

## ORGANIZATIONAL DETERMINANTS AND WORK-LIFE BALANCE: A DEMOGRAPHIC & SECTORAL ANALYSIS

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### ABSTRACT

*The determinants/factors affecting work-life have been of great importance and concern in the past as well as the current International and national, socio-economic scenario, but there exists a dearth of research on the demographic analysis of the organizational factors affecting work life balance at both the levels and the present study proposes to fill this gap by determining the major organizational determinants and depicting their demographic differentials.*

*Responses were sought from 150 middle and senior level employees working in various manufacturing and service sector organizations in the north-western region of India through a structured questionnaire. The results revealed that incidence of work-family imbalance was higher in case of employees working in the service sector than in the manufacturing sector. Four organizational factors affecting the work-life balance of employees were extracted through Factor Analysis, namely, pro-employee orientation, pro-family orientation, work timings and commuting time. The study unfolded the new relationships and associations between the organizational factors affecting work life balance and demographic determinants such as gender, experience and income of the respondents. It was observed that pro-employee dimension of organisational determinants affecting work-life balance was associated with the gender of the employee, and the commuting time dimension of Organisational determinants affecting work-life balance was associated with the experience and income of employees.*

*The results of the study would greatly enrich the existing understanding of organizational determinants and as well as can be used for suggesting the appropriate work life balance strategies for employees working in manufacturing and service sector.*

**Keywords:** work-life balance, organizational factors/determinants, manufacturing, service sector.

## INTRODUCTION:

The term work-life balance was first used in the United States during the 1970s, and since that time the definition has evolved to include the increase in work due to technology, longer work hours, global competition, and competitive work environments. Work-life balance is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Amongst the many definitions of work-life balance, the majority include the idea of "satisfying roles" and striking equality between home and work roles. With this in mind, Clarke (2000) views work-life balance as the "satisfaction and good functioning at work and home with a minimum of role conflict." Greenhaus, Collins, and Shaw (2003) went a step ahead and proposed the definition of work-life balance as the extent of engagement in work role and satisfaction in the family role. Researchers have understood the term of work-life balance to mean the harmonious interface between different life domains (Abendroth and den Dulk, 2011). Work-life balance has become fairly universal in conversations about management and organization life. It's being heard more in the context of employers, through extensive discussion in the media, and increasingly in academic research and has been found to be more complex than it seems to be at first glance (Veronika, 2013).

Lack of balance or work-life conflict can be manifested in having unrealistic expectations for life and/or work. Work-life conflict occurs when many roles become incompatible and when time and energy demands are imposed (Higgins and Duxbury, 2002). Thus, the complexity of this concept emerges from the fact that a person has limited resources such as time, energy and money and how he can manage to deliver excellent results at work by becoming a high performer while maintaining a satisfactory personal life with these limited resources? (Graves, Ohlott, and Ruderman, 2007).

The researchers have suggested two sets of approaches; one being that due to the limited resources there is a negative relationship between family life and career advancement (Graves et al., 2007; Lyness and Judiesch, 2008; Netemeyer et al., 2005). The simultaneous occurrence of two or more sets of pressures is such that compliance with one would hinder compliance with another (Lenaghan, Buda, and Eisner, 2007). The alternative approach of role accumulation and conservation of resources suggest a positive relationship between work and private life (Graves et al., 2007) and consider an individual's resources to be expandable, not fixed, suggesting that managers who are better at handling demands of multiple roles, including both work and non-work activities, are perceived as both more balanced and more likely to advance in their careers (Lyness and Judiesch, 2008). Tetsushi, Sayaka, Hideki, Tanaka and Yoshifumi (2013) expressed that though there exist multiple definitions for work-life balance, it generally refers to an individual's state in which *both* work and private life are satisfying and fulfilling, the idea that work and private life are not only in conflictive relationships but are also in mutually enhancing relationships to enrich each other, and positive experiences in the two domains bring synergy that works together is also growing amongst researchers. From these contrasting theories, it can be equivocally concluded that empirical literature is ambiguous regarding relationship between high performances at work and achievement of personal life satisfaction (Carlson, Grzywacz, and Zivnuska, 2009; Ford, Heinen, and Langkamer, 2007; Greenhaus et al., 2003; Lyness and Judiesch, 2008).

