

STUDY ON WORK LIFE BALANCE OF MANUFACTURING INDUSTRY IN TAMILNADU

- 1. Dr. J. Arul, Assistant Professor in Management Studies, Vivekanadha College of Arts & Sciences for women, Elayampalayam, Thiruchengodu, Namakkal DT.**
- 2. Dr. R. Senthilkumaran, Assistant Professor in Commerce, Vivekanadha College of Arts & Sciences for women, Elayampalayam, Thiruchengodu, Namakkal DT.**

ABSTRACT

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. Work life balance is about creating and maintaining supportive and healthy work environment, which will enable to have balance between professional and personal responsibility and thus strengthen employee loyalty and productive. The need for study arises in order to know the employees who were working in the organization were satisfied with their professional and personal life. The scope of the study is based on Work Life Balance and its influence on manufacturing industry in TamilNadu. The factors like Work Environment, Employee satisfaction, Employee attitude, Workplace Collaboration, work life balance, work life integration from the job are measured.

1.1 INTRODUCTION

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

1.2 NEED FOR THE STUDY

Work life balance is about creating and maintaining supportive and healthy work environment, which will enable to have balance between professional and personal responsibility and thus strengthen employee loyalty and productive. The need for study arises in order to know the employees who were working in the organization were satisfied with their professional and personal life

1.3 OBJECTIVES OF THE STUDY

1. The objective is to study on work life balance with reference to the employees of manufacturing industry in TamilNadu.
2. To identify the determinants of Work Life Balance of Employees.
3. To find out the impact of factors of work life balance on the overall perception of manufacturing industry in TamilNadu.
4. To suggest appropriate measures and to improve the level of overall work life balance of employees in of TTK Prestige limited.

1.4 SCOPE OF THE STUDY

The scope of the study is based on Work Life Balance and its influence on manufacturing industry in TamilNadu. The factors like Work Environment, Employee satisfaction, Employee attitude, Workplace Collaboration, work life balance, work life integration from the job are measured.

1.5 LIMITATIONS OF THE STUDY

- Collection of required information from the respondents was quite difficult as respondents were busy with their work, and the presence of bias cannot be eliminated.
- The study is confined only to Tamilnadu

CHAPTER II

2.1 REVIEW OF LITERATURE

Baral (2000)¹ stated that the knowledge economy has created greater access for women coupled with factors such as changes in marital patterns and smaller families. This has led to an increase in the number of working women and, hence, working mothers. This indicates the need for work life blending in one's life

Friedman and Greenhaus (2000)² research suggests that family-to-work spill-over is stronger for women and the work-to-family spill-over is stronger for men. Research suggests that female respondents in all parts of the world are pressured for time, rarely have time to relax and feel stressed and overworked most of the time, but women in emerging countries feel the strain even more so than women in developed countries.

Hill (2001)³ defined with the sample consisting of employees of 20 Fortune 500 companies; 28 percent of the men and 53 percent of the women reported that work-family stress affected their ability to concentrate at work hence revealing that more than half the women and almost a third of the men reported that work/family stress affected their ability to concentrate on the job. Life at work seems so difficult for working women. Hence work life blending is found to be a part of working women.

Kim and ling(2001)⁴ suggests that imbalance—in particular work imbalance—arouses high levels of stress, detracts from quality of life, and ultimately reduces individuals' effectiveness at work.

Thomas&Ganster, (2003)⁵ defined Work-Life Balance Programs (WLBP) developed by employee friendly organizations can be a good solution to solve the problems of work-life balance. WLBP have been found to increase employee control over time and place of work.

Marks and MacDermid, (2003)⁶ Stated work–family balance reflects an individual's orientation across different life roles, an inter-role phenomenon.

Roehling P.V. and Menon (2005)⁷ Striking a perfect balance between personal life and professional life is becoming near to impossible. There is real balance only when the individual feels that she has done justice to all her roles and is satisfied about it. Work-life balance problems can be really serious and needs to be addressed in due time. In the renowned book, 'Work and Family: Allies or Enemies', argue that conflict between work and family has real consequences.

Kirchmeyer (2009)⁸ views living a balanced life as "achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains". The purpose of striving very hard both at home and work at the cost of her individual health and well-being for every married working woman is to have a good quality of life.

