

WORK-LIFE BALANCE AT LANSON TOYOTA MOTORS PRIVATE LIMITED, CHENNAI

N. Thangavel* and N. Padmavathy**

***Abstract:** In the last few decades, there has been a dramatic increase in the amount of research devoted to understanding the linkages between work and family and/or personal life. The term 'Work-life Balance' was first coined in 1986 in reaction to the unhealthy choices that many Americans were making in favour of the work place, as they opted to neglect family, friends and leisure activities in the pursuit of corporate / work goals. A balanced life is one where we spread our energy and effort emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. This article focused the development of the concept of the 'work-life balance' as a means of tackling the problem of increasing amounts of stress in the Lanson Toyota Motors Private Limited, Chennai. The sample for the present study constituted 100 employees from Lanson Toyota Motors Private Limited, Chennai. Majority of the respondents are in the age group of less than 30. 52% of the respondents are married. The data obtained were subjected to statistical analysis such as ANOVA and simple percentage analysis.*

***Key Words:** Work-Life Balance, Employees, family.*

INTRODUCTION

Work-life balance is a broad concept including proper prioritizing between “work” on one hand and “life on the other. It is a broad concept including proper prioritizing between “work” on one hand and “life” on the other. A recent study explored and measured three aspects of work/life balance.

1. Time balance, which concerns the amount of time given to work and non-work roles.
2. Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.
3. Satisfaction balance or the level of satisfaction with work and non-work roles.

This model of work/life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge. For example, someone who works two days a week spends the rest of the time with his or her family may be unbalanced in terms of time (i.e. equal measures of work and life), but

* Professor & Head, DOMS, Jeppiaar Engineering College, Chennai-119

** Associate Professor, DOMS, Jeppiaar Engineering College, Chennai-119

may be equally committed to work and non-work roles (balanced involvement) and may also be highly satisfied with the level of involvement in both work and family (balanced satisfaction). Someone who works 60 hours a week might be perceived as not having work/life balance in terms of time. However, like the person who works only a few hours a week, this individual would also be unbalanced in terms of time, but may be quiet content with this greater involvement in paid work (balanced satisfaction). Alternatively, someone who works 36 hours a week doesn't enjoy his or her job and spends the rest of the time pursuing preferred outside activities may be time balanced but unbalanced in terms of involvement and satisfaction. Thus, achieving balance needs to be considered from multiple perspectives.

Thus work/life balance does not literally mean an equal balance between work and life. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrealistic. Life should be more fluid than that.

OBJECTIVES OF THE STUDY

Primary Objective

1. To analyze whether the employees at Lanson Toyota Motors Private Limited have a proper balance between Work and Life.

Secondary Objectives

1. To identify the factors that help and hinder work/life balance.
2. To determine the outcome of stress due to imbalance.
3. To suggest the ways to maintain work/life balance of employees.

REVIEW OF LITERATURE

Work life balance (acronym WLB) is the separation between work life and personal life of an employee in the organization. It is the boundary that one creates between the professional life, career advancement, personal life or any other segment that makes up the life of an individual. Apart from the career life these segments include family, personal growth, fitness and health, community relations and friendship. Finding the balance between career and personal life has always been a challenge for working people. WLB is defined as "satisfaction and good functioning at work and at home with a minimum of role conflict" (Clark, 2000). Work life balance as "the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role" (Greenhaus et al. 2003,) Work life balance is "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities. (Greenhaus and Allen, 2006).

Rajadhyaksha and Velgach (2009) also found that women experienced significantly higher family interference with work as compared to men. However there

were no significant differences between men and women in the experience of work interference with family.

Kinnunen and Mauno (2007) collected data from a sample of 501 employees working in four organizations, i.e., Municipal and social healthcare, manufacturing for exports, a bank and a supermarket. The results indicated that interference from work to family was more prevalent than interference from family to work among both Gender. However, there were no gender differences in experiencing either work to family or family to work conflict.

Wesley and Muthuswamy (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work. **Hsieh et al. (2005)** conducted a study of Taiwanese managers and the result revealed that very few Taiwanese managers had difficulty in balancing work and personal lives and work interfered with personal life more frequently than personal life did with the work.

Hill et al. (2001) too reported that gender was not significantly correlated to work family balance indicating that men and women report similar levels of work family balance. Wesley and Muthuswamy (2005) also did not find any gender differences in the experience of work to family or family to work conflict and argued that it was because the financial resources were now being used to pay for the household activities which earlier women had to do and moreover, men had also started to share some work at home. **Hammer et al. (1997)** collected the data from 399 dual-earner couples and found that work family conflict had strong crossover effects for both males and females, indicating that individual's level of work family conflict was a significant predictor of their partner's level of work family conflict.

Frone et al. (1992a) in a study of randomly drawn sample of 631 employed adults (278 men and 353 women) also found that work to family conflict is more prevalent than family to work conflict, suggesting that family boundaries are more permeable to work demands than are work boundaries to family demands. **Aryee et al. (1999)** found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women. **Frone et al. (1997)** reported that family related support (spouse & other family members) may reduce family to work conflict by reducing family distress and parental overload.