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT:

There was a time when the boundaries between work and home were fairly clear. Today, work is interfering with personal lives and thus maintaining a balance between work and life balance has become a herculean task. The increasing tension and work-related pressure, responsibilities towards the family, stressful life events, work overload, related to child rearing and kinship responsibilities have made it more difficult for the individual to find a balance between work and personal life resulting in work life conflict/imbalance (Hobson, Delunas & Kesic, 2001). The current global economy is significantly complex and interlinked, which demands high efficiency and productivity from the employees. This complexity and high pressure have led to a reduction in the work life balance of employees, which in turn has led to a decrease in job satisfaction (Uma, 2010). Dex and Smith (2002) pointed that paid work comprised not simply contractual hours of employment. It was often surrounded by ancillary (unpaid) activity such as extended and unpredictable journey times, and in the case of some occupations, such as farming, there was no seamless divide between the domains of work and home.

In Fortune's annual list of the 100 Best Companies to Work For (Grant, Christianson, and Price, 2007), the American Psychological Association (2014), and the Great Place to Work Institute (2014), all indicated that employers believe in the importance of making employees happy and are expending more effort on it.

Much evidence indicates the significance of employees' happiness for individuals and organizations (Fisher, 2010) that brought into a growing interest of well being that consists a comprehensive concept of happiness as well as life and job satisfaction (Ryan and Deci, 2001). When an employee feels good about work they feel good about life, but when work is unsatisfying and unrewarding, absenteeism and/or stress can be outcomes (Becze, 2009).

Hyman and Summers (2004) concluded that many employees continue to face difficulty in reconciling their work and domestic responsibilities. The problems faced by employees at their work include the problem of allocation of time, of which only finite and fixed divisions are possible (Thompson and Bunderson, 2001; Jacobs and Gerson, 2001), the nature of work and the autonomy presented to workers to schedule their work and out of work commitments, the physical and psychological demands placed on employees, the extent of security located in a job (Lambert, 1990). Researchers have shown that compressed workweeks can result in fatigue for employees as well as additional stress on supervisors due to the longer workday (Thomas and Ganster, 1995). Qiu, Helbig, Rabenstein, and Williams (2011) found the factors like work hour and schedule, work-life balance, determined the problems of the train drivers. On the contrary, a supportive culture has been found in many studies to be very important. Supervisory support for nonworking demands has shown consistently positive effects on job satisfaction and health outcomes (Goff, Mount, and Jamison, 1990).

Wang, Li, and Zhang (2011) analyzed the situation of work-family pressure among 500 female teachers in ten universities in China and revealed that female university teachers had big pressure on work and family; the workload, speed of completing the work, professional development and environmental factors were the major stressors.

Cegarra-Leiva, Sánchez-Vidal, Cegarra-Navarro, (2012), explored the impact of the availability of work-life balance (WLB) practices on organisational outcomes in 229 small and medium-sized enterprises (SMEs), of the metal industry sector of Southeast Spain, and found that a WLB supportive culture mediates the effect of the availability of WLB practices on organisational performance and caused not only positive outcomes for employees (e.g. reduction of inter-role conflict, higher satisfaction, etc.) but also increased the organisational results for employers. If the view that work-life balance is realized when *both* work and personal life are enhanced together, and that their interaction increases well-being of employees, then the unbalance such as "non-achievement in work" and "fulfillment in private life" observed recently among Japanese R&D engineers, may wield negative impact on their well-being (Tetsushi et.al, 2013).

