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Work Life Balance of Employees at Hindustan Lever Limited, Trivandrum

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ABSTRACT

The satisfaction in a job or work would be depending on many factors like remuneration, work conditions, growth prospects, support for employees and other related factors. One of the most important such factors as found from the result of much research conducted in this domain is, Work Life Balance (WLB). Work Life balance is about employees having measure of control over when, where and how employees work. A balanced life is one where employees are able to spread their energy, time and efforts in the emotional, intellectual, imaginative, spiritual & physical facets of life. It has been proved beyond doubt that a company capable of addressing work life balance needs, in addition to providing great career opportunities, is successful in providing job satisfaction to the employees. This study has been carried out among the Hindustan Lever Limited, Trivandrum division employees. The study looks into the awareness of employees about the Work Life Balance policies of HLL, to determine its effectiveness in implementation, to determine if there is proper balance between Work and personal lives of employees and to suggest strategies for improvement.

Keywords: WLB, HLL, Demographic Attributes, Organizational Culture, Organizational Climate.

1. INTRODUCTION

The satisfaction in a job or work would be depending on many factors like remuneration, work conditions, growth prospects, support for employees and other related factors. One of the most important such factors as found from the result of much research conducted in this domain is, Work Life Balance (WLB). Work Life Balance can be described as a measure of the balance that is existing between the job and the personal life of an employee. Much study is being conducted in this regard as the clash between personal or family life of an employee and the work life has been found to have a major impact on the employee's performance, job engagement, output, dedication and satisfaction at work place. Work life imbalance can lead to dissatisfaction and affect organizational performance. An organization with well defined and

appropriate work life balance policies would have less attrition and more satisfied employees. This study here deals with assessing the present Work life balance, identifying factors affecting WLB and suggesting measures to improve WLB of employees working in HLL, Trivandrum.

1.1. Problem Definition

Due to rapid growth of technology and industrialization, Work Life balance of employees is very challenging. Success of an organization largely depends upon the collective efforts of the employer and employees. However, there are various factors that result in work life balance that lead to employee satisfaction. There is no organization in which the employees have no work life imbalance. A former study by (Sandeep, 2002), indicates that work life balance is a choice an individual has to make. However it is an organization that needs to take an initiative to help the employees. There is a strong link between work life balance policies and reduced absenteeism, increased productivity and job satisfaction. Hence understanding and finding out the root cause of work life imbalance is itself a solution to it. Hence the study on “work life imbalance” at Hindustan Latex Limited (HLL), Poojapura, Trivandrum is undertaken to make an exploration into the work life imbalance faced by employees.

1.2. Objectives of the Study

1. To study the effectiveness of work life balance measures adopted in HLL.
2. To identify whether the employees are aware of the work life balance measures and mechanisms.
3. To determine the impact of age, gender and work experience of the employee and the perception of Work life balance.
4. To understand and study the nature of work life imbalance by analyzing various aspects related to working environment.
5. To know the level of satisfaction towards the work life balance measures of the organization.
6. To identify the factors influencing the effectiveness of the work life balance measures in the organization.

1.3. Scope

The scope of the study is extended only to the employees working at HLL, Poojapura. It does not cover employees working in other divisions of HLL in other cities. To fulfill the objectives of this research, the study is undertaken to analyze the work life balance measures followed at HLL. The topic selected for the study is an important key to make the employees satisfied and motivated to work for the organization whereby the employees will also look at their career positively.

1.4. Research Methodology

1.4.1. Research Design

Research design is a plan that satisfies the source and type of information revealed to the research problem. The present study takes into account the descriptive type of research. This type of research is mostly used

in social sciences and business and is also known as ex-post facto research. The major purpose is the description of the state of affairs as it exists at present. The research design is formulated after formulating the research problem. Some previous studies on work life balance have used the primary data collected through structured questionnaire. Few studies on work life balance have also analyzed the issue of 'glass-ceiling' among professionals and examine the strategies adopted to achieve work - life balance. The study has focused on testing existing hypotheses based on existing knowledge or research findings regarding work life balance. It also aims at testing the directions of cause and effect association between the dependent variable and the independent variables, and studying the effects of 'glass ceiling phenomenon in the career prospects of the respondents.

1.4.2. Research Approach

Research methodology is the way to systematically solve the research problem. Various steps are generally adopted by the researcher in studying his research problem along with the logic behind that.

Survey was conducted by meeting respondents and collecting primary data from them.

1.4.3. Research Instrument

Here the research instrument is a well-structured questionnaire. The questionnaire consisted of 16 questions. It also includes the data collected through direct observation by the researcher. The questionnaire is personally presented to the corresponding respondent.

