



## “A Study on Impact of Work Life Balance on Employees Performance At Anubha Industries Pvt Ltd”.

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### ABSTRACT

The highly competitive globalized environment results in increase in job pressure which lead to distract work-life balance among employees in corporate world. Retention, salary and job satisfaction are not only the reasons for employee to leave a company. Apart from that there is consequent intention in leaving the organization was employees struggle between their work and life. Work-life balance is the relationship between time and space of work & non-work in societies where income is predominantly generated and distributed through labour markets. Nowadays many of the organization started realizing it and the employers were providing work life assistance programs to enrich them further. The main purpose of this research is to study how employees manage their corporate and social lives including family. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life (Hudson, 2005). In this study the paper reviews the work life balance policies impact towards employees work life balance, their performance and productivity as well as job satisfaction. Employers and employees together achieve appropriate way of handling the tension between the demand and roles of professional and personal lives.

**Keywords:** - work-life balance, work-life conflicts, job satisfaction, employee’s motivation and engagement, corporate and social life, career development and career planning, employee’s health status.

### 1. INTRODUCTION

The topic of Work-Life Balance is highly dynamic in present context. Work –life balance refers to the equilibrium between work and personals life, the goal is to create balance in all areas of life, which in turn increase career and self-fulfilment and helps prevent self- injury caused by constant strain or stress. The increase amount of competition in any business, advancement in information technology, the need for speedy and quality services has taken considerable time of the workers, sometimes even after the working hours. The pivotal feature of work-life balance is the amount of time a person spends at workplace. Greenhaus et al. (2003, p.511) define WLB as “the amount of time and the degree of satisfaction with the work and family role”. If more and more minutes were subtracted from family hours keeping the work intensity high, the imbalance may lead to anxiety, stress, headache, fatigue, and other psychological and

physiological effect that could have a detrimental influence on both work and

family life. Work-life balance is vital for individuals’ wellbeing, organisations’ performance and a functioning society (Grady et al., 2008).

### 2. LITERATURE REVIEW

The purpose of the review is to favour with a background to and a reason for the research undertaken. It is an account of what has been published on the topic by scholars and top researchers and it discusses published information in a particular subject area and sometime, within a certain time period. This part of page presents a brief review of the studies conducted in recent years by various experts relating to the concept of work-life balance.

**Dr. Burke (1991 & 2010):** Examined the relationship between the perception of men regarding their understanding of

organizational values which favour WLB in their work place & their work experiences. Unlike other studies which focus more on the opinion of women it is a study based on the perceptions of men. The organizational values of managerial men were supportive of work-personal life and report working fewer hours, less job stress, greater joy in work, lower intention to quit, greater job career & life satisfaction, fewer psychosomatic symptoms and more positive emotional & physical wellbeing. **Burke (2002):** Observes that both women and men prefer working in organizations that support work-life balance. Men appeared to benefit more than women 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 work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the others.

**Dr. Orogbu Lilian Obiageli, & Chukwuemeke Deborah in (2010)** the origin of work-life balance practices spans from work-life conflict experienced by employee. Work Life Conflict is the inter-role conflict that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. A review of the work-life literature reveals that Work Life Balance initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs). Work life balances are practices that are meant to help employees better manage their work and non-working times are called in the literature as work-family policies, family-friendly or family-responsive policies.

**Rajesh Ranjan (2013):** The railway driver is exposed to a demanding psychosocial work environment, which includes solitary work, limited opportunities for social contact and a heavy responsibility for operating the train (in terms of both safety and adhering to the timetable). Railway drivers struggle to fulfil work and family responsibilities. This struggle is due to long hours, irregular and inflexible work schedules, and heavy workloads. Thus, work-family conflict can be a common work stressor for railway drivers. This paper deals with the quality of work life of Indian railways' drivers and the factors that lead to an imbalance, causing high probability of accident. This review of literature deals with the Work-Life balance of an Indian railways' drivers to determine the working conditions and level of their work life balance which is having very high importance on their total wellbeing and hence their productivity and entire growth of an Indian railway.

**J. Sudha and Dr. P. Karthikeyan (2014):** Career and goals are the most important factors in life. The literature identifies the various aspects such as career advancement, Work Stress, Career aspiration, Work Family Conflict and Family Work Conflict, Child care in context with Work Life Balance (WLB) and its practices. This paper reveals the overview of the various challenges and issues faced by Women employees to achieve WLB. The sources referred in this paper include various

journals, reports, internet sites etc. and the details has been given in the reference section.

