

Flexible Working Duration-A Tool for Work-Life Balance: A case Study about selected Companies of Haryana

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ABSTRACT

The concept of Work life Balance has gained considerable importance due to the demographic and sociological trends-changing employee perceptions of work, workforce diversity, changing role of men and women, and skill shortages. Essentially, work-life balance is about helping employees better managed their work and non-work time. The debate on work-life balance must include employers – encouraging them to understand and implement more effective work-life balance strategies. The work-life balance agenda is more inclusive than the previous ‘family-friendly’ agenda, which focused primarily on the needs of working mothers. However, many work-life balance policies still focus on the care of young children and fail to address the needs of carers of older children and adults and also those without care responsibilities. The present study investigates the impact of work life balance on employee’s professional and Personal life. The focus is also to identify the flexible work arrangement available in the organization. The study is based on primary and secondary data. Secondary data has been collected from standard textbooks, journals, Internet, published and unpublished papers. The primary data has been collected with the help of structured questionnaire .To achieve these objectives, a sample of 250 Employees from top, middle and Lower level employees have taken from 100 selected banks and insurance companies from Haryana .The data is analyzed with the help of statistical tool using SPSS and methodology used is Factor analysis.

Introduction

The term Work-life Balance is commonly used as a more comprehensive expression to describe policies that have been previously termed ‘Family-friendly’ but are now extended beyond the scope of the family. Work-life balance refers to the flexible arrangements that allow both the parents & nonparents to avail of working arrangements that provide a balance between work responsibilities & personal responsibilities. Atypical working patterns are promoted as pro-work-life balance. However, atypical workers are often the most disadvantaged workers. Employees in these jobs experience low levels of control over their work and time and have less access to work-life policies. Researchers and policy makers must begin to examine and address this socioeconomic divide. Men are more likely to have control over their working time, due to the nature of many occupations, which are mostly held by men. However, many men work long hours and are unlikely to use flexibility to meet non-work

responsibilities. If more equitable and efficient workplaces is a key aim of the work life balance campaign, then those involved in the campaign need to engage more effectively with debates on equality and economic efficiency. The way work is organized and rewarded needs to be fundamentally challenged.

Review of Literature

Brad Harrington (2007) has concluded that the Work-Life Evolution Study was intended to help the field better understand where it has been and where it needs to go. Its goal was to define the critical areas of focus for the field and outline the skills essential to moving these initiatives forward. Three key conclusions can be drawn from this study: Tremendous progress has been made in implementing innovative work-life policies and programs over the past 20 years, especially in leading companies. However, we still have a significant challenge if we are to institutionalize this new way of working and managing the workforce. This will require viewing work-life as a cultural change endeavor to a much greater degree than is the case today. The critical areas of focus in making the transition to a cultural change perspective are influencing senior leaders and line managers and helping employees make and negotiate effective career choices. This will mean clearly moving responsibility for implementation of work-life initiatives from staff (i.e. Human Resources) to line functions. The role of the work-life professional will shift from that of a specialist managing work-life programs to that of a cultural change agent. This will

require building skills in organization development and in facilitating cultural change efforts, often in large and complex organizations.

Lowe and Schellenberg (2006) recommended a supportive work environment and management, flexible work arrangements as work-life conflict moderators.

Comfort, Johnson and Wallace (2003) provide a descriptive analysis of the 1999 (first wave) of the Workplace and Employee survey (WES), which reveals that only 36% of females versus 44% of males use flexible time schedules; 4.9% females work from home as a part of their regular schedule (telework) versus 5.3% males. Additionally, families with dependents and single parents should benefit more from these benefits and higher rates of use are anticipated for these groups. Given the costs of balancing family and work responsibilities, the above observation suggests that workers with families may not find these policies very useful. While flexible work arrangements and family friendly benefits may be of assistance to some families, they may not be useful to many others.

Eaton (2003) suggests that family supportive practices involving flexibility increase commitment on the part of the workers, therefore increasing productivity and reducing turnover.

La Valle et al. (2002) also found long hours to be associated with lower levels of involvement in children's activities and the frequent disruption of family life.