1.4.4. Research Period

The study was carried out for 1 month in HLL LIFECARE Ltd. Poojapura.

The research report is prepared after conducting a sample survey for a period of 30 days.

1.5. Data Collection Techniques

1.5.1. Source of Data

- Primary data
 - Secondary data
1. **Primary data:** Primary data are those, which are collected fresh for the first time, and they happen to be original in character. The data were collected by administering a questionnaire. A questionnaire was constructed and was administered to the employees of HLL Life Care Ltd. The responses were collected from them and used for analysis. Thus the way in which primary data was collected is through Questionnaire.
 2. **Secondary data:** Secondary data are those, which are already collected by someone else for some other purpose. The sources of secondary data are published and unpublished sources. They are:
 1. Journals
 2. Public Opinion Reports.

3. Magazines
4. Official website/internet.

1.5.2. Sample

A complete enumeration of all the items in the population is known as census enquiry. When we take into account the entire population the result obtained is of high accuracy and there is no chance of bias. But to collect data from the entire population is not possible every time due to reasons like time, cost, non availability, work schedule of the respondents at the time of collection of data. So we go in for few items from the population assuming that they represent the entire population. This population becomes the sample population for research.

1.5.3. Sampling Technique

The sampling technique used for the present study is Judgment Sampling. The total sample size is 100 which consist of low level, middle level and top level employees of HLL LIFECARE Ltd. Poojapura.

1.5.4. Tools for Analysis of Data

In order to answer the objectives of the study, the following tools are used to study

- Descriptive/percentage analysis
- Weighted average method
- Chi Square Test
- Karl Pearson Coefficient of Correlation

1.6. Hypotheses

Hypothesis 1:

H₀: There is no association between age group and Work life balance.

H₁: There is an association between age group and Work life balance.

Hypothesis 2:

H₀: There is no association between gender and the commitment of management towards Work life balance.

H₁: There is an association between gender and the commitment of management towards Work life balance.

Hypothesis 3

H₀: There is no association between work experience and Work life balance.

H₁: There is an association between work experience and Work life balance.

2. LITERATURE REVIEW

2.1. The Introduction to Work/Life Balance (WLB)

“In society, we call obsessive-compulsive behavior a disorder. People take medication to combat it. But when we demonstrate obsessive-compulsive behavior about work and making money, it is considered completely normal, a ‘sacred hunger’, and are amply rewarded.” - **Kalliath, T., & Brough, P. (2008)**. According to **Katz and Kahn, (1978)** Role conflict is the psychological tension that is aroused by conflicting role pressures. For the purpose of this study, role conflict is defined as the form of conflict that took place when one performed two different roles at the same time.

Maintaining a balance between one’s personal and professional life has become a prominent topic in the society over a few decades. The expression ‘work-life balance’ (WLB) was first used in the middle of 1970s to describe the balance between an individual’s work and personal life. Over 30 years ago, **Ahmad, Karuna. (1979)** called attention to the reality that work and home are inescapably linked. In the past 15 years, there has been increasing interest in work-life balance in the popular press and in scholarly journals as well as government, management and employee representatives **Russel and Bowman (2000)**. This increase in interest is in part driven by concerns that unbalanced work-life relationships can result in reduced health and low performance outcomes for individuals, families and organizations.

As per **Banyard, V. L & Graham-Bermann, S. A. 1993**, majority of people seem to be working longer and harder than ever before and as a consequence are finding it ever more difficult to achieve a much desired work-life balance. In particular, technological, structural, and demographic changes brought about in employment, together with greater than ever demand for more multiskilled and flexible ‘knowledge workers’ (**Foley, S. & Powell, N. 1997**), are being allied with negative experiences of work such as involuntary contingent work and role overload. These experiences have been correlated directly and indirectly to the quality of family life **Greenhaus & Beutell (1985)**.

Aryee, S.1992 prescribes that a balance between work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of work-life balance. There is confirmation of the fact that people entering the workforce today are laying emphasis on the importance of work-life balance more than their predecessors (**Lazār, I., Osoian, C., & Ratiu, P. (2010)**). In spite of this, the extent to which this balance is being achieved is far less than what is desired. In fact, researches bring to mind that graduates are being drawn into situations where they have to work for progressively more long hours and so experience an increasingly unsatisfactory balance between home life and work life.

