

# Stress and Work Life Balance Among Millennial Faculties of Management Institutions

<sup>1</sup>Ms. Priyanka Saxena, <sup>2</sup>Dr. Ranjan A. John

<sup>1</sup>Assistant Professor, <sup>2</sup> Professor, SHUATS, Allahabad (U.P.)

<sup>1</sup>Commerce Department

<sup>1</sup>Sam Higginbottom University of Agriculture, Technology and Sciences, Allahabad (U.P.), India

**Abstract:** In the current business scenario, people and organizations are working round the clock to meet the ever-growing demands and competition. The pressure is so much that a slight delay in meeting the schedules or expectations is considered to be an organizational failure. To avoid delays and failures, employees are working hard and giving their heart and soul to achieve work-life balance which is creating an enormous pressure on them and hence they are forced to finish their jobs irrespective of time limit. The most-often used phrase among the employees is that they don't have time or they have a hectic schedule. A day of 24 hours is no longer enough to perform work-related and personal-related duties or responsibilities. The problem seems simple but difficult to solve and handle. Employees who have to play another role of daughter/son/spouse/parents are not able to manage their roles. Observing the day-to-day lives of many employees, two main issues to be addressed to achieve work-life balance is quality time and stress. Managing these two variables is the secret of a perfect work-life balance. The study highlights that in coming years millennial would have larger share in workforce of any organization, so becomes very important to study the work life balance of millennial as in coming years it would be costlier to replace them. So in order to retain them organizations need to work on their major issues related to job switching. Survey showed that millennial find flexible hour of working as a very important benefit associated with job. So it becomes important to find out alternative work arrangement in order to retain millennial in the workforce.

**Index Terms - Millennials, Work Life balance, Stress, Gen Y, Flexible work arrangement**

## INTRODUCTION

**The Millennial Generation** (Neil Howe and William Strauss, 1991) is viewed as being raised at the most child-centric time in our history. Consequently, some display a great deal of self-confidence to the point of appearing cocky. Millennials are typically team-oriented, banding together to date and socialize rather than pairing off. They work well in groups, preferring this to individual endeavors. They're good multi-tasker, having juggled multiple activities as well as forms of communication--face-to-face, instant and text messaging. Millennials grew up in an electronics-filled and increasingly online and socially-networked world. They are the generation that has received the most marketing attention. Millennials tend to be uncomfortable with rigid corporate structures and turned off by information silos. They expect rapid progression, a varied and interesting career and constant feedback. In other words, Millennials want a management style and corporate culture that is markedly different from anything that has gone before – one that meets their needs. Millennials want a flexible approach to work, but very regular feedback and encouragement. They want to feel their work is worthwhile and that their efforts are being recognized. And they value similar things in an employer brand as they do in a consumer brand. These are all characteristics that employers can actively address. The companies that have already been the most successful in attracting talented Millennials – Google and Apple among them – are naturally innovative employers who are never restrained by 'how things used to be done'. These companies are not specifically targeting Millennials, but their culture, management style and approach to recruitment and retention naturally appeal to the millennial generation. And because of that, they are able to take their pick of the best younger talent around. Irrespective of the long-term aims and ambitions of an individual company, the ability to attract and retain millennial talent will be a vital step to achieving it.

Millennials are likely the most studied generation to date. According to U.S. Census Bureau statistics, there are plenty of them to study—80 million plus (the largest cohort size in history). There are data to find most of what you are looking for, as the data are varied and sometimes contradictory. In fact, Millennials are full of contradictions, which, of course, may explain the youth of any

generation. Most consistent is that this generation is technically savvy, almost as if it has a digital sixth sense. A wired, connected world is all that Millennials have ever known.

Popular opinion is that Millennials are more caring, community oriented, and politically engaged than previous generations. Psychologist and Gen Y researcher Jean Twenge contradicts these assumptions. She and her colleagues find that today's youth are more interested in extrinsic life goals and less concerned for others and civic engagement.

