flexibility means "more cooperation and less misunderstanding". Flexible employees are rarest of the rare. Pretending to be flexible is a biggest mistake. But habituated to flexibility promises larger than life personality, inspirational at workplace.

5. Physical and mental wellness

Physical wellness can be attained with daily exercises. Multiple researches suggest that confidence is the outcome of daily exercises. Mental wellness depends upon understanding life, situations and circumstances. Complete mental wellness can be achieved by ignoring troubles of life.

6. Spiritual touch to employees

This is the field where more concentration is required. Now-a-days spiritual touch is more practised by corporate companies to conglomerate companies. The sole reason of embracing spirituality to employees is to bring about "spreading messages of epics" consciously.

7. Compartmentalisation of activities

This is one of the techniques many successful employees put into practice. With any activity initially divide it and have microscopic observations and then perform and evaluate or analyse. By this process work can be done easily and hence work becomes "play with interest".

D.JOB CRAFTING as a key for work life balance

Job crafting refers to employees proactively modifying aspects of their job to create a better person–job fit (Tims, Bakker, & Derks, 2012; Wrzesniewski & Dutton, 2001), and recent studies show that it can enhance employee performance and well-being (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Tims, Bakker, & Derks, 2014). Job crafting refers to proactive changes an employee gets into his job design by discussing with his superior in order to solve some problems which are usually short term. Each and every employee is different in his approach and have varied capacities and ability to accomplish a task, under such circumstances job crafting gives an opportunity to an employee to adopt the best possible technique to perform in organisation. A study by Lyons (2008) demonstrated that job crafting does take place at work and usually without the knowledge of supervisors. Lyons used an interview study to investigate how often job crafting occurred and found that 78% of the sample (N = 105) reported a minimum of one job-crafting attempt and that a considerable number of these job-crafting behaviours were directed toward tasks and relationships at work. Further job demands–resources (JD-R) perspective in job crafting research is proposed to study Job Crafting empirically. The JD-R model divides all work characteristics into job demands and job resources and therefore seems appropriate to use for investigating what specific aspects employees change in their job design.

VI .SUGGESTION AND CONCLUSION

Balanced Workforce is the major contributing factor for sustainable development of organisations, balanced workforce here refers to the competent lot who put their mind and soul in achieving the self and organisational objectives and act as pillars for organisation. The X-factor is the "conditioning" of the workplace environment which should be conducive and congenial to the employees, so they work towards objectives. Unfortunately this X-factor is missing at workplaces. Feel at home is the motto of every organization. But thinking about work at home is not welcomed. Hence motto of conglomerates

is missing. Comfort is at stake, luxury is a dream for employee. Opening "can of worms" situation. Employee engagement at work is not the solution when worms in head troubling him. He should have that gumption to focus on work or sort out issues of family at home itself. Mostly employees carry forward issues at home to issues at office which is a "dangerous indication" for the collapse of the system. Because employees are the pillars of the organization, if pillars are weak, building reduce to rubble. The self management competencies proposed in the paper help individuals and organisations to adopt certain strategies which help in maintain a balanced work life.

VII.FURTHER RESEARCH SCOPE

The study conducted is only based on secondary data and conceptual analysis further the study can be validated by conducting a study based on primary data. The research can also be narrowed downed to sector specific and models can be suggested for different professional backgrounds.

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