Traditionally, work-life balance has been seen as an issue for individual employees, with organisational labours at improving work-life balance focusing on programs aimed to help employees better manage their home life (for example, childcare or counseling). However, with growing awareness of the current skills shortage and war for talent, a subtle shift has been observed in the arguments for work-life balance, from responding to individual employee needs to a broader based business case **Russell (2002)**. Proponents have contended that work-life balance contributes to employee engagement (job satisfaction and organization commitment), which in turn contributes to higher productivity and lower organizational turnover (**Williams, L.J. and Anderson, S.E. (1991)**). In continuance with this strategy to attract and retain a diverse workforce,

work-life balance is often contemplated to be more important for women (who continue to bear the burden of domestic duties). (Banyard, V. L & Graham-Bermann, S. A. 1993)

2.2. Definitions

Clark (2001) defines work-life balance as “*satisfaction and good performance at work and at home with a minimum of role conflict.*”

A broader concept of balance includes both positive and negative aspects of participation in both roles by Frone (2003). There is a recent shift in the terminology used to refer to this phenomenon, with many organisations using the term “work-life balance” according to Frone, M. R. et. al. 1992, to include employees who are not parents but who desire balance in work and non-work activities, even sports, study and travel Kalliath and Brough, (2008).

Although the concept of work-life balance is widely employed, a unanimous definition has proven elusive. Kalliath and Brough (2008) proposed a new definition : “*work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities.*” Greenhaus and Powell (2006) have defined *work-life enrichment as the extent to which experiences in one role improve the quality of life in the other role*. Specifically, enrichment focuses on resources from one domain used in the other, whereas balance refers to the management of work and non-work responsibilities, Komarraju, M. (1997).

2.2.1. WLB Defined as Multiple Roles

Greenhaus, Collins & Shaw (2003) have recently defined work–family balance broadly as multiple role conflict thus: *‘Work–family balance reflects an individual’s orientation across different life roles, an inter-role phenomenon’*. The focus of much of the works earlier was on role conflict, which was conceptualized as an incompatibility between the demands of one life role with those of another (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Although occasionally, studies attempted to assess conflict between multiple specific roles, such as marital, parental, housekeeping, and outside employment (Ayree, 1992), the great majority of studies focused on conflict arising from the individual’s attempts to meet both, family life and employment obligations. Several reviews have highlighted other issues such as age, gender, life cycle stage, ethnicity, citizenship and child care arrangements which also merit attention. (Wallace and Cousins, 2004)

2.2.2. WLB Defined as Equity Across Multiple Roles

Greenhaus, Collins & Shaw (2003) also explored the multiple roles definition of work–life balance further with a focus on equality of time or satisfaction across an individual’s multiple life roles. Work–family balance was therefore defined as: *‘the extent to which an individual is engaged in and equally satisfied with – his or her work role and family role’*). Kossek and Ozeki (1998) reported that conflict between work and family roles was a stronger predictor of life satisfaction for women than men. Ismail and Ahmad (1999) remarked that women’s employment inevitably pose challenges to women themselves, the household and the society.

2.2.3. WLB Defined as Satisfaction between Multiple Roles

Other researchers have primarily focused on the importance of individual *satisfaction* with multiple roles. Parasuraman S and Simmers CA (2001) defined work–life balance as satisfying experiences in all life

domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across all spheres. As argued by **Greenhaus and Beutell (1985)**, work role salience may lead to a higher level of work-family conflict. They pointed out that when a person's career sub identity grows, a person will become more ego-involved in that particular role and exhibit higher levels of motivation. This, in turn, may increase time commitment to that role and produce strain that may interfere with another role. As a result, role pressures and inter-role conflict emerge. **Clark (2000)** also focused on individual satisfaction within the description of '*work/family border theory*' and defined work-life balance as: '*satisfaction and good functioning at work and at home with a minimum of role conflict*'.

2.2.4. WLB Defined as a Fulfillment of Role Salience between Multiple Roles

The focus upon individual satisfaction also overlaps with the recognition that individuals perceive their multiple roles as varying in importance (or salience) to them. (**Greenhaus, J. H Parasuraman, S., Granrose, C S., Rabinowitz S & Beutell, N. J. 1989**) defined work-life balance as the extent to which an individual's effectiveness and satisfaction in work and family roles are attuned with the individuals' life role priorities at a given point in time. The foremost family-related variable that has drawn wide attention is number of children at home (**Pleck et. al., 1980**). Given that child care responsibilities normally rest on women, working wives with more children are likely to experience greater work-family conflict (**Beutell & Greenhaus, 1985**). As shown in previous research, having young children at home is consistently related to role strain and time shortage for women. A related variable is the age of the children. Younger children generally require more attention from working parents, and thus more time is needed to spend on them.

