



“A study on Impact of work-life Balance of Employees in Donear Pvt. Ltd.: A Case study”

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ABSTRACT

Work-life balance is a concept that includes proper balance between career and ambition on one hand and having a satisfactory personal life that provide some scope for pleasure, leisure, spiritual development, family and health. The term work-life conflict refers to the form of inter-role conflict when one of the roles imposes different demands and requirement on people that are not compatible with the other role. Work domain requires time, energy and commitment that may not allow people to satisfy their family and life needs. The main objective of this project is to study how employees manage their professional as well as personal lives. The study leads to the conclusion that if employers really care for their employees, and if they make sincere effort to help their employees have a proper fit between work and personal life then work-life balance is not a major issue.

Keyword: Employees Satisfaction, Employees work-life balance, work-life conflict, personal life & professional life.

INTRODUCTION

Most employees believe that they work in the organization for the well-being of their families and children. On the other hand, individuals also want to create their identity while working in organizations. But, when these objective are in conflict, the sense of a healthy work-life balance may be affected. Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict and stress as a result. However, employees expect more facilities in terms of services such as transportation facilities, flexibility working hours, upgradation of salary and wages etc. Similarly, the expectations of those who manage the organization are much more than reality. This results in conflicting situation which ought to be resolved at the earliest in the best interest of the employees as well as of organization.

RESEARCH METHODOLOGY

The research design of the study is descriptive in nature. In order to study the impact of work-life balance of employees, both primary as well as secondary are used. The major emphasize however, is on use of primary data through questionnaire method. The research study is on non-probability sampling method. The data are collected through structured questionnaire and the sample size is 120. For the analysis of the data the frequency and cross-tabulation, reliability test, Mann-Whitney U test, Chi-square test have been applied.

For research analysis Mean, Standard Deviation, Co-efficient of Skewness, Test of Reliability and parametric & non-parametric tools and test have been applied.

LITERATURE REVIEW

The purpose of the review is to endow with a background to and a justification for the research undertaken. It is an account of what has been published on the topic by accredited scholars and researchers and it discusses published information in a particular subject area and sometime, within a certain time period. Bruce emphasized that so important is this chapter that its omission represents a void or absence of major element in research. This chapter presents a brief review of the studies conducted in recent years by various scholars and experts relating to the concept of work-life balance. An attempt has also been made to find out the gaps in the literature.

Dr. Ankita Nanda (2015) analyzed that in today's growing world, the issue relating to work life and its impact on job performance has been considered as a very important topic deal with. Every individual is faced with several problems which he should accept and resolve. Work conflict is a form of inter-related conflict in expectation between both work and family life roles. According to the author, the demographic characteristics of the respondents are also important to study work –life balance. In addition, employees identified as belonging to the baby boom generation (aged 33-51) were found to experience more negative spill over when compared to adults in other generation revealing that age is an important factor to control for as well.

Dr. Muhammad Imran Malik & Iqbal Ahmad (2011) stated that achieving high employee performance is gaining importance with every coming day as it is stronger single of organizational success whereas work life conflict which is one of the outcomes of stress is responsible for reducing the performance level of employees. There is a negative correlation found between job stress and job performance. The employees having high level of job stress generally tend to have low performance. In a study, males were found to be more affected by stress than females that increased the chance of reducing job performance greatly. Work-life conflict has been defined as the inter-role conflict where the demands created by the job hinder employees to preform family related responsibilities. The researchers have found mixed results while exploring the impact of gender on work-life conflict. Malik, Saleem and Ahmad (2010) noted no significant difference between male and female employees in balancing their work and life activities meaning that male and females experience work-life conflict with same intensity and manner.

Dr. Orogbu lilian obliageli et al., (2015) declared that the origin of work-life balance practices spans from work-life conflict experienced by employee. Work life conflict is the inter-role conflict that result 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. According to authors the 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 service (Employees assistant program). Work life balance 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.

Neeti Sharma & Parameswar Nayak claimed Work life balance id directly related with job satisfaction if the employees are not satisfied with the organizational policies related to work life balance it will directly affect the organization depends on the quality of employees which result in high productivity. Jon stress is higher in the female employees compared to the male employees in IT industry. Male employees are satisfied with long working hours and only few find problems in maintain work life balance; this can be improved with proper organization policies. On **the other hand**, female employees face problems more in maintaining work life balance as family responsibility is solely on them and the one with children face more this problem.

Dr. Urvashi Sharma & Rableen Kaur Raob defined that Issue relating to work life balance are increased in present scenario. The work and personal both life should be equal its play an important role for attaining personal as well as professional life. The work and personal both life balance is not equal so they have a negative impact in both lives. Aim of this paper to understand the concept of work-life balance the importance and issues affecting in various profession. The work-life balance influences various aspects like physical, occupational, emotional, social, spiritual and environmental well-being of an employee.

Manisha Purohit (2013) has examined a work-life balance in various industrial sectors in pune based on the comparative study. The study investigated the perception of various companies with respect to work-life balance and traced basically sector wise initiatives for work-life balance. The author also investigated most importantly the gender wise issues pertaining to work-life balance. The author stated that the proper implementation of work-life balance would be beneficial for both the parties i e. employees and organizations. Besides that, the author specifically mentioned that employees those who are able to balance their work and life demands they are satisfied.

RESEARCH OBJECTIVES

The following objectives were developed to conduct the study on the company:

1. To find out whether employees are able to maintain a proper work-life balance.
2. To study the reasons leading to work life imbalance for employees.
3. To study whether organization makes efforts to help employees maintain work life balance.
4. To find out various steps taken by the employees to maintain work life balance.

DISCUSSION ON THE FINDINGS OF THE STUDY

Cross tabulation helps in verifying the authenticity of data provided by respondents.