Given the inconsistent role of superior support in work-life balance studies, a number of researchers highlighted the need to verify the position of superior support in work-life studies (Ayman and Antani, 2008). A number of studies position superior support as a moderator buffering the effect of work role stressors on work-life balance (Seiger and Wiese, 2009; Carlson and Perrewé, 1999). Other studies postulate a direct effect of superior support on work-life balance (Thompson and Prottas, 2005). Au and Ahmed (2016) found that the superior support is indirect antecedent (mediated by work role stressors) of work-life experience and superior support has a significant impact on work role ambiguity and work-life enrichment. However, its effect on work role conflict, work role overload, and work-life conflict was not found to be significant. Thus, while superior support promoted greater work-life enrichment, but its effect on the work-life conflict was limited.

Work's interference with the fulfillment of personal life goals is a concern for both employees and employers alike. From the employer's perspective, retention and recruitment are key issues. In terms of retention, some authors have indicated that personnel who experience work-life conflict are three times more likely to think about leaving their jobs (Johnson, 1995).

Technology can play a vital role in attaining work-life balance. Telecommuting a technology-enabled work, whereby employees spend a consistent portion of their time working from home, alters the geographic boundaries between one's work and family life. The telecommuters, by virtue of their spatial and temporal distance from the employer's work location, experience an increased ability to adjust work activities to meet their own needs and desires, which play an important role in determining their level of work-family conflict or balance (Hartman, Stoner, and Arora, 1992). Timothy (2003) observed an inverse relationship between the extent of telecommuting and work-family conflict, but the extent of influence was moderated by the nature of the telecommuter's job. Basile and Beauregard (2016) carried out forty in-depth, face-to-face interviews with employees working from home either occasionally or partially or for the majority of their time, to investigate the strategies used by successful teleworkers to create and maintain boundaries between work and home. It was found that they used physical, temporal, behavioral and communicative strategies to recreate boundaries similar to those found in office environments. Although teleworkers can

generally develop strategies that align boundaries to their preferences for segmentation or integration, employees with greater job autonomy and control are better able to do so. As a result, the researchers encouraged organizations to proactively assess employee preferences for boundary permeability before entering a teleworking arrangement.

Subscribers can download podcast audio and video files of potential interest, and then listen or view offline, when it is convenient to combat the threat of obsolescence gap and work-life imbalance (John, 2006). These not only removes the restrictions of time and live Internet connection associated with a streaming broadcast but one can also listen/view them wherever and whenever. Corporations have begun to employ podcasts as a low-cost, high-quality means of distributing information and training to their employees.

As the need for employees to balance work and family continues to grow, organizations are having difficulty in meeting the challenge of balancing organization's productivity and employees' child/elderly care responsibilities (Wortman, Biernat, and Lang, 1991). Thompson and Aspinwall (2009) studied the influence of four work-life benefits on job choice and to examine individual differences that moderate the effects of work-life benefits during recruitment. Childcare benefits influenced the job choices of 58 percent, flexitime (33 percent), telecommuting (26 percent), and eldercare benefits (33 percent).

Valerie J., Morganson Debra A., Major Kurt L., Oborn Jennifer M., Verive Michelle P. and Heelan. (2010), examined as to how the work location affected differently the work-life balance (WLB) support, job satisfaction, and inclusion amongst 578 employees working at one of four locations (main office, client location, satellite office, and home). It was found that the main office and home-based workers had same higher levels of WLB support and job satisfaction as compared to satellite and client-based workers. Thus the availability of workplace location flexibility was related to positive outcomes. Arri Handayani, Tina Afiatin, M.G. Adiyanti, and Fathul Himam.(2016) tested psychosocial factors such as work autonomy, husband support, gender role orientation, and role commitment affecting work-family balance amongst 312 working mothers in Semarang, Capital of Central Java. It was found that support from husband and Role commitment significantly influenced work life balance whereas Work autonomy and Gender role orientation did not influence work-family balance.