Yeandle et al. (2002), Bond et al (2002) and Bevan et al. (1999) found that managers perceived that work-

life policies Projected a good image to potential new recruits. Because mothers tended to use part-time work to combine care responsibilities with paid employment, organisation, which provides part-time working opportunities, can be more successful at recruiting women.

Sullivan and Gershuny (2001) suggest that the time squeeze may be limited to specific groups, for instance, dual earner couples with dependant children and lone parents. The number of activities engaged in simultaneously has increased and leisure activities involve greater effort and expenditure, perhaps reassuring in a perception of greater time pressure.

Hogarth et al. (2000) found high levels of demand for flexible working practices. Organizations have been slow to respond to this demand. Levels of work-life balance provision are low and the type of flexibility available is often not in tune with employee needs. The most popular arrangements among employees, flexi time and compressed working week, entail greater control over working hours but most employers only offered reduced hours: 80% of employers offer part-time working but only 19% have flexi time and less than 5% a compressed working week.

Bevan et al. (1999) felt they had benefited from having family-friendly employment practices beyond the statutory minimum through reduced absence, improved retention, improved productivity, improved recruitment, improved morale and commitment. He thought that certain leave policies reduced employee absences due to the sickness of a dependant. Rather than taking a sick day, emergency leave or informal

flexibility could be used so employees were able to be more honest about why they were off.

Burchell et al. (1999) found that out of 340 employees, half felt that their family life had suffered because of their working hours. The most commonly cited problems were feeling tired and irritable, not seeing enough of partners and children and restricting the social life of the family. Pressures from managers, colleagues, low staffing levels and especially high quantities of work are significantly associated with poor psychological health and tensions at home.

Dalton and Mesch (1990) found that the introduction of flexitime had reduced absenteeism. As with retention, the degree of flexibility seems to be important.

Pierce and Newstrom's (1982) study of an insurance company and Rothausen's (1994) study of retail workers both found that as the level of flexibility offered by employers decreased, employees' turnover Intentions increased. He also found that flexible schedules, which gave employees more control and did not require line manager authorization, were more effective at reducing absenteeism.

RESEARCH METHODOLOGY

The main objective of the paper

- To investigate the impact of work life balance on employees professional and personal life.
- To identify the flexible work arrangement available in the organization.

Objectives and Methodology:

The present study investigates the impact of work life balance on employee's professional and Personal life. The focus is also to identify the flexible work arrangement available in the organization. The study is based on primary and secondary data. Secondary data has been collected from standard textbooks, journals, internet, published and unpublished papers. The primary data has been collected with the help of structured questionnaire .To achieve these objectives, a sample of 250 Employees from Top (43), middle (149) and lower (58) level employees have taken from banks covering 150private banks and Insurance companies,100 public banks and insurance companies from Haryana.

Sample Unit

The Sample size is selected Banks & Insurance companies in Haryana.

Scope of the study

This study would cover the 250 respondents consisting of employees of all the three levels of management i.e. Top (43), middle (149) and lower (58).

Data Collection

Primary and secondary data has been used. Primary data has been collected from structured questionnaire, whereas secondary data will be collected from newspapers, magazines, on line journals and websites.

The purpose of the Questionnaire was to collect information about the impact of work life balance on employee's professional and Personal life. The focus is also to identify the flexible work arrangement available in the organization. In general five-point scale was used in the questionnaire, it range from strongly Agree (5), Agree (4), Neutral (3), Disagree (4), strongly disagree (5).

The Factor analytical model has been applied on these 26 statements. The name of the statements and their labels has been given in Table 1.The analysis has been made by using factor analysis technique. Factor analysis is basically a data reduction and summarization technique applied in behavioral studies to discover variables, which form coherent clusters independent of one another. To investigate the impact of work life balance on employee's professional and Personal life, data collected from respondents on 26 variables have been analyzed with the help of SPSS.The factor analysis yielded seven factors, which investigate the impact of work life balance on employee's professional and Personal life. The process of extraction have stopped where the seize of Eigen value has gone less than 1.0 and at that level it explained 73.94 Of total variance. The method of Principal Component Analysis has been applied to draw the results of factor analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square df	4023.574
	Sig.	.000

KMO and Bartlett's Test

The 26 statements relating to investigate the impact of work life balance on employee's professional and Personal life subjected to factor analysis. Principal Component analysis has been used for extracting the factors. The results of varimax-rotated matrix are presented in Table 2.