1. Job Position and Age

Table 1 Crosstabs: Job Position and Age

Job Position * Age Cross Tabulation						
		Age				Total
		Below25	26-30	31-40	41-50	
Job Position	Workers	0	16	29	4	49
	Employees	20	36	6	3	65
	Managers	2	3	1	0	6
Total		22	55	36	7	120

Source: various Questionnaires from Respondents

As per the above the table 1 it is seen that majority of the workers are from age group of 31-40 years. We can also see that majority of employees fall in the age group of 26-30 years. Similarly, most of the manager also belong to the same age group of 26-30 years.

Thus from table it can be inferred that Manager in the organization are not too experienced. Middle level employees are also not too experienced. However, labour turnover rate of worker in the organization seems to be least.

2. Job Position and Marital Status

Table 2 Job Position and Marital Status

Job position * Marital Status Cross tabulation				
		Marital Status		Total
		Married	Single	
Job position	Worker	38	11	49
	Employee	42	23	65
	Manager	2	4	6
Total		82	38	120

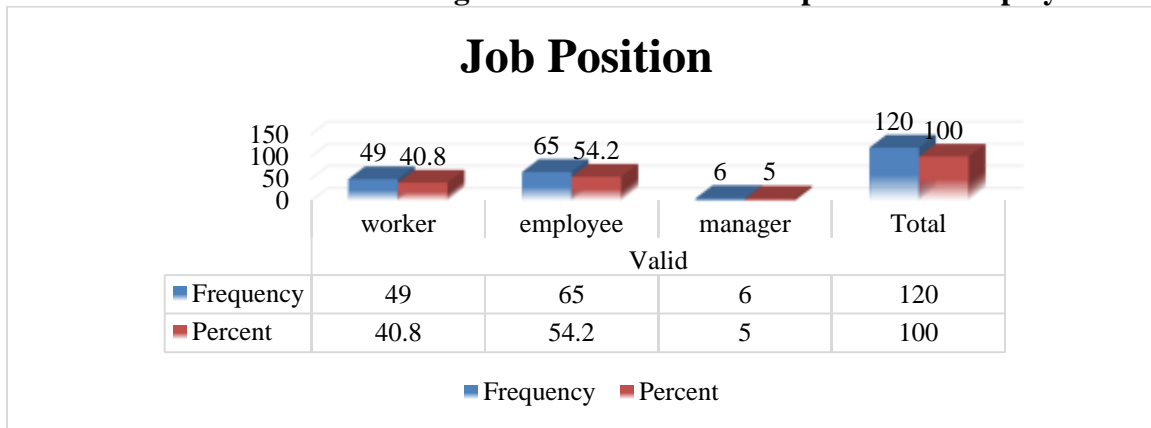
Source: Various Questionnaires from Respondents

From the table 2 it can be inferred that out of 120 respondents 49 are workers. Out of them 38 are married and 11 are single. Out of total 65 employees, 42 are married and 23 are single. There are total 6 managers out of whom 2 are married and 4 are singles. The overall responses of the respondents reveal that more than 85% employees are married. Thus, it can be inferred that those who generally aspire for a stable life prefer to work in the organization.

DESCRIPTIVE ANALYSIS OF DATA

1. Job Position

Figure 3 Position-wise Composition of Employees

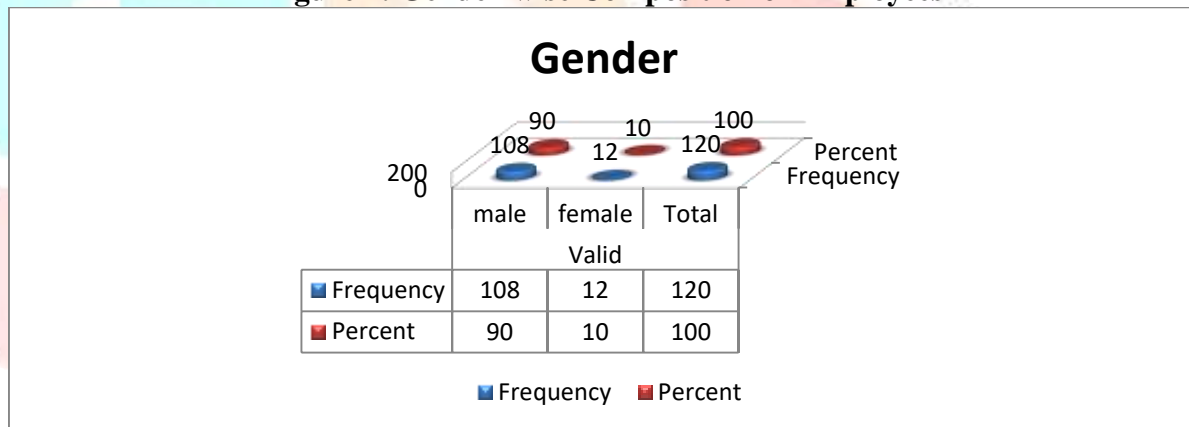


Source: Various Questionnaires from Respondents

The fig. 3 clearly reveals that 40.8% of the respondents are worker, 54.2% are HR staff and 5% are managers. The HR staff consists of middle level officer, supervisors, foremen, clerks etc. the figure 3 makes it clear that the number of employees is maximum in the organization. It is more even as compared to workers.