Herta Toth. (2005), studied the gender wise differential work-life policies and level of work-life conflicts of 30 managers (junior, middle and senior management levels) working in MNC's in Hungary and found that work life balance strategies were perceived & adopted differently by men and women and thus had gendered effects and gendered dilemmas for individual managers. Geraldine Grady Alma M. McCarthy. (2008), interviewed 18 women participants between 37 and 55 age with at least one dependent child under the age of 18, in dual income families. It was found that there existed intricate association between individual factors and work related or organizational factors which together defined priorities which balanced their work and personal lives. Organisation and co-ordination of multiple activities with support from various sources were playing major role in their work life balance. The researcher augmented the literature on work-life integration and career theory and supported its practical application in the organisations.

Based on the empirical research studies cited above, the following hypotheses were formulated for statistical testing through the present study:

**Ho1a:** There is no significant association between pro-employee orientation and the gender of employees.

**Ho1b:** There is no significant association between pro-family orientation and the gender of employees.

**Ho1c:** There is no significant association between work timings and the gender of employees.

**Ho1d:** There is no significant association between commuting time component of organizational factors and the gender of employees.

**Ho2a:** There is no significant association between pro-employees orientation and the experience of employees.

**Ho2b:** There is no significant association between pro-family orientation and the experience of employees.

**Ho2c:** There is no significant association between work timings and the experience of employees.

**Ho2d:** There is no significant association between commuting time component of organizational factors and the experience of the employees.

**Ho3a:** There is no significant association between pro-employees orientation and the income of employees.

**Ho3b:** There is no significant association between pro-family orientation and the income of employees.

**Ho3c:** There is no significant association between work timings and the income of employees.

**Ho3d:** There is no significant association between commuting time component of organizational factor and income of employees.

**Ho4a:** There is no significant association between pro-employee orientation and the sectors of the economy.

**Ho4b:** There is no significant association between pro-family orientation and the sectors of the economy.

**Ho4c:** There is no significant association between work timings and the manufacturing and service sector.

**Ho4d:** There is no significant association between commuting time component of organizational factor and the manufacturing and service sector.

### OBJECTIVES OF THE STUDY:

Through this empirical study, an endeavour has been made to understand the relationship between organizational determinants and work-life balance of employees working in different organizations in the manufacturing and service sectors of the economy. The specific objectives of the present study are as follows:

- a. To determine the organizational determinants affecting the work-life balance amongst the employees working in manufacturing and service sector.
- b. To examine the difference in the organizational determinants affecting the work-life balance amongst the employees working in manufacturing and service sector.
- c. To study the differences between demographic variables and the components of organizational factors affecting the work-life balance of employees working in the service and manufacturing sector.

### RESEARCH METHODOLOGY :

**Research Instrument:** A structured questionnaire was prepared for the purpose of collecting the primary data. The reliability and validity of the research instrument were determined before conducting the survey through a pilot study, wherein a sample of 30 respondents was interviewed using the instrument. The Cronbach alpha score was calculated and found to be 0.837, which was well above the required level of 0.70. The Cronbach's Alpha for the data collected from 150 respondents too was found to be .787, which indicates the reliability of the data collected for the study.

**Sampling Plan:** The research was conducted in the major cities and industrial hubs of the northwestern region of India. The questionnaire was administered between January and March 2017. Non-probability, convenience sampling method was employed for selecting the respondents for the study. Responses were sought from 150 middle and senior level employees working in manufacturing and service sectors through a standardized questionnaire. The sectors included in this study were banking, education, telecom, pharmaceutical, automobile, and consumer goods.

**Data Analysis:** The primary data was statistically validated to test the hypotheses by employing tools like Kolmogorov-Smirnov Test, Cross tabulation, Factors and Reliability Analysis, Mann-Whitney test, Kruskal-Wallis test, etc. The statements on organizational determinants (15) affecting work-life balance were grouped by performing the factor analysis, and four factors/components based on the earlier researches reviewed during the present study, were derived. The analysis was carried out using statistical software IBM-SPSS-20.