Bharat, (2008)⁹ define Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm. The importance of helping employees achieve a balance between the demands of their work and their home lives has been emphasized. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives.

Jeffrey H. Greenhaus, Karen M. Collins & Jason D. Shaw (2012)¹⁰ suggested that an equally high investment of time and involvement in work and family would reduce work–family conflict and stress thereby enhancing an individual’s quality of life. And so it goes without saying that married working women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of work life balance for working women, the need of the hour.

Clark, Ungerson&Yeandle, (2013)¹¹.Definework–life balance as an employee’s perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict.

SunitaMalhotra&SapnaSachdeva (2014)¹²Define gift of this knowledge era for women is occupational opportunity and mobility. But this gift has become a great challenge for the working women of today as they are not only exposed to the same working environment as men but in turn are also exposed to the pressures created by the multiple role demands and conflicting expectations. “By fulfilling their economic needs, employment has no doubt made women independent with an identifiable social status but it has also made them to juggle into two main domains of lifework and family. They have stepped into work place but the role responsibilities of women still remain the same, i.e., women may be a top executive, still the “nurturing” or “care giving” roles are considered much a part of feminine roles.”

Nusrat Ahmad (2012)¹³ found that high psychological job demands like long working hours, working under deadlines, without clear direction leads 75 percent of the working females suffer depression or general anxiety disorder than those women with lowest level of psychological job demands.

Nielsen Survey (2011)¹⁴ Defined women in India (87%) are most stressed/pressured for time. Several studies have explained the effect of work-life conflict on the health of working women. ASSOCHAM’s study based on the survey of 103 corporate female employees from 72 various companies/organizations across 11 broad sectors of the economy focused on the issues of corporate female employees.

Amanda S.Bell (2012)¹⁵emphasized that escalating stress and pressures, along with organisational change in universities has led to the increase importance of research in to the impact of perceived job stress, work life balance work and work life conflict amongst academics.

K.G. Sentilkumar (2014)¹⁶ stated many institutions of higher learning in India are swiftly integrating the advanced technology, mostly and communication technology into their teaching learning process.

Kumar Arun (2013)¹⁷ Employee attrition is of honest apprehension in BPO industry because it disrupts the normal operation and necessitates the costly selection and training of replacement to regain the lost customer and supplier contacts prevent attrition.

M.Lokanadha Reddy and P.Mohan Reddy (2014)¹⁸ studied the work life balance in its broadest sense is defined as a satisfactory level of involvement or “fit” between the multiple roles in a person life.The present research paper aims endeavouring the empirical evidence of work life balance concerning employee of public sector and private sector bank.

Jagdeep Singh (2015)¹⁹ states that the current work station scenario is marked by the pace of change ,intense pressure, constant declines, changing demographics, increased use of technology has affected the lives of employees.

ManishaPurohit (2016)²⁰ work life balance is a concept including proper prioritizing between “workaholics” on the one hand and “life style” on the other.

Fapohunda, Tinuke .M(2015)²¹ studied work life balance is now an important determinant for more in attaining a thriving career. With swelling obligation in the work place the divisions between work life and private life has taken on superior significance and entails more consciousness.

Gupta Sachin (2014)²² stated that work life balance is a challenging issue for IT leader, and has also attracted the attention of researchers. The maximize productivity without damaging employee well being.

HyeKyoungKim (2014)²³In response to the situational issues of Korea, this study understand work life balance more deeply and to compare the results to those from studies conducted in non Asian countries.

RituAtheya and Dr.RenuArora (2014)²⁴ studied in a society filled with conflicting responsibilities and commitments .work life balance has become a predominant issue at the workplace. The concept work life balance is becoming more and more relevant in an ever dynamic working environment.

SahanaMaiya and Dr.M.M.Bagali (2015)²⁵ examined that in India changing societal attitudes, inflation and rising educational levels made more women than everbefore to drive into the paid workforce.

Dr.Pallavi Mehta and NeeraKundnani (2016)²⁶After highlighting hidden issues under work life balance we had come across important findings. To wrap up the results we can say that work life balance issue is persisting because of various reasons like work culture inadequate HR policies and practise job insecurity, low compensations and many more.