2. Gender

Figure 4: Gender-wise Composition of Employees

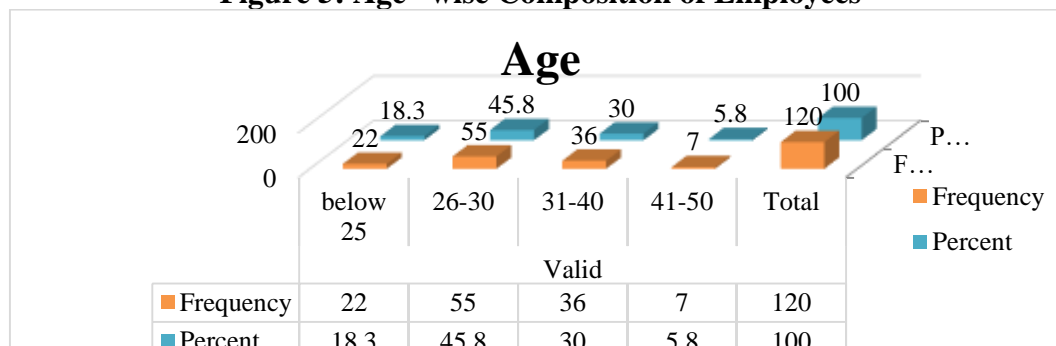


Source: Various Questionnaires from Respondents

In the figure 4 it is seen that 90% respondents are male whereas 10% are female respondents. In short the proportion of male employees is significantly high as compared to female employees.

3. Age

Figure 5: Age-wise Composition of Employees

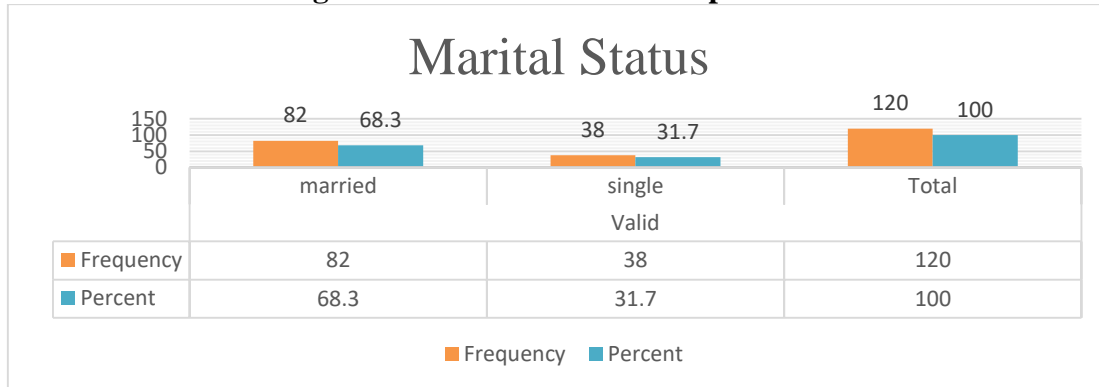


Source: Various Questionnaires from Respondents

The above figure shows that 18.3% age of the employee's id between below 25 year, 45.8% is between 26-30 year, 30% is between 31-40 year, 5.8% is between 41-50 year.so, majority i.e. 45.8% age of the employee is between 26-30 year.

4. Marital status

Figure 6: Marital Status of Respondents

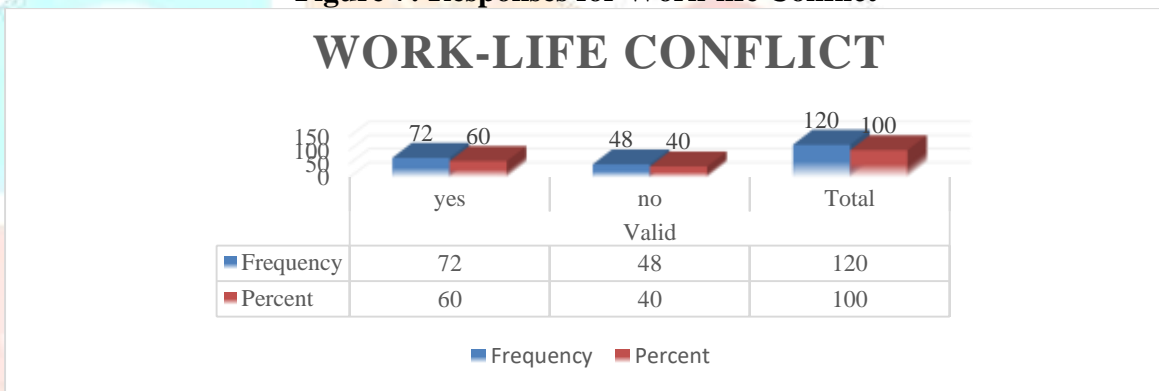


Source: Various Questionnaires from Respondents

Figure 6 shows that 82% of the employees are married and 38% are single.

5. Work-life conflict

Figure 7: Responses for Work-life Conflict

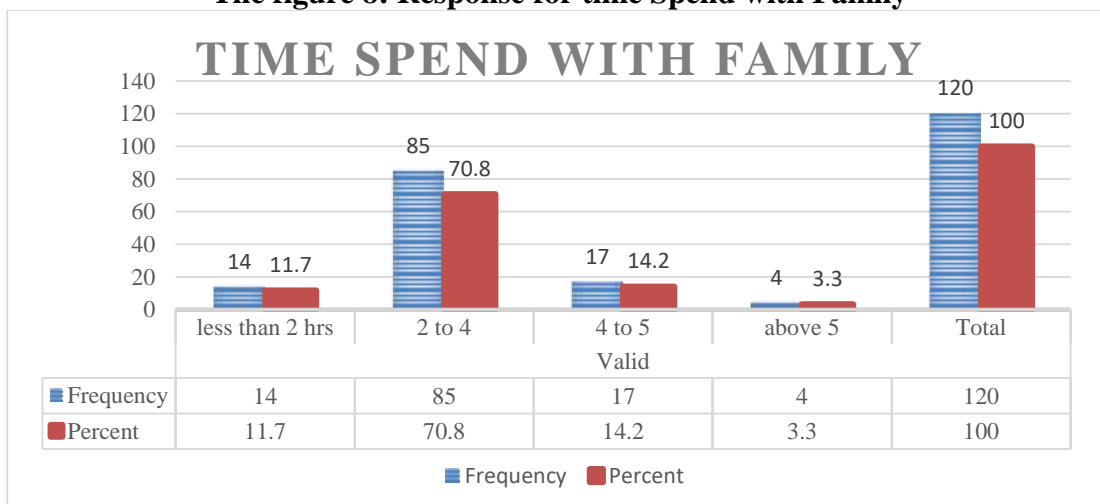


Source: Various Questionnaires from Respondents

In the figure 4.7 it is seen that 60% of the employees are facing work-life conflict and 40% of the employees are not facing the work-life conflict.