2.2.5. WLB Defined as a Relationship between Conflict and Facilitation

Researchers have also focused on the psychological constructs that compose work-life balance, noticeably conflict and facilitation.

Thus **Frone (2003)** defined work-life balance as *an absence of conflict and a presence of facilitation: 'low levels of inter-role conflict and high levels of inter-role facilitation represent work-family balance'*. This definition can also be tested through the assessment of the four bidirectional conflict and facilitation constructs: (**Foley, S. & Powell, N. 1997**) marked that Work life Balance is a combined measure whereby work-family conflict was subtracted from work-family facilitation, and family-work conflict was subtracted from family-work facilitation.

2.2.6. WLB Defined as Perceived Control between Multiple Roles

Finally, although less supported within the literature, work-life balance has also been construed as the degree of autonomy an individual perceive themselves to have over their multiple role demands:

(**Fleetwood 2007: 351**) defined that *Work-life balance is about people having a measure of control over when, where and how they work*'. (**Banyard, V. L & Graham-Bermann, S. A. 1993**) remarked that unfavorable vocational stereotypes tended to steer young people away from certain professions, while favorable ones tended to attract them, even though they might be ill fitted for them by temperament, ability and interest. In **Yedidia, MJ, Bickel K. 2001** study on Academic medicine, the respondents spoke of achieving a balance of work, family and lifestyle by 'compromise' and by making specific career and family choices. Regarding

Career choice, many spoke of choosing specialties and locations where work with flexible and limited hours would be available, seeing these as 'more family friendly'. Many felt discouraged from doing Obstetrics and Gynecology because of the long hours of work and had a perception that "it's just not compatible with family life". Presumably, work-life balance could also be a result of individual autonomy over the roles most *salient* to the individual. Thus if an individual could reduce his/her work hours to spend time with their new child for example, this could be perceived as effective work-life balance.

2.3. Organizational Culture

Organizational culture includes a range of symbol, ceremony and myth. All of these reflects the beliefs and values of the organization to the employees.

According to **Zedeck, S. & Mosier, 1990**, work culture of an organization is built by two essential organizational elements: the work and the employees. Managerial assumptions related to the task concentrated on the nature of the task and how it can be best accomplished; those related to the employees concentrated on the employee nature and behavior.

As per **Russell G and Bowman L (2000)** work culture represents the emotional side of the organization. Everyone participate in the culture but culture generally process unrealized by everyone. **(Banyard, V. L & Graham-Bermann, S. A. 1993)** distinguish between structural and cultural support for work, family and personal life. By structural support they understand all those initiatives that alter individuals time, place and amount of work done and provide additional resources to be able integrating all parts of life. Such policies as flexible work schedule, teleworking, reduced workloads and related options. Cultural support refers to informal policies and social relationship support as shown by supervisors', co-workers and general organizational cultural norms supportive of one's personal demands. Therefore it operates on the work-group level and organizational level, encompassing cultural norms and values.

2.4. WLB in Perspective of Organizational Culture

There are many classifications about organizational culture and it differs from one to another but all underline the same fact. As per **Frone (2003)**, the culture of a workplace is regarded as relevant for the well-being of the individual but also seen as a relevant resource for an organization to realize competitive advantage. Organizational culture is defined as widely shared and strongly held values. Work-life balance culture is a particular aspect of the organisational culture that reflects the attitudes and values in the organisation surrounding the ability of individuals to balance their work and nonwork lives, **(Foley, S. & Powell, N. 1997)**. Certain work-life balance cultures may lead to higher commitment.

(Greenhaus, J. H Parasuraman, S., Granrose, C S., Rabinowitz S & Beutell, N. J. 1989) define work-family culture as shared beliefs and values regarding the extent to which an organization supports and values the integration of employees' work and family lives. **Frone (2003)** assumes that the supportive climate can enhance group norms that contribute to cooperation and group level support and work-interference-with-family. The most commonly cited approach to this aspect of organisational culture is three dimensions of work-family balance culture. The work by **(Fisher, K., and M. Layte, 2002–2003)** directly measure work life balance culture, and conceptualizes it along the three dimensions. First dimension of work family culture measures *time demands*, defined as the extent to which an organization expected an employee to

put work before their family responsibilities. It focuses on the amount of time needed for work, and the organization's expectations around this. The second dimension measures the perceived negative *career consequences* of using work-family benefits or from prioritizing family over work demands. It is believed that negative career consequences (such as fewer opportunities for promotion and a lesser likelihood of receiving other organizational rewards) may arise when a lack of physical presence in the workplace is thought to be associated with a lack of commitment to the organization. Employees who utilized family-friendly policies were found to be allocated fewer organizational rewards, including advancement opportunities and salary increases, than employees who did not use the policies. The third dimension measures *support from management* including sensitivity to employees' family demands.