**Pranav Naithani (2016):** Have examined that Factors influencing work-life balance are evolving at a very fast pace, thus creating a fecund ground for innovative work-life balance tools and techniques. This research paper investigates the health and recreation spheres of expatriate academicians working in private higher education institutes in Bahrain, Oman and the UAE. The research paper illustrates and evaluates the health and recreation spheres in relation to the demographic factors of the respondents and suggests ways to improve work-life balance of expatriate employees.

### 3. RESEARCH METHODOLOGY

#### 3.1 STATEMENT OF THE PROBLEM

Management and employees in every company try to seek the goal of the organization. Today the corporate environment demands efficiency and hence organization go extra mile to seek the standards performance. Since employees need to focused on their personal and professional responsibilities, many a times either one of them will overtake the another one leading to imbalance in work-to-family life conflicts and family-to-work life

conflicts. Hence the current research analysed the impact of Work-life balance on Employees Performance at Anubha Industries Pvt Ltd.

#### 3.2 OBJECTIVE OF THE STUDY:

- To study the impact of Work-life balance on Employees Performance at Anubha Industries Pvt Ltd.
- To know the Impact of working hours on employee's performance.
- To identify the satisfaction level of employees with respective of the factors that causes work-life conflict.
- To study the various provisions those, manage work life conflict in "Anubha industries Pvt ltd"
- To know whether the work-life balance programme is practice at "Anubha industries Pvt ltd"

#### 3.3 RESEARCH DESIGN

Research design is purely and simply the framework of plan for a study that guides the collection and analysis of data. Descriptive and causal research design will be used in this research to identify work-life balance and its consequence on employee's performance in the Anubha industries Pvt ltd".

#### 3.4 DATA SOURCE

Primary data is collected using structured questionnaire including close handed question seeking response from employees which helped in identifying the consequences on employee's performance. Secondary data is collected from various sources like magazines, journal, and internet.

**Sampling Method:** - Non-probability sampling (convenience sampling).

**Sampling Frame:** - Staff and worker of “Anubha industries Pvt ltd”.

**Sampling Size:** - Sample of 120 respondents is taken for carrying out research, which contributes to about 20% of the total employees (600).

**Data Analysis Technique:** - Frequency and Percentage Analysis, Mean and Standard Deviation.

### 3.5 SCOPE OF THE STUDY: -

- The present study was made only on Textile and manufacturing sectors. The scope of the work could be enlarged to many other sectors.
- The topic of Work-Life Balance is highly dynamic in present context. The data for the present study was collected in 2019. The Indian corporate sector has undergone numerous changes daily. It necessitates another study in present context

- Effect of work and life demands on productivity, job satisfaction and career developments of Employees can be another research area.
- Effect of work life imbalance on health status of male worker and women can be analysed.

### 3.6 LIMITATION OF THE STUDY: -

- This study is limited to Anubha industries Pvt ltd.
- The data is collected from 120 employees only.
- The adoption of questionnaire method might have let to the reporting of false information by the respondent.
- Since the type of studies at hand are based on primary survey method where the possibilities of personal bias cannot be ruled out in the responses.
- The respondents covered are only from two levels worker and supervisor level.
- The suggestions given in the study may not be applicable to entire organization

## 4. ANALYSIS

### 1. Job position

**Figure 1: Job Position-Wise Composition of Employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Worker	97	80.8	80.8	80.8
Supervisor	23	19.2	19.2	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above table it is clearly seen that 80.83% are worker, 19.17% are supervisor.

### 2. Gender

**Figure 2: Gender-Wise Composition of Employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	118	98.3	98.3	98.3
Female	2	1.7	1.7	100.0
Total	120	100.0	100.0	

**Interpretation:** - The above figure shows that 98.33% are male and 1.67% are female.

## 3. Age

Figure 3: Age-Wise Composition of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	30	25.0	25.0	25.0
26-30	43	35.8	35.8	60.8
Valid 31-40	37	30.8	30.8	91.7
41-50	10	8.3	8.3	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above figure it is seen that 25.00% age of the employees is between 18-25 year, 35.83% is between 26-30 year, 30.83% is between 31-40 year, 8.33% is between 41-50 year.