Dr SaritaBhatnagarandPratimaSanadhya (2017)²⁷this paper is aimed towards the theme of work life balance, and with this they have tried to variety of aspects relating to the topic. Work life balance is a key area of concern for experts, who feel that stability between function and existence is ofvital importance.

RashmiBhartiandDr.UmaWarrier (2017)²⁸the concept of work life balance is ubiquitous in all organization.simply put it is the harmonious interface between work demand and personal demands in an employee life.

SrirangJha and VandanaMalviya (2018)²⁹ work life balance is a popular catchphrase in the modern management vocabulary. The concept of a fair integration of roles and responsibilities at work and home has been doing the rounds in academic discourse and management practises for over five decades now.

OlumuyiwaAkinrole (2019)³⁰This study examines the effect of a time usage policy On employee work life conflict and the impact of leave programme on employee attitude using five selected banks in Nigeria. Work life balance initiatives are determinants of employee behavioural outcomes when used correctly and appropriately.

CHAPTER III

3.1 RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wide than that of research methods. According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organising and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

3.2 RESEARCH DESIGN

A research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurements and analysis of data.

Descriptive study is used for this project. Descriptive research design is the scientific method which involves observing and describing the behaviour of a subject without influencing it in any way.

3.3 POPULATION AND SAMPLE

The population for study comprised of 400 employees, which includes Managers, Trainees and Workers in TTK Prestige, Coimbatore. The present study was carried out with a sample size of 110 respondents.

3.4 SAMPLING TECHNIQUE

The technique adopted for identifying the sample is Simple Random Sampling.

3.5 DATA COLLECTION METHOD

3.5.1 PRIMARY DATA

Primary data is a data which is collected first time from the field. Primary data refers to fresh hand information. Primary data is collected through questionnaire for specific purpose of solving problem.

In this study primary data was collected from employees of TTK Prestige Ltd using Structured Questionnaire.

3.5.2 TOOLS AND TECHNIQUES FOR DATA ANALYSIS

Analyzing the data with some statistical technique is called data analysis. The tools used in this project are

- Percentage Method
- Chi Square Test
- One way ANOVA
-

CHAPTER IV

4.1 DATA ANALYSIS AND INTERPRETATION

The data that were collected from the respondents by means of questionnaire was edited, validated and subjected to analysis. In research Demographic characteristics of respondents have very significant role to play in expressing their opinion. In this study set of demographic characteristics are Name, Age, Designation, Department, Marital Status, Years of Experience, Educational Qualification and Details of Stay of 110 respondents through questionnaire

TABLE 4.1.1 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR AGE GROUP

S.NO	AGE	NO OF RESPONDENTS	PERCENTAGE OF THE RESPONDENTS
1	19-25 years	7	6.36
2	26-30 years	32	29.09
3	31-35 years	41	37.27
4	36-40 years	23	19.09
5	Above 41 years	7	5.45
	Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 37.27% of the respondents are in 31-35 years, 29.09% of the respondents are in 26-30 years of age group, 19.09% of the respondents are in 36-40 years of age group and 6.36% of the respondents are in 19-25 years of age group and 5.45% of the respondents are above 41 years of age group

TABLE 4.1.2 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR DESIGNATION

S.NO	DESIGNATION	NO OF RESPONDENTS	PERCENTAGE OF THE RESPONDENTS
1	Manager	2	1.8
2	Apprentice	84	76.3
3	Trainee	22	20
4	Assistant Manager	2	1.8
	TOTAL	110	100

Source: Primary data

INTERPRETATION

From the above table it can be inferred that, 1.8% of the respondents belonged to the designation of Manager, 76.3% of the respondents belonged to the designation of Apprentice, 20.0% of the respondents belonged to the designation of Trainee, 1.8% of the respondents belonged to the designation of Assistant Manager. The majority of the respondents lies under the category of Apprentice.

TABLE 4.1.3 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR DEPARTMENT

S.NO	DEPARTMENT	NO OF RESPONDENTS	PERCENTAGE OF RESPONDENTS
1	Human Resource	1	0.9
2	Production	75	68.1
3	Material and Stores	26	23.6
4	Marketing	8	7.2
	TOTAL	110	100.0

Source: Primary data

INTERPRETATION

From the above table it can be inferred that, 0.9% of the respondents belonged to the department of Human Resource, 68.1% of the respondents belonged to the department of Production, 23.6% of the respondents belonged to the department of Material and Stores, 7.2% of the respondents belonged to the department of Marketing. The majority of the respondents lie under the category of Production.

