

A STUDY ON WORK LIFE BALANCE OF THE EMPLOYEES AT BOSCH Ltd, BANGALORE

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Abstract

Work life balance is one of the key factors for the employees to achieve success. Organisations have devised various plans, policies, programs to help their employees to achieve the balance between their work commitments and family responsibilities. Certain policies are statutory while others are voluntarily implemented. The effectiveness of them depends on the extent of usage to the employees to achieve work life balance. The present paper intended to study the managerial level employees work life balance in Bosch Ltd, Bangalore. The study collected the data from 60 respondents. Tested hypothesis by adopting statistical techniques like regression, ANOVA. The study found that work responsibilities negatively impact the personal life of employees. The factors like overtime, travelling to work, meetings and training after the working hours impact the work life balance of the employees

Key words: factors, personal life, job performance, flexible working hours

INTRODUCTION

Work life balance is the interaction between the work and the other activities that includes family, community, leisure and personal development. It is about the right or the balanced combination of the individual's participation in the work and other aspects of their life and this combination doesn't remain the same it can be changed over the time.

Work life balance is where the tensions between the work life and personal life is minimised by having a proper policies, systems, supportive management and provisions at work place and a good relations in personal life. Performance and the job satisfaction of the employees are said to be affected by the work life balance. Work life balance of the employees helps in reducing the stress level at work and increases the job satisfaction.

Companies have realised the importance of the work life balance with respect to the productivity and the creativity of the employees. Employers offer a different programs such as flexible hours, shifts, team outing, day care centres, health care centres, etc. to motivate the employees to work efficiently. Employees feel motivated and become loyal and committed towards the organisation as it puts an extra effort to provide a healthy balance between work and life.

Organisations face many challenges in implementing the policies on Work life balance as employees today are not just look out for a job but they also want the organisation to take of their well being.

Therefore organisations are adopting for new policies where employees can give time to enjoy and spend time with their family.

The present research paper aims to study the work life balance of managerial level employees of Bosch Pvt Ltd company in Bangalore.

LITERATURE REVIEW

Mohammad niaz (2008) in his research titled "Work life balance practices and gender gap in job satisfaction" examines the role of the work life balance practices by explaining the paradox of the contented women worker". In his research he finds out that woman reports higher levels of job satisfaction than that of men. The main finding is that WLB is the important determinant of the intrinsic extrinsic, aspects of job satisfaction.

Rebbeca (2009) quotes in "Work life balance- Men and Women" that women and men have a different perception generally on balance the work and life. She tells that women devote more time on her family and the men spend more time pursuing his personal interests. She also quotes that balance is not only about dividing the time spent on work and personal life, but also establishing harmony that reflects on the individuals priorities.

Peter (2009) in his study on "Work life balance and subjective well being" explains about the work life balance and the well being of the employees. In this research, the hypothesis that was tested is the sufficient amount of time available increases the well being of the employees as it helps in

satisfying personal needs. The finding in this research was that the perceived sufficiency of time available for personal life and works tells the level of well being only if the individual's needs are fulfilled in the given time.

R Baral and S Bhargava (2011) in their research titled "HR interventions for Work life balance" quotes that work life balance is the concern for both research scholars and the business leaders in the view of technological, demographic and organisational changes related to it. They have explained about the challenges that the HR managers face while effectively implementing the policy in their organisation. They suggest that the organisations must implement Work life balance policies and incorporate the organisational culture that ensures employee commitment and productivity.

Sarah Holly and Alwine Mohnen (2012) in their study titled "Impact of working hours on Work Life balance" their main objective was to examine the influence of the working hours of the employees on their satisfaction on the job. They explain that the overall number of the employees wants to reduce their working hours is influenced mainly by the overtime compensation. Their study result shows that generally the long working hours do not lead to the dissatisfaction among the employees, but long working hours have a positive effect on the employee's life and job satisfaction and the desire to reduce the long working hours have a negative impact on the job satisfaction of the employees.

STATEMENT OF THE PROBLEM

Management and employees in every organization try to achieve the goals of the organization. Employees need knowledge, skills, job satisfaction, supervisor and peer support to execute the responsibilities effectively. In present times the business environment demands efficiency and hence organizations go extra mile to achieve the benchmark performance. Since employees need to concentrate on their work and family responsibilities, many a times either one of them will overtake the another one leading to imbalance in family life and work. Hence the present study analyzed the employees work life balance practices their relevance in Bosch Pvt Ltd, Bangalore.