## 4. Marital status

Figure 4: Marital Status-Wise Composition of Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid married	88	73.3	73.3	73.3
Single	32	26.7	26.7	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above table it is seen that 73.33% of the employees are married and 26.67% are single.

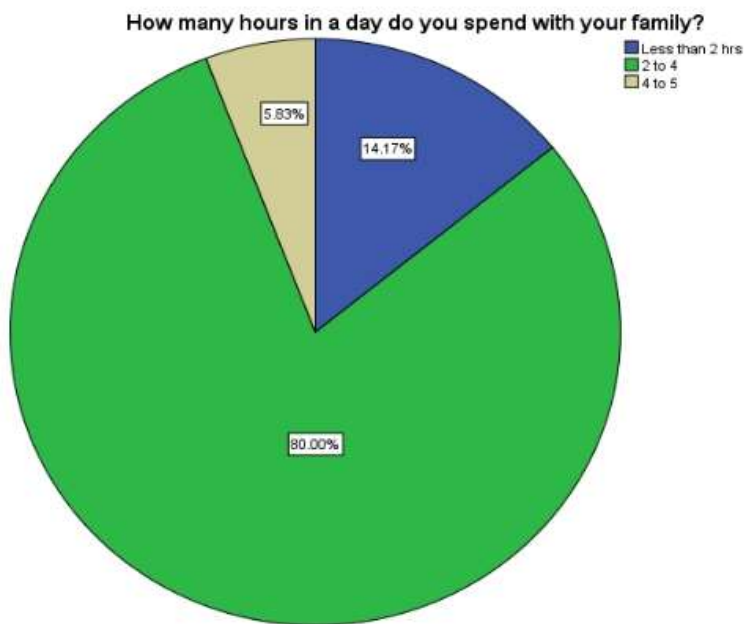
## 5. Do you have any work-life conflicts?

Figure 5: Do you have any work-life conflicts?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	117	97.5	97.5	97.5
No	3	2.5	2.5	100.0
Total	120	100.0	100.0	

**Interpretation:** - The following table indicates that 97.50% of the employees are facing work-life conflicts.

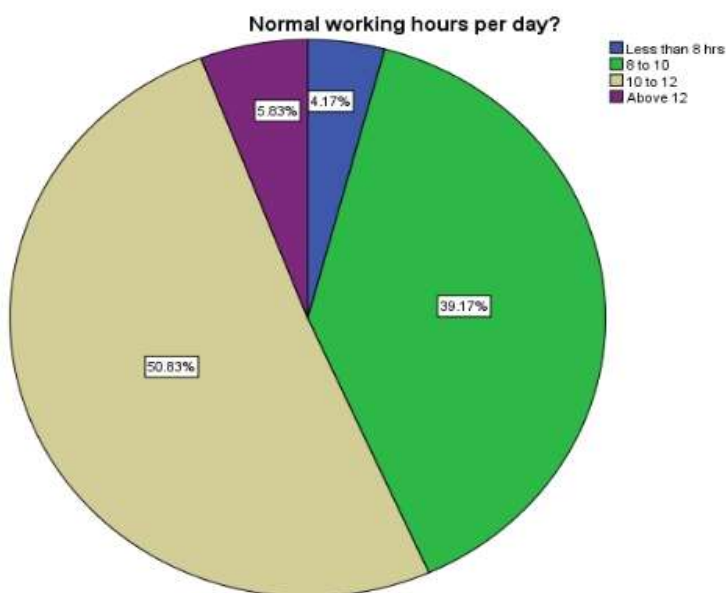
### 6. How many hours in a day do you spend with your family?



**Figure 6: Response for time spend with family**

**Interpretation:** - From the above chart it is seen that 14.17% of the employees are spending less than 2 hours with their family, 80.00% of the employees are spending 2 to 4 hours with their family, 5.83% of the employees are spending 4 to 5 hours with their family.

### 7. Normal working hours per day?



**Figure 7: Response for working hours per day**

**Interpretation:** - From the above pie chart it is seen that 4.17% of the employees are working less than 8 hours, 39.17% of the employees are working between 8 to 10 hours, and 50.83% of the employees are working between 10 to 12 hours, and 5.83% of the employees are working above 12 hours.