TABLE 4.1.4 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR MARITAL STATUS

FACTORS	RESPONDENTS	PERCENTAGE
Married	65	59%
Unmarried	45	41%
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 59% of the respondents are married and 41% of the respondents are unmarried.

TABLE 4.1.5 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR YEARS OF EXPERIENCE

FACTORS	RESPONDENTS	PERCENTAGE
6 months-2 years	38	34.5
2 -5 years	50	45.45
5-10 years	13	11.8
11-15 years	4	3.63
More than 15 years	5	4.5
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 45.45% of the respondents are working for 2-5 years, 34.5% of the respondents are working for 6-2 years, 11.8% of the respondents are working for 5-10 years, 4.5% of the respondents are working for more than 15 years and 3.63% of the respondents working for 11-15 years

TABLE 4.1.6 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR EDUCATION QUALIFICATION

FACTORS	RESPONDENTS	PERCENTAGE
Under graduate	32	29.0
Diploma	28	25.45
Post graduate	48	43.6
Doctorate	2	1.81
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 43.6% of the respondents have completed post graduate, 29% of the respondents have completed undergraduate, 25.45% of the respondents have completed diploma and 1.81% of the respondents have completed doctorate

TABLE 4.1.7 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR DETAILS OF STAY

S.NO	DETAILS OF STAY	NO OF RESPONDENTS	PERCENTAGE OF THE RESPONDENTS
1	With Family	67	60.9
2	Away from Family	43	39.0
	TOTAL	110	100

Source: Primary data

INTERPRETATION

From the above Table it can be inferred that, 60.9% of the respondents are staying with family, 39% of the respondents are away from family. The majority of the respondents staying with their family

**TABLE 4.1.8
DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR NATURE OF THE JOB**

FACTORS	RESPONDENTS	PERCENTAGE
Temporary	64	58.1%
Permanent	46	41.8%
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 58.1% of the respondent's job is temporary and 41.8% of the respondent's job is permanent

TABLE 4.1.9 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR SALARY DRAWN

SALARY	RESPONDENTS	PERCENTAGE
Below 10000	13	11.8
10000-15000	23	20.9
15000-25000	44	40
25000-30000	23	20.9
Above 30000	7	6.36
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 40% of the respondents draw Rs.15000-20000, 20.9% of the respondents draw Rs.25000-30000, 20.9% of the respondents draw Rs.10000-15000, 11.8% of the respondents draw below Rs.10000 and 6.36% of the respondents draw above Rs.30000 per month

TABLE 4.1.10 RESPONDENTS OPINION ON THE SALARY INCREMENTS GIVEN TO MOTIVATE EMPLOYEES

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	28	25.4
Agree	44	40
Neutrally agree	28	25.45
Disagree	10	9%
Strongly disagree	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 40% of the respondents agree that salary increments are given to motivate them. 25.4% of the respondents strongly agree, 25.45% of the respondents neutrally agree and 9% of the respondents agree with salary increments given to motivate employees

TABLE 4.1.11 RESPONDENTS OPINION ON THE SATISFACTION ON LUNCH BREAKS, REST BREAKS AND LEAVES

FACTORS	RESPONDENTS	PERCENTAGE
Highly Satisfied	30	27.2
Satisfied	33	30
Neutrally Satisfied	37	33.6
Dissatisfied	10	9
Highly dissatisfied	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 33.6% of the respondents are neutrally satisfied, 30% of the respondents are satisfied, 27.2% of the respondents are highly satisfied, and 9% of the respondents dissatisfied with lunch breaks, rest breaks and leaves given

TABLE 4.1.12 RESPONDENTS OPINION ON THE GOOD PHYSICAL WORKING CONDITIONS

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	44	40
Agree	36	32.7
Neutrally agree	26	23.6
Disagree	4	3.63
Strongly disagree	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table reveals that 40% of the respondents strongly agree, 32.7% of the respondents agree, 23.6% of the respondents neutrally agree, and 3.63% of the respondents disagree that good physical working conditions are provided