## REVIEW OF LITERATURE

**Greenhaus (2003)** defines Work Life Balance (WLB) as “the time spent with family and the level of satisfaction with the work and role in the family” believe that balance between family and work domains also involves time balance, involvement balance, and satisfaction balance. **Clarke (2004)**, states that WLB is an “equilibrium or maintaining overall sense of harmony in life” agree that measurable aspects of WLB are satisfaction, lack of role conflict and an overall sense of harmony. **Eisner (2005)**, Found that millennial's tend to link job satisfaction with effective management. **Grady (2008)**, states that the term ‘work-life balance’ is more comprehensive and includes “family, community, recreation and personal time”. As stated by Grady WLB in its broad sense captures all aspects of employees’ personal and work life; this suggests that WLB should be focused on individuals, families, workplaces, communities, and society as a whole. However, due to word count and time limits, this study excluded community and societal aspects, and focused on individuals, families and workplaces. **Talentsmoothie (2008)** produced a report comparing the Generation Y Asian and Generation Y of rest of the world. 12 Asian countries were studied and the report was published regarding the recruitment, engagement and retention of the Generation Y. The study highlighted the importance of the company brand and the industry likes and dislikes of the Asian Generation Y employees. **McGinnis (2011)** calls them “the young and the restless” and notes that they continue the trend of employees expecting higher compensation rates. **Moen and Yu (2000)** express that majority of men and women (without any gender differences) admit that they are not able to spend enough time with their family. Also both the genders observed that the boundary between work and leisure is blurred. **Waite and Gallagher (2000)** documented the tensions within and between dual career couples brought about by the transformation of marriage and family life. A personal level, marriage and family functioning have become fundamentally personal choices and responsibilities, making the maintenance of both more vulnerable. At the cultural level, while traditional values such as gender role ideologies are constantly being challenged, balance related to the importance of work life and personal life still persists to role efficacy and emotional intelligence. **Hom and Kinicki (2001)** examined that organizations take into consideration and apply policies that manage a balance between employees work and their lives. Therefore the organizations are giving an increased intention to adopt those policies which can reduce the turnover of employees. **Senecal (2001)** analyzed a sample of 786 French Canadians and demonstrated that if both have men and women have low levels of motivation towards work and family led to family alienation. The alienation then predicted work-family conflict, which lead to emotional exhaustion. **Tausig and Fenwick (2001)** suggested that both men and women have strong belief that flexible working hours will enhance the work life balance. This is consistent with the previous studies. **Burke (2002)** has identified that gender differences regarding the work life balance that is men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important when the work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. **Fisher and Layte (2003)** Considered three distinct sets of measures of work life balance, viz., proportion of free time, the over-lap of work and other dimensions of life, and the time spent with other people helps the employees to balance both work and life.

## OBJECTIVES OF STUDY

1. To study the level of stress among millennial faculties of management institutions.
2. To study the impact of demographic variables on work-life balance.
3. To identify the importance of flexible work arrangement for balancing of work and family life.