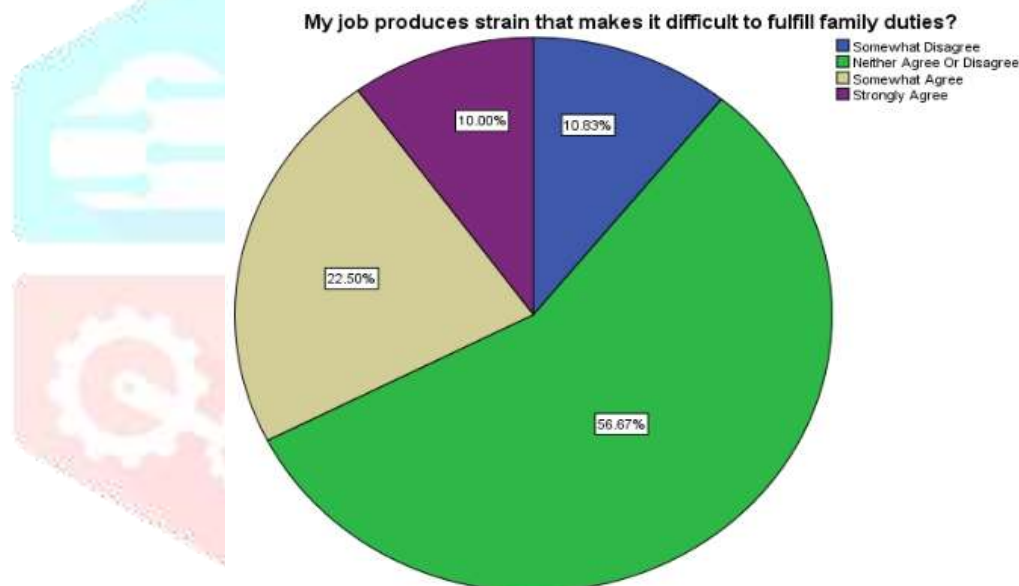
### 8. Do you work for long hours or overtime and even on holidays?

**Figure 8: Work for long hours or overtime and even on holidays**

	Frequency	Percent	Valid Percent	Cumulative Percent
Rarely	25	20.8	20.8	20.8
Sometimes	50	41.7	41.7	62.5
Always	45	37.5	37.5	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above table it is seen that 20.83% of the employees are rarely work for long hours or overtime and even on holidays, 41.67% of the employees are sometimes work for long hours or overtime and even on holidays, 37.50% of the employees are always work for long hours or overtime and even on holidays.

### 9. My job produces strain that makes it difficult to fulfil family duties?



**Figure 9: Response for job produces strain that makes it difficult to fulfil family duties**

**Interpretation:** - The above data giving information that 10.83% employees are somewhat disagree that their job produces strain that makes it difficult to fulfil family duties, where 56.67% employees are neither agree or disagree that their job produces strain that makes it difficult to fulfil family duties, and 22.50% employees are somewhat agree that their job produces strain that makes it difficult to fulfil family duties, 10.00% employees are strongly agree that their job produces strain that makes it difficult to fulfil family duties.

