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Dr. Bindurani Rohidas
Associate Professor, SCCE,
Karimnagar, Telangana, India

Impact of employee work-life balance on employee performance at national thermal power corporation

Dr. Bindurani Rohidas

Abstract

The concept of work family (life) balance has emerged from the acknowledgement that an individual's Work-life & personal or family life may exert conflicting demands on each other. Conflict is a normal part of life & is a natural result of the conflicting demands arising from multiple roles, such as that of a mother, daughter, daughter-in-law, wife, friend & employee. In the current economic environment, work-life balance is now regarded as one of the most important workplace qualities, second only to pay package. WLB offers apparent benefits to the organizations in terms of increased levels of morale and satisfaction, reduced family and work life stress, improved organizational effectiveness and efficiency and so on so forth. Problems slow down the progress of WLB initiatives in an organization.

A balance work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of WLB.

Keywords: Employee work-life balance, WLB, thermal power corporation

Introduction

The term "Work-Life Balance (WLB)" was coined in 1986, although its usage in everyday language was being made for a number of years. Interestingly, work/life programs existed as early as the 1930s. The policies and procedures established by an organization with the goal to enable employees to efficiently do their jobs and at the same time provide flexibility to handle personal concerns or problems at their family front. In fact, dual-wage-earning families in general are working longer hours.

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. An unmanageable schedule and out-of-control home life can lead to depression, poor performance at work, and conflict with family and a feeling of burnout. WLB is a comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle.

Literature review

There are many studies regarding the work-life balance and addressed many issues in multiple perspectives. Few of them are reviewed in this research

- Greenhaus & Beutell (1985) ^[7] defined work-family conflict as a "a form of inter-role conflict in which the role pressures from the two domains, i.e., work & family, are mutually non-compatible so that gathering demands in one domain makes it difficult to meet demands in the other".
- Grover and Croker (1995), organizations are applying employee-friendly strategies in order to bring changes in the demographic shifts, talent attrition, market changes, needs and demands of the employees.
- Marafi (2013), in his study he has reported that because of allotting overtime work schedules to the employees this leads to the situation where employees are facing imbalances in their personal and professional life. The suggestion which he has given is that it is better to inform employees in advance where he can balance the situations.
- Rajadhayaksha, in 2012, has stated that many organizations are providing different policies to manage the work-life balance to the employees. The two major reasons are:
 - 1.

Correspondence

Dr. Bindurani Rohidas
Associate Professor, SCCE,
Karimnagar, Telangana, India

The organizations which are established long back ago are offering different welfare activities to the employees. 2. IT and BPO companies are following different practices in attracting and retaining the employees by providing family-friendly policies that are unique from conventional policies related to CSR.

- Saline and Shawna (2012) has reported their study on Work-life balance, it is one of the strategic tool which is used in an organization to retain and attract the employees and helps them in equally balancing their personal and professional life. And spending equal attention, commitment, and performance in both the aspects of their works.

Statement of the problem

In the competitive era the employees are facing lot of issues with balancing their personal & professional lives due to various reasons, the organizations are also striving hard to help the employees to balance their work life, the major reasons for facing the imbalances are due to heavy competition and stressed work environment, which leads to poor performance on job.

Hence the researchers have made an attempt to understand or to know the impact of Work life balance on employee performance.

Need of the study

Work-life balance is one of the important tasks of an employee which shows the balancing level towards how better he/she is balancing the personal & professional life. Work-life balance leads to various decisions that are taken by an employee regarding the managing / satisfying work-family issues and thereby how better an individual is focusing on his/her career growth. The need of work-life balance in NTPC is to understand the various reasons for imbalances that the employees face in an organization and also to understand the measures taken by NTPC, Ramagundam to provide their employees different benefits which will help the employees to balance their work and

family life.

The need is to understand the impact of work-life balance measures taken by NTPC, Ramgondam to help the employees to balance their personal and professional which can lead to the best performance by employees.

Scope of the study

Work-life balance is important to each and every individual. Work-life balance is how an employee is able to manage his (or) her family and work. Many of the researchers have done their project on work-life balance. Hence, the scope of this study is limited to only work-life balance of the employees at NTPC, Ramagundam.

Research methodology

Both primary and secondary data will be used to collect the data. Primary data is collected using different methods such as Interviews, Questionnaire and observation. Secondary data: The tools used for collecting secondary data are Journals, books, articles, search engines, thesis, and websites. Sampling: The sample size is bounded up to 50 employees using random sampling method.

Limitations

- The information given by the respondents are highly depends upon their interest and the accuracy may fluctuates.
- A time constraint was a major issue.

Objectives of the study

- To understand the concept of work-life balances.
- To find out the reasons for work life imbalances.
- To understand the impact of work-life imbalances on employees performance of employees at NTPC, Ramagundam.
- To understand the measures taken by NTPC, Ramagundam to help the employees to balance their personal and professional life.

Table 1: Initiative to ensure Work life balance at NTPC

S. No	Type of employer support	Focus
1	Time & place flexibility	Part time work, flexible scheduling like flexi time & telecommuting, job sharing, leaves of the absence, family leave like:-paternity/maternity leave, & paid/unpaid family leaves.
2	Information	Resource and referral programs for providing information about dependent care, giving options like: child & elder care, provider support groups, pre-retirement planning supervisor training on how to effectively manage subordinates work-life integration needs.
3	Financial	Flexible spending accounts in which employees set aside pre tax money each year into an account in which they get reimbursement, stipend vouchers for care giving expenses, tuition reimbursement, health benefits for dependence, long term care insurance.
4	Direct	On or near site company sponsored day care centers, sick care, dependent care, concierge services to run errands for busy employees such as dry cleaning, grocery shopping, etc., it also includes family counseling, personal financial planning, & holiday & vacation care.