Aryee and Luk (1996) in a study of 207 dual earner couples in Hong Kong found that men significantly identified more with the work role, had more experience in the workforce, and perceived more spouse support. In contrast, women significantly, identified more with the family role, had main responsibility for childcare, spent more time per week with the children and perceived more need for family responsive policies. In addition, the results revealed that women balance their work and family identity by trading off one for the other. In contrast, men are able to simultaneously identify with work and family roles. **Hammer et al. (1997)** found that higher levels of work involvement were related to higher levels of work family conflict (WFC).

Adams et al. (1996) developed and tested a model of the relationship between work and family. The results suggested that higher levels of family emotional and instrumental support were associated with lower levels of family interfering with work.

Higgins et al. (1994) examined the impact of gender and life cycle stage on three components of work family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in families with older children. Further, women reported significantly higher levels of family interference with work than men in early years, but interferences levels were comparable to men's in the third life cycle stage (i.e. children 10 to 18 years). This finding is supported by the findings of studies by Loscocoo (1997) and Aryee et al. (1999b). Loscocoo (1997) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men.

RESEARCH METHODOLOGY

Descriptive research was used for this study. The method used for collecting primary data was survey method. The sampling technique used here is non probability convenient sampling. The total population is 340 and the sample size is 100. The target respondents are the employees of Lanson Toyota Motors Private Limited. Pilot study was conducted by pre-testing the questionnaire with 10 respondents who are the Employees of Lanson Toyota Motors Private Limited. The collected data was classified; analyzed, tabulated and statistical tools were used in processing the data.

ANALYSIS & DISCUSSION

Table 1
Table Showing the Demographic Details of Respondents

S. No.	Variable	N
1.	Age	
	≤ 30	68
	>30	32
	Total	100
2.	Work Experience	
	≤ 10	88
	>10	12
	Total	100
3.	Marital status	
	Single	48
	Married	52
	Total	100

Source: Primary Data

The age group of the respondents fall in less than 30 category while many of the respondents are married with less than 10 years of experience.

Table 2
Table Showing the Agreement Level of Respondents Towards Work Life Balance

S. No.	Variable	N
1.	OPINION ON BALANCING WORK AND FAMILY LIFE	
	Yes	92
	No	8
	Total	100
2.	MISSING OUT QUALITY TIME WITH FAMILY AND FRIENDS	
	Not very often	60
	Sometimes	36
	Most of the times	04
	Total	100
3.	WORKING AT HOME AS A PART OF OFFICE WORK	
	Usually	28
	Occasionally	28
	Never	44
	Total	100
4.	FREQUENCY OF LEAVE TAKEN BY THE EMPLOYEES	
	Frequently	16
	Sometimes	44
	Never	40
	Total	100
5.	MOST COMMON REASON FOR AVAILING LEAVE	
	Illness	48
	Illness of family members	04
	Family function	48
	Total	100

Source: Primary Data

92% respondents of the employees agree that they can balance work and family life, where as 8 of them do not have balance between work and family life. It is revealed that 60% of respondents missed out quality time with family and friends. Further it is found that 44% of the respondents never work at home as a part of office work. Majority of the employees take leave due to illness and for family functions.

CHISQUARE ANALYSIS

Null Hypothesis (H_0): There is no significant association between Age Group and Stress

Alternate Hypothesis (H_1): There is significant association between Age Group and Stress

Table 3
Table Showing the Agreement Level of Respondents Towards Work Life Balance

Age Group	High	Moderate	Low	Total
Below 25 Yrs	12	10	22	44
Between 26-30 Yrs	8	8	8	24
Between 30-40 Yrs	8	14	10	32
Total	28	32	40	100

Source: Computed Data

Table 4
Table Showing the Agreement Level of Respondents Towards Work Life Balance

Factors	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.910 ^a	4	.297
Likelihood Ratio	4.876	4	.300
Linear-by-Linear Association	.858	1	.354
N of Valid Cases	100		

Source: Computed Data

From the chi-square analysis, it is revealed that $p = 0.297$. This tells us that there is no statistically significant association between Age and work life balance; Hence, it is understood that all age group employees agree that they have good work life balance at Lanson Toyota Motors Chennai. It does not support the previous study which was conducted by Fub *et al.* (2008) which revealed that age group was a significant predictor of work interference in family. The younger was the participant, the higher was the perceived work interference in family.

RECOMMENDATIONS

To overcome work/life conflict one should have emotional balance, hence balanced state of mind is paramount important. Towards this, company can offer employees professional counseling on mental health. To overcome job stress, the management can organize recreation clubs providing extracurricular activities and also provide time for relaxation. The company can bring in policies that are generally aimed at facilitating work/life balance such as flexi time; time off for dependants, compressed work week, home telecommunicating, life skill programmes etc., this helps them to maintain balance.

CONCLUSION

The search for work-life balance is a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and these can be triggered in their turn by factors such as: age; changes in working conditions; the demands of new technology; and poor management. Employees benefit through: having a greater responsibility and a sense of ownership; having better relations with management; avoiding bringing problems at home to work, and vice

versa; having the time to focus more on life outside work; and having greater control of their working lives. The achievement of better work-life balance can yield dividends for employers in terms of: having a more motivated, productive and less stressed workforce that feels valued; attracting a wider range of candidates, such as older part-time workers and careers; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labour.

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