6. Time Spend with Family

The figure 8: Response for time Spend with Family

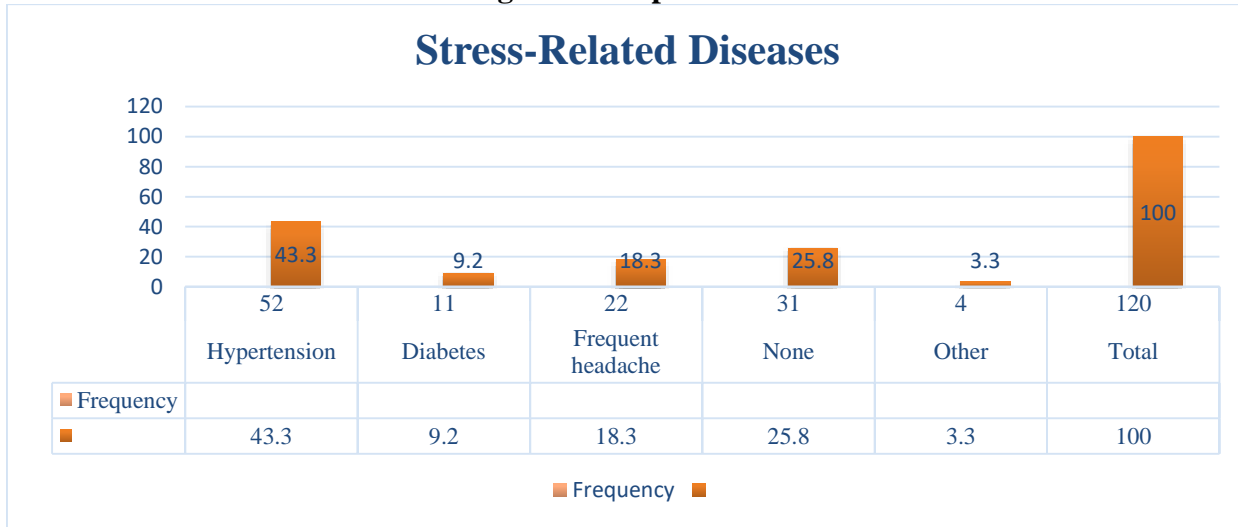


Source: Various Questionnaires from Respondents

In the figure 8 it is observed that 11.7% of the employees are spending less than 2 hours their family, 70.8% of the employees are spending 2 to 4 hours with their family, 14.2% of the employees are spending 4 to 5 hours with their family, and 3.3% of the employees are spending more than 5 hours with their family.

7. Responses of Respondents for Stress-Related Diseases

The figure 9: Responses for Stress-related Diseases

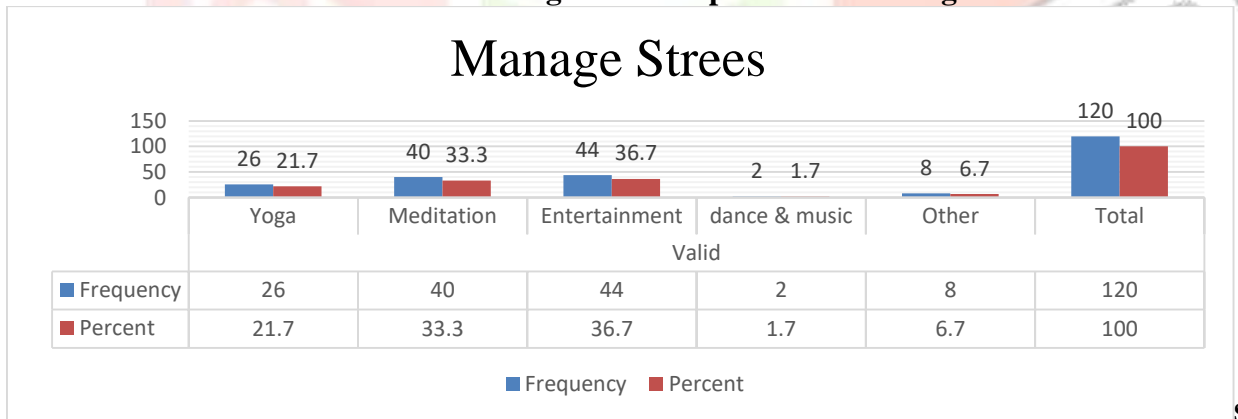


Source: Various Questionnaires from Respondents

Figure 9 reveals that 43.3% of the employees are suffering from hypertension, 9.2% of the employees are suffering from diabetes, 18.3% of the employees are suffering from frequent headache. 25.8% of the employees are not suffering from any stress-related disease, and 3.3% of the employees are suffering from other stress-related disease.

8. Step Taken by the Employee to Manage Stress

The figure 10: Steps Taken to Mange Stress

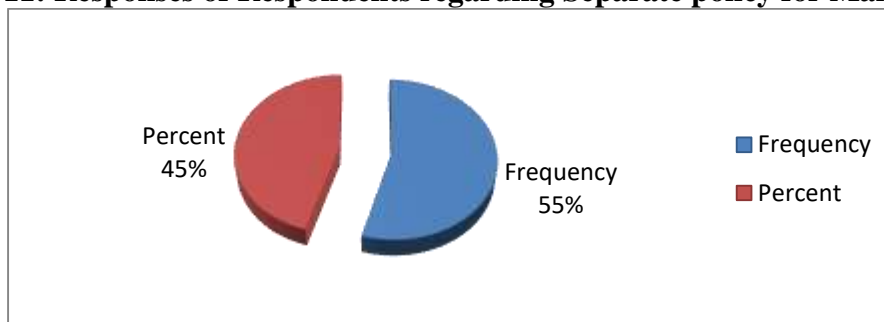


Source: Various Questionnaires from Respondent

In the figure 10 it is seen that 21.7% of the employees are managing their stress by doing yoga, 33.3% of the employees are managing their stress by doing meditation 36.7% of the employees are managing their stress by entertainment, 1.7% of the employees are managing their stress by doing dance & listing music, and 6.7% of the employees are managing their stress by doing other activity.