TABLE 4.1.13 RESPONDENTS OPINION ON THEIR JOB SECURITY

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	21	19
Agree	19	17.2
Neutrally agree	70	63.6
Disagree	0	0
Strongly disagree	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 63.6% of the respondents neutrally agree, 19% of the respondents strongly agree and 17.2% of the respondents agree that employees feel secure in their job

TABLE 4.1.14 RESPONDENTS OPINION ON THE SATISFACTION LEVEL ON THE MEDICAL BENEFITS PROVIDED

FACTORS	RESPONDENTS	PERCENTAGE
Highly Satisfied	24	20
Satisfied	28	25.45
Neutrally Satisfied	58	52.7
Dissatisfied	0	0
Highly dissatisfied	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 52.7% of the respondents are neutrally satisfied, 25.45% of the respondents are satisfied, and 20% of the respondents are highly satisfied with the medical benefits provided

TABLE 4.1.15 RESPONDENTS OPINION ON THE FACILITATED WITH THE INFRASTRUCTURES TO PERFORM THE JOB

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	57	51.8
Agree	7	6.36
Neutrally agree	29	26.3
Disagree	11	10
Strongly disagree	6	5.45
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 51.8% of the respondents strongly agree, 26.3% of the respondents neutrally agree, 10% of the respondents disagree, 6.36% of the respondents agree, 5.45% of the respondents strongly disagree that facilitated with all the infrastructures to perform the job

TABLE 4.1.16 RESPONDENTS OPINION ON THE IMPORTANCE OF QUALITY RELATIONSHIP IN THE INFORMAL GROUP

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	64	58.7
Agree	34	30.90
Neutrally agree	12	10.9
Disagree	0	0
Strongly disagree	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 58.7% of the respondents strongly agree, 30.90% of the respondents agree and 10.9% of the respondents neutrally agree that the quality of relationship in the informal group is important

TABLE 4.1.17 RESPONDENTS OPINION ON THE MOTIVATION WHILE PARTICIPATING IN EXTRACURRICULAR ACTIVITIES

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	31	28.1
Agree	9	8.1
Neutrally agree	37	33.6
Disagree	15	13.6
Strongly disagree	18	16.3
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 33.6% of the respondents neutrally agree, 28.1% of the respondents strongly agree, 16.3% of the respondents strongly disagree, 13.6% of the respondents disagree and 8.1% of the respondents agree on feel motivated while participating in extracurricular activities

TABLE 4.1.18 RESPONDENTS OPINION ON THE SUPPORT OF HR DEPARTMENT

FACTORS	RESPONDENTS	PERCENTAGE
Highly Satisfied	31	28.1
Satisfied	34	30.9
Neutrally Satisfied	24	21.8
Dissatisfied	9	8.1
Highly dissatisfied	12	10.9
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 30.9% of the respondents are satisfied, 28% of the respondents are highly satisfied, 21.8% of the respondents are neutrally satisfied, 10.9% of the respondents are highly dissatisfied and 8.1% of the respondents are dissatisfied with the support from HR department

TABLE 4.1.19 RESPONDENTS OPINION ON THE EXPECTATIONS OF THEIR ROLE

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	35	31.8
Agree	50	45.45
Neutrally agree	16	14.5
Disagree	9	8.1
Strongly disagree	0	0
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 45.45% of the respondents agree, 31.8% of the respondents strongly agree, 14.5% of the respondents neutrally agree and 8.1% of the respondents disagree on clear about the expectation in my role

TABLE 4.1.20 RESPONDENTS OPINION ON THE CO-WORKER SUPPORT WHEN THEY STUCK WITH THE WORK

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	16	14.54
Agree	30	27.27
Neutrally agree	39	35.45
Disagree	14	12.72
Strongly disagree	11	10
Total	110	100%

Source: Primary data

INTERPRETATION

The above table depicts that 35.45% of the respondents neutrally agree, 27.27% of the respondents agree, 14.54% of the respondents strongly agree, 12.72% of the respondents disagree and 10% of the respondents strongly disagree co workers supports me when I am stuck with the work

TABLE 4.1.21 RESPONDENTS OPINION ON THE OPPORTUNITIES FOR ADVANCEMENT IN THE COMPANY

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	29	26.36
Agree	30	27.27
Neutrally agree	26	23.63
Disagree	10	9
Strongly disagree	15	13.63
Total	110	100%

