



Factors Affecting Work Life Balance (WLB), Organisations Holistic Approach and Factors Affecting Outcomes of WLB – A Study w.r.t. Selected Organisations in Bengaluru

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Abstract

Purpose : Work life balance (WLB) is the term used to describe the balance between an individual professional and personal life. The expression WLB was first used in the late 1970's to describe the balance between individuals work and personal life (Avneet Kaur, 2019). The WLB is assuming high significance as all forms of organisations are affected by it. The previous researchers asserts that WLB is a central issue affecting well being of employees since work and family are the most important elements of every employee. The main purpose of the present study is to know whether demographics of respondents impacts the study of WLB of employees working in unaided colleges, public and private commercial banks employees at Yelahanka, Bengaluru, ITEs and manufacturing units of Peenya I & II industrial area. In order to survive in the era of severe competition the organisations have started to introduce different initiatives aiming at betterment of employer and employee relationship. Employees with improved WLB in any organisation that focus on efficient and effective performance can contribute more meaningfully towards organisation growth and subsequently success (Naithani, 2010). Any work-life imbalance causes multiple consequences on both

employee and employer. Against this background an attempt is made to know whether demographics impacts on work life balance or not, factors impacting WLB, drivers of organisations holistic approach towards WLB and factors impacting outcomes of WLB.

Approach : A structured open ended questionnaire was administered as schedule to save time, avoid delay and incompleteness. Respondents were approached in selected unaided institutions, and Banks at Yelahanka of Bengaluru, ITEs, and manufacturing units at Peenya Industrial Area I & II of Bengaluru. A total of 218 questionnaires were in the hand and out of this only 200 were usable the remaining were rejected because of incompleteness and thus forming 91.74% success rate. Chi-square, contingency co-efficient, weighted average and Kendall's co-efficient of concordance statistical tools were performed to analyse and present the data.

Findings : The study found the existence of significant variation in characteristics of employees and strong relationship between the variables. Job security and overwork load are the first prime factors impacting WLB followed by lower salary and non-cooperation by colleagues secondly and third relative important factors affecting WLB is about job stress. The drivers of organisations holistic approach towards WLB include promote work-life flexibility options for all staff, creating environment where employees communicate their concerns and create ideas and HR monitoring and see that staff getting equal opportunity to review needs fairly. The study also found factors like WLB contributes towards family satisfaction functioning and performance, satisfies employee needs for autonomy, competence and connection and enhances quality of life of employees.

Keywords : Attrition, imbalance, work life balance, family satisfaction, positive work, needs, flexibility, stress, imbalance, benefits, family.

Introduction :

Different organisations facing severe competition are investing too much on innovation and are order under pressure to improvise their performance. WLB minimises the tensions between work life and personal life, through proper policies, systems, supportive management and provisions at work place. Job satisfaction and performance of employees in any organisation is driven by work life balance. WLB helps in reducing stress level at work and increase the job satisfaction. Employees with improved WLB in organisations focus on efficient and effective performance can contribute more meaningfully towards organisation and subsequently success (Naithani, 2010). Work life imbalance leads to increased turn over intentions and perceived job overload (Rainayee, 200) and has been seen to be inversely related to productivity and attrition rate (Aryee et al., 1999), employee commitment and satisfaction (Swarnalatha, 2015) and lower psychological capital (Sen et al., 2015). Work life imbalance leads to various problems like anxiety, depression, guilt and problematic drinking (Kalliath et al., 2008). Dasgupta and Arora (2008) after keeping the above concluded that WLB can be achieved by reducing occupational stress which will contribute to employee production. The nature of work done by the employee exerts pressure and hence they face problems and challenges. Sleep disorder and stress are very common work related health problems (Godim et al., 2017). Work stress is the physical and psychological state which results when resources of the individual are not sufficient to cope with the demands and pressure of work. Studies reveal stress is a significant determinant of employee productivity and performance (Azmi, et al. 2012).

