

Determinant Analysis and Effect of Variables on Work Life Balance of PSPCL Employees

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ABSTRACT--Work life balance is an equilibrium to manage work life and personal life which helps to provide balance in one's life. To achieve spiritual development and happiness, individuals should work according to his/her own needs. So this concept helps to manage personal and professional life for better career. The present study focuses on factors as well as effects of imbalance due to changing environment, more ambitions and demands and so on. The study also includes solutions to make balance and accordingly generate benefits to organization and individuals. An organization can get better productivity by making new and favorable policies, through seminars and workshops, vacations and by providing flexible working hours. This balance will help an individual to generate creativity because stress free environment is important for creativity. So this study put light on negative impact of imbalanced work life and also positive impact of work life balance.

Keywords--Stress, Work-Life Imbalance, Factors Analysis, Fringe Benefits, Personal Health, Professional Life.

I. INTRODUCTION

Work-life balance is a concept in which person try to manage his/her personal and professional life. She/he tries to make balance between work (Career, ambitions) and life (health, leisure, family, spiritual development). The concept 'work life balance' helps to make balance or equilibrium in which she/he can play equal role for both work and life. This concept was initially used in UK and US in late 1970's and 1980's respectively. It reveals balance between time given to work and time given to family and personal life. Individual sometimes may fail to manage work life which may cause some health issues. Organizations look for creativity of employees which is only possible if employees are free from any personal and professional imbalance. The organizations provide programs and seminars to make balance between work and life. So organizations are adopting some policies to make employees feel informal environment and can also build good relationships on the job and off the job. The study also focus on factors, effect due to imbalance work life, solutions for work life balance and benefits through work life balance.

Due to different demographic features, workplace changes, family structure, long working hours, changing technology and environment, individuals can resist changing anything in performance and in personal life. But due to these changes, person have to play multiple roles even in family or in professional life. She/He has to fulfill

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commitments toward work and life. So this concept explains the way how to manage work life balance and also throw light on negative impact due to imbalance.

II. REVIEW OF LITERATURE

Aroosiya, M.F. (2018), focused on work life balance, personal life and work life. The study conducted study on government school teachers and employees of secretariat employees through questionnaires in Nintavur. Descriptive statistical analysis was done on data. If women fail to manage personal and work life then it may lead to pressure, stress, and negative effect on health. 15 questions included in questionnaire about work life balance. The study showed differences in work life balance dependent on demographic variables and there is low level of work life balance.

Parida, S. S. (2016) studied work life balance practices and benefits to employees. The paper studied policies and practices in which initiatives taken by TATA, Intel India, and IBM Australia included. Reasons for work life balance such as health, cost benefit analysis, public image and benefits such as productivity, turnover, morale, training costs, absenteeism etc were studied. The study concluded that government is less focused on work life balance policies but private sectors were focusing on this area.

Anand, V. V. et al. (2016), studied work life balance association and variation among rural employees, employees satisfaction and retention as outcome variable through 120 respondents' response. Demographic variables were also considered while analysis. Study revealed that individual factors have effect on work life balance and it is helpful to increase productivity.

Mahesh, B. P. et al. (2016) stated various review literatures which dealt with work life balance practices and benefits. The study focus on dimensions, quality of work life balance, organizational performance such as potential of employees in organization. The study indicated that some internal external factors which affect work life balance such as absenteeism, training costs, turnover etc. The study showed some attempts for work life to manage personal life and work life.

Chawla, D. & Sondh, N. (2011) described that work life balance depends on fairness on rewards, job autonomy, family conflict, Organizational commitment, Work exhaustion, Perceived workload. The study was conducted on 75 school teachers and BPO women professionals. Statistical techniques such as KMO and the Bartlett's test of sphericity, regression analysis were done. The study suggested that compensation, benefits and responsibilities must be reviewed after some time to manage work life difficulties.

According to a study conducted by Campbell and Kennard (1994), the job performance and job commitment are preferred by women in relation to family responsibilities.

As per Rebecca Bundhun (2009), women and men both have different perspectives about work life balance. For women, work life balance means devoting more time towards family & for men it means to spend more time in pursuing their personal and professional interests.

Murphy and Doherty (2011) in their study revealed that there is no absolute or appropriate way to measure work life balance. It all depends upon the current circumstances and situations and the way in which it is perceived but employees should draw a thin line between their work life and personal life to establish harmony.

