

Work Life Balance a best move to achieve the Employee Engagement Strategies

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Abstract:

Industry 4.0 era creates a “smart factory” and speed of information and technology increased with great speed. But it makes a life more problematic and challenging and overloaded. A study was based on 100 sample sizes chosen with the help of Simple Random Sampling and Descriptive Research Methodology has been carried out with weighted Score Method is used to find out the perception of the employees about Work Life Balance (WLB). It also denotes highest and lowest rank of each parameter which helps managers to know in which parameter they are good and in which parameter they need to pay more concentration. For the study a structured questionnaire contains multiple choice questions based on 5-point Likert scale which focuses on WLB and its five parameters: Job and Family, Work Interfering with Family, Family interfering with Work, Organizational Commitment and Quality of Work Life. Researcher will like to suggest few remedial measures on the basis of Weighted Score for 5 parameters of WLB.

Key Words: Work Life Balance (WLB), smart factory, Likert scale.

Introduction:

There are differences between a typical traditional factory and an Industry 4.0 factory, which is “smart factory”. Artificial Intelligence, IoT and so many other things are making life soother but it has increased the burden on employees who worked in the service sector. These demanding field makes an employee's life more problematic and challenging and overloaded. So, day by day work life balance is a challenging issue for everyone Human Resource Manager for Policy Makers, its implementation globally. The pressure of the workload and personal life can lead to stress and then affecting to productivity, absenteeism, customer services, health issues of employees.

Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life. By way of this research work researcher tries to explore; how WLB is affecting employees and their personnel life. No doubt organization are giving due importance to WLB and most of the companies are implementing the measures to balance the issues. Work Life Balance is the term used to describe the balance that an individual need between time allocated for work and other aspects of life.

Objectives of the study:

1. To discover the status of Work Life Balance (WLB) of managers from IT industries.

Scope of the study:

WLB study was conducted among only for managerial level this is a scope of the research paper as well as it is limitation also. Another limitation is answers are totally depending upon respondent's capacity and personality so the accuracy of the answers depends upon the mode of interest of respondents. Research does not have a control over it.

Review of literature:

The review is to scrutinize what has already been done on the topic. It gives a deep insight of the overall field. It helps in creating a base for the research and helps to gives guideline for more focused work for investigation purpose. There are almost 6,04, 00,000 results are available within 0.55 seconds on web about WLB. Still more and more research is going on to uncover the truth about this burning issue. Many research articles focus on WLB and Gender based

study, employee performance, employee turnover and WLB and EI also. Specific 3 reviews were mentioned as a follows:

1) N. Divya A. Suryanarayana , October , 2017, National Conference on Marketing and Sustainable Development Issues and Challenges in Work Life Balance in IT & ITES Industry of India Osmania University presented.

2) Work life imbalance of employees in IT sector- a study conducted at nest technologies, Trivandrum Sakeerthi S, Assistant Professor, Xavier Institute of Management & Entrepreneurship, Kochi. Rijesh K B, Customer Relationship Officer, Abu Dhabi Commercial Bank, Abu Dhabi, UAE. International Journal of Scientific & Engineering Research, Volume 7, Issue 11, November-2016 780 ISSN 2229-5518.

3) Work-Life Balance in the IT Sector: A Case Study of Delhi, Nidhi Tewathia, Maidan Garhi, New Delhi 110068, India. International Journal of Advancements in Research & Technology, Volume 3, Issue 7, July-2014 89 ISSN 2278-7763.

Research Methodology:

The present study has used Descriptive and Exploratory Research Designed and both Qualitative and Quantitative Data has been collected by way of Survey and Formal Informal Telephonic conversation. As it describes characteristics of managers specifically related with WLB. As discussed earlier the area of research is limited to the managerial level only. By way of Simple Random Sampling researcher has collected primary data and the data size is restricted to 100 managers which include both male and female having minimum 5 to 20 years experienced. Respondent are working on various positions like Team Leader, Assistant Manager, Senior Manager and GM.