Greenhaus J. H(2003) It has been argued that superiors play an important role in the success of work-life balance programs because they are in a position to actively encourage or discourage employees efforts to balance their work and non-work lives. **(Burke, R. J. 2002)** suggests that this dimension should be broken into two dimensions – direct *supervisor support* and broader *organisational support*.

Greenhaus J. H(2003) demonstrated the usefulness of conceptualizing three components of balance (time, involvement and satisfaction). Time balance is equal time devoted to work and family, involvement balance is equal involvement in work and family, satisfaction balance is equal satisfaction with work and family. Also they revealed that work-family conflict and stress as a mechanism explain the relationship between balance and well-being.

Research from **Clark (2000)** shows that, whether or not formal provisions to promote a work-life balance such as flexible working are in place, a key factor in whether or not they contribute to a work-life balance is the organizational culture in which they are situated and managerial attitudes to work-life balance issues. A supportive work-life culture has been defined as shared assumptions, beliefs, and values regarding the extent to which organizations value and support the integration of work and family life.

Clark (2000) also suggested that “When employees were provided with the means of reducing work-family conflict and an environment that encourages them to take advantage of work-benefits, they are likely to feel a reduction in work-family conflict”. Supportive work-family culture was related to higher levels of affective commitment, lower intention of turnover, and less work-to-family conflict and reported perceptions of the organization as family unfriendly were linked to job dissatisfaction, less organizational commitment and greater turnover.

2.5. Work-life Policies

Today, mostly, practice offered by employers is not to shorten working hours but to provide employees with more flexibility in their working hours, for example by part-time working or flexi-hours.

Williams, L.J. and Anderson, S.E. (1991), mention about “reduced-load” or “new concept part-time” work among professionals. It means a reduction in work hours and load (e.g. three day, four day week) besides proportional cut in pay, also available sustaining a career and yet having enough time for personal and family life.

Clark C.S (2001) searched the relations between flexibility of working hours, flexibility of the work itself, supportive supervision and work-family balance. Flexibility of working hours was unassociated

with any work and family satisfaction. She found in her study that, work/family balance was lower when employees had a large number of children and supportive supervision. **Moore F., (2007)** states that flexible working practices creates work-life balance. More broadly, changing organizational structures, flexible work organization (lean production and supply chain management in manufacturing and retailing, and new service requirements in both public and private sector services) and work intensification throw up new challenges to work–life balance in the new economy. Much of the literature around work-life balance examined organizational motivation for offering family-friendly programs.

(Banyard, V. L & Graham-Bermann, S. A. 1993) argued that there is a need to focus on the perception of global organizational support on organizational and supervisor support for specific work-life policies and introduced the concept of family-supportive organizational perceptions (FSOP).

Kossek (2006) mentions family-friendly practices applied by organizations are generally; on-site child care, generous personal leaves, flexible scheduling, teleworking.

Depending on the findings of the study of **Wirth, Linda. 2004**; it is possible to categorize family-friendly practices in four groups:

1. Flexible work arrangements
2. Child care-dependent care-elder care
3. Time off (parental, maternity, family, personal leave)
4. Employee assistance programs and counselling.

It is found that family-friendly practices increase the loyalty of employees to the organization, job satisfaction and organizational citizenship behaviors. **Kossek E.E and Ozeki C.(1999)**, states that, most researches assume that use of family supportive policies by organizations will reduce work-family conflict.

Shepard, E., Clifton, T. and Kruse, D. (1996) stated “It was becoming a commonplace assertion that a supportive organizational culture was required to ensure that the intent of family-friendly policies was realized”. Family-friendly programs were also very likely to communicate organizational values. At the same time, organizations received internal benefits from employees who appreciate these programs. As per **Kossek (2003)**, an organization can offer work and family policies, such as flexible work arrangements, assistance with child and elder care, and expanded leave options. These are some of the programs that can make it easier for employees to resolve personal issues. Some of these programs mentioned by **Shepard, E., Clifton, T. and Kruse, D. (1996)** include, part-time work, job sharing, working from home both occasionally and full-time, and allowing leave for education or family matters.

Kossek and Friede(2006) suggest four types of work-life policies:

1. Flexibility of working time
2. Flexibility of working place
3. Support with care responsibilities
4. Informational and social support.

