

Comparative Analysis of Work Life Balance of Government Employees of the Nagpur District

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ABSTRACT

In this global era competing demands between work and family life have assumed increased relevance for employees in recent years. Out of many others, demographic and workplace changes such as increasing participation of women in the labour force, ageing population, working hours beyond acceptable limits, and advanced communications technology enabling continuous contact with the workplace are some of the factors responsible for it. The repercussions of these changes and the conflict they generate among the multiple roles that individuals play is such that the organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfill both their employment-related and their personal responsibilities. This research paper is an attempt to compare the WLB of Govt. employees of various sectors and also the correlation between family satisfaction, work satisfaction, psychological distress, family-work, work-family conflict of the Govt. sector employees of various departments in the Nagpur district.

Key words: ANOVA, Correlation, gender difference, satisfaction, stress, supportive work environment, WLB, work

Introduction

Every employer should understand the benefits of a healthy balanced life which are essential for motivating employees so that necessary changes may be made in the working practices. Balance will improve the lives of every employees as well as the organizational culture. Apart from that practicing work-life balance will also increase employee productivity, health, and morale. Ensuring balance between work and home should be a priority for everyone. Although implementing work-life balance offers many benefits, many hazards can be identified with an unbalanced work and home life.

Definition: Although there are many definitions of work life balance but none of them could be comprehensive enough to gain acceptance from academic community. The term usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2005)⁷. Thus, these WLB practices

include flexible working hours, working from home, sharing a full-time job between two employees (job sharing), family leave programs, facility of on-site childcare, financial and/or informational assistance with childcare and eldercare services. Thus, the relationship between the time & efforts they give to work and that the amount employees give to other aspects of life, such as their family, is called as, Work-Life Balance. Thus, Work-life balance is a concept that includes proper prioritizing between “work” (career and ambition) and “lifestyle” (health, leisure, pleasure, family and spiritual development/meditation). This is related to the idea of “lifestyle choice”.

Adverse Impact of Work Life Imbalance

1. Health hazards: working for long hours disregarding the biogenic requirements.
2. Stress due to conflict: imbalance of WLB can create conflicts at work and at home.
3. Poor performance: due to stressful mind the work performance is adversely affected.
4. Financial loss: The impact on health and productivity results into both individual
5. Employees and organizations financial loss.

Advantages of WLB

1. Sense of Fulfillment: Employees ensuring better WLB improve their sense of fulfillment at work and at home.
2. Improved Health Condition: A balanced work life decreases the risk of heart disease and other health related problems.
3. Improved productivity: Proper WLB result into reduced mental stress & energizes the employees resulting into increased productivity and work performance.
4. Stronger relationships: Proper WLB ensures avoidance of conflicts resulting into strengthening of Personal and professional relationships.

The term work-life balance does not mean that one should spend equal amounts of time to paid work and non-paid roles. Broadly it is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Although definitions and explanations may vary, WLB is generally associated with maintaining equilibrium between the amount of time and effort someone devotes to work and personal activities, in order to maintain an overall sense of harmony in life. Research has shown that those employees who have some form of control over their working environment suffer less stress-related ill-health, with clear implications for the concept of work-life balance. In the opinion of Jim Bird, CEO of Worklifebalance.com (an international work-life balance and consulting company), “Work-life balance is meaningful achievement and enjoyment in everyday life”. Further, he believes that to achieve better WLB, each individual needs to work smarter- to get more done in less

time. As a part of WLB initiative the companies can adopt the practices that are usually associated with flexible working and reductions in working time or family-friendly policies. It is observed that even though many companies have undertaken extensive WLB programs; most have not yet changed their organizational cultures to support employees and managers who want to use work-life options.

Need for the Study

In this era of global competition maintaining a perfect balance between personal life and professional life is becoming extremely difficult. A real balance is said to be achieved only when the employee feels that he/she has done justice to all his/her roles and is satisfied about it. WLB problems can be really serious and needs to be addressed in due time. The research work on this topic is still in the nascent stage & they are indicating different results for the issue of WLB & its link with organizational performance. The issue of WLB needs further research in terms of its impact on organization, employees, society etc. This research paper is an attempt to compare and analyze the WLB of the Govt. sector employees of various sectors. This will be helpful in designing appropriate policies for these sectors.