9. Responses of Respondents regarding Separate Policy for Managing

The figure 11: Responses of Respondents regarding Separate policy for Managing WLC

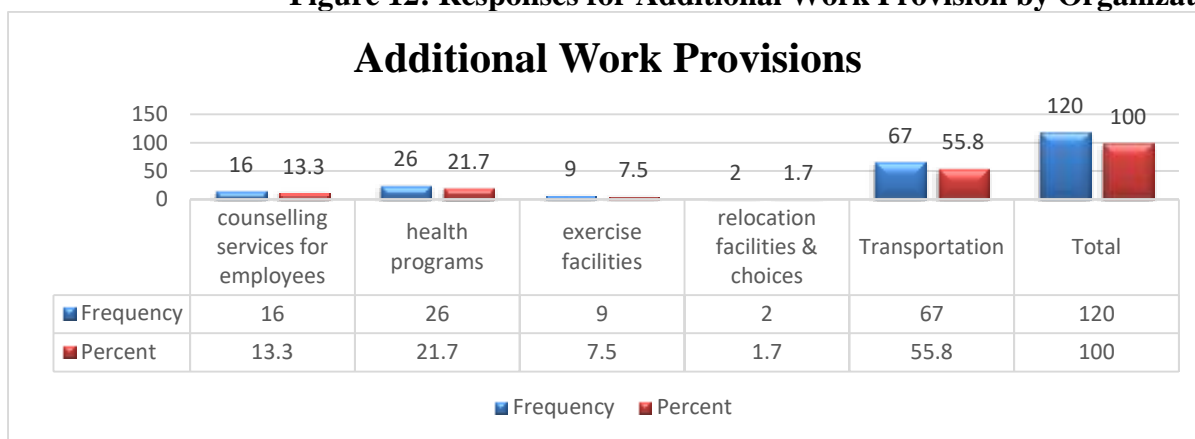


Source: Various Questionnaires from Respondents

In the figure 11 it is seen that organization don't have separate policy to manage work-life conflict.

10. Responses for Additional Work Provision Provided by Organization

Figure 12: Responses for Additional Work Provision by Organization



source: Various Questionnaires from Respondent

In the figure 12 it is seen that 13.3% of the employees are saying that their company is providing additional work provision like counselling services for employees, 21.7% of the employees are saying that their company is providing additional work provision like health program, 7.5% of the employees are saying that their company providing additional work provision like exercise facilities, 1.7% of the employees are saying that their company is providing additional work provision like relocation facilities, and 55.83% of the employees are saying that their company is providing additional work provision like transportation.

EMPIRICAL ANALYSIS OF THE DATA

An analysis has been conducted for checking the reliability of the questionnaire and the results were obtained.

Case processing Summary

Table 13 case Processing Summary

	N	%
Valid	120	100.0
Excluded ^a	0	.0
Total	120	100.0

Source: Various Questionnaires from Respondents

The Cronbach's alpha (a measure of reliability) has been calculated for 15 items in the questionnaire used for measuring work-life balance of employees in the organization.

Reliability Statistics

Table 14 Reliability Statistics

Cronbach's Alpha	N of Items
.739	15

Source: Various Questionnaires from Respondents

Table 15 Runs Test

	How many times you think or worry about your work?	How many times you feel tired or depressed because of work?	How many times you miss out quality time with your family or your friend because of work pressure?	How frequently working hours affects your task efficiency?	How frequently work-life conflicts reflect negatively on your productivity?	How many times you can easily cope-up your work life conflict?
Total Cases	120	120	120	120	120	120
Number of Runs	46	64	62	53	41	59
Z ^a	-.454	.553	.386	1.190	1.709	1.871
Asymp. Sig. (2-tailed)	.650	.580	.700	.234	.087	.061

Question	Often	Never	Rarely	Sometimes	Always	Total	\bar{X}	σ	Skewness	Mean Rank
How many times you think or worry about your work	32 (26.7)	33 (27.5)	35 (29.2)	17 (14.2)	3 (2.5)	120 (100)	2.38	1.101	.302	6th
How many times you feel tired or depressed because of work?	21 (17.5)	38 (31.7)	36 (30)	21 (17.5)	4 (3.3)	120 (100)	2.58	1.074	.216	5th
How many times you miss out any quality time with your family or your friends because of work pressure?	13 (10.8)	39 (32.5)	36 (30)	29 (24.2)	3 (2.5)	120 (100)	2.75	1.023	.042	4th
How frequently working hours affects your task efficiency?	5 (4.2)	27 (22.5)	54 (45.0)	30 (25.0)	4 (3.3)	120 (100)	3.01	.884	-.091	3rd
How frequently work-life conflicts reflect negatively on your productivity?	0	21 (17.5)	47 (39.2)	42 (35.0)	10 (8.3)	120 (100)	3.34	.865	.066	1 st
How many times you can easily cope-up your work life conflict?	16 (13.3)	19 (15.8)	32 (26.7)	22 (18.3)	31 (25.8)	120 (100)	3.28	1.359	-.207	2nd

Reliability Analysis: -An analysis was conducted for checking the reliability of the questionnaire and the results were obtained. The Cronbach's alpha (a measure of reliability) was calculated for the questionnaire. The co-efficient (0.739 for 15 items) indicates reliability as it meets the minimum acceptance level of 0.7 (Hair et al., 2009)

Runs test to find Normality of distribution: - This test helps to find out the normality of distribution or otherwise with the help of which suitable statistical tools can be applied for further analysis.