Flexibility of working time includes reduces hours or part-time; flexitime; compressed work-week; job-sharing; compensatory time (extra time gets recouped) and leaves of absence. Flexibility of working place refers to teleworking, that is working from another location other than the office. The support with care responsibilities benefits encompass child/elder care; child/elder care provider of referral service; financial support for dependent care ; emergency/child/elder care. Finally the informational and social supports include support hotlines and support groups. Among the policies, flexibility of working time are most often used and time tends to predict levels of job and family satisfaction over time, while the use of telecommuting, workplace child care provision and job sharing reduce levels of work-family conflict, stress, absenteeism and turnover and increases employees' health and satisfaction.

2.6. Supportive Supervisor Behaviour

Fisher, K., and M. Layte, 2002–2003, defines the family supportive supervisor behaviors as, the behavior exhibited by supervisors that are supportive of familial needs. Supervisor can show this behavior in four dimensions: emotional support, instrumental support, role modeling behaviors, creative work-family management. **Kossek(2011)** mention about a study that represents the reality of applications. According to a 2011 study of American Psychological Association only 36% of U.S. workers (which was 42% in 2009) are satisfied with the manner in which their employers assist them in balancing work-life and personal demands. Supervisor support was critical for a family-responsive culture in the workplace. This was largely because if supervisors are not supportive of employees using family-friendly work-life programs, organizational policies will not result in retention-relevant outcomes.

A lack of manager support for employee utilization of family-friendly programs can lessen employee participation. Managerial support is essential to successfully integrate work-life domains. Issues of grievances are normally associated with dissatisfaction among employees which related to working procedure, working facilities, confusions on provisions stated in company's policy and the violation of provisions in terms and conditions of employment stated in collective agreement (**Kahn, R., Wolfe, D., Quinn, R., Snoek, J. and Rosenthal, R. (1964)**). In resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors are responsible to take action within period given. This procedure is important to deny the construction of employees' dispute. Settling grievances as near as its origin is important in order to deny the construction of employees' disputes.

Therefore, immediate supervisors are responsible to settle the grievance as they are the nearest personnel that represent managerial team. The argument on the vital role played by supervisors in managing employees' grievances paralleled that of past studies. Study made by Rollinson, et. al., (1996) has identified that complaints are quite common and only extends to taking-up a matter informally with a supervisor. As maintained by Catlett and Brown (1990), there are a number of decisions making points in the grievance handling process that potentially involve the supervisor. **Clark (1988)** identified that correlation coefficients showed strong relationship between attitude toward the grievance procedure and attitude of the supervisors. A high number of grievances in a unit or subunit can be indicative of many factors, including both effective and ineffective supervisory performance. In a specific work group, many grievances are in response to specific behaviors by the supervisors. Hence, this present research has targeted supervisors as unit of analysis. According to Clark (1988) supervisors' behavior and personal attitudes may affect their styles in handling grievance through grievance procedure. Thus, this study tends to evaluate the effect of personality on the selection of appropriate grievance handling styles among immediate supervisors.

The importance of supervisory support got reflected in the recent advancement in the field and development of the family supportive supervisory behaviour (FSSB) construct in four key dimensions: emotional support, instrumental support, role model behavior and creative work-family management.

3. DATA ANALYSIS AND INTERPRETATION

Weighted Moving Average Method

Satisfaction level of employees towards the WLB measures provided by the organization

The satisfaction level of WLB mechanism is estimated by using weighted average method. The analysis is given in Table 1.

Table 1
The satisfaction level of WLB mechanism

S.No.	Measures	Highly Satisfied	Satisfied	Dissatisfied	Highly dissatisfied	Total	Weighted average
1	Alternate Work Arrangements	13	62	24	1	287	28.7
2	Leave & Medical benefits	14	75	10	1	302	30.2
3	Recreation & Entertainment	16	76	7	1	307	30.7

Source: Primary Data

Interpretation

The Table 1 shows the weighted average values of employees and it is clear that the employees are highly satisfied with the recreation facilities provided by the organization. The weighted average value for recreational facilities is 30.7 and employees are also satisfied with the leave system and medical benefits of the organization and its weighted average value is 30.2.

Testing of hypothesis

Chi – square test

Hypothesis I: Association between age and Work Life Balance

Table 2
Cross tabulation

Age group	Work Life Balance				Grand Total
	Agree	Disagree	Strongly Agree	Strongly Disagree	
26-35	29	2	0	0	31
36-45	16	8	3	1	28
46 and above	31	8	0	0	39
Below 25	2	0	0	0	2
Grand Total	78	18	3	1	100

Ho: There is no association between age group and Work Life Balance.

H1: There is an association between age group and Work Life Balance.