Literature Review

Asadullah and Fernandez (2008) analysed the role of WLB practices and jobs satisfaction in Gender Gap in the UK and found that WLB practice has a positive relationship with job satisfaction as the females reported higher level of job satisfaction than men. Their results also proved that having good work-life balance practice increase job satisfaction. Baughman et al. (2003) said that work-life balance practices can increase firm productivity through the following four channels: enhancing worker morale, reducing turnover rates, reducing absenteeism, and enhancing recruiting effectiveness. Clark (2000) said that focus on the domains of work and family is essential, as family and work are the most important elements of everyone's life. Any competing demands of work and family life will cause conflict and negatively affect the wellbeing of workers. He also said that measurable aspects of work-life balance are- satisfaction, lack of role conflict and an overall sense of harmony. Elizabeth et.al (2005) examined the influence of gender and tenure status in balancing parenthood and career wherein the results revealed that women reported greater career and family stress and perceptions of less institutional support for ensuing work and family balance. Grady et al. (2008) said that the term 'work-life balance' is more comprehensive and includes "family, community, recreation and personal time". Work life balance in its broad sense includes all aspects of employees' personal and work life. Thus, WLB should be focused on individuals, families, workplaces, communities, and society as a whole. However, due to word count and

time limits, his study excluded community and societal aspects, and focused on individuals, families and workplaces. Halpern (2005) said that although lot many things in the workforce have changed, the world of work is still largely organized for a family model that is increasingly rare one with a stay-at-home care-giver be it for child care or younger children or older relatives. Hence, he makes the case to align the needs of working families and employers. Based on the past research, the theory of reasoned action and expectancy theory and a survey of 1972 managers in a large government agency. Niharika etal (2010) this study talks about WLB across genders and found that both men and women are experiencing work life imbalance. Although after Liberalization, many Indian organizations have been presenting various work life balance practices like Flexi times, part time work, and provision of child care facilities which are facilitated in various developed countries but it is found that imbalance still exist among men and women in every organization. Samuel and Vivienne (1996) this study revealed that women employees balance their work and family identities by trading-off one role for the other. In contrast, men are able to simultaneously identify with work and family roles.

Research Objectives

The specific objectives of this research work are as follows,

- 1.To study the Concept and impact of WLB on family and work satisfaction.
- 2.To compare the Work life, Life-work conflicts & psychological distress among the Govt. employees of various sectors in Nagpur district.
- 3.To ascertain the correlation between various WLB issues & family, work satisfaction
- 4.To ascertain whether there is significant difference between the WLB conflicts among the various sector Govt. employees.

Hypothesis

The following six (Null) hypotheses were developed for this study:.,

Hypothesis 0₁ : Work-family conflict is negatively correlated with family satisfaction.

Hypothesis 0₂ : Work-family conflict is negatively correlated with work satisfaction.

Hypothesis 0₃ :Work-family conflict is positively correlated with psychological distress.

Hypothesis 0₄ : Family-work conflict is negatively correlated with family satisfaction.

Hypothesis 0₅ : Family-work conflict is negatively correlated with work satisfaction.

Hypothesis 0₆ : Family-work conflict is positively correlated with psychological distress.

Hypothesis 0₇ : There is no significant difference between the WLB conflicts between the employees of various Govt. sector employees.