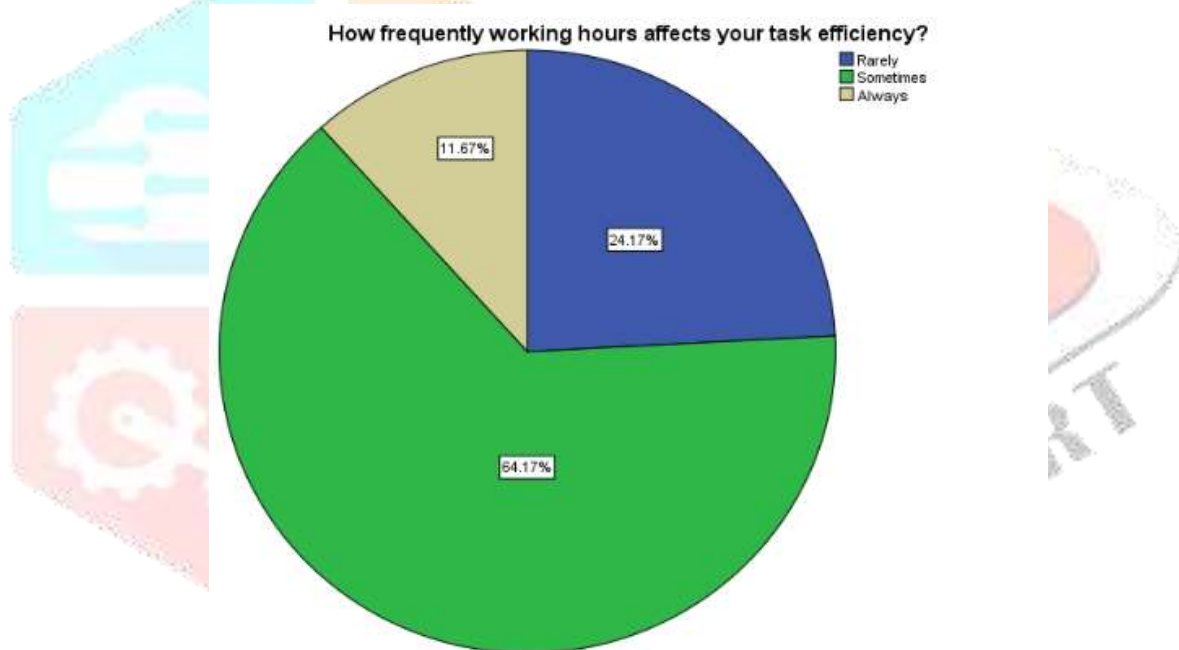
**10. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime?**

**Figure 10: Home-life interferes with work-life**

	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat Disagree	11	9.2	9.2	9.2
Neither Agree or Disagree	62	51.7	51.7	60.8
Valid Somewhat Agree	36	30.0	30.0	90.8
Strongly Agree	11	9.2	9.2	100.0
Total	120	100.0	100.0	

**Interpretation:** - The following table shows that 9.17% employees are somewhat disagree that their home life interferes with their responsibilities at work, where 51.67% employees are neither agree or disagree that their home life interferes with their responsibilities at work, and 30.00% employees are somewhat agree that their home life interferes with their responsibilities at work, 9.17% employees are strongly agree that their home life interferes with their responsibilities at work.

**11. How frequently working hours affects your task efficiency?**



**Figure 11: Response for how frequently working hours affects your task efficiency**

**Interpretation:** - From the above pie chart it is clearly seen that 24.17 % employees are said that rarely working hours affects their task efficiency, 64.17% employees are said that sometimes working hours affects their task efficiency, 11.67% employees are said that always working hours affects their task efficiency.

**12. How frequently work-life conflicts reflect negatively on your productivity?**

**Figure 12: Work-life conflicts reflect negatively on your productivity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Never	1	.8	.8	.8
Rarely	59	49.2	49.2	50.0
Valid Sometimes	48	40.0	40.0	90.0
Always	12	10.0	10.0	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above chart it is seen that 97.50% respondent has a work-life conflicts, but 0.83% employees are saying that work-life conflicts never reflect negatively on their productivity, 49.17% employees are saying that work-life conflicts rarely reflect negatively on their productivity, 40.00% employees are saying that work-life conflicts sometimes reflect negatively on their productivity, 10.00% employees are saying that work-life conflicts sometimes reflect negatively on their productivity.