Table2. Varimax Rotated Matrix

Statements	Components						Factor 7
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	
Tele Presence i.e. a system that enables employees to meet clients and hold meetings without leaving home.	.849	.161	.082	.006	.124	.028	.175
Flexi time	.830	.246	.126	-.096	.070	.141	.051
Shift work	.637	.467	.112	.126	-.083	-.045	-.123
Part time schedule	.585	.279	.241	.445	-.101	.048	.140
The organization encourages the involvement of families.	.561	.388	.369	.023	.189	.061	-.062
Part time duty	.553	.039	.482	.456	-.085	.150	-.116
Working from home occasionally	.534	.041	.416	.182	.366	-.017	-.358
Employees are encourage to use 'Work life balance' policies at this organisation	.167	.656	.111	.159	.106	.197	-.284
Employees can	.0	.6	.5	-.0	.0	-.0	.089

Results and Discussions:

combine career and family in your organization.	.68	.54	.31	.031	.68	.017	
It provides equal access to promotion, training and development by providing encouragement and assistance with family responsibilities.	.198	.633	.051	-.042	.429	.118	.013
All levels of management apply the 'work-life balance policies in the same way.	.269	.621	.206	-.115	.089	.295	-.154
Flexi-time schedules i.e. to allow for family commitments or other pursuits.	.366	.616	.108	.352	.055	-.130	.073
The organization has social functions at times suitable for employees' family members in work celebrations.	.224	.560	.461	.163	.005	-.073	.016
Organization pays for counseling services for employees experiencing, among other things, work/family stress.	.365	.547	.273	.264	.228	.116	-.054
All employees are treated in the same way when using organization's 'work-life balance' policies.	.115	.529	-.046	-.073	.434	.496	.029
Your organization provides a referral service (- a telephone service that you can use for assistance with personal matters) for its employees.	.271	.471	.188	.382	.339	.189	-.075
Your Organization provides Quit Smoking programs, flu vaccinations on site, dietary advice programs etc)	.085	.240	.812	.126	.193	-.041	.004
Working from home regularly	.513	.111	.699	.232	-.0	.109	.003

Your Organization provides onsite or subsidies exercise facilities/gym membership to its employees.	.294	.265	.549	-.080	.411	.124	.097
It is frowned upon by management to take leave for family related matters.	-.050	.047	.126	.809	.213	.161	.306
Compressed working hours	.423	.378	.080	.424	.259	.043	-.312
When trying to balance work and family responsibilities, it is easier to work things out among colleagues than to get management involved.	-.068	.52	.03	.16	.32	.100	.150
The organization is serious about equal opportunity and anti-discrimination.	.165	.108	.159	.180	.526	.321	-.161
The organization gives male and female employee the same level of access to 'work-life balance' policies.	-.017	.024	-.060	.105	-.010	.879	-.023
This organization treats part-time and full-time employees similarly.	.083	.346	.349	.168	.095	.568	.324
The management seems to put their job ahead of their family and personal life.	.132	-.149	.045	.204	.085	.042	.873
Eigen Value	9.73	2.17	1.87	1.35	1.13	1.09	1.030

	7	6	4	5	9	2	
% of Variance	37.451	8.370	7.209	5.211	4.381	4.202	3.963
Cumulative %	37.451	45.821	53.030	58.241	62.622	66.824	70.787

Seven factors were extracted which accounted for 70.787 percent of variance. The percentages of variance explained by factor 1 to 7 are 37.451, 8.370, 7.209, 5.211, 4.381, 4.202, and 3.963 percent respectively. The communalities have been shown at the right side of the Table 2, which explains the amount of variance in the variable that is accounted by the factors taken together. Large communalities indicate that a large amount of variance in a variable has been extracted by the factor solution. A Factor loading represents a correlation between an original variable and its factors. Factor loading is nothing but coefficient of correlation. The name of the factor statements and factor loadings have been summarized in Table 3. The explanation of these factors has been discussed as under:

Table 3. Naming of Factors & their Loadings

Name of Dimensions	Name of Statements	Factor Loading
1. Flexible Arrangements	Tele Presence i.e. a system that enables employees to meet clients and hold meetings without leaving home.	0.849
	The organization encourages the involvement of families.	0.561
	Part time duty	0.553
	Part-time Schedule	0.585
	Flexi-time	0.8