Practices Supporting Work-life Balance at NTPC

To make the employees more satisfied on their jobs and to help them to balance their family and work life organizations should give them employee welfare facilities, should implement the safety and health programmes.

Work-life balance policies can be made up by the following policies and working practices:

- Policies allowing flexible and innovative working

practices, for example, flexi-time, annualized hours, staggered hours, job sharing, working from home, term-time hours, compressed hours and part-time working.

- Leave provision, like special leave for emergencies
- Employee support services, like employee counseling service.
- Employee training and development, objectives and appraisals to take into account work-life balance

Data analysis

Table 2: Age of employees

Age of the employees	No. of employees	Percentage
Up to 20 years	7	14%
20-30 years	8	16%
30-40 years	10	20%
Above 40years	25	50%

Interpretation

The above pie chart represents, the responses of the employees, the sample size consist of 50members. Among them 14% (7) of the respondents are below 20 years, 16% (8) of the respondents are in between 20-30years, 20% (10) of the respondents are in between 30-40years and 50% (25) of the respondents are above 40 years.

Table 3: Educational qualifications

Options	No. of employees	Percentage
Diploma	10	20%
UG	25	50%
PG	15	30%

Interpretation

The above pie chart represents, the educational qualification of the respondents, 20 % (10) are done with Diploma, 50 % (25) are done with UG and 30 % (15) are done with PG.

Table 4: Year of service

Options	No. of employees	Percentages
Up to 2 years	12	24%
2-6 years	10	20%
6-10 years	15	30%
Above 10 years	13	26%

Interpretation

The above pie chart represents, the service of the respondents, 24% (12) are under 2years, 20% (10) are in between 2-6years, 30% (15)are in between 6-10years and 26% (13) are above 10 years of their service.

Table 5: Time that you spent with your family per day

Time	No. of employees	Percentages
0-4hours	8	16%
4-6hours	12	24%
6-8hours	19	38%
Above 8 hours	11	22%

Interpretation

The above pie chart represents, the respondents how much time they spent with their family, 16% (8) of the respondents spent 0-4 hours a day, 24% (12) of the respondents spent 4-6hours in a day, 38% (19) of the respondents spent 6-8 hours a day and 22% (11) of the respondents spent above 8 hours a day.

Table 6: Employees' feel that they are not able to balance their work-life

Responses of the employees	No. of employees	Percentages
Strongly agree	10	20%
Agree	11	22%
Neutral	10	20%
Strongly disagree	9	18%
disagree	10	20%

Interpretation

The above pie chart represents, the employees who are not able to balance their work-life among them, 20% (10) are strongly agreed, 22% (11) are agree, 20% (10) are neutral, 18% (9) are strongly disagreed and 20% (10) are disagree.

Table 7: Employees feel tired or depressed because of work

Responses	No. of employees	Percentages
Strongly agree	12	24%
Agree	8	16%
Neutral	7	14%
Strongly disagree	13	26%
disagree	10	20%

Interpretation

The above pie chart represents, the employees who feel tired or depressed because of work among them 24% (12) of the respondents are strongly agreed, 16% (8) of the respondents are agreed, 14% (7) of the respondents are replied as neutral, 26% (13) of the respondents are replied as strongly dis-agreed and 20% (10) of the respondents are dis-agreed.

Table 8: Employees are satisfied with working hours& it fits with their private life?

Responses	No. of employees	Percentages
Strongly agree	11	22%
Agree	12	24%
Neutral	13	26%
Strongly disagree	9	18%
disagree	5	10%

Interpretation

The above pie chart represents the satisfactory levels towards working hours in their private life among them 22% (11) are strongly agree, 24% (12) are agreed, 26% (13) are neutral, 18% (9) are strongly disagreed and 10% (5) are disagreed.

Table 9: Initiatives by organization for managing work life

Initiatives taken	No. of employees	Percentages
Providing flexible working hours	26	52%
Provide leaves to manage work-life	14	28%
Job sharing	10	20%

Interpretation

The above pie chart represents the initiatives taken by the organization to manage work-life, 52 % (26) are responded as providing flexible working hours, 28 % (14) are responded as they are providing leaves and 20 % (10) are responded as they are providing job sharing option.

Conclusion

Work life balance (WLB), a very important aspect for the organizational employees, it is an issue which requires a proper attention from the organizations. In the rapidly changing environment requiring where organizations to operate 24/7, and advances in the technology made it possible for the organizations to be connected at all times, Work life programs in organizations have potential to improve employee morale, reduce absenteeism, and retain organizational knowledge, and help organizations particularly during difficult times. Organizations must take the conscious efforts to counter barriers to work life balance. Employee must ensure effective time and stress

engagement. Today, companies aim to reduce costs, it falls to the human resource professional to understand the critical issues of work/life balance and work/life programs. The work life programs implemented at organizations provide support and flexibility which helps individuals combat the increasing complexities of today's working life that includes number of aspects like dual earning families, eldercare and childcare. Work life programs in organizations provide a win-win situation for both employers and employees ensuring quality of work life.

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