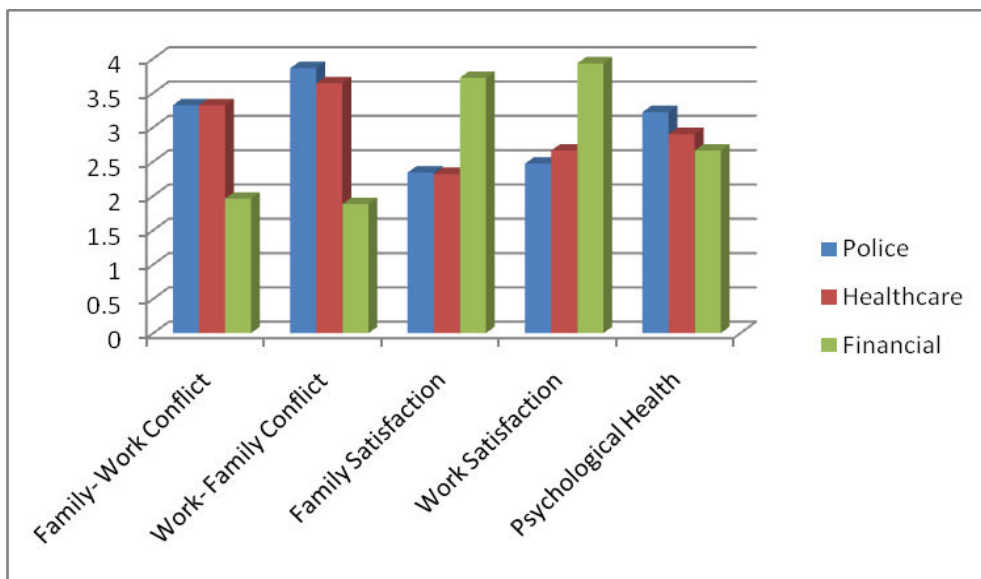
Research Methodology

Descriptive study was used for this research work. Stratified sampling method was used wherein data was collected through a set of questionnaire by personal survey method from 150 Govt. sector employees of Nagpur district from departments like Police, Healthcare, Financial etc. The employees of highest rank (highest salary in the office visited) were selected for data collection. The questionnaire designed by the following experts was used for this study. Work-family and family-work conflict scales developed by Netemeyer et al. (1996)¹⁴, Family satisfaction scale designed by Diener et al. (1985)⁵, Work satisfaction scale designed by Hackman and Oldham (1975)¹¹ and Psychological health scale of Goldberg (1972)¹⁰.

Data Analysis

Table 1: Mean Score & Skewness of Variables for Different Sectors

Variables	Police	Healthcare	Financial	Overall mean	Skewness
Family- Work Conflict	3.32	3.32	1.96	2.866667	-1.73205
Work- Family Conflict	3.86	3.64	1.88	3.126667	-1.65232
Family Satisfaction	2.34	2.32	3.72	2.793333	1.730841
Work Satisfaction	2.47	2.66	3.93	3.02	1.621082
Psychological Health	3.22	2.9	2.66	2.926667	0.423273



Graph 1: Mean Score & Skewness of Variables for Different Sectors

From the above graph it is observed that,

1.WLB problems are more in case of Police department which is followed by healthcare sector. However it is least in case of financial institution.

2.Family satisfaction & work satisfaction is more in case of Financial sector which is followed by healthcare sector. However, it is least in case of Police department.

3.Problem of Psychological health/distress is highest in case of Police department which is followed by Healthcare sector. However, it is least in case of financial sector.

Thus, from above discussion it can be concluded that the work life imbalance problem is more serious in case of Police department. In order to assess the dispersion and central tendency of frequency distribution descriptive statistics were calculated. A scale ranging from 1 = very low to 5 = very high was used to measure the mean of four variables (work-family conflict, family-work conflict, family satisfaction and work satisfaction) .The Participants reported relatively high levels of work-family conflict with a mean of 3.12, which indicates that respondents experienced relatively high levels of work interference with family life. Moderate levels of family-work conflict were reported, with a mean of 2.86, which indicates that respondents experienced moderate levels of family life interference with work. Moderate levels of family satisfaction were reported, with a mean of 2.79, and relatively high levels of work satisfaction were indicated by the respondents, with a mean of 3.02. The psychological health scale assessed the appearance of distress, Participants indicated moderate levels of distress, with a mean of 2.92.

Table 2: Descriptive Statistics

	Police				Healthcare				Financial			
	Mean	Max	Min	SD	Mean	Max	Min	SD	Mean	Max	Min	SD
FWC	3.32	5	1	1.35166	3.32	5	1	0.46043	1.96	5	1	0.219
WFC	3.86	5	1	0.33466	3.64	5	1	0.15055	1.88	5	1	0.178
FS	2.34	5	1	0.56391	2.32	5	1	0.26832	3.72	5	1	0.334
WS	2.47	5	1	0.64291	2.66	5	1	0.98657	3.93	5	1	0.230
PH	3.22	5	1	0.71427	2.9	5	1	0.63130	2.66	5	1	1.089

Further, to assess the normality of the distribution of scores for the total work-family conflict scale, total family-work conflict scale, total family satisfaction scale, total work satisfaction scale, and total psychological health scale descriptive statistics were again used. Skewness values provide information in relation to the normality of the distribution of scores on continuous variables (Pallant, 2013)¹⁶. Negative values for skewness in the total family-work conflict scale, total work-family conflict scale indicate that the data is skewed towards negative values (Collis & Hussey, 2009)⁴. This suggests that participants experienced lower levels of work -family and family-work conflicts. Positive values for skewness in the total family satisfaction scale and total work satisfaction scale indicate that data is skewed towards positive values (Collis & Hussey, 2009)⁴. This suggests that participants experienced higher levels of family and work satisfaction. Kline (2005)¹³ said that the data is considered to be normally distributed when the skewness value is less than +3 or - 3.0. Therefore all five scales have acceptable statistics.