		30
	Working from home occasionally	0.534
	Shift work	0.637
2. Career advancement schemes	Flexi-time schedules i.e. to allow for family commitments or other pursuits.	0.616
	Employees can combine career and family in your organization.	0.654
	Employees are encourage to use 'Work life balance' policies at this organisation	0.658
	Your organization provides a referral service (- a telephone service that you can use for assistance with personal matters) for its employees.	0.471
	All employees are treated in the	0.5

	same way when using organization's 'work-life balance' policies.	21
	All levels of management apply the 'work-life balance policies in the same way.	0.6 21
	Organization pays for counseling services for employees experiencing, among other things, work/family stress.	0.5 47
	It provides equal access to promotion, training and development by providing encouragement and assistance with family responsibilities.	0.6 33
	The organization has social functions at times suitable for employees' family members in work celebrations.	0.5 60
3. Inside facilities or Intramural activities	Working from home regularly	0.6 99
	Your Organization provides onsite or subsidies exercise facilities/gym membership to its employees.	0.5 49
	Your Organization provides Quit Smoking programs, flu vaccinations on site, dietary advice programs etc)	0.8 12
4. Leave arrangements	It is frowned upon by management to take leave for family related matters.	0.8 09
	Compressed working hours	0.4 24
5. Equal opportunity	When trying to balance work and family responsibilities, it is easier to work things out among colleagues than to get management involved.	0.7 32
	The organization is serious about equal opportunity and anti-discrimination.	0.5 26
6. Treatment of Gender	The organization gives male and female employee the same level of access to 'work-life balance' policies.	0.8 79
	This organization treats part-time and full-time employees similarly.	0.5 88
7. Career oriented	The management seems to put their job ahead of their family and personal life.	0.8 73

The Factor names, variables loaded on the respective factors and their factor loadings and Eigen values of the factors may be seen through Table3. Derived seven factors are as follows:

Factor1: Flexible Arrangements

Factor2: Career advancement schemes

Factor3: Inside facilities or Intramural activities

Factor4: Leave arrangements

Factor5: Equal opportunity

Factor6: Treatment of Gender

Factor7: Career oriented

1. Flexible Arrangements (F1): This is an important factor, which account for maximum percentage of variations equal to 37.451. Seven out of 26 variables have loaded on this factor. The Eigen value more than 9 also highlights that it is most important factor in respect to identify the impact of work life balance on employee's professional and Personal life subjected to factor analysis. The variables include in this factor is Tele Presence part time duty, part time schedule, Flexi-time, Working from home occasionally & Shift work. It can be concluded keeping in view the above analysis that most of the respondents are not aware about the concept of flexible work arrangement such as part time duty and schedule.

2. Career advancement schemes (F2): The Second factor, which account for 8.370 percent of variations, has been named as Career advancement schemes. Nine out of 26 variables have loaded on this factor. The Eigen value more than one i.e. 2.176 also highlights that it is also an important factor in respect to the impact of work life balance on employee's professional and Personal life

subjected to factor analysis. The variables include in this factor are Flexi-time schedules, Employees can combine career and family in your organization, Employees are encourage to use 'Work life balance' policies at this organisation, Your organization provides a referral service (- a telephone service that you can use for assistance with personal matters) for its employees, All levels of management apply the 'work-life balance policies in the same way. All employees are treated in the same way when using organization's 'work-life balance' policies, Organization pays for counseling services for employees experiencing, among other things, work/family stress It provides equal access to promotion, training and development by providing encouragement and assistance with family responsibilities, The organization has social functions at times suitable for employees' family members in work celebrations. It can be concluded keeping in view the above analysis that most of the respondents are agreed that the organization gives male and female employee the same level of access to work life balance policies and most of the respondents are agreed about that the organization provides a referral service i.e. a telephone service that employees can use for assistance with personal matters whenever required by employees. But a few respondents think that they are disagree with equal access to promotion & training.