### RESULTS & FINDINGS:

#### Demographic Statistics: Description of the sample distribution

The majority of the respondents (77.2%) belonged to the service sector. The majority of the respondents were male, 93.1% in the case of the manufacturing sector and 77.2% in the case of the service sector. The majority of the respondents working in the service sector had work experience less than five years, and 31% of the respondents belonging to manufacturing sector had experience in the range of 5-10 years. 46.7% of respondents belonging to service sector and Nearly two-third of the respondents were married. Half of the respondents belonging to service sector had an income of Rs.25,000 to Rs.50,000, and 41.4% of the respondents belonging to manufacturing sector had income in the range of Rs.50,000 to Rs.75,000.

### FACTOR ANALYSIS:

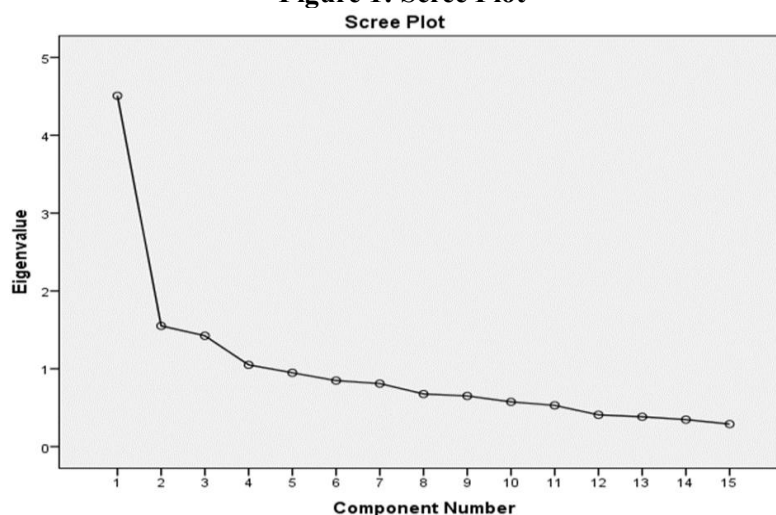
Before performing the relationship analysis between the dimensions, the structural validity and reliability levels of measures were tested. The data concerning the organisational determinants of work-life balance were put through factor analysis, and the varimax rotation results were obtained. A KMO value of 0.630 and significant value of Bartlett's test of sphericity chi-square 256.587, df 36, p-value 000\*\* indicates the appropriateness of factor analysis for 15 items of organisational determinants scale and adequacy of the sample. Bartlett's test score of .000\*\* also supports the strength of the relationship among variables. On the basis of the results of factor analysis, four factors that contributed towards 59.84 percent of variance were extracted with commonalities after extraction ranging from 0.3 to 0.9. These extracted factors were termed as Pro-employee orientation, Pro-

family orientation, Work timings and Commuting time (Table 1).

**Table 1: Rotated Component Matrix**

	Pro-employee orientation	Pro-family orientation	Work Timings	Zero Hours
<b>Work-life balance is affected positively by the following organizational factors:</b>				
Organisation having a positive work culture and environment	.782			
Organization having employee fitness centres at workplace	.772			
Organisation having pro work-life management	.535			
Organisation providing study leave/sabbatical	.525			
Organisation providing flexible timings	.500	.479		
Organisation providing work from home options		.843		
Organisation having a lenient leave policy		.737		
Organisation having child care arrangements at workplace		.578		
Organisation providing job-sharing options		.489		
Organisation holding meetings / training within office hours			.672	
Organisation not expecting employees to work after office hours			.657	
Organisation having evenly distributed workload			.625	
Organisation having supportive colleagues			.553	
Employees having job requiring frequent touring				.845
Employees living in places located far away from offices				.783
Eigen value	2.390	2.351	2.214	1.579
Variance Explained	15.932	15.671	14.760	10.526
Cumulative Explained	15.932	31.603	46.363	56.889

**Figure 1: Scree Plot**



The scree plot (Figure 1) is the diagrammatic representation of the total variance explained based on the variance in the Eigen values of the fifteen components using principal component analysis. This chart indicates that the high influence of one factor based on the Eigen values greater than one. Thus, the fifteen variables in the data have been reduced to four factor model namely Pro-employee orientation, Pro-family orientation, Work timings and Commuting time.

