IMPACT OF DEMOGRAPHIC BACKGROUND OF THE EMPLOYEES AND THEIR WORK LIFE BALANCE PERCEPTIONS – A STUDY WITH REFERENCE TO CHENNAI CITY

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ABSTRACT   **Ref by K.JAYAPRAKASH (ANALYST)**

This research article identifies the impact of demographic profile which influences the respective factors for perceptions of work-life balance of employees in Private companies in Chennai city. These factors are regarding to all level of employees work and personal lives of five different private companies consists of 272 sample respondents. The study also indicates the specified demographic factors influence the predominant factors for work-life balance of the respondents. The finding of this study shows that gender, income and designation are the employees' profile induced the factors of work-life balance of them. Based on the analysis of sample data, the study indicates that there is a need for the companies to introduce work-life balance policies and practices of the employees.

Keywords: work-life balance, employees, perceptions, companies, policies, practices.

INTRODUCTION

In the modern workforce environment has many changes for the employees' demographic (**Judy & D'Amico, 1997)** that impact to be their perceptions towards an individual work and personal life. Most of the demographic variables are gender, age, education, designation, experience and marital status of the employees which are influence the satisfaction level from the salary and work **(Nawaz.A 2010).** However, the studies relating to relationship between organizational demography and employees' perceptions for work group integration **(Williams and O'Reilly, 1998).**   The work – life balance of an individual creates on healthy work environment, their loyalty and increased productivity in the workplace **(Padmasiri and Mahalekamge 2016).** The demographic changes in the modern organization have negative impact on an individuals' life of conflict and communication **(Williams and O' Reilly 1998).** Due to work – life conflict is tremendous impact to the productivity level in the workforce and major effect on physical and mental health **(Padmasiri and Mahalekamge 2016).** In the last few decades, several studies have focused on demographic changes due to an increased number of women into the workforce **(Census of India 2001)** and also dual earner families in the workplace **(Brough and Kelling, 2002, Buddhapriya 2009)**. Those changes have effect on an individual work pressure such as work overload, bad environment, increased work demand, time pressure and job insecurity **(Beck and Gable, 2000)** are more complicating to manage the work and personal lives obligations.

Due to a large number of dual earner families, men's also equally participated to took care of their child as well as their household activities **(Bianchi et.al., 2006, Sand berg & Hofferth 2001, 2005).** An International data has an indicated that men's involvement in the housework has been increasing in Europe, Canada and so on **(Bianchi et.al. 2006).** The focuses of this study have to found out how the demographic changes have influenced their employees' perceptions towards their work life balance.

REVIEW OF LITERATURE

Review is an essential for every research to carry on investigation successfully. Hence, the current study is also based on the following reviews. According to employees' job characteristics that have had higher level of occupations are having more accommodation to personal life compare to lower level of occupations of the employees **(Glass and Camarigg 1992)**. Most of the studies are showing childcare responsibility is the major factor has been finding significance to work-family balance, **Hochschild (1997)** examined that out of 1,446 interviewed employees, only 9% of employees had balance the work and family. Further, single fathers' has been managing childcare responsibility is very difficult **(Grief and DeMaris1992)**. **Hsieh (2005)** found that the relationship between work – personal life balance and demographic variables like gender and marital status of Taiwan hotel managers'. The results examined that majority of them had balanced the work and personal life successful and there is no significant difference between gender and work - personal life balance. **(Eikhof et.al. 2007)** indicated that the gender and marital status had the major influence of work – life balance of the employees'. This study examined that compared to men, a women employee had more responsibilities towards their work and family lives. In addition, working hour has major impact of marital employee. **Thriveni K.K., & Rama Devi, V. (2018)** highlighted that there is a significant relationship between demographic variables and work life balance of women employees. The author suggested that organization identify the appropriate policies for employees regarding issues of work and life balance. **S. Tipping, et.al. (2012)** examined that employees accepted that the flexible work practices enhanced workplace spirit, which might positively impact on work – life balance. **Anita and Muralidharan (2014)** focused on demographic factors and impact of work related variables. In this study, working hours, extended benefits, target oriented work and transport facility are the variables which influence the work life balance of the employees.