Formal and Informal discussion with managers helps to collect the maximum information along with structured questionnaire has framed to collect responses.

Questionnaire is divided into 2 parts- part A of questionnaire covers: demographic questions and part B of questionnaire focus

on 'Work Life Balance' constructed on 5-point Likert scale which focuses on WLB and its 5 parameters. It includes questions about –

A. Job and Family, (4Q.)

B. Work Interfering with Family, (10Q.)

C. Family Interfering with Work, (4Q.)

D. Organizational Commitment (8Q.)

E. Quality of Work Life. (13Q.)

There is total 39 sub questions related to the all five points of WLB. Secondary data is collected from relevant research papers and research articles.

Table -Weightage Score's Dimension and Scale

Scale	Dimension	Weightage Calculation	Score
1	Strongly Agree	1/15	.07
2	Agree	2/15	.13
3	Neither Agree nor Dis Agree	3/15	.20
4	Dis-agree	4/15	.27
5	Strongly Dis-Agree	5/15	.33
TOTAL = .07+.13+.20+.27+.33 = 1.0 = 1			

By considering the above scale, Weightage is calculated: (1+2+3+4+5=15). This means for Strongly Agree the scale is 1 and its weightage is 1/15=0.07 and same way for Agree, Neither Agree nor Dis-Agree, for Dis-Agree and for Strongly Dis-Agree. This Weightage Score is used for finding the highest and lowest rank of WLB Parameter and the perception of managers towards it.

Data Analysis and Interpretation:

The Data Analysis is done for 100 Managers to identify the comparative position of different parameters.

Job and Family which include 4 sub questions. It has been observed that managers are able to maintain Job and Family responsibilities. Where Q.No.1 focus on managers are able to fulfilling their personal life and adequately perform their work life responsibilities. For this statement (34+49) =83 managers agrees that they are able to fulfil their personal life and work life adequately. Q. No. 2 refers to good work life balance provides a more effective and successful profession as it helps managers to fulfilling their personal life goals as well as their professional goals. Q. No. 3 focuses on WLB helps to retain good ethics in profession, 80 managers agree for this statement as good WLB and ethics improves

the organization environment which leads managers to perform more effectively. Q.No. 4 refers that managers family supports in WLB which helps them to be more productive and to live their life more peaceful. It has been observed that for Q.No. 1 disagreement by managers are low but 11 managers remain Neutral and 20 in case of Q. No. 3.

A) Job and Family						
Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1	34(2.38)	49(6.37)	11(2.21)	6(1.62)	0(0.00)	12.58
2	67 (4.69)	24 (3.12)	0	0	9 (2.97)	10.78
3	50(3.5)	30(3.9)	20 (4.00)	0	0	11.4
4	23 (1.61)	77 (10.57)	0	0	0	11.62
Total						46.38
Average 11.595=11.6						

B) Work Interfering with Family Life:

The second parameter is work interfering with the family it includes ten sub questions. Managers express that due to work their family life get disturbed and it affects WLB. As the managers need to extend their work for more time so that they can remain in a competitive world.

B) Work Interfering with Family Life						
Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1.	11(7.7)	15(1.95)	21(4.20)	24(6.48)	29(9.57)	29.91
2.	9(6.3)	51(6.63)	11(2.20)	10(2.7)	19(6.27)	24.1
3.	31(21.7)	111.43)	7(1.40)	33(8.91)	18(5.94)	39.39
4.	0	6 (.78)	17(3.41)	41(11.07)	36(11.88)	27.13
5.	34(23.8)	24(3.12)	0	23 (6.21)	19(6.27)	39.4
6.	33(23.1)	47(6.11)	0	11(2.97)	19(6.27)	35.15
7.	42(29.4)	31(4.03)	0	18(4.86)	9(2.97)	41.26
8.	13(9.1)	42(5.46)	5(1.00)	16(4.32)	24(7.92)	27.8
9.	22(15.4)	31(4.03)	18(3.60)	12(3.24)	17(5.61)	31.88
10.	17(11.93)	22(2.86)	13(2.61)	31(8.37)	17(5.61)	31.38
Total						327.4
Average						32.74