Thompson & Walker (1989) in his study revealed that much interruptions are suffered by working women than men as working women also act as primary caretakers for the family, children, elderly parents, etc. Women have double pressure and more interruptions than men.

According to Higgins & Duxbury (1992), work conflict is the major cause of work-family conflicts. Whereas when personal lives interfere into work, their association results in just few hours but when work interfere personal lives, it results into lot of changes and make it worse

III. RESEARCH METHODOLOGY

Objectives

1. To identify the factors affecting work life balance of PSPCL employees.
2. To study the effect of identified factors in work life balance.

IV. METHODOLOGY

The study is descriptive in nature. The primary data about work life balance witnessed statistical techniques such as KMO, variance analysis and rotated component analysis to study work life balance. The study take into account stress response for health which may be due to imbalanced work life, reasons for imbalance, solutions for work life balance, symptoms which showed relaxation response of body and benefits to organization and individual.

V. Sampling

The sample size selected for this study is 300 respondents with 200 men & 100 woman employees working in Punjab State Power Corporation Limited. Convenience non probability sampling method was used to collect the data.

VI. DATA ANALYSIS & INTERPRETATION OF RESULTS

4.1 Work-life balance and family environment

The table below estimates the Kaiser-Meyer-Olkin value, which is the proportion of examining sufficiency, ranges somewhere between 0 and 1. However, the estimation of 0.6 is least recommended. The sample is sufficient if, KMO is greater than 0.5.

In the table 1.1, KMO = 0.925 which indicates that the sample is sufficient and further data analysis can be proceeded with the factor analysis. Bartlett's test of sphericity is performed by taking $\alpha = 0.05$. Here p-value is .000 which less than 0.05, and hence, factor analysis is valid.

Table 1.1 :KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.925
Bartlett's Test of Sphericity	Approx. Chi-Square
	2087.514
	df
	66
	Sig.
	0.000

The table below indicates that initial eigenvalues has all the 12 variables with the percentage of the variance of all the variables with the cumulative percentage of variance. After running factor analysis in SPSS 20.1, we get 2 factors which explain the 63.24 per cent of the variance. Any factor which has eigenvalue greater than 1 would be selected into a particular factor.

Table 1.2 : Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	6.428	53.563	53.563	6.428	53.563	53.563	5.277	43.978
2	1.162	9.682	63.245	1.162	9.682	63.245	2.312	19.268	63.245
3	0.830	6.914	70.159						
4	0.671	5.594	75.753						
12	0.197	1.638	100.000						

Extraction Method: Principal Component Analysis.

Table 1.3: Rotated Component Matrix

	Component	
	1	2
6. Optimum time to enjoy and for celebrations.	0.858	
8. Sufficient sleeping time		0.829
9. Capable of fulfilling family commitments	0.805	
10 .Quality time spent with my children	0.801	
11. Quality time spent for social activities		0.769
7.Capable of fulfilling family commitments	0.767	
5 Time to eat food	0.750	
3. Time for childcare	0.555	0.477

12. Satisfied with the social prestige attached to my job	0.429	0.501
4.Appropriate time for cooking	0.440	
2.Co- operation of other family members		0.842
1.Support of spouse	0.844	

The table 1.3 reveals **Personal Life** as component 1 and **Health & Social Life** as component 2. Variables 6, 9, 10, 7, 5, 3, 4, 1 has loading on component 1 named personal life. And variables 8, 11, 12, 2 has loading on component 2 named Health & Social life. So, there are 8 variables which has loading on component 1 and 4 variables has loading on component 2. Component 1 explains 43 percent of variance and Component 2 explains 19 percent of variance.

4.2 Work-life balance and self-management

In this table, KMO = 0.864 which indicates that the sample is sufficient and we can proceed with the factor analysis. Bartlett’s test of sphericity is performed by taking $\alpha = 0.05$. Here p-value is 0.000 which is less than 0.05, and hence, factor analysis is valid.

Table 2.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.864
Bartlett's Test of Sphericity	Approx. Chi-Square	665.610
	df	15
	Sig.	0.000

The table 2.2 below indicates that initial eigenvalues has all the 6 variables with the percentage of the variance of all the variables with the cumulative percentage of variance. After executing factor analysis in SPSS, we get 2 factors which explain the 69.435 percent of the variance. Any factor which has eigen value greater than 1 would be selected as a particular factor.