**INFERENCE STATISTICS:**

To identify the association between demographic variables and the components of the organisational determinants extracted through factor analysis(Pro-employee orientation, Pro-family orientation, Work timings and commuting time) the non-parametric Mann-Whitney Test and non-parametric Kruskal-Wallis Test were used because the data was not normally distributed.

**Mann-Whitney Test:** Association between organisational determinants affecting work life balance and the gender of employees

The following hypotheses were statistically tested through the application of Mann-Whitney test:

**Ho1a:** There is no significant association between pro-employee orientation and the gender of employees.

**Ho1b:** There is no significant association between pro-family orientation and the gender of employees.

**Ho1c:** There is no significant association between working time and the gender of employees.

**Ho1d:** There is no significant association between commuting time component of organizational determinant and the gender of employees.

The mean ranks (Table 2) were calculated to employ Mann-Whitney test to statistically test the hypotheses regarding association between organisational determinants affecting work life balance and the gender of employees.

**Table 2: Mean Ranks**

		N	Mean Rank	Sum of Ranks
Pro-employee orientation	Male	125	73.14	9143.00
	Female	25	87.28	2182.00
Pro-family orientation	Male	125	78.86	9858.00
	Female	25	58.68	1467.00
Work timings	Male	125	74.60	9325.00
	Female	25	80.00	2000.00
Commuting time	Male	125	76.90	9612.00
	Female	25	68.52	1713.00

**Table 3: Test Statistics**

	Pro-employee Orientation	Pro-family orientation	Work timings	Commuting time
Mann-Whitney U	1268.000	1142.000	1450.000	1388.000
Wilcoxon W	9143.000	1467.000	9325.000	1713.000
Z	-1.485	-2.121	-.567	-.880
Asymp. Sig. (2-tailed)	.138	.034	.570	.379

\*p-value < or = .05= significant

Since the p-value for the pro-employee component of Organisational determinants affecting the work-life balance (0.034) is less than 0.05 (Table 3), the null hypothesis that there is no significant association between pro-employee orientation and the gender of employees is rejected. Thus, Mann-Whitney U Test indicates that at 5% significance level, gender wise response of employees significantly varies only for the pro-employee dimension of Organisational determinants affecting work-life balance (WLB). Hence, the pro-employee dimension of Organisational determinants is associated with the gender of the employee.

**Kruskal-Wallis Test:** Association between Organisational determinants affecting WLB and experience of the employees

The following hypotheses were statistically tested through the application of Kruskal-Wallis test:

Ho2a: There is no significant association between pro-employees orientation and the experience of employees.

Ho2b: There is no significant association between pro-family orientation and the experience of employees.

Ho2c: There is no significant association between work timings and the experience of employees.

Ho2d: There is no significant association between commuting time component of organizational factors and the experience of the employees.

The mean ranks (Table 4) were calculated to employ Kruskal-Wallis test to statistically test the hypotheses regarding association between organisational determinants affecting work life balance and the work experience of employees.

**Table 4: Mean Ranks**

Experience		N	Mean Rank
Pro-employee orientation	Less than 5 years	60	74.83
	5 to 10 years	47	65.50
	10 to 15 years	20	80.45
	15 to 20 years	9	104.67
	More than 20 years	14	86.11
Pro-family orientation	Less than 5 years	60	68.92
	5 to 10 years	47	74.46
	10 to 15 years	20	79.35
	15 to 20 years	9	86.33
	More than 20 years	14	94.75
Work timings	Less than 5 years	60	69.23
	5 to 10 years	47	80.67
	10 to 15 years	20	82.05
	15 to 20 years	9	83.33
	More than 20 years	14	70.61
Commuting time	Less than 5 years	60	60.07
	5 to 10 years	47	75.29
	10 to 15 years	20	97.15
	15 to 20 years	9	99.33
	More than 20 years	14	96.11