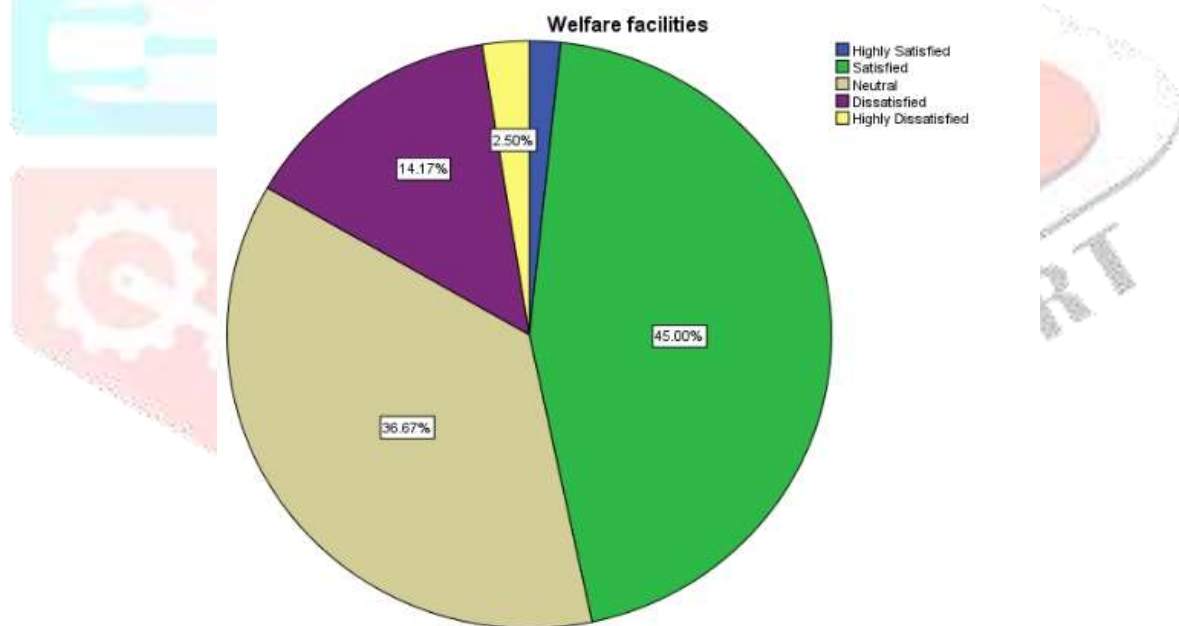
### 13. Salary & wages

**Figure 13: Degree of satisfaction with Salary & wages**

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	65	54.2	54.2	54.2
Neutral	32	26.7	26.7	80.8
Valid Dissatisfied	17	14.2	14.2	95.0
Highly Dissatisfied	6	5.0	5.0	100.0
Total	120	100.0	100.0	

**Interpretation:** - The above figure states that 54.17% employees are satisfied with salary & wages, where 26.67% employees are moderately satisfied with salary & wages, and 14.17% employees are dissatisfied with salary & wages, 5.00% employees are highly dissatisfied with salary & wages.

### 14. Welfare facilities



**Figure 14: Degree of satisfaction with welfare facilities**

**Interpretation:** - The above chart depicts that 1.66% employees are highly satisfied with welfare facilities, 45.00% employees are satisfied with welfare facilities, where 36.67% employees are moderately satisfied with welfare facilities, and 14.17% employees are dissatisfied with welfare facilities, 2.50% employees are highly dissatisfied with welfare facilities.



## 15. Working environment

**Figure 15: Degree of satisfaction with working environment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	35	29.2	29.2	29.2
Neutral	68	56.7	56.7	85.8
Dissatisfied	16	13.3	13.3	99.2
Highly Dissatisfied	1	.8	.8	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above chart it is seen that 29.17% employees are satisfied with working environment, where 56.67% employees are moderately satisfied with working environment, and 13.33% employees are dissatisfied with working environment, 0.83% employees are highly dissatisfied with working environment.

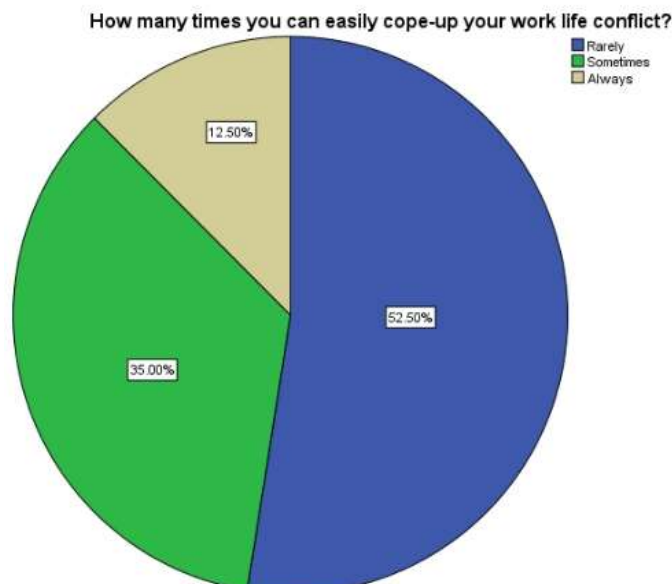
## 16. Management support

**Figure 16: Degree of satisfaction with management**

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly satisfied	1	.8	.8	.8
Satisfied	20	16.7	16.7	17.5
Neutral	60	50.0	50.0	67.5
Dissatisfied	37	30.8	30.8	98.3
Highly Dissatisfied	2	1.7	1.7	100.0
Total	120	100.0	100.0	

**Interpretation:** - The above figure illustrates that 0.83% employees are highly satisfied with management support, 16.67% employees are satisfied with management support, where 50.00% employees are moderately satisfied with management support, and 30.83% employees are dissatisfied with management support, 1.67% employees are highly dissatisfied with management support.