C) Family Interfering with work

The third parameter is family interfering with work it includes four sub questions. In Q.No.1 managers respond genuinely that they have to manage home issues also and so that their work gets suffered (11+13=24). Q. No. 2 refers that manager's administration and peers' dislikes often when they are preoccupied with their personal life while at work. It may be because of manager works demands more time and commitments. The Q.No 3 focus on lack of WLB has leads for distraction from work as well as it affects the performance also. In the Q. No. 4 managers mentioned that they took leave often for family matters these responses may be more from female candidate as sample size of 100

include female also. 81 respondents are from nuclear family and to manage their duties at home and for children they need to take a leave.

C) Family Interfering with work						
Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1.	11(7.7)	13(1.69)	18(3.6)	22(5.94)	36(11.88)	23.88
2.	7(4.9)	21(2.73)	0	33(8.91)	39(12.87)	25
3.	14(98)	54(7.20)	7(1.4)	14(3.78)	11(3.63)	16.99
4.	47 (3.29)	27(3.51)	6 (1.2)	12(3.24)	8(2.64)	13.88
Total						79.75
Average						19.94

D) Organizational Commitment

The fourth parameter is organisational commitment; it includes 8 sub questions which focuses on how managers are committed with organization and occupation. It has been observed from the table that for Q. No. 5 and 7 responses are quite alarming because some of the managers are dissatisfied with their occupation. It may be because managers cannot give justice to work.

D) Organizational Commitment						
Q	Str. Agree	Agree	Neither A./DS	Dis-agree	Str.DS	Total
1	7(0.49)	11(1.43)	6(1.2)	43(11.61)	33(10.89)	25.62
2.	27(1.89)	49(6.37)	11(2.2)	13(3.51)	0	13.97
3.	5(0.35)	11(1.43)	13(2.6)	53(14.31)	18(5.94)	24.63
4.	23(1.61)	39(5.07)	17(3.4)	13(3.51)	8(2.64)	16.23
5.	0	7(0.91)	23(4.6)	31(8.37)	39(12.87)	26.75
6.	11(0.77)	16(2.08)	0	21(5.67)	52(17.16)	25.68
7.	5 (0.35)	13(1.69)	6(1.2)	53(14.31)	23(7.59)	25.14
8.	0	6(0.78)	16(3.2)	37(9.99)	41(11.07)	25.04
Total						183.06
Average =22.883 =22.9						

e) Quality of Work Life:

The fifth parameter is quality of WLB, it includes 13 sub questions which focus on reward and recognition of work, performance feedback, salary, etc. 100% managers are agreed for statement number 1 and 10 and they mentioned happiness with formal informal communication and secured work environment. Also there are adequate equipment's and machinery provided in the organization to work properly and effectively. The Q. No. 4 focus on there are team work in the organization which helps to achieve the organization goals effectively. 91 managers are agreed for the statement number 7 that they feel respected by senior members in the work place which leads to good team work and help to achieve the goals and objectives of an organization. The Q. No. 12 refers that manager believes that their jobs are secure and they are happy working in their respective organization

e) Quality of Work Life						
Q	Str. Agree	Agree	Neither A..DS	Dis-agree	Str.DS	Total
1.	57 (3.99)	43(5.59)	0	0	0	9.58
2.	42 (2.94)	37(4.81)	12(2.4)	9(2.43)	0	12.58
3.	37 (2.59)	32(4.16)	19(3.8)	12(3.24)	0	13.79
4.	56 (3.92)	24(3.12)	11(2.2)	9(2.43)	0	11.67
5.	37 (2.59)	42(5.46)	13(2.6)	8(2.16)	0	12.81
6.	44(3.08)	39(5.07)	17(3.4)	0	0	11.55
7.	47 (3.29)	44(5.72)	9(1.8)	0	0	10.81
8.	26 (1.82)	49(6.37)	11(2.2)	14(3.78)	0	14.17
9.	44 (3.08)	37(4.81)	19(3.8)	0	0	11.69
10	63 (4.41)	37(4.81)	0	0	0	9.22
11	13 (0.91)	21(2.73)	11(2.2)	31(8.37)	24(7.92)	22.13
12.	31 (2.17)	47(6.11)	9(1.8)	13(3.51)	0	13.59
13	29(2.03)	36(4.68)	11(2.2)	17(4.59)	7(2.31)	15.81
Total						169.4
Average						13.03