RESEARCH GAP

After reviewing the national and international literature regarding work life balance, it identified two predominant gaps namely.

1. What are the demographic factors directly influencing work life balances of employees working in Private Sector Company?
2. How the noticeable work-life balance perceptions of employee's vary for recent trends of demographic variables in the private organizations?

These two research questions are not touching upon thereby the previous researcher at national and international level. Therefore, it identified to fill these gaps through these present studies.

OBJECTIVES OF THE STUDY

1. To examine the predominant factors of perceptions of work-life balance of the employees in the organizations
2. To analyze the demographic profiles influence the employees' work-life balance perceptions level in the companies.

HYPOTHESIS

1. There is no relationship between gender and perceptions of work life balance for the   employees.
2. There is no relationship between age and perceptions of work life balance for the   employees
3. There is no relationship between income and perceptions of work life balance for the employees.
4. There is no relationship between designation and perceptions of work life balance for the employees.
5. There is no relationship between experience and perceptions of work life balance for the employees.

RESEARCH METHODOLOGY

In this study, the respondents were both the men and women employees from the five different private sector companies in Chennai. The structured questionnaire was used, which consists of statements in Likerts' five point scale as well as optional type questions. The questionnaire was

distributed to the different level of employees of 70 from each company. The quota sampling tool was used in this study. The collected questionnaire from the respondents was 312, out of the 312, 40 were in completed questionnaire. So, finally 272 completed questionnaires had use and proceeded for the next step of analysis part of this study.

DATA COLLECTION
The data was collected from the beginning of September 2018 to January 2019.

LIST OF FIVE COMPANIES
The questionnaire was circulated on below these listed companies.

1. Door tech Engineering Private Limited.
2. Acme safety wears Limited.
3. J.K. Fashions Private Limited.
4. Beverages Private Limited.
5. Fragrance Shop Private Limited'

ANALYSIS
In this section, it made an attempt to examine the employees' perception towards work-life balance in private companies. In order to achieve the objectives of the study, Percentage analysis is used to identify demographic and companies characteristics of the respondents was obtained to collect a better idea about the impact of work-life balance in private sector companies. And, it discussed to found the influence of demographic variables on the factors of work-life balance through Anova.

DEMOGRAPHIC AND COMPANIES CHARACTERISTICS OF THE   RESPONDENTS
In this section, the demographic and companies characteristics of the employees are discussed. The above two factors are considered as crucial aspects in determining the perception of the employees towards work-life balance in private sector companies.

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS
The employee's demographic characteristics are gender, age, income; designation and experience in the companies have taken into account for identifying employees' demographic characteristics in determining work-life balance in the private sector companies.

DEMOGRAPHIC PROFILE OF THE EMPLOYEES TABLE – 1.1

Demographic variables		Frequency	Percent
Gender	Male	184	67.65
	Female	88	32.35
	Total	**272**	**100**
Age	Below 25	58	21.32
	26-35	96	35.30
	36-45	75	27.57
	46-55	43	15.81
	Total	**272**	**100**
Income	Below 25,000	139	51.10
	25,000-50,000	64	23.53
	50,000-75,000	32	71.76
	75,000-1,00,000	29	10.66
	Above 1,00,000	8	2.94
	Total	**272**	**100**
Designation	Top -level executives	37	13.60
	Middle-level manager	96	35.29
	Operational level	139	51.10

	employee		
	Total	**272**	**100**
Experience	0-5 years	167	61.40
	6-10 years	52	19.12
	11-15 years	36	13.23
	Above 15 years	12	4.41
	Total	**272**	**100**