An effort has been find out the randomness or otherwise of data.

H0 The sample id selected randomly

H1 The sample is not selected randomly

Source: Various Questionnaires from Respondents

The Runs test table displays the randomness of responses or otherwise. The total cases represent the sample size of 120. The Z value of -.454, .553, .386, 1.190, 1.709, 1.871 with asymptotic significance of .650, .580, .700, .234, .087, .061, (less than 0.05), means that the null hypothesis is accepted. Thus, we can claim that the sample has been selected random.

11. Responses for Stress and work-life conflict Table 16: An Analysis of Stress and Work-life conflict

Source: Various Questionnaires from Respondents

The table 16 makes it clear that responses are inclined more towards positive side i.e. responses are more towards upper side of the Likert scale. This makes it clear that overall work life conflict leads to stress and adversely affect the performance and productivity of employees. This goes with the study of **Dr. Ankita Nanda (2015)** as well as **Dr. Muhammad et al., (2011)**, who asserted that work-life balance can have negative impact on job performance of employees. **Dr. Orogbu et al., (2010)** revealed in their study that conflicting roles lead to work life imbalance. This goes with our analysis in which employees declared that they find it difficult to maintain balance with personal and professional life, ultimately leading to stress and adverse performance.

Maximum respondents in the above analysis remarks that work-life conflict results into lower productivity. This is supported by the mean of 3.34 and mean rank of 1. The standard deviation is .865 and skewness is 0.066. the 2nd mean rank is 3.28 for the attribute how many time employees easily cope-up work-life conflict. The standard deviation is 1.359 and skewness id -.207 respectively. Similarly task efficiency, quality time with family & friends and feeling tired or depressed in case of work-life conflict got 3rd, 4th and 5th mean rank and that stander division is .884, 1.023, 1.074 respectively. The figure of skewness for the above mentioned is -.091, .042, .216 the employees how many times worry about work it is 6th rank. The standard deviation & the figure of skewness is 1.101 & .302.

Similarly, an effort has been made in the present study to find out which variables in the organization leads to job satisfaction. The following null hypothesis as well as alternate hypothesis have been developed for the same:

H₀: Salary & Wages, compensation, welfare facilities, work environment, work load, grievance handling system, management support and motivation does not lead to job satisfaction.

H₁: Salary & Wages, compensation, welfare facilities, work environment, work load, grievance handling system, management support and motivation leads to job satisfaction.

Table 17 Chi-Square test An Analysis of stress and Work-life conflict

	how many times you think or worry about your work?	how many times you feel tired or depressed because of work?	how many times you miss out quality time with your family or your friend because of work pressure?	how frequently working hours affect your task efficiency?	how frequently work-life conflicts reflect negatively on your productivity?	how many times you can easily cope-up your work life conflict?
Chi-Square	31.500 ^a	31.583 ^a	39.833 ^a	71.083 ^a	30.467 ^b	8.583 ^a
df	4	4	4	4	3	4
Asymp. Sig.	.000	.000	.000	.000	.000	.072

Source: Various Questionnaires from Respondents

The χ^2 is significant in case of all the above variables at 5% level of significance indicating that our null hypothesis is rejected. Thus, it can be interpreted that the factors selected in the present study have significant influence on job satisfaction of employees. Thus, worry about work, feel tired or depressed, miss out time with family, working hours affect the employees task, reflect negatively on employee's productivity and easily cope-up with work-life conflict, lead to job satisfaction to employees in the organization.

H₀: There is no significant difference in the responses of both the genders regarding work pressure in the Organization.

H₁: There is significant difference in the responses of both the genders regarding work pressure in the Organization.

Table 18 Rank

	gender	N	Mean Rank	Sum of Ranks
How many times you think or worry about your work?	Male	109	58.97	6427.50
	Female	11	75.68	832.50
	Total	120		
How many times you feel tired or depressed because of work?	Male	109	59.62	6498.50
	Female	11	69.23	761.50
	Total	120		
How many times you miss out quality time with your family or your friend because of work pressure?	Male	109	59.47	6482.00
	Female	11	70.73	778.00
	Total	120		
How frequently working hours affect your task efficiency?	Male	109	60.20	6562.00
	Female	11	63.45	698.00
	Total	120		
How frequently work-life conflicts reflect negatively on your productivity?	Male	109	61.06	6655.00
	Female	11	55.00	605.00
	Total	120		
How many times you can easily cope-up your work life conflict?	Male	109	59.33	6467.00
	Female	11	72.09	793.00
	Total	120		

Source: Various Questionnaire from Respondents

The table 21 saw the male and female rank that who face more problems of work-life balance but according to table 21 male are facing more problem from females because females are less then male.

Table 19 Test Statistic Mann Whitney Z-test An Analysis of Stress and Work-life conflict

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
How many times you think or worry about your work?	432.500	6427.500	-1.573	.116
How many times you feel tired or depressed because of work?	503.500	6498.500	-.905	.365
How many times you miss out quality time with your family or your friend because of work pressure?	487.000	6482.000	-1.065	.287
How frequently working hours affects your task efficiency?	567.000	6562.000	-.315	.753
How frequently work-life conflicts reflect negatively on your productivity?	539.000	605.000	-.583	.560
How many times you can easily cope-up your work life conflict?	472.000	6467.000	-1.189	.235

Source: Various Questionnaires from Respondents

The runs test table displays the randomness of responses or otherwise. The total cases represent the sample size of 120. The Z value of -1.573, -.905, -1.065, -.315, -.583, -1.189 with asymptotic significance .116, .365, .287, .753, .560, .235 (less than 0.05), means that the null hypothesis is accepted. Thus, we can claim that the sample has been selected random.