Statement of the problem

Researchers have stated that factors that affect WLB are work role, work load and management practices in providing better salary, recognition, individual interaction. But many researchers on WLB expressed about the intention of organisations in making profit for the organisation. The changes in the work environment brought severe pressure on employees in terms enhanced work load and a necessity to innovate new skills and the need for work life balance between work and life emerges. Work life imbalances make the employee attrition to increase in which the talented employee intends to leave and join other for better survivability. The role of employees in maintaining WLB requires more attention as the socio economic characteristics are subjected to frequent changes. The workers in BPO sector in Bengaluru impacted by the various health issues like sleeplessness, headache, stress, sense of exhaustion, lack of concentration and fatigue which are the outcomes of nature of work even though the employee enjoyed the benefits. Similarly employees working in commercial banks face repeated and monotonous schedule of work and teachers working in unaided colleges

has to work more than the required and most danger is about remuneration payable per subjected completion within short period. Therefore, the need arises basically to balance properly between work and life. Work life imbalances leads to innumerable problems like anxiety, depression, guilt and alcohol addiction. Many researchers have stated that WLB can be achieved by decreasing occupational stress insecurity, which will contribute to employee productivity and business growth.

Review of literature

Brough et al. (2020) in their research work on work life balance found that demand from different domain coupled with inadequate levels of person and organizational resources are the main causes of conflict or imbalance. Further the researchers have stated that such a multiple role demands may be manageable in the short term but produces no positive outcomes in the longer term.

Australian Institute of Health and Welfare (2019) reported that while 30% of Australians work part time, 9% of employed people are underemployed revealing that although part time work contributes flexibility for some workers, for others it respondents insecurity and a reduction in living standards.

Chandrani Sen (2018) expressed that work life balance is of utmost importance to government and policy makers as it is the individuals who is core to the healthy functioning of the society. Further the researchers have stated that over the years, there has been an increased dependence on information technology which has led to information load in the working population.

The existing evidence reveals that job demands generally have a negative influence on work-life balance. Brough et al. (2014) and Haar et al. (2018) found that cognitive job demands decreased employee perception of their work life balance while Sprek et al. (2013) demonstrated that time pressures reduced work life balance.

Chan et al (2017) in their research work, they found that family demands predominately affect employees judging both work and family commitments and generally come in the way of an individual ability to achieve their desired level of work-life balance.

Padma S et al. (2013) have highlighted the role of family support in balancing personal and work life and found that the present study show that the support from family members will play a an important role in balancing professional lives and personal. Further, the researchers have stated that employees who have adult children can easily balance than those with younger age kids. Similarly employees who need to care elder parent health have lesser work life than the others.

Kumari Lalitha (2012) revealed that factors like psychological distress, organizational changes, working hours, managerial style, job responsibility, work overload, work life conflict and job satisfaction impacts very much work life balance.

Shobitha and Sudarsan (2014) in their research they found that the concept of WLB has attracted the attention of organizations, researchers and HR practitioners. This mainly could be attributed to ever increasing demands of work along with increased family demands owing to the necessity of spouses to be employed and guest for personal achievements.

Objectives of the study

- 1) To study the socio-economic factors impacting the study.
- 2) To analyse factors impacting work life balance.
- 3) To study organisations holistic approach towards WLB.
- 4) To analyse the factors impacting outcomes of WLB.

Hypotheses

- H₀₁ The socio-economic factors are not impacting the study.
H₁₁ The socio-economic factors are impacting the study.
H₂₀ There are no factors impacting WLB.

H₂₁ There factors impacting WLB and exists significant variation in the factors impacting WLB.

H₃₀ Different organisations have no holistic approach towards WLB.

H₃₁ Different organisations have holistic approach towards WLB.

H₄₀ There are no factors impacting outcomes of WLB.

H₄₁ There exists significant variations among the impacting factors on outcomes of WLB.

Research Questions

- 1) What are the reasons behind socio-economic factors not impacting on the study?
- 2) What are the factors impacting on WLB?
- 3) What are the organisations holistic approaches towards WLB?
- 4) What are the factors impacting outcomes of the WLB?

Limitations:

- 1) The study is confined only to Bengaluru Urban.
- 2) The study considers only 200 as the sample.
- 3) Any generalisation requires further in-depth study.

Research Methodology : Research design can be felt like the structure of research. It holds all the elements in a research project together. It is a plan of proposed research work and can be termed as 'blue print' the pre projected activity for the future. Zikmund (1988) defines research design as 'a master plan specifying the methods and procedure for collecting and analysing the need information'. Research methodology encompasses concept such as paradigm, theoretical model, phases and quantitative or qualitative technique (Irny and Rose, 2005). Research methodology is a path through which researchers need to conduct their research. The present paper attempts to study about factors impacting WLB, outcomes of WLB, and holistic approach towards WLB. The present study is descriptive in nature. The study considers data collection in a natural setting by conducting face to face interview.