Table 3
Contingency table

<i>Observed (O_j)</i>	<i>Expected (E_j)</i>	<i>Chi-contribution ((O_i - E_j)² / E_j)</i>
29	24.18	0.96
2	5.28	2.30
0	0.93	0.93
0	0.31	0.31
16	21.84	1.56
8	5.04	1.74
3	0.84	5.55
1	0.28	1.85
31	30.42	0.01
8	7.02	0.14
0	1.17	1.17
0	0.39	0.39
2	1.56	0.12
0	0.36	0.36
0	0.06	0.06
0	0.02	0.02
Total		17.4754

Level of significance = 0.05

$$\begin{aligned} \text{Degree of freedom} &= (r - 1)(c - 1) \\ &= (4 - 1)(4 - 1) = 9 \end{aligned}$$

Table value = 16.919

Inference: From the chi-square analysis calculated value of chi is greater than the table value; therefore we reject the null hypothesis and accept the alternate hypothesis. Hence, there is an association between the age group and WLB.

Hypothesis II: Association between gender and commitment of management towards Work Life Balance

Table 4
Commitment of management towards achieving WLB

<i>Gender</i>	<i>Commitment of management towards achieving WLB</i>					<i>Grand Total</i>
	<i>Dissatisfied</i>	<i>Highly dissatisfied</i>	<i>Highly satisfied</i>	<i>Indifferent</i>	<i>Satisfied</i>	
Female	2	1	4	3	36	46
Male	4	1	6	9	34	54
Grand Total	6	2	10	12	70	100

H₀: There is no association between gender and the commitment of management towards achieving WLB.

H₁: There is an association between gender and the commitment of management towards achieving WLB.

Table 5
Contingency table

<i>Observed (O_i)</i>	<i>Expected (E_i)</i>	<i>Chi-contribution ((O_i - E_i)² / E_i)</i>
2	2.76	0.21
1	0.92	0.01
4	4.60	0.08
3	5.52	1.15
36	32.20	0.45
4	3.24	0.18
1	1.08	0.01
6	5.40	0.07
9	6.48	0.98
34	37.80	0.38
Total		3.5062

Level of significance = 0.05;

$$\begin{aligned} \text{Degree of freedom} &= (r - 1)(c - 1) \\ &= (2 - 1)(5 - 1) = 4 \end{aligned}$$

Table value = 9.488

Inference: From the chi-square analysis calculated value of chi is less than the table value, therefore we accept the null hypothesis and reject the alternate hypothesis.

Hence, there is no association between gender and the commitment of management towards achieving WLB.

Hypothesis III: Association between work experience and WLB.

Table 6
Work experience and WLB

<i>Association between work experience and WLB.</i>						
<i>Work Experience</i>	<i>Dissatisfied</i>	<i>Highly dissatisfied</i>	<i>Highly satisfied</i>	<i>Indifferent</i>	<i>Satisfied</i>	<i>Grand Total</i>
Above 15	0	1	2	6	32	41
Below 10	2	0	7	3	15	27
Below 15	2	0	0	0	7	9
Below 5	0	0	4	0	19	23
Grand Total	4	1	13	9	73	100

Ho: There is no association between work experience and WLB.

H1: There is an association between work experience and WLB.

Table 7
Contingency table

Observed (O_j)	Expected (E_j)	Chi-contribution $((O_i - E_j)^2 / E_j)$
0	1.64	1.64
1	0.41	0.85
2	5.33	2.08
6	3.69	1.45
32	29.93	0.14
2	1.08	0.78
0	0.27	0.27
7	3.51	3.47
3	2.43	0.31
15	19.71	1.13
2	0.36	7.47
0	0.09	0.09
0	1.17	1.17
0	0.81	0.81
7	6.57	0.03
0	0.92	0.92
0	0.23	0.23
4	2.99	0.34
0	2.07	2.07
19	16.79	0.29
Total		25.3631

Level of significance = 0.05;

$$\begin{aligned} \text{Degree of freedom} &= (r - 1)(c - 1) \\ &= (4 - 1)(5 - 1) = 12 \end{aligned}$$

Table value = 21.026

Inference: From the chi-square analysis calculated value of chi is greater than the table value, therefore we reject the null hypothesis and accept the alternate hypothesis. Hence, there is association between work experience & WLB.

Correlation

The Relationship Between The Supervisor's Human Relation

Skills and WLB

To find correlation between two variables the variable supervisor's human relation

Skills are taken as X and the next variable WLB is represented by Y.