It is found that 67.65 percent (184) of male respondents, 32.35 percent (88) of female respondents in this study from the companies and 21.32 percent of the employees of below 25 years of age, 35.30 percent in the age group of 26-35 years and 27.57 percent of the employee's age group of 36-45 years followed by 46-55 years of age group of the employees of 15.81 percent. The income of the employees' of below 25,000 of 51.10 percent, 25,000- 50,000 income of the employees are 23.53 percent, 50,000 – 75,000 income of the employees' of 71.76 percent, 75,000 – 1, 00,000 income of the employees of 10.66 percent and the income of above 1, 00,000 of 2.94 percent. The top – level executives are 13.60 percent (37) in the 5 different companies, middle – level managers are 35.29 percent (96) and the maximum levels of operational level employees are 51.10 percent (139). The minimum of 5 years experience of the employees are staying 61.40 percent, the 10 years of experience of the employees are 19.12, the employees of 15 years of experience are 13.23 percent and above 15 years of experience are only 4.41 percent in the private sector companies.

ANALYSIS OF ANOVA

In Anova table, the analysis should consider only significant factors of work-life balance for all the five demographic variables. The below table showed the employees' perceptions level of work-life balance in the private companies.

Gender Influence towards the Employees' Work Life Balance Perceptions

The significance difference between male and female employees in their perceptions towards work life balance is clearly presented in the table below.

GENDER ANOVA TABLE – 1.2

Factors		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Long Hours	Between Groups	3.154	1	3.154	4.132	.043
	Within Groups	397.728	271	.763		
	Total	400.882	272			
Childcare	Between Groups	22.604	1	22.604	8.391	.004
	Within Groups	1403.533	271	2.694		
	Total	1426.138	272			
Employees Household work	Between Groups	3.338	1	3.338	3.998	.046
	Within Groups	434.928	271	.835		
	Total	438.266	272			
Supervisory support	Between Groups	6.136	1	6.136	7.278	.007
	Within Groups	439.194	271	.843		
	Total	445.330	272			

work-family satisfaction	Between Groups	3.323	1	3.323	4.004	.046
	Within Groups	432.374	271	.830		
	Total	435.697	272			

It is inferred that there is significant difference between gender and work-life balance factors with respect to working hour (F=4.132, p=0.43), childcare (F=8.391, P=. 004), employees household responsibilities (F= 3.998, P=. 046), supervisory support (F=7.278, P=.007) and work-family satisfaction (F=4.004, P=.046) are statistically significant at 5 percent. Hence, the analysis concludes that there is a significant difference between men and women with respect to work-life balance factors.

Age influence towards the employees' work life balance perceptions

The significance difference between ages for the employees in their perceptions towards work life balance is clearly presented in the table below.

AGE ANOVA TABLE – 1.3

Factors		Sum of Squares	df	Mean Square	F	Sig.
Childcare	Between Groups	182.266	3	60.755	25.350	.000
	Within Groups	1243.872	269	2.397		
	Total	1426.138	272			
Supervisory support	Between Groups	19.044	3	6.348	7.729	.000
	Within Groups	426.286	269	.821		
	Total	445.330	272			

It is inferred that childcare and supervisory support, (F=25.350, P=.000) and (F=7.729, P=.000), are statistically significant at 5 percent. Hence, the results conclude that there is a significant difference between ages of Employees with respective work-life balance factors.

Income influence towards the employees' work life balance perceptions

The significance difference between incomes for the employees in their perceptions towards work life balance is clearly presented in the table below.

INCOME ANOVA TABLE – 1.3

Factors		Sum of Squares	df	Mean Square	F	Sig.
Long Hours	Between Groups	20.957	4	5.239	7.143	.000
	Within Groups	379.925	268	.733		
	Total	400.882	272			
Childcare	Between Groups	29.435	4	7.359	2.729	.029
	Within Groups	1396.703	268	2.696		
	Total	1426.138	272			
Supervisory support	Between Groups	11.978	4	2.995	3.580	.007
	Within Groups	433.351	268	.837		
	Total	445.330	272			
work-family satisfaction	Between Groups	17.646	4	4.412	5.466	.000
	Within Groups	418.051	268	.807		
	Total	435.697	272			

It is found that long hours (F=7.143, P=.000), childcare (F=2.729, P=.029), supervisory support, (F=3.580, P=.007) and work-family satisfaction, (F=5.466, P=.000) are the factors statistically significant at

5 percent.   Hence, the result concludes that there is a significant difference between Incomes with respective work-life balance factors

Designation influence towards the employees' work life balance perceptions

The significance difference between incomes for the employees in their perceptions towards work life balance is clearly presented in the table below.