OBJECTIVES OF THE STUDY

- To identify the factors that impact the employees work life balance.
- To know the relationship between employee's job and its impact on employee's personal life.
- To know the relationship between the supervisors' support and employee's job performance.

HYPOTHESIS OF THE STUDY

H₀: – There is no relationship between the employee's job and its impact on employee's personal life.

H₁: - There is a relationship between the employee's job and its impact on employee's personal life.

RESEARCH METHODOLOGY

The study adopted the descriptive type of research approach for analyzing the work life balance of employees in Bosch. Simple Random sampling technique is used to get the response from the employees. The study sampling unit targeted was managerial level employees.

The sample size was 60. Structured questionnaire was designed to collect the primary data from the employees. Secondary data was collected from company's official website, internet, journals and text books. Statistical techniques such as multiple regression analysis, ANOVA and percentage analysis are used to analyze the data.

DATA ANALYSIS

TABLE: 1 Number of working hours in a day.

| Particulars | Number of Respondents | Percentage |
|-------------|-----------------------|------------|
| 8 hours | 18 | 30 |
| 8.5 hours | 6 | 10 |
| 9 hours | 31 | 51.7 |
| >10 hours | 5 | 8.3 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 18 respondents work for 8 hours, 6 respondents work for 8.5 hours, 31 respondents work for 9 hours and 5 respondents work for more than 10 hours a day at Bosch.

Graph: 1

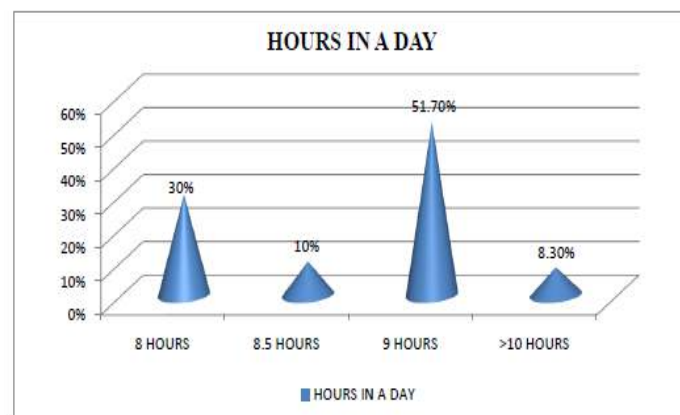


TABLE: 2 The time you spend at work daily.

| Particulars | Number of Respondents | Percentage |
|--------------|-----------------------|------------|
| Very Unhappy | 1 | 1.6 |
| Unhappy | 1 | 1.6 |
| Indifferent | 10 | 16.7 |
| Happy | 44 | 73.3 |
| Very Happy | 4 | 6.7 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 1 respondent is very unhappy about the time spent at work daily, 1 respondent is unhappy about the time spent at work daily, 10 respondents feel indifferent about the time spent at work daily, 44 respondents feel happy about the time spent at work daily and 4 respondents feel very happy about the time spent at work daily.

GRAPH: 2

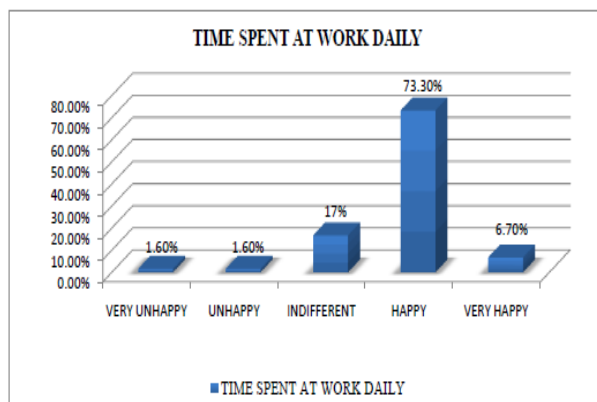


TABLE: 3 The organisation has a policy on Work-Life Balance

| Particulars | Number of Respondents | Percentage |
|-------------|-----------------------|------------|
| Yes | 36 | 60 |
| No | 11 | 18.3 |
| Don't Know | 13 | 21.7 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 36 respondents say that their organisation has a policy on work life balance, 11 respondents say that their organisation does not have a policy on work life balance and 13 of the respondents don't know whether their organisation has a policy on work life balance.