Table 8
Correlation variables

<i>Variable/ scale</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Supervisor's human relation skills (X)	30	64	4	2
WLB (Y)	3	73	2	4

Table 9
Correlation Result

	<i>Value</i>	<i>Asymp. Std. Error</i>	<i>Approx. T^b</i>	<i>Approx. Sig.</i>
Pearson's R	0.896	0.097	2.854	0.005

Karl Pearson Coefficient = 0.8968

Inference: Here the value of Karl Pearson Coefficient of correlation is 0.896 which is very near to 1 and shows a positive correlation between the supervisor's human relation skills and the WLB. Hence there is a positive relation between the supervisor's human relation skills and the WLB experienced by employees. Thus, it can be interpreted that the supervisor's skill is related to WLB experienced by employees.

4. FINDINGS AND SUGGESTIONS

4.1. Findings

From the analysis it is found that

- 54% of the employees are male and majority of the employees are aged between 46 and above.
- 52% of the employees feel that they face WLB only sometimes.
- 36% of the employees responded that the most WLB prone area is additional responsibilities accompanying promotions.
- 78% of the employees are aware of the WLB procedure followed in their organization.
- 70% of the employees are satisfied by the commitment of management in implementing WLB policies effectively and 85% of the employees claim that there is a positive and friendly approach during WLB issues handling.
- 58% of the employees responded that the time taken by the management to redress their WLB grievances is less than 1 month.
- The study reveals that the 73% of the employees are satisfied by the decision made by the management corresponding to their grievance.
- 61% of the employees agree that there is a regular follow up to ensure that the right decision is made and leads to higher job satisfaction.
- 82% of the employees responded that the organization gives them the opportunity to take their WLB issues to higher officials if the immediate supervisor's decision corresponding to WLB is not satisfactory.

- The analysis also reveals that 64% of employees agree that the supervisor possesses necessary human relation skills in terms of understanding their problem related to work life imbalance and provides adequate support in solving the issues.
- It was found that the measures like wage adjustment, incentive system, job rotation and behavior of superior helps to maintain healthy work culture in an organization which in turn facilitates better work life balance.
- It was found that most of the employees think that the general working conditions in the have organization have a direct impact on WLB to some extent.
- Majority of the employees are satisfied by the measures like Work arrangements, leave and medical benefits & recreation facilities provided by HLL for its employees.
- The study reveals that 73% of the employees are satisfied with the present WLB policies of their organization.
- From the weighted average method it was found that the satisfaction level of employees was highest for the leave and medical benefits provided by HLL to its employees as a measure.
- From the association table between the age group and WLB, it was found that there is an association between the variables.
- From the association table between gender and the commitment of management towards WLB measures, it was found that there is no association between the variables.
- From the association table there is association between work experience & WLB, it was found that there is association between the variables.
- It was found that there is a significant relationship between the supervisor's human relation skills and the WLB of employees in the organization.

4.2. Suggestions

Based on the findings the following suggestions were made to improve the WLB handling procedures in HLL Life care Limited.

1. It is recommended that the company should make the best solution implementation after analyzing the problem.
2. Accident rates, Requests for transfers, Resignations, and disciplinary cases should be analyzed since they reveal the general patterns that are not apparent.
3. Informal counseling helps to address and manage grievances in the workplace.
4. Suggestion boxes can be installed. This brings the problem or conflict of interest to light.
5. Temporary relief to issues resulting in work life imbalance, can be provided so that the delay does not increase his frustration and anxiety and thereby not affecting his/her morale and productivity.
6. It is recommended that the company should give more training to the supervisors and union representatives in order to make WLB handling more effective at HLL.

5. CONCLUSION

The study reveals that the WLB handling mechanism is satisfactory. The organization is recognizing the importance of satisfying the employees and retaining them. Further improvements can be made so that all the employees are highly satisfied with the procedure. The suggestions and recommendations when implemented will still more benefit the organization. Fundamental to a supportive and successful work-life culture is recognition and respect for the responsibilities and commitments of all employees outside work. In this context, assumptions and expectations around gender and care are central. Should highlight strong undercurrents of traditional values, observing that the gender culture has proven particularly resilient, with contradictory norms that support women's increased employment participation, yet insist that mothers' primary responsibilities are to their families. This norm can be described as the expectation and cultural assumption that workers are willing and able to prioritize work over other life activities and commitments such as care for children or elders. For work-life policies to be truly effective they must be accepted and integrated into the Mainstream for all workers – not simply as a special consideration for working mothers. Multifaceted policy approaches are needed that set the foundation for change. More inclusive employment regulation, better quality part-time work and a greater policy focus on men's uptake of flexible work are likely to alleviate some of the burdens and causes of work-life Conflict across industries – alongside cultural shifts in workplace gender norms.

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