## 17. How many times you can easily cope-up your work life conflict?



**Figure 17: Response for how many times you can easily cope-up your work life conflict**

**Interpretation:** - From the above chart it is seen that 52.50% employees are rarely cope-up their work life conflict, 35.00% employees are sometimes cope-up their work life conflict, 12.50% employees are always cope-up their work life conflict.

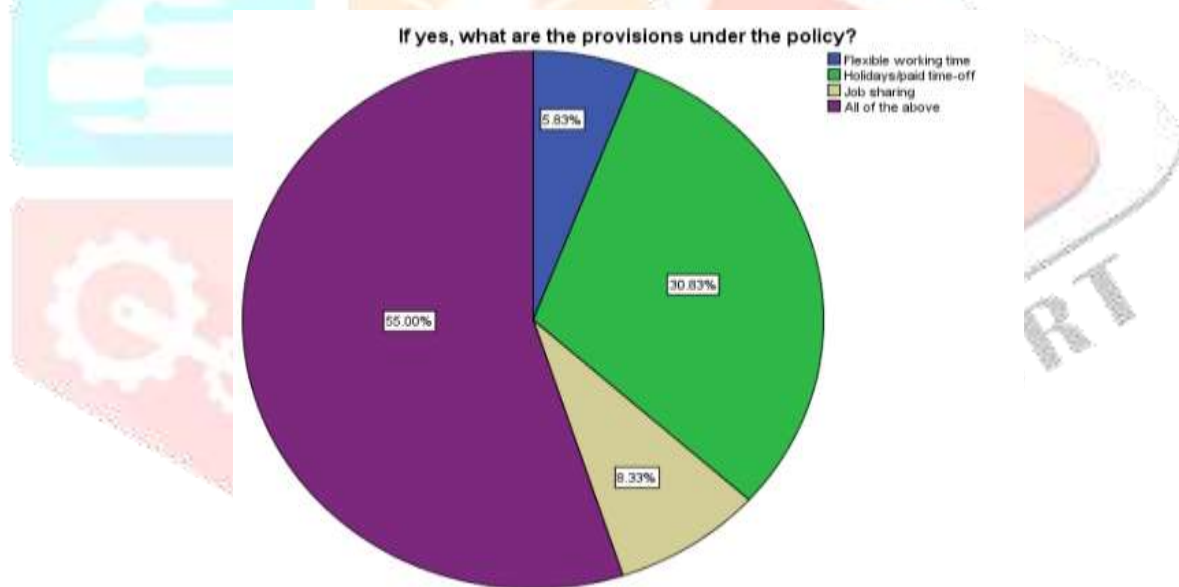
### 18. Does your company have a separate policy for managing work-life conflict?

**Figure 18: Company have a separate policy for managing work-life conflict.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	119	99.2	99.2	99.2
Valid No	1	.8	.8	100.0
Total	120	100.0	100.0	

**Interpretation:** - From the above tablet it is seen that 99.17% of the employees are saying that their company have a separate policy for managing work -life conflict, 0.83% of the employees are saying that their company don not have a separate policy for managing work -life conflict.

### 18.1. If yes, what are the provisions under the policy?



**Figure 18.1.: Response for the provisions under the policy.**

**Interpretation:** - From the above chart it is seen that 5.83% of the employees are saying that their company is providing flexible working time, 30.83% of the employees are saying that their company is providing holidays/paid time-off, 8.33% of the employees are saying that their company is providing job sharing, 55.00% of the employees are saying that their company is providing all of the above provision.