DESIGNATON ANOVA TABLE – 1.4

Factors		Sum of Squares	df	Mean Square	F	Sig.
Long Hours	Between Groups	8.296	2	4.148	5.494	.004
	Within Groups	392.587	270	.755		
	Total	400.882	272			
Childcare	Between Groups	25.540	2	12.770	4.741	.009
	Within Groups	1400.598	270	2.693		
	Total	1426.138	272			
Employees Household work	Between Groups	6.367	2	3.184	3.833	.022
	Within Groups	431.899	270	.831		
	Total	438.266	272			
Work-family satisfaction	Between Groups	9.428	2	4.714	5.751	.003
	Within Groups	426.269	270	.820		
	Total	435.697	272			

It is found that long hours (F=5.494, P=.004), childcare (F=4.741, P=.009), employees household work (F=3.833, P=.022) and work-family satisfaction, (F=5.751, P=.003) are statistically significant at 5 percent. Therefore the mean comparison indicates the significance difference between the designations of the work-life balance of the employees.

Experience influence towards the employees' work life balance perceptions

The significance difference between incomes for the employees in their perceptions towards work life balance is clearly presented in the table below.

EXPERIENCE ANOVA TABLE – 1.5

Factors		Sum of Squares	df	Mean Square	F	Sig.
Long Hours	Between Groups	20.203	3	6.734	9.181	.000
	Within Groups	380.680	269	.733		
	Total	400.882	272			
Childcare	Between Groups	77.910	3	25.970	9.997	.000
	Within Groups	1348.228	269	2.598		
	Total	1426.138	272			

It is found that long hours (F=9.181 P=.000) and childcare (F=9.997, P=.000), are statistically significant at 5 percent. Therefore the mean comparison evidences the significance difference between experiences of the employees.

Findings

1. The demographic variable of the Gender shows that there is a significant difference between the Long hours, Childcare, Employees household work, Supervisory support and work-family satisfaction.
2. It is found from the analysis showed that there is a significant difference between the Childcare, Supervisory support and age of the employees.

3. The Income of the employees had influence the Long hours, Childcare, Supervisory Support and work-family satisfaction.
4. The results revealed that there is a significant difference between the Long hours, Childcare, Employees household work, work-family satisfaction and Designation of the employees.
5. The results found that there is a significant difference between Long hours, childcare and the experience of the employees.

Discussion and Conclusion

Based on the results, gender influenced all the five factors of work-life balance like long work hours, childcare responsibilities, household work, supervisory support and work-family satisfaction. Employees, who have worked long hours, it had not maintained the work and life **(Jennifer Reid Keene and Quadagno 2004).** Compared to large organizations and small and medium level of companies among the employees balanced the work-life. The age group of older workers and who worked minimum hours of 25 a week balanced a work and life is very easy **(A.Pandu, A.Balu and K.Poorani 2013)**. Today's employees felt work-life balance is considered as very important as money (or) salary **(Srinivas Lakkoju and R.Jeyalakshmi 2015).** 95 percent of the variations in satisfaction level of work-life balance of employees are influencing the individual level characteristics **(Shammon N.Davis and Joshua D.Tuttle 2017).** This study also influenced the satisfaction level of employees are varying to the respective demographic factors. The most important variables of work- life balance for long work hours, childcare, work-family satisfaction are inducing factors by the demographic profiles. So, the companies should concentrate on work-life policies towards the married employees specifically who are having the children. It will also increase a productivity level in the workplace for the employees and also fulfill their home responsibilities.

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