3. **Inside facilities or Intramural activities (F3):**

This factor also accounts for maximum percentage of variations equal to 7.209. Four out of 26 variables have loaded on this factor. The Eigen value more

than 1.874 also highlights that it is slightly an important factor in respect to our main objective Subjected to factor analysis. The variables include in this factor are Working from home regularly, Your Organization provides onsite or subsidies exercise facilities/gym membership to its employees, Your Organization provides Quit Smoking programs, flu vaccinations on site, dietary advice programs etc) .It can be concluded keeping in view the above analysis that most of the respondents are agreed that the organization has provides onsite facilities to its employees & time to time they are also participating in social events.. But most of the respondents are not aware about the concept of flexible work arrangement such as working from home regularly. It can also be concluded from the above analysis that equal number of the respondents are agree and not aware about the concept of organization provides organization provides quit smoking programs, flu vaccinations on site, dietary advice programs etc.

4. **Leave arrangements (F4):** The fourth factor that emerges from the factor model has been designated as Leave arrangements, which account for 5.211 percent of variations. Two out of 26 variables have loaded on this factor .The Eigen value more than 1.355 also highlights that it is moderately important factor in respect to our aim subjected to factor analysis. The variables include in this factor are It is frowned upon by management to take leave for family related matters, Compressed working hours. It can be concluded keeping in view the above analysis that most of the respondents are agreed

about the leave for family reasons but most of the respondents are not agree for compressed working hours. They told that they have to work for more than eight hours in a day.

5. Equal opportunity (F5): This factor, which account for 4.381 percent of variations, which is named as Equal opportunity. Two out of 26 variables have loaded on this factor. The Eigen value more than 1.139 also highlights that it is slightly important factor in respect to identify the impact of work life balance on employee's professional and Personal life subjected to factor analysis. The variables include in this factor are when trying to balance work and family responsibilities, When trying to balance work and family responsibilities, it is easier to work things out among colleagues than to get management involved, The organization is serious about equal opportunity and anti-discrimination It can be concluded keeping in view the above analysis that most of the respondents are agreed about the concept of mutual understanding than to involvement of management. It can be concluded keeping in view the above analysis that most of the respondents are agreed that the organization is serious about equal opportunity and anti-discrimination

6. Treatment of Gender (F6): This factor, which accounts 4.202 percent of variations. Two out of 26 variables have loaded on this factor. The Eigen value more than 1.092 also highlights that it is slightly important factor in respect to identify the impact of work life balance on employee's

professional and Personal life subjected to factor analysis. The variables include in this factor are The organization gives male and female employee the same level of access to 'work-life balance' policies, This organization treats part-time and full-time employees similarly, Employees are encourage to use 'Work life balance' policies at this organization. It can be concluded keeping in view the above analysis that most of the respondents are not aware about the concept that this organization treats part-time and full-time employees similarly. It is agreed that employees are encouraged to use 'work-life balance' policies in the organization.

7. Career Oriented (F7): This factor, which account for percentage of variations equal to 3.963 named as personal services. One out of 26 variables have loaded on this factor. The Eigen value more than 1.030 also highlights that it is slightly important factor in respect to identify the impact of work life balance on employee's professional and Personal life subjected to factor analysis. The variables include in this factors are the management seems to put their job ahead of their family and personal life. It can be concluded that the management seems to put their job ahead of their family and personal life. Everybody cares about organisation as his or her main priority.

Conclusion:

As increasing number of employees face competing demands between work and family, the importance of maintaining a healthy work-life balance is of

paramount consideration. In spite of family-friendly policies, many employees perceive negative consequences associated with availing themselves of these policies. Jobs are getting increasingly demanding, as the organizations face competition and become learner in structure, leading to conflict between people's professional deliverables and personal requirements. It is acknowledged that continuous disregard of personal issues ultimately lead to employee's underperformance and so people often discuss work-life balance but seldom act on it. For tackling the problem, multi-pronged effort, compromising the organization, the employee, the industry, the society, etc., is required. It is not an easy task to juggle with the pressing needs of both career and personal life. Failure to achieve a healthy work-life balance can lead to overload, which may result in loss of employees. Encouraging a healthy work-life balance benefits both the organization and employee. If any employee wants to progress in the organization they are suppose to inculcate more & more soft skills inside to prove their USP in the market. Tendency of Employer is to give less (Salary, benefits, facilities) & want more (performance, profitability) from employee. To meet these threshold employees need to be versatile & ready to change.

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