**Table 5: Test Statistics**

	Pro-employee orientation	Pro-family orientation	Work timings	Commuting time
Chi-Square	7.655	4.870	2.839	18.398
Df	4	4	4	4
Asymp. Sig.	.105	.301	.585	.001

\*p-value < or = .05= significant

Since the p values for commuting time components of organisational factor at 0.001 (Table 5) is less than 0.05, the Kruskal-Wallis Test at 5% significance level indicates that experience wise response of employees significantly varies only for the Commuting times dimension of Organisational determinants affecting work-life balance (WLB) and not for the other three factors. Thus, the null hypothesis, there is no significant association between commuting time component and the experience of the employees stands rejected. As the response of employees with a different range of work experience significantly varies only for the commuting time dimension of organisational determinants affecting work-life balance (WLB), the commuting time dimension of Organisational determinants is associated with the years of experience of the employee.

**Kruskal-Wallis Test:** Association between Organisational determinants affecting WLB and income of the employees

The following hypotheses were statistically tested through the application of Kruskal-Wallis test:

Ho3a: There is no significant association between pro-employees orientation and the income of employees.

Ho3b: There is no significant association between pro-family orientation and the income of employees.

Ho3c: There is no significant association between work timings and the income of employees.

Ho3d: There is no significant association between commuting time component of organizational determinants and income of employees.



The mean ranks (Table 6) were calculated to employ Kruskal-Wallis test to statistically test the hypotheses regarding association between Organisational determinants affecting work life balance and the income of employees.

**Table 6: Mean Ranks**

Income		N	Mean Rank
Pro-employee orientation	Below 25000	8	70.06
	25000 - 50000	64	69.10
	50000 - 75000	61	81.94
	75000 - 100000	11	72.82
	Above 100000	6	90.42
Pro-family orientation	Below 25000	8	96.94
	25000 - 50000	64	74.87
	50000 - 75000	61	75.61
	75000 - 100000	11	66.00
	Above 100000	6	69.92
Work timings	Below 25000	8	55.19
	25000 - 50000	64	74.05
	50000 - 75000	61	76.93
	75000 - 100000	11	95.09
	Above 100000	6	67.58
Commuting time	Below 25000	8	32.69
	25000 - 50000	64	71.87
	50000 - 75000	61	82.42
	75000 - 100000	11	89.00
	Above 100000	6	76.25

**Table 7: Test Statistics**

	Pro-employee orientation	Pro-family orientation	Work timings	Commuting time
<b>Chi-Square</b>	3.604	2.587	4.321	10.827
<b>df</b>	4	4	4	4
<b>Asymp. Sig.</b>	.462	.629	.364	.029

\*p-value < or = .05= significant

Since the p-value for commuting time dimension of Organisational determinants affecting work life balance 0.029 (Table 7) is less than 0.05, the Kruskal-Wallis Test at 5% significance level indicates the income wise response of employees significantly varies only for the commuting time dimension of the Organisational determinants affecting work-life balance (WLB). Thus, the null hypothesis, there is no significant association between commuting time dimension and income of employees stands rejected. As the responses of employees belonging to different income slabs significantly vary only for the commuting time dimension of Organisational determinants affecting work-life balance (WLB), the commuting time dimension of Organisational determinants is associated with the income of the employee.

**Mann-Whitney Test:** Association between Organisational determinants affecting WLB and different sectors of economy

The following hypotheses were statistically tested through the application of Mann-Whitney test:

Ho4a: There is no significant association between pro-employee orientation and the sectors of the economy.

Ho4b: There is no significant association between pro-family orientation and the sectors of the economy.

Ho4c: There is no significant association between work timing and the manufacturing and service sector.

Ho4d: There is no significant association between commuting time component of organizational determinants and the manufacturing and service sector.

The mean ranks (Table 8) were calculated to employ Mann-Whitney test to statistically test the hypotheses regarding association between Organisational determinants affecting work life balance and the sector in which they are employed.