## RESEARCH METHODOLOGY

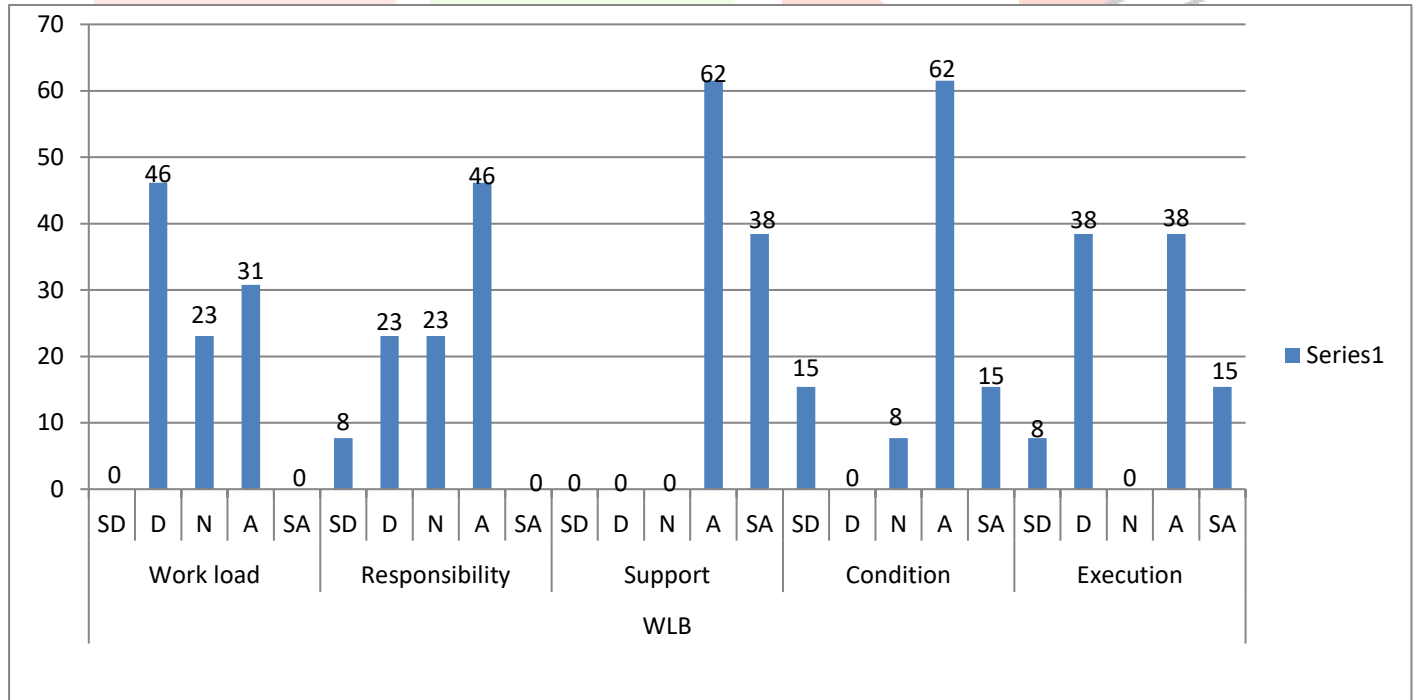
### Population and Sample

The study was exploratory in nature and a survey of millennial faculties of management institutes was conducted to collect the data. The Management Institutes in Allahabad included 8 Management colleges and 20 Private institutes. A sample size of 100 respondents born between 1982- 2000 was taken for the purpose of the study..

#### Data and Sources of Data

The sample was collected by judgmental sampling. A Self Design Questionnaire was used to find out underlying factors. The data was collected on a five point Likert type scale where 1 indicated minimum agreement and 5 indicated maximum agreement.