12. Factors Leading to job Satisfaction to Employees

Table 20: Responses for Factors Leading to Job Satisfaction

Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total	Valid	\bar{X}	σ	Skewness	Mean Rank
Salary & wages	5 (4.2)	90 (75.0)	22 (18.3)	3 (2.5)	0 (0)	120 (100)	120	2.19	.539	1.105	7th
Compensation	3 (2.5)	95 (79.2)	19 (15.8)	3 (2.5)	0 (0)	120 (100)	120	2.18	.502	1.540	8th
Welfare facilities	4 (3.3)	91 (75.8)	22 (18.3)	2 (1.7)	1 (0.8)	120 (100)	120	2.21	.564	1.733	6th
Working environment	5 (4.2)	64 (53.3)	49 (40.8)	2 (1.7)	0 (0)	120 (100)	120	2.40	.600	.038	3rd
Work-overload	4 (3.3)	34 (28.3)	76 (60.8)	5 (4.2)	1 (0.8)	120 (100)	120	2.71	.640	-.239	1st
Grievance handling system	6 (5.0)	52 (43.3)	61 (50.8)	1 (0.8)	0 (0)	120 (100)	120	2.48	.608	-.475	2nd
Management support	11 (9.2)	66 (55.0)	43 (35.8)	0 (0)	0 (0)	120 (100)	120	2.27	.618	-.241	4th
Motivation	13 (10.8)	70 (58.3)	33 (27.5)	4 (3.3)	0 (0)	120 (100)	120	2.23	.683	.313	5th

Source: Various Questionnaires from Respondents

The table 20 makes it clear that responses are inclined more towards positive side i.e.

Responses are more towards upper side of the likert scale. This make is it clear that overall employee's welfare facilities and policies satisfied employee's needs. This goes with the study

Dr. Urvashi Sharma&Rableen Kauras well Neeti Sharma&Parameshwar Nayak who asserted that employee's welfare-facilities impact on job performance of employees.

Maximum respondents in the above analysis remarked that employees are satisfied from company welfare facility. This is supported by the mean of 2.17 and mean rank of 1. The standard deviation is .608 and the skewness is -.239 the 2nd mean mark rank is 2.27 for the attribute. Grievance handling system. The standard deviation is .608 and skewness is -.475 respectively. Similarly working environment, management support, motivation, welfare facility got 3rd, 4th, 5th, and 6th mean rank and ,at standard deviation is, 2.40, 2.27, 2.23 and 2.21 respectively. The Figures of skewness for the above mentioned attributes is .600, .618, .683 and .564. the employee's salary & wages & compensation got 7th and 8th mean rank. Which is 2.19 and 2.189 the standard deviation is 1.105 & 1.540.

Similarly, an effort has been made in the present study to find out which variables in the organization leads to job satisfaction. The following null hypothesis as well as alternate hypothesis have been developed for the same:

H₀: Salary & Wages, compensation, welfare facilities, work environment, work load, grievance handling system, management support and motivation leads to job satisfaction.

H₁: Salary & wages, compensation, welfare facilities, work environment, work load, grievance handling system, management support and motivation leads to job satisfaction.

Table 21 Chi-Square for Factors Leading to job Satisfaction

	salary & wages	compensation	welfare facility	working environment	work-overload	grievance handling system	management support	motivation
Chi-Square	167.267 ^a	193.467 ^a	246.083 ^b	97.533 ^a	170.583 ^b	95.400 ^a	38.150 ^c	85.800 ^a
df	3	3	4	3	4	3	2	3
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000	.000

Source: Various Questionnaires from Respondents

The X^2 is significant case of all the above variables at 5% level of significant indicating that our null hypothesis is rejected. Thus, it can be interpreted that the factors selected in the present study have significant influence on job satisfaction of employees. Thus, salary and wages, compensation plan of the organization, welfare facilities provided to employees, working environment of the organization, management support and motivation provided to employees, lead to job satisfaction to employees in the organization.

An effort has been find out the randomness or otherwise of data

H₀ The sample is selected randomly

H₁ The sample is not selected randomly

Table 22 Runs Test

	salary & wages	compensation	welfare facility	working environment	work-overload	grievance handling system	management support	motivation
Total Cases	120	120	120	120	120	120	120	120
Number of Run	9	7	9	11	47	62	19	25
Z ^a	-1.904	.307	.403	.501	-1.258	.196	-1.111	.393
Asymp. Sig. (2-tailed) ^a	.057	.759	.687	.616	.208	.845	.267	.694

Source: Various Questionnaires from Respondents

The Runs table displays the randomness of responses or otherwise. The total cases represent the sample size of 120. The Z value of -1.904, .307, .403, .501, -1.258, .196, -1.111, .393 with asymptotic significance of .057, .759, .687, .616, .208, .845, .267, .694 (less than 0.05), means that the null hypothesis is accepted. Thus, we can claim that the sample has been selected random.

Now, the same variables measuring job satisfaction among male and female respondents has been studied with the help of below mentioned hypothesis and statistics.

H₀: There is no difference in responses of male and female respondents for factors stating job satisfaction.

H₁: There is difference in responses of male and female respondents for factors stating job satisfaction.

Table 23

	gender	N	Mean Rank	Sum of Ranks
Salary & wages	Male	109	59.26	6459.50
	Female	11	72.77	800.50
	Total	120		
Compensation	Male	109	60.34	6577.00
	Female	11	62.09	683.00
	Total	120		
Welfare facility	Male	109	60.96	6644.50
	Female	11	55.95	615.50
	Total	120		
Working environment	Male	109	61.98	6756.00
	Female	11	45.82	504.00
	Total	120		
Work-overload	Male	109	59.19	6452.00
	Female	11	73.45	808.00
	Total	120		
Grievance handling system	Male	109	61.52	6705.50
	Female	11	50.41	554.50
	Total	120		
Management support	Male	109	61.67	6722.50
	Female	11	48.86	537.50
	Total	120		
Motivation	Male	109	62.20	6779.50
	Female	11	43.68	480.50
	Total	120		

Source: Various Questionnaires from Respondents

The table 23 saw the male and female rank satisfaction factor that organization give them but according to table 23 male are more satisfied from female because here female are less than male here only 11 female are working organization.