**Table 8: Mean Ranks**

	Sector	N	Mean Rank	Sum of Ranks
Pro-employee orientation	Service	92	70.88	6521.00
	Manufacturing	58	82.83	4804.00
Pro-family orientation	Service	92	75.55	6951.00
	Manufacturing	58	75.41	4374.00
Work timings	Service	92	72.07	6630.00
	Manufacturing	58	80.95	4695.00
Commuting time	Service	92	75.13	6912.00
	Manufacturing	58	76.09	4413.00

**Table 9: Test Statistics**

	Pro-employee orientation	Pro-family orientation	Work timings	Commuting time
Mann-Whitney U	2243.000	2663.000	2352.000	2634.000
Wilcoxon W	6521.000	4374.000	6630.000	6912.000
Z	-1.640	-.019	-1.220	-.131
Asymp. Sig. (2-tailed)	.101	.985	.223	.896

\*p-value < or = .05= significant

Since the p values for all components of Organisational determinants affecting work life balance (pro-employee orientation, pro-family orientation, work timings and commuting times) are greater than 0.05 (Table 9), the null hypothesis for all these components stands accepted. Thus Mann-Whitney U Test at 5% significance level indicates that sector wise response of employees does not significantly vary for any of the dimensions of Organisational determinants affecting work-life balance (WLB). Hence, there is no significant difference between pro-employee orientation, pro-family orientation, work timings and commuting times (Organisational determinants affecting work life balance) in the manufacturing and service sectors. The responses of employees from different sectors (manufacturing and services) do not vary significantly for any of the dimension of Organisational determinants affecting work-life balance (WLB).

**CONCLUSION:**

The results of the present study substantiate that although the incidence of work-family imbalance was found higher in the case of employees working in the service sector than in the manufacturing sector, yet no significant difference was observed between the Organisational determinants affecting work life balance across the manufacturing and service sectors.

On the basis of the results of factor analysis, four factors affecting the work-life balance of employees, which contributed towards 59.84 percent of variance were extracted and were termed as pro-employee orientation, pro-family orientation, work timings and commuting times.

This study unfolded the new relationships and associations between the organizational factors affecting work life balance and demographic factors such as gender, experience, and income of the respondents. The results revealed that the pro-employee dimension of Organisational determinants affecting work-life balance (WLB) is associated with the gender of the employee; the commuting time dimension of Organisational determinants affecting work-life balance (WLB) is associated with the years of experience and income of the employees.

**MANAGERIAL IMPLICATIONS:**

As the organizational factors affecting work-life balance were found to be significantly different across gender, experience range and income slabs, the organisations need to factor in these moderators before adopting any work-life balance strategy. The pertinent outcomes derived through this research regarding the different determinants of organizational factors affecting work-life balance can be practically employed by the practicing managers to suggest differential work-life balance policies and strategies for employees with different gender,

experience and income, and thus minimizing the wastage of efforts and resources of the organisations. Understanding of these facets would contribute towards the achievement of better work-life balance for the benefit of individual, industry, nation, and society at large.

#### **LIMITATIONS:**

As the sample in this research is restricted to middle level and senior managers, future research should examine this phenomenon amongst workers, junior staff other and entry-level managers for determining the applicability of these results to different levels in the organisation. This study did not include the professionally self-employed persons like advocates, doctors, entrepreneurs. A separate study can be undertaken for them as even these self-employed persons constitute a large portion of the workforce and also face critical work-life imbalance issues. Future researchers need to undertake more experiment based empirical research to develop interventions and strategies that can guide the organisations to develop a healthy work-life balance.

#### **RECOMMENDATIONS:**

The findings of this study have serious implications as it has been statistically validated that organizational factors are significantly affecting the work-life balance of the employees. This empirical study brings forth to the attention of practitioners, businesses, government agencies that we must rise to this challenge and devise strategies for attaining better work-life balance. As the organizational factors (pro-employee orientation and commuting times) affecting the work-life balance significantly differs with gender, experience, and income; these demographic factors can be given due consideration while designing and implementing the interventions to attain work-life balance.

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