#### Work Life Balance: -

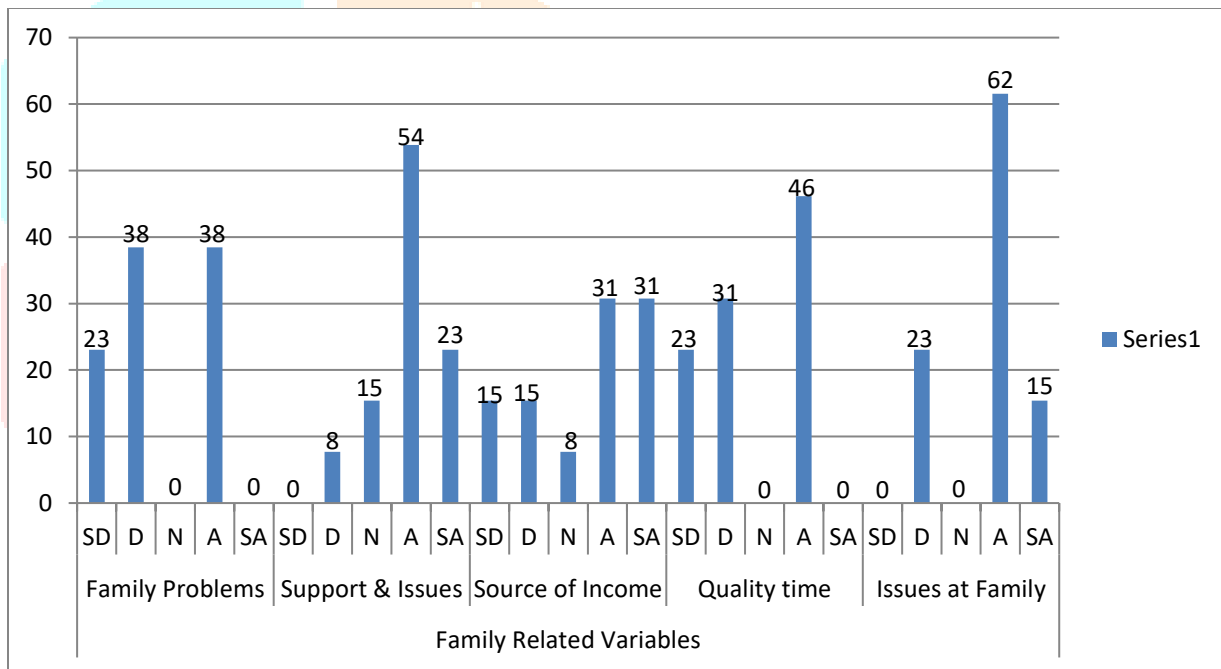


Graph No. 1.1

#### Interpretation:

- Work load: 46% of millennial management faculties disagreed that they take their college work at home.
- Responsibility: 46% of millennial management faculties have agreed that it is difficult to take leave for personal reason.
- Support: 62% of millennial management faculties have agreed that they have good relationship with their colleagues in college.
- Condition: 62% of millennial management faculties have agreed that their working hour need to flexible.
- Execution: 38% of millennial management faculties have agreed and 38% disagreed that they spend week offs on college work deadlines and schedule.

#### Family Related Variables:-

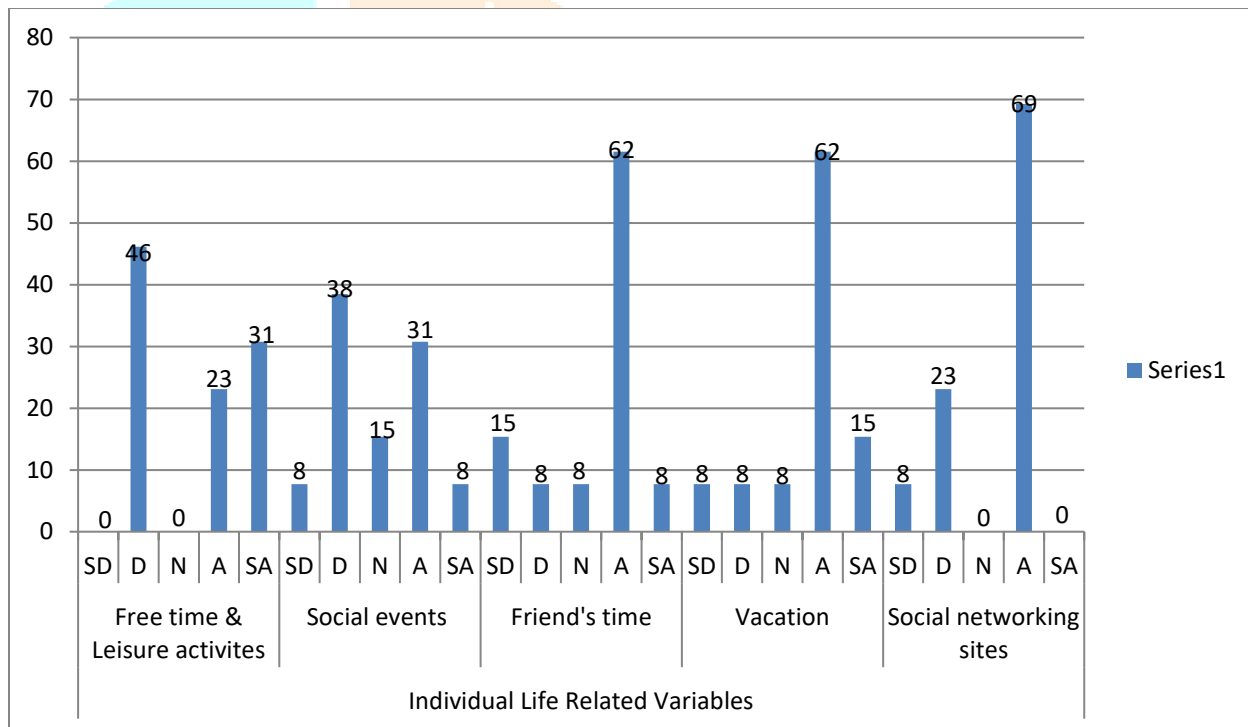


Graph No. 1.2

**Interpretation:**

- Family Problems: 38% of millennial management faculties have agreed and 38% of disagreed that they delegate their work to other family member.
- Support and Issues: 54% of millennial management faculties have agreed that they support their family member.
- Source of Income: 31% of millennial management faculties have strongly agreed and 31% agreed that they play an important role in family source of income.
- Quality Time: 46% of millennial management faculties have agreed that their quality time contribution is poor in their family.
- Issue at Family: 62% of millennial management faculties have agreed that they don't discuss their workplace issues in family.