Questionnaire design: It is the main instrument for the primary data collection in a survey technique. Questions are logically arranged which are open end in nature are included in order to collect the primary data. The structured questionnaire prepared in a way that respondents like the option which is presented by using 5 point and 3 point Likert scale and weights are used to find relative importance of the factors. The socio-economic characteristic has been measured in terms of variation and contingency co-efficient performed to know the degree of relationship between the stated variables. Further Kendall's co-efficient of concordance was performed to measure the degree of relationship between the variables.

Universe of the study: The study is confined only to urban Bengaluru. Selected organisations were considered for the study.

Source of Data : The study depends both on primary and secondary data. The primary data collected by administering a structured questionnaire as schedule in order to avoid delay and incompleteness.

Method of analysis : The present work performed χ^2 , contingency co-efficient, Kendall's co-efficient of concordance and weighted average.

Sampling techniques : A sample of 200 considered for the present study and Banks both public and private sector, ITEs, manufacturing units and unaided colleges were chosen for the study purpose and 50 each sample was fixed in each of the above. Public and private commercial banks employees at Yelahanka, private unaided colleges at Yelahanka and ITEs and manufacturing unit employees were interviewed at Peenya Industrial area.

Data presentation and analysis : The demographics which are required for the study includes gender, marital status, age, qualification income, experience, working hours, time spent daily at work WLB organisational policy, flexible hours, work pressure effectiveness of WLB policy were covered. Further factors driving WLB, holistic approach and factors driving impact outcome are studied and presented.

Research question No. 1: What are the reasons behind the demographics not impacting on the study of WLB?

Hypotheses No. 1 : The socio-economic characteristics are not impacting on the study of WLB.

H₁ : There exist significant variation in the data and socio-economic characteristics are impacting on the study.

Table – 1 reveals about socio-economic factors impacting on the work life balance (WLB). There are 171 males and 29 females and 161 are married 39 remarried as single. 63 respondents belongs to 30-35 age group, 51 to the 45-55, 40 to the 35-45 group, 22 to the 25-30 group, 14 to the 20-25 and 10 to the 55-60 years category. The qualification details shows that 85 are degree holders including degree in computers, 35 are PG degree holders including PG degree in computers, 25 are professional degree holders, 23 are ITI certificates holders, 20 completed PUC and 12 completed 10th standards. 58 respondents getting monthly income in the range of 40K-50K, 31 to the 30K-40K, 27 in between 50K-60K, 24 to the >70K, 22 to the 20K-30K, 20 to the 60-70K and 18 to the <20K. The experience of employees in their existing organisations reveals that 81 have put 15-20 years, 40 in between 10-15 years, 38 between 5-10, and 32 > 20Y and 9 < 5 years, 134 respondents are happy with their daily spent of time at work, 35 are indifferent, 25 are very happy and 50 do not know about organisation policy on WLB, 120 said yes and 30 no. 100 are indifferent to the flexible working hours, 75 are happy, 9 very happy, 8 each very unhappy and unhappy. 133 respondents sometimes are under work pressure and missed quality of time spent with family, 37 said rarely, 17 often, 10 never and 3 always. 123 respondents expressed that good work life policy impacts the effective organisations, 75 agree and 2 stood neutral. All the socio-economic factors significantly showing variation and contingency co-efficient, reveals about the presence of high degree of relationship.

Research question No. 2: What are the factors impacting WLB?

Hypotheses No. 2 : There are no factors driving WLB.

Hypotheses H₁ : There exist significant variation in the data and factors are impacting WLB.

Table – 2 reveals that job security and over workload are the factors are first in impacting the WLB, secondly lower salary and non co-operation by colleagues and thirdly job stress. Weighted scale depends upon the scale points. Accordingly Likert point scale commencing from “SA to SDA” were performed. The weights being 5 to 1 attached to the Likert scale strongly Agree to Strongly Disagree. The lowest weight was awarded to lowest scale strongly disagree. Frequencies are nothing but the sum of respondents (N = 100). The sum of WA which was computed by multiplying the opinions of respondents by the sum of weights i.e., (5 + 4 + 3 + 2 + 1) = 12.

Research question No. 3: What are the organisations holistic approaches towards WLB?

Hypotheses No. 3 : Organisations have no holistic approach toward WLB.

H₁ : There exist significant variations among the holistic approaches.