Table 2.2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	3.371	56.178	56.178	3.371	56.178	56.178	2.868	47.792	47.792
2	0.795	13.257	69.435	0.795	13.257	69.435	1.299	21.643	69.435
3	0.593	9.886	79.321						
4	0.505	8.415	87.736						
5	0.429	7.153	94.890						
6	0.307	5.110	100.000						

Extraction Method: Principal Component Analysis.

Table 2.3 Rotated Component Matrix

	Component	
	1	2
1. Sufficient time for my own self- development.	0.854	
2. Enough time to plan and schedule day to day activities.	0.786	
4. Sufficient time to relax myself.	0.775	
5. Physical exercising or yoga regularly.		0.771
6. Time and distance to travel to the office is comfortable.	0.550	
3. Offer prayers.		.948

The table 2.3 revealed that **Personal Development** as component 1 and **Meditation** as component 2. Variables 1, 2, 4, 6 are loaded for component 1 and variables 5 & 3 are loaded for component 2. Percentage variance in rotation sums of loading is 47.792 for Component 1 and 21.643 for component 2. There are 4 variables loaded for component 1 and two variables are loaded for component 2.

4.3 Psycho-social impact of work-life balance on employees

In this table, KMO = 0.901 which indicates that the sample is sufficient and we can proceed with the factor analysis. Bartlett's test of sphericity is performed by taking $\alpha = 0.05$. Here p-value is 0.000 less than 0.05, and hence, factor analysis is valid.

Table 3.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.901
Bartlett's Test of Sphericity	Approx. Chi-Square	1390.405
	df	66
	Sig.	0.000

The table showed 0.901 values which is greater than 0.6 and it also showed significant relationship.

Table 3.2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.145	42.872	42.872	5.145	42.872	42.872	4.207	35.061	35.061
2	1.339	11.159	54.032	1.339	11.159	54.032	2.082	17.352	52.413
3	1.006	8.381	62.412	1.006	8.381	62.412	1.200	9.999	62.412
4	0.811	6.756	69.168						
5	0.633	5.274	74.442						
6	0.613	5.108	79.550						
7	0.547	4.561	84.111						
8	0.507	4.229	88.340						
9	0.402	3.351	91.691						
10	0.365	3.045	94.736						
11	0.329	2.738	97.474						
12	0.303	2.526	100.000						

Extraction Method: Principal Component Analysis.

Table 3.3: Rotated Component Matrix

	Component		
	1	2	3
8. Physical and mental fatigue at work make my responsibilities at home difficult	0.814		
11. I can not spare time for house work due to my job, I always postpone the house works.	0.785		
6. always feel stressed to maintain work-life balance	0.776		
12. Low level of personal accomplishment	0.719		
5. I am not able to devote sufficient time at home due to work overload	0.707		
10. My duties at the workplace make me feel tired while performing my responsibilities at home	0.695		
7. I am not happy internally			0.521
1. Conflict with spouse for not giving sufficient time		0.835	

2. Family members are not happy with my job		0.780	
3. I find it difficult to balance my personal and professional life		0.572	
4. I am not able to concentrate on work due to personal life conflict		0.446	.398
9. My duties at the workplace make me feel tired while performing my responsibilities at home			0.838

The table revealed that Somatic Stress as component 1, Family Disagreement as component 2 and Engrossment as component 3. Variables 8, 11, 6, 12, 5, 10 has loading for component 1 and variables 1, 2, 3, 4 has factor loading for component 2 and only variables 7, 9 has loading for component 3. Percentage variance in rotation sums of loading is 35.061 for Component 1 and 17.352 for component 2 and 9.999 for 3rd component. There are six variables has loading for component 1 and four variables have loading for component 2 and two variables has loading for component 3.

4.4 Organizational support for work-life balance

In this table, KMO = 0.871 which indicates that the sample is sufficient and we can proceed with the factor analysis. Bartlett's test of sphericity is performed by taking $\alpha = 0.05$. Here p-value is 0.000 which is less than 0.05, and hence, factor analysis is valid.

Table 4.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.871
Bartlett's Test of Sphericity	Approx. Chi-Square	1741.335
	Df	91
	Sig.	0.000

KMO value is 0.871 which is greater than 0.6 so it showed significant level for study.

Table 4.2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.403	38.596	38.596	5.403	38.596	38.596	4.095	39.253	39.253
2	2.103	15.018	53.614	2.103	15.018	53.614	3.411	24.361	53.614

3	0.972	6.944	60.558					
4	0.861	6.152	66.710					

Extraction Method: Principal Component Analysis.