Table 24 Mann-Whitney Z-test Factors Leading to Job Satisfaction

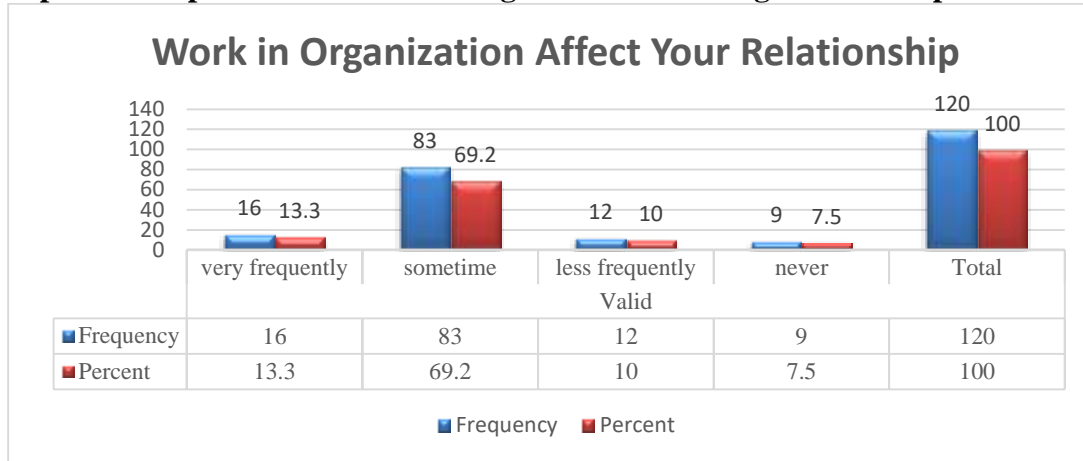
	Test Statistics			
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Salary & Wages	464.500	6459.500	-1.624	.104
Compensation	582.000	6577.000	-.225	.822
Welfare-facility	549.500	615.500	-.609	.543
Working Environment	438.000	504.000	-1.663	.096
Work-Overload	457.000	6452.000	-1.524	.128
Grievance Handling System	488.500	554.500	-1.138	.255
Management support	471.500	537.500	-1.312	.189
Motivation	414.500	480.500	-1.906	.057

Source: Various Questionnaire from Respondents

The Mann-Whitney U test values and the associated significant values in case of all the above mentioned attributes is much higher than 0.05. The null hypothesis is Thus accepted and we may say that difference in sum of rank for factors measuring job satisfaction of employees is merely by chance. The responses of male and female respondents do not vary significantly.

13. Pressure of work in Organization affecting Relationship with Family Members?

Figure 23: Responses for pressure of work in Organization affecting Relationship with Family Members



Source: Various Questionnaires from Respondents

Figure 22 shows that 13.3% of the employees work on their relationship very frequently, 69.3% of the employees work effect on their relationship sometime, 10% of the employees work effect on their relationship less frequently, and 7.5% of the employee's work don't effect on their relationship.

MAJOR FINDINGS

1. Maximum employees in the entire staff are supervisors, clerks, senior clerks, officers, office superintendent, foremen and so on. This implies that administrative, marketing and higher level technical staff is hired more in the organization.
2. The proportion of male employees is significantly high as compared to female employees, thus, the proportion of female employees to the extent of just 10% indicates that more female employees do not prefer to work in the organization. The number is quite disappointing.
3. Most of the employees fall in the age group of 26-30 years. The company was set up in 1977, yet it can be inferred from the study that employees prefer to quit the organization after gaining considerable training and experience. As such, the proportion of employees falling in the age-group in just 30%.
4. As 82% of the respondents are married (or either divorced), it can be inferred that people come with the aspiration of having a settled life in the organization.
5. An over-whelming figure of 40% of employees not facing any work-life conflict was also revealed in the study. Thus, it can be implied that many employees find their job at ease and stress-free. They are able to maintain balance at both (personal as well as professional).
6. Almost 71% of the respondents claimed that they spend 2-4 hours in a day with their family members. To maintain work-life balance is thus difficult. The study, however, excluded the time spent with family members during holidays. The figure is quite disappointing.
7. As many as 65% of the respondents suffer from some or the other stress related diseases. This makes it very clear that mind and matter are inter-related. Any stress or tension suffered at mental level has its repercussion at physical level as well. Besides, most of diseases suffered by respondents are psychosomatic diseases.
8. 6.7% employees who did not disclose specifically regarding their method of getting rid of stress were generally found to be engaged in some negative activity like resorting to alcohol or drugs etc. however, almost 7% resorting to negative methods to get rid of stress is a negative indication for the company as well as the nation.
9. Thinking of employee's stress and taking concrete steps to help them get rid of it is yet quite far in Indian organization. Employees themselves have to take steps to solve their problems at mental or emotional level.
10. A positive ray of hope can be seen in the direction of providing some counselling health-care facilities and other amenities to help employees maintain work-life balance and cope up with stress.

SUGGETIONS

- To formulate appropriate salary & wages policies.
- To have a proper work-life balance policy.
- To build strong communication network among employees.
- To implement proper time framework for employees.

CONCLUSION

The study leads to conclusion that the employees do not face severe work-life imbalance in their organization. However, the respondents expect more facilities in terms of services such as transportation facilities, flexible working hours, upgradation of salary and wages etc. besides, the overall climate of organization is quite congenial and hence company has not framed exclusive policies to work out work-life issues of employees.

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