TABLE: 4 The flexible working hours provided by the company due to current work life management policy.

| Particulars | Number of Respondents | Percentage |
|--------------|-----------------------|------------|
| Very Unhappy | 1 | 1.7 |
| Unhappy | 2 | 3.3 |
| Indifferent | 34 | 56.6 |
| Happy | 22 | 36.7 |
| Very Happy | 1 | 1.7 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 1 respondent is very unhappy, 2 respondents are unhappy, 34 respondents feel indifferent, 22 respondents are happy and 1 respondent feel very happy about the flexible working hours provided by the company due to its current work life policy.

TABLE: 5 The quality time with your family is missed because of work pressure.

| Particulars | Number of Respondents | Percentage |
|-------------|-----------------------|------------|
| Never | 3 | 5 |
| Rarely | 11 | 18.3 |
| Sometimes | 40 | 66.7 |
| Often | 5 | 8.3 |
| Always | 1 | 1.7 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 3 respondents never feel that the quality time with family is missed because of work pressure, 11 respondents rarely feel that the quality time with family is missed because of work pressure, 40 respondents feel that they sometimes miss the quality time with

family because of work pressure, 5 respondents often feel that the quality time with family is missed because of work pressure and 1 respondent always feel that the quality time with family is missed because of work pressure.

TABLE: 5 The organisation will be more effective and successful if employees have a good work life balance.

| Particulars | Number of Respondents | Percentage |
|----------------------------|-----------------------|------------|
| Strongly Disagree | 0 | 0 |
| Disagree | 0 | 0 |
| Neither Agree nor Disagree | 1 | 1.7 |
| Agree | 44 | 73.3 |
| Strongly Agree | 15 | 25 |
| Total | 60 | 100 |

(Source: Primary Data)

From the above table we can observe that 1 respondent neither agree nor disagree, 44 respondents agree and 15 respondents strongly agree that the organisation will be more effective and successful if the employees have a good work life balance.

Hypothesis Testing

H₀ – There is no relationship between the employee's job and its impact on employee's personal life.

H₁ - There is a relationship between the employee's job and its impact on employee's personal life.

Model Summary

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .541 ^a | .293 | .242 | .7235 |

Inference: Since, $r = 0.541$, there is a strong relationship between the predictor and the dependent variable under the study.

ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|-------|-------------------|
| 1 Regression | 11.944 | 4 | 2.986 | 5.704 | .001 ^b |
| Residual | 28.790 | 55 | .523 | | |
| Total | 40.733 | 59 | | | |

Since significant value is 0.001, which is less than the standard value of 0.05, we reject H₀ and conclude that Quality time with family is missed, demands of work, overtime and meetings after office hours are the good predictors of the work is having a negative effect on personal life.

FINDINGS

The major finding of this study is that the work is having a negative effect on the life of the employees and the overtime working, demands of the work, quality time of the employees is missed with their family because of work and the meetings conducted after the office hours.

From the test conducted we came to know that the employee's job has an impact on their personal life.

Majority of the employees agree that they get support and help from their immediate supervisor or the manager.

From this study we can infer that the factors like overtime, travelling to work, meetings and training after the working hours impact the work life balance of the employees.

Majority of the employees feel that the flexible finishing time in the organisation helps them to balance their work life effectively.

Majority of the employees at Bosch feel that the policy on work life balance provided by the organisation is indifferent.

Most of the employees agree that the organisation gives an opportunity for the employee's family members to participate in the company's celebrations or other activity which is a good sign as the employees feel good about the organisation as well as their family members which helps in building good relationships.

It is seen from the analysis that majority of the employees feel happy about the time they spend at the work place daily.

SUGGESTIONS

From the analysis of the reports through questionnaire survey it is seen that the organisation have realised the need for work life balance of employees and offers the policy and programs that concentrates on the

growth of the employees and that is family friendly.

Since, balancing of work and family roles is one of the key issues in the coming years, the organisation should improvise and innovate the ways to cater the employees having diverse needs and these should be the integral to core business but not the optional.

There should be utmost care taken in taking decisions in adopting and implementing the policies as it impacts both employee and the organisation.

There must be proper communication made to the employees regarding the company's policies and must be encouraged.

There must be a proper and a flexible time that has to be adopted so that employees doesn't feel stressed about the overtime working and they can spend a quality time with their family and they can even make time to finish their family duties and commitments.

CONCLUSION

It can be said that Work Life Balance is a very important issue in the Human Resource Management field and it has a vital impact on the productivity and growth of both the organisation and the employee. Work life is all about a measure about controlling on when, where and how they work. Many factors are acting as supporting elements for employees to achieve balance between work and personal life. While certain elements like employees participation in framing the policies and taking key decisions, effective communication of organizations policies can

be strengthened to make work and personal life of employees highly balanced.

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