Table 4.3: Rotated Component Matrix

	Component	
	1	2
5.Counseling services are provided by the company	0.828	
6.The company encourages vacation time	0.794	
3. Flexible work timings	0.792	
11.Work from home facility	0.748	
1.Active adjustment techniques are followed in the organization	0.741	
7.Approachable management	0.658	
4. Holidays/ paid time off		0.491
2.Promotion and rewards are given in time		0.415
14.Colleagues support work-life balance		0.811
9. Superior support for handling emergencies at home.		0.753
10. Offered flexibility of time in certain critical situations.		0.730
13.Creating work-family culture in the organisation		0.722
8.Superior considers and understands the importance of well being of employees		0.674
12. There is facility of office half-days		0.620

The table 4.3 revealed Fringe Benefits as component 1 and Compensation Assistance as component 2. Variables 5, 6, 3, 11, 1, 7 has loading for component 1 and variables 4, 2, 14, 9, 10, 13, 8, 12 has factor loading for component 2. Percentage variance in rotation sums of loading is 47.792 for Component 1 and 21.643 for component 2. There are six variables has loading for component 1 and eight variables have loading for component 2.

VII. FINDINGS OF THE STUDY

Reasons for imbalance

1. Increased responsibilities- business life and personal life have various responsibilities. So individual have to fulfill all these responsibilities so that business and personal life both may not suffer.

2. Longer working hours- when an individual is indulged in longer working hours then s/he may feel stress due to which s/he become unable to enjoy any activity. So longer working hours also become reason for imbalance.

3. More expectations- more expectations always lead to imbalance in actual capacity and expected results which may lead to stress. So, to get expected results, everybody is trying to do more work, due to which individual may fail to cope up with personal life. It also becomes reason for imbalance work life.

4. Competition- Due to competition, everybody is trying to do something different which may provide recognition. So, competition to get higher and higher recognition and worth also become reason for imbalance.

5. Changing environment and technology- Environment in which business is operating, is changing and technology is also changing. So everybody is trying to cope up with this changing environment and technology to increase productivity and to achieve objectives of business. So this factor also becoming reason for imbalance.

VIII. SUGGESTIONS FOR WORK LIFE BALANCE

1. Organise- Try to organise everything. Individual may form time table for all activities of business and personal life. It may help to make balance.

2. Use technology- Always use latest technology. Best use technology means more output with less efforts. So technology may provide better results with less input or efforts.

3. Time management- It is important aspect for work life balance. Everybody should manage time for activities. It fixes maximum time which can be allocated to any activity. So it will help to make balance between business and personal life.

4. On the job training- Preferences for particular task can be fixed so that focused task can be done within given time, surveys of employees' work life issues and seminars to manage work life issues must be conducted in organisation.

5. Flexible hours- There should not be rigidity in organisation because rigidity may lead to red tapism in work which may cause stress. Everybody must have flexibility in work or flexible hours to finish work.

6. Work life programs- Some work life programmes such as flexible working conditions, leave options, child and dependent care benefits, pro family organisational culture and some assistance programmes in organisation.

7. Seminars and workshops must be conducted to manage work life.

8. Daily exercise and other physical activities must be done.

9. Vacations must be encouraged after sometime.

10. Policies of organization must be reviewed after some time.

11. Employees' views and suggestions must be welcomed.

12. Some kind of contributory effort whether it is paid or voluntarily, must be recognized to give personal satisfaction.

IX. SCOPE OF STUDY

The scope of current study showed that imbalanced work life can lead to stress and various health issues due to which productivity is affected negatively. The study reveals some solutions due to which stress and imbalance problems can be tackled. So it will be helpful for organizations and individuals to manage activities and to make balance between professional and personal life.

X. LIMITATIONS OF THE STUDY

- The study is time and cost restricted.
- It states conceptual work and took only few factors to study.
- It is based on past experiences so deficiencies can affect study.

XI. SUMMARY AND CONCLUSION

The study concluded that there are many reasons which may create imbalance between work and personal life which may lead to mental and physical issues. So, stress management is must which may help to get positivity and to work life issues. Work and personal life can be balanced through some techniques such as time management, vacations, flexibility, informal environment etc. This balance helps to increase productivity and to also make balance between personal and business life. Significant relationship with other factors such as organizational support, society, self management and family environment put positive impact on work life balance.

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