Table 3: Police Department

	FWC	WFC	FS	WS	Psy H
FWC	1				
WFC	0.424446	1			
FS	-0.66713	-0.04782	1		
WS	-0.26277	-0.93326	-0.03394	1	
Psy H	-0.32861	-0.86045	0.755929	0.628619	1

Table 4: Healthcare

	FWC	WFC	FS	WS	Psy H
FWC	1				
WFC	0.830679	1			
FS	-0.71228	-0.35635	1		
WS	-0.99007	0.585206	0.585206	1	
Psy H	0.153574	0.422577	0.5	0.99485	1

Table 5: Financial

	FWC	WFC	FS	WS	Psy H
FWC	1				
WFC		1			
FS	0.218218	-0.53452	1		
WS	-0.5	-0.5	-0.5	1	
Psy H	-0.59954	-0.47513	0.981981	-0.65465	1

Table 6: Overall Correlation Table

	FWC	WFC	FS	WS	Psy H
FWC	1				
WFC	0.99485	1			
FS	-0.99992	-0.99351	1		
WS	-0.99281	-0.99983	0.991244	1	
Psy H	0.821995	0.875486	-0.81484	-0.88424	1

Hypothesis 0₁ :Work-family conflict is negatively correlated with family satisfaction.

From the above table it is clear that there exists a strong negative correlation ($r = - 0.99$) between WFC & FS . Hence, Null Hypothesis No.1 is accepted.

Hypothesis 0₂ : Work-family conflict is negatively correlated with work satisfaction.

From the above table it is clear that there exists a strong negative correlation ($r = - 0.99$) between WFC & WS . Hence, Null Hypothesis No.2 is accepted.

Hypothesis 0₃ : Work-family conflict is positively correlated with psychological distress.

From the above table it is clear that there exists a strong Positive correlation ($r = 0.875$) between WFC & PH . Hence, Null Hypothesis No.3 is accepted.

Hypothesis 0₄: Family-work conflict is negatively correlated with family satisfaction.

From the above table it is clear that there exists a strong negative correlation ($r = - 0.99$) between FWC & FS. Hence, Null Hypothesis No.4 is accepted.

Hypothesis 0₅: Family-work conflict is negatively correlated with work satisfaction.

From the above table it is clear that there exists a strong negative correlation ($r = - 0.99$) between FWC & WS. Hence, Null Hypothesis No.5 is accepted.

Hypothesis 0₆: Family-work conflict is positively correlated with psychological distress.

From the above table it is clear that there exists a strong Positive correlation ($r = 0.821$) between FWC & PH . Hence, Null Hypothesis No.6 is accepted.

Hypothesis 0₇: There is no significant difference between the WLB conflicts between the employees of various Govt. sector employees.

Table 7: One-way ANOVA (completely randomized) FWC, WFC, Psycho

	Police	Healthcare	Financial insti
1	3.32	3.32	1.96
2	3.86	3.64	1.88
3	3.22	2.9	2.66
n	3	3	3
X	3.467	3.287	2.167
s	0.344	0.371	0.429
X_{ave}	2.973		

Table 8: ANOVA Table

source	df	SS	MS	F	P-value
treatments	2	2.977	1.488	10.1390	0.0119
error	6	0.881	0.147		
total	8	3.858			

Since $(F)_{table} > (F)_{Calculated}$ Null hypothesis is accepted.

Hence, it is concluded that the issue of WLB is nearly similar for the various sector employees of Govt. sector in Nagpur district.

Conclusion

This paper contributes to the area of study in that it investigated correlation relationships between variables of WLB for the Govt. sector employees of various departments in Nagpur district. Although it is concluded that the issue of WLB is similar across the Govt. department but comparatively it is more in case of Police department. The respondents experienced relatively high levels of work interference with family life & moderate levels of family life interference with work. Further, moderate levels of family satisfaction and relatively high levels of work satisfaction were indicated by participants. Apart from this it is found that there exists a strong negative correlation between work family conflict (WFC) & Family satisfaction (FS), WFC & work satisfaction (WS), Family work conflict(FWC) & FS, FWC & work satisfaction (WS) and strong Positive correlation between WFC & Physical health (PH), FWC & PH. Thus, this research concludes that Work-life balance must be supported

and encouraged at all levels of the organisation, including senior management, line managers and all staff. An organization which encourages WLB policies and practices will win the benefits of augmented employee engagement and also a positive outcome is dependent on a workplace culture that is supportive of using work-life initiatives.

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