### 19. Does your company provide you with following additional work provisions?

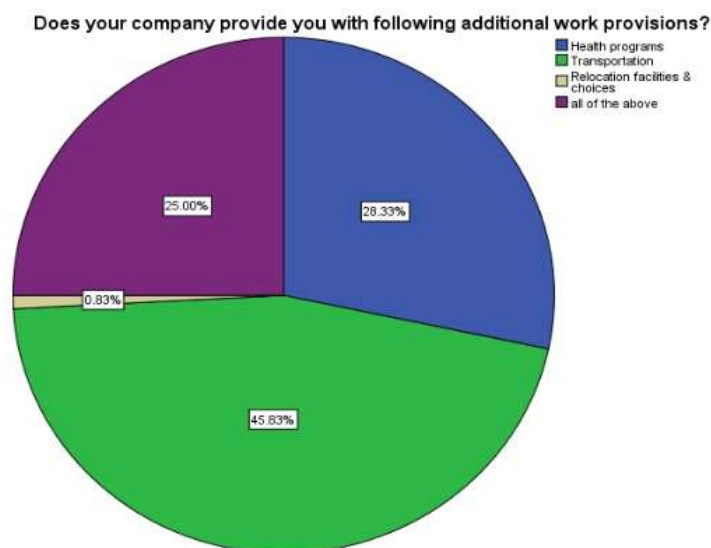


Figure 19.: Response for the additional work provisions.

**Interpretation:** - From the above pie chart it is seen that 28.33% of the employees are saying that their company is providing additional work provision like health programs, 45.83% of the employees are saying that their company is providing additional work provision like transportation, 0.83% of the employees are saying that their company is providing additional work provision like relocation facilities, and 25.00% of the employees are saying that their company is providing all of the above additional work provision.

## 5. MAJOR FINDING

- ✓ The study state that majority of the total respondents are operating worker and minority are supervisor, and majority of the total respondents are also male.
- ✓ The minority age of the employees is between 41-50 age group and majority age of the employees is between 26-30 age group. And the large majority of employees are married and minority are single.
- ✓ The study indicates that majority of the employees are spending 2 to 4 hours with their family and minority of the employees are spending more than 5 hours with their family. Along that it's shows that large proportion of the employees are working between 10 to 12 hours and minority of the employees are working between less than 8 hours.
- ✓ From this study, it is found that majority of employees are neither agree or disagree that their job produces strain that makes it difficult to fulfil family duties and also their home life does not interfere with their responsibilities at work, whereas

minority of employees are strongly agreeing that their job produces strain that makes it difficult to fulfil family duties and also their home life interferes with their responsibilities at work.

- ✓ The study indicates that majority of the employees are saying that sometimes working hours affects their task efficiency and rarely reflect negatively on their productivity, whereas minority of employees are saying that work-life conflicts always reflect negatively on their productivity.
- ✓ From this study, it is found that majority of employees are satisfied with salary & wages and also with welfare

facilities while minority of employees are highly dissatisfied with salary & wages and also with welfare facilities.

- ✓ From this study, it is found that majority of employees are moderately satisfied with working environment and also with management support and minority of employees are highly dissatisfied with working environment and also with management support.
- ✓ The study indicates that majority of employees are sometimes cope-up with their work life conflict and minority of employees are always cope-up with their work life conflict.
- ✓ The study indicates that majority of the employees are saying that their company have a separate policy for managing work -life conflict and also their company is providing all of the provision, along with company is also providing additional work provision like transportation. while minority of the employees are saying that their company is not providing all the provision but they provide relocation facilities

## 6. CONCLUSION

It is concluded that the work-life balance has a positive impact on employees. It is also concluded that work-life conflicts rarely reflect negatively on employee's performances in "Anubha industries Pvt Ltd". Generally, 10 to 12 working hours effects on employee's task efficiency in "Anubha industries Pvt Ltd". Working environment, work-overload and grievance handling system is one of the factors, from which employees are moderately satisfied and that causes work-life issues among

employees. Due to some economic, family problems, inefficiency, lack of commitment most of the sample respondents expressed their inability to balance their work life. This directly effect on employee's performance. Company have an effective work-life balance policy for managing work-life conflicts and company also providing additional provision such as transportation and flexible hours in general to their employees.

## 7. SUGGESTIONS

- To build strong communication network among management and workers.
- To implement proper time framework for employees.
- The company should make an inspiration and training programme for their employees.
- The company should give reward/incentives to appreciate their employees for better performance.
- The company must have a good employee retaining policies.



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