Table – 3 asserts that organisations holistic approach towards work life balance. 115 respondents out of 200 strongly agree over the drivers of holistic approach followed by 55 agree and 30 somewhat agree. Out of 115 respondents 20 expressed about promote work life flexibility option for all staff, 16 stated about creating on environment where employees communicate their concerns, 14 each monitoring by HR getting equal opportunity, and conduct employee consultation and survey process and take action on findings. Out of 55 who said agree, 12 identified promote work life flexibility options to all staff, 11 reported about creating an environment where employees communicate their concerns and create ideas, and 10 identified monitoring every staff in such a way that everybody gets equal opportunity. Finally out of 30 respondents 8 spoke about promote work life flexibility options for all staff. Kendall’s coefficient of concordance fails to accept H₀ and accepts H₁ and hence it is concluded that there exist significant relationship between the drivers and WLB.

Research question No. 4: What are the factors impacting outcomes of WLB?

Hypotheses No. 4 : There are no factors impacting outcomes of WLB.

H₄ : There exist significant variation in the data and different factors are impacting outcomes of WLB.

Table – 4 highlights that factors like WLB contributes towards family satisfaction, functioning satisfaction and performance satisfaction, satisfies employee needs for autonomy, competence and connection and enhances quality of life of people. Out of 200 respondents 104 stated strongly agree followed by 60 agree

and 36 somewhat agree. Out of 104 who stated strongly agree 18 said about WLB contributes towards family satisfaction etc., 13 identified enhances quality of life, and 11 reported about satisfies employee needs for autonomy competence and connection. Out of 60 who said agree 13 spoke about WLB contributes towards family satisfaction etc., 12 reported about satisfies employees needs for autonomy etc., 'w' fails to accept H_0 and accepts H_1 and hence it is concluded that there exist significant relationship between the two variables.

Summary & Discussion of Findings.

The main intention of present research work is to know about how far democratic factors impacts WLB. Further, the present study also makes an attempt to know the factors impacting WLB, organisations holistic approach towards WLB, factors impacting outcomes of WLB. In order to study systematically about the WLB in stated organisations experts and scholars latest study and works also referred and considered. Survey technique is followed for the purpose of data collection. A structured open ended questionnaire is administered in the present study for the purpose of primary data collection. Likert 5 and 3 point scale adopted to present the different opinions expressed by the respondents. The target population covered belongs to employees who are working in different organisations. The findings of the present study were presented, analysed and discussed by using chi-square, contingency co-efficient Kendall's co-efficient of concordance and weighted average. Further, the factors affecting WLB was measured and presented. All the factors stated in the study significantly drives WLB and "WA" technique was performed and reveals that job insecurity and overwork load are the first factors relatively impacts very much on WLB and secondly non cooperation by colleagues and lower salary and in the third place job stress. WA is calculated by dividing the total by sum of weights and it shows on merit and relative importance of factors impacting WLB. Further, the organisations holistic approach towards WLB is measured by performing Kendall's co-efficient of concordance and reveals that promote work life flexibility to all staff, HR monitoring and see that all gets equal opportunity and conduct employee consultation process and take action on findings are the important significant factors driving organisations approach towards WLB. The study found that factors impacting outcomes of WLB include, WLB contributes towards family satisfaction, functioning and performance, satisfies employees needs for autonomy, competence and connection and enhances quality of life of employees.

Based on the expressions of 200 respondents it was found that employees requires WLB in order to survive and work enthusiastically. Innovation in technology is taking place at higher rate as it is going to cut the cost of production. Against this trend organisations should think of how to maintain WLB in their organisations. The study clearly reveals that all the socio-economic factors significantly varying and contingency coefficient reveals about the presence of high degree of relationship between the variables. Further, the study reveals about the factors impacting WLB in Bengaluru in different organisation. Job security and overwork load are in the first place impacting very much WLB and secondly lower salary and non cooperation by colleagues and finally in the third place job stress. The study further reveals about the organisations drivers of holistic approach towards WLB. These drivers include promote work life flexibility options for all staff, HR monitoring and see that all employees get equal opportunity and conduct employee consultation and take action on findings. Finally, the study also asserts about factors impacting outcomes of WLB includes WLB contributes towards family satisfaction, functioning and performance, satisfies employee needs for autonomy, competence and connection and in the third place enhances quality of life of employees.