**Individual Life Related Variables:-**



Graph No. 1.3

**Interpretation:**

- Free time and leisure activities: 46% of millennial management faculties have disagreed that it is difficult for them to find free time.
- Social events: 38% of millennial management faculties have disagreed that their jobs prevents them to attend special events at home.
- Friend's Time: 62% of millennial management faculties have agreed that they often go for outing with their friend.
- Vacation: 62% of millennial management faculties have agreed that they plan and go for vacation whenever there is holiday or vacations in college.
- Social Networking Sites: 69% of millennial management faculties have agreed that they are active on social networking sites.

**FINDINGS**

1. It was observed that Millennial Management faculties have significantly fair situation related to Work-Life Balance, because the mean score of Management is 46%.
2. The marital status of respondents also has an impact on the level of Work-Life Balance. It was found out that, there is significant association between Work-Life Balance and Marital status of respondents. The mean score of married faculties is 46% and unmarried faculties are 54% hence faculties who are unmarried are not able to manage their personal & professional lives.
3. The study found out that the Work-Life Balance significantly affected by Work policies Work policies include factors like: Flexible start/end time, Flexible working hours. It was observed that 46% millennial faculty gave importance to free time, 62% responded positively for friend's time. Therefore it shows an association between the organizational policies and Work-Life Balance.
4. 62% millennial faculties gave importance to working condition in the organization. Therefore, the study revealed that there is an association between the facilities provision and Work-Life Balance.

**RECOMMENDATIONS**

1. It has been suggested that to improve the work life situation of millennial faculties of management institute recreation activities should be organized such as picnic, day outing, excursion tour, watching movie etc.
2. Long travel time also effects millennial faculties productivity so institutions should provide Transportation facilities to the faculties.
3. To improve physical efficiency and rate of absenteeism institutions should also organize Health Programs, Parenting & Family support programs.
4. It's important for Institutions to explain what they are offering a potential faculty, but also what they expect in return. Think creatively about reward strategies, this is what motivates Millennial faculties..
5. Millennials want and value frequent feedback. Unlike the past where people received annual reviews, Millennials want to know how they're doing much more regularly. Faculties should be given honest feedback in real time — and highlight positive contributions or improvements on key competencies.
6. Millennials want flexibility. They work well with clear instructions and concrete goals. Institutions should give them the freedom to have a flexible work schedule.
7. Historically, career advancement was built upon seniority and time of service. Millennials don't think that way. They value results over tenure and are sometimes frustrated with the amount of time it takes to work up the career ladder. They want career advancement much quicker than older generations are accustomed to. So for the high achievers who do show the potential to rise up the ranks quickly, why not let them? A relatively simple solution, such as adding more levels, grades or other 'badges', could be enough to meet their expectations.

## CONCLUSION

The study identified the existence of negative effects of poor work life balance amongst Millennial faculties due to high levels of work life conflict and family life conflict on family satisfaction. This study also confirmed negative effects of poor work life balance due to high levels of work-family conflict on work satisfaction and psychological health. It was found that demands and pressure from work and family domains have an adverse impact on family satisfaction. In addition, higher levels of work demands and longer time spent in employment led to lower levels of quality time spent with families and lower family satisfaction. Work-family conflict resulted in lower satisfaction with work and commitment towards employers, and higher degrees of distress, concentration problems, sleeping problems, unhappiness, and lack of confidence. It has been concluded that faculties that carefully plan their work are able to achieve balance in work and personal life. Employers can also facilitate work life balance with many schemes that can attract millennial faculties and satisfy their needs by implementing such HR policies which will enhance work Life balance of faculties and they are relieved from negative stress. No matter an organization's size or resources, it can adopt the strategies and cultural changes to take the first step to connect and involve millennial faculties. The work culture should be such that faculties can plan, prioritize and schedule their work and life obligations.

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