On the basis of above 5 tables Weighted Score for 5 parameters of WLB has been plotted–

Parameters	Average Scores	Ranking
1) Work Interfering with Family	32.74	1
2) Organizational Commitment	22.9 =23	2
3) Family Interfering with Work	19.94 =20	3
4) Quality of Work Life	13.03	4
5) Job and Family	11.6	5

Findings and Suggestions:

• Industry 4.0 era has stretched the working hours and work-related commitments and it leads to make a life of employees more challenging and overloaded. 24*7 employees are physically and mentally involved in work so many health issues arise among the managers which is known as professional diseases such as hypertension, heart-attack, Diabetics, etc.

As per Weighted Score Method work interfering with family is at highest position (32.74) this is alarming for company. There are no hard-and-fast rules on what constitutes an acceptable work/life balance – this will depend on the operational requirements of your business and the needs of your employees. This includes part-time working, flexi-time, job sharing, Compressed Work Weeks, Job Sharing, free time: for hobbies and leisure activities and home working. Organizational Commitment (30) is on second position this can improved by making the working environment more attractive, improvements to the working environment can boost morale and help you retain valued staff. The typical techniques include: free exercise classes, a free/subsidized canteen, company days out, childcare vouchers, time-off for learning and third position is family interfering with work (20) this can be manage by providing paternity leave, parental leave,

Paid leave for short period of time, working time reduction: part time upon request and if possible, Crèche facilities. Work Life Balance is a best move to achieve the Employee Engagement Strategies and which in turn helps to retain the talent.

• Companies are incorporating many activities for personal and professional development of employees. Many recreational activities are also arranged for mental peace. But there are many external unavoidable reasons which also equally affecting the work pressure on employees such as nuclear family, DINK couple, per group pressure, excess stress etc. which results into high employee turnover.

• Initially qualification and skills are essential for onboarding but employee engagements are essential requirement for long productive tenure of the employees. WLB employee's voice should be taken into consideration which will work like magnet for employees and it helps them to stick to organization. Company needs to geared up further to minimize the issue of bad WLB. There are many qualitative and quantitative survey reveals about employee's real opinion about company climate and that should be taken seriously. Employee Engagement Strategies in a company.

- There are certain ways to invest in the employees –
- Increase team engagement,
- Supporting cross-functional improvement initiatives,
- Plan company trips,
- Invest in employees' mental health,
- Expand the upskilling programs,
- Implement a health stipend,
- Invest in training and development,
- Create more opportunities for collaboration

Conclusion

WLB is an important area of Human Resource Management and HR development which is gaining more attention from Policy Makers, Organizations, Management, Researchers, Employees, and their representatives globally. The pressure of the workload and personal life can lead to stress.

According to the study, it has been found that such situations affect an individual's health both physiologically and psychologically.

The Work Life Balance policies and programs are an investment in an organization for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce especially in IT industry. Achieving WLB in the fast pace of IT system and creating a balance between professional and personal life is a challenge for an individual. Employees' are the pillars of the organization. So organization should give its attention towards the welfare and needs of the employees. So that employees can able to balance their dual role i.e., work as well as personal life.

If WLB is managed properly then employees are happier towards work and commitment. Initially it may be difficult to implement but slowly it is possible by way of employee engagement ways and it is energy booster at the same time.

To sustain in the competitive world employees WLB is essential task. Company management should train and motivate their employees for improving the quality of work life further.

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