Conclusion:

Today all organisations have revealed the significance of WLB and they are trying introduce policies aiming at balancing of work and family. Any work life imbalances that emerges in the middle creates problems both to the employees and organisation. In order to succeed in the competitive scenario organisations are investing on maintenance of WLB with increased number of human participation in different organisations where dual earner families are common, the employers are under severe pressure to introduce better and suitable WLB initiatives. The present study found that all the demographics are impacting on the study of WLB. Further, job security and overwork load are impacting on the WLB followed by non cooperation by colleagues and lower salary and finally absence of friendly work policies and improper work life policies are the significant factors affecting work life balance. Promote work life flexibility options to all staff members, HR monitoring and see that staff getting equal opportunity to review needs fairly and creating an environment where employees communicate their concern and create ideas are the organisations holistic approach towards the

maintenance of WLB. Factors like WLB contributes towards family satisfaction etc., satisfies employees needs, enhances quality of life of employees.

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Table – 1 : Socio-economic characteristics of respondents

Demographics	χ^2	TV @ 5%	df	Result of χ^2	'c'	Result of 'c'
Gender	100.82	3.841	1	Significant	0.58	High Degree
Marital status	74.42	3.841	1	Significant	0.52	High Degree
Age in years	68.47	11.070	5	Significant	0.50	High Degree
Qualification	104.45	11.070	5	Significant	0.59	High Degree
Income per month	41.33	12.592	6	Significant	0.50	High Degree
Experience in the present org.	67.75	9.488	4	Significant	0.50	High Degree
Number of working hours	97.96	7.815	3	Significant	0.57	High Degree
Daily time spent at work	284.79	9.488	4	Significant	0.77	High Degree
Organisational policy on WLB	66.99	5.991	2	Significant	0.50	High Degree

Flexible hours provided by

organization due to WLP policy 195.25 9.488 4 Significant 0.70 High Degree

Work pressure and missed

Quality of time spent with family 71.40 9.488 4 Significant 0.51 High Degree

Good WL policy and effectiveness

Of organisation 318.95 9.488 4 Significant 0.78 High Degree

Source : Field Survey

Note : $\chi^2 =$ chi-square

$$‘c’ = \sqrt{\chi^2 / \chi^2 + N}$$

Where c = contingency co-efficient, N = Number of observation

When the value of ‘c’ is equal or near 1, it means there is high degree of association between attributes.

Contingency co-efficient will always be <1.

Table – 2 : Factors impacting work life balance

Factors	Weight	5	4	3	2	1	T	WA
	Likert scale	SA	A	N	DA	SDA		
Double burden of child care and elder care	f	145	39	4	5	7	200	
	fw	725	156	12	10	7	910	60.67
Schedule inflexibility	f	131	48	-	11	10	200	
	fw	655	192	-	22	10	874	58.60
Work timings affecting family	f	129	33	21	8	9	200	
	fw	645	132	63	16	9	865	57.67
Frequently changing work assignment and time schedule	f	139	44	-	9	8	200	
	fw	695	176	-	18	8	897	59.80
Job insecurity	f	158	32	4	2	4	200	
	fw	790	128	12	4	4	938	62.53
Non cooperation by colleagues	f	159	31	-	6	4	200	
	fw	795	124	-	12	4	935	62.33
Absence of friendly work policies	f	156	31	3	4	6	200	
	fw	780	124	9	8	6	927	61.80
Overwork load	f	157	33	4	3	3	200	
	fw	785	132	12	6	3	938	62.53

Family interference	f	124	45	15	8	7	200	
	fw	620	180	45	16	7	868	57.87
Job stress	f	156	31	4	5	4	200	
	fw	780	124	12	10	4	930	62.00
Lack of social support	f	131	38	18	8	5	200	
	fw	655	152	54	16	5	882	58.80
Improper work life balance policies of organisation	f	150	33	8	4	5	200	
	fw	750	132	24	8	5	919	61.27
Unhappiness among employees	f	138	42	8	7	5	200	
	fw	690	168	24	14	5	901	60.07
Lack of knowledge	f	128	38	10	10	14	200	
	fw	640	152	30	20	14	856	57.06
Non cooperation by head	f	130	41	14	8	7	200	
	fw	650	164	42	16	7	879	58.60
Improper role clarity	f	140	29	18	6	4	200	
	fw	700	116	54	12	4	886	59.06
Personal problems of employees	f	150	28	10	7	5	200	
	fw	750	112	30	14	5	911	60.73
Reward, recognition & imbalance	f	146	34	8	7	5	200	
	fw	730	136	24	14	5	909	60.6
Lower salary	f	160	30		5	5	200	
	fw	800	120	-	10	5	935	62.33
Absence of autonomy in the work	f	145	31	20	2	2	200	
	fw	725	124	60	4	2	915	61.00

Source : Field Survey

Likert Scale : SA – Somewhat Agree, A – Agree, N – Neutral, DA – Disagree, SDA – Strongly Disagree

Weights = 5 + 4 + 3 + 2 + 1 = 15

WA – Weighted average = fw / sum of weights

Table – 3 : Drivers of organisations holistic approach towards WLB – Kendall's coefficient of concordance

Drivers of holistic approach	SA	A	SWA	RT	RT ²
Promote work life flexibility options for all staff	20	12	8	40	1606
Show willingness to explore ways in which senior roles can be redesigned to accommodate flexibility	9	4	2	15	225
Focus on outcomes rather time spent in the office	8	3	2	13	169
HR Monitoring and see that staff getting equal opportunity to review needs fairly	14	10	3	27	729
Asking the employees about organisational assistance to remove barriers and maintain WLB	10	4	3	17	289
Review workloads and work practices so that reduction in time is found	8	2	2	12	144
Conduct employee consultation / survey process and take action on findings	14	4	3	21	441
Creating an environment where employees communicate their concerns and creative ideas	16	11	3	30	900
Provide regular feedback and coaching on performance	8	3	2	13	169
Evaluate monitoring progress	8	2	2	12	144
Total	115	55	30	200	4810

Source : Field Survey

Note : SA – Some Agree, A – Agree, SWA – Somewhat Agree, RT – Raw Total

$$SSR = \sum RT^2 - \sum RT^2 / N$$

$$= 4810 - (200)^2 / 9 = 4810 - 4000 = 810$$

$$W = 12 \times SSR / K^2 N (N^2 - 1) = 12 \times 810 / 9 \times 10 (10^2 - 1)$$

$$= 9720 / 8910 = 1.0909$$

Test the significance of 'w' by using chi-square statistic.

$$X^2 = k (n - 1) w = 3(10-1) \times 1.0909 = 3 \times 9 \times 1.0909 = 29.4543$$

Decision : At 9 df with 5% level of significance the table value being 16.919. The calculated value being 29.4543 higher than the TV and hence and hence 'w' fails accepts H₀ and accepts H₁. Therefore it is concluded that there exist significant relationship between the factors and WLB.

Table – 4 : Factors impacting outcomes of WLB

Factors impacting outcomes of WLB	SA	A	SWA	RT	RT ²
Employees believe their own ability to maintain WLB	8	4	4	16	256
WLB contributes towards family satisfaction, functioning and performance	18	13	8	39	1521
Employees perceives themselves as having an acceptable level of WLB	10	3	2	15	225
Enhancement of affective commitment	8	5	3	16	256
WLB policies clearly assist to manage their multiple role demands.	5	2	1	8	64

Creates positive work attitude and performance level	7	3	1	11	121
Satisfies employees needs for automation, competitiveness and connection	11	12	6	29	841
Employees meet demands in work and family roles	6	2	3	11	121
Enhances quality of life of employees	13	6	2	21	441
WLB created employees to opt interest initiatives like study, sports, religions observance and travel	5	3	1	9	81
WLB reduces mental stress and physical stress	7	4	2	13	169
Improvises employees perception about work engagement	6	3	3	12	144
Total	104	60	36	200	4240

Source : Field Survey

Note : SA – Some Agree, A – Agree, SWA – Somewhat Agree, RT – Raw Total

$$SSR = \Sigma RT^2 - \Sigma RT^2 / N$$

$$= 4240 - (200)^2 / 12 = 4240 - 3333.33 = 906.67$$

$$W = 12 \times SSR / K^2 N (N^2 - 1) = 12 \times 906.67 / 9 \times 12 (144 - 1)$$

$$= 10880.04 / 15444 = 0.704$$

Test the significance of 'w' by using chi-square statistic.

$$X^2 = k (n - 1) w = 3(12-1) \times 0.704 = 3 \times 11 \times 0.704 = 23.23$$

Decision : At 11 df with 5% level of significance the table value being 19.675. The calculated value being 23.23 higher than the TV and hence 'w' fails accepts H_0 and accepts H_1 . Therefore it is concluded that there exist significant relationship between the factors impacting outcome and WLB.