Source: Primary data

INTERPRETATION

The above table indicates that 27.27% of the respondents agree, 26.36% of the respondents strongly agree, 23.63% of the respondents neutrally agree, 13.63% of the respondents strongly disagree and 9% of the respondents disagree that find opportunities for advancement in the company

TABLE 4.1.22 RESPONDENTS OPINION ON THE COMPANY'S FAMILY GET TOGETHER PROGRAMS

Factors	Respondents	Percentage
Highly Satisfied	59	53.63
Satisfied	16	14.54
Neutrally Satisfied	18	16.36
Dissatisfied	10	9
Highly dissatisfied	7	6.36
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 54% of the respondents are highly satisfied, 16% of the respondents are neutrally satisfied, 15% of the respondents are satisfied, 9% of the respondents are dissatisfied and 6% of the respondents are highly dissatisfied with company organizes family get together programs

TABLE 4.1.23 RESPONDENTS OPINION ON THE CELEBRATION OF SPECIAL OCCASIONS

FACTORS	RESPONDENTS	PERCENTAGE
Strongly agree	19	17.27
Agree	22	20
Neutrally agree	37	33.63
Disagree	18	16.3
Strongly disagree	14	12.72
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 33.63% of the respondents disagree, 20% of the respondents agree, 17.27% of the respondents strongly agree, 16.36% of the respondents disagree and 12.72% of the respondents strongly disagree that special occasions are celebrated

TABLE 4.1.24 DISTRIBUTION OF THE RESPONDENTS BASED ON THEIR FACTORS TO TAKE JOB OUTSIDE THE COMPANY

FACTORS	RESPONDENTS	PERCENTAGE
Job Content	26	23.63
Reward and Recognition	29	26.36
Supervisor cordiality	17	15.45
Teamwork	11	10
Fun at work	13	11.81
Training	14	12.72
Total	110	100%

Source: Primary data

INTERPRETATION

The above table shows that 26.36% of the respondents are willing to change job for rewards and recognition, 23.36% of the respondents are willing to change job for job content, 15.45% of the respondents are willing to change job for supervisor cordiality, 12.72% of the respondents are willing to change job for Training, 11.81% of the respondents are willing to change job for fun at work, and 10% of the respondents are willing to change job for teamwork

CHI-SQUARE ANALYSIS

Relationship between Age and Work Environment

Null hypothesis

H_0 : There is no association between the Age and Work Environment

Alternate Hypothesis

H_1 : There is association between the Age and Work Environment and Leave of Absence.

Cross Tabulation between Age and Work Environment.

Age	Low	Medium	High	Total
20-30	5	18	21	44
31-40	10	28	14	52
41-50	1	3	10	14
Total	16	49	45	110

Chi-Square Test

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.46981	2	0.04

Inference

From the above table it can be inferred that the calculated value 0.04 is smaller than the tabulated value 0.05. Hence, H_1 is accepted and H_0 is rejected which implies that there is association between Age and Work Environment and Leave of Absence

Relationship between Age and Employee Satisfaction**Null hypothesis**

H_0 : There is no association between Age and Employee Satisfaction

Alternate Hypothesis

H_1 : There is association between Age and Employee Satisfaction

Cross Tabulation between Age and Employee Satisfaction

Age	Low	Medium	High	Total
20-30	5	18	21	44
31-40	10	28	14	52
41-50	1	3	10	14
Total	16	49	45	110

Chi-Square Test

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.5081	2	0.04

Inference

From the above table it can be inferred that the calculated value 0.04 is smaller than the tabulated value 0.05. Hence, H_1 is accepted and H_0 is rejected which implies that there is association between Age and Employee Satisfaction

Relationship between Age and Work Place Collaboration**Null hypothesis**

H_0 : There is no association between Age and Work Place Collaboration

Alternate Hypothesis

H_1 : There is association between Age and Work Place Collaboration

Cross Tabulation between Age and Work Place Collaboration

Age	Low	Medium	High	Total
20-30	5	18	21	44
31-40	10	28	14	52
41-50	1	3	10	14
Total	16	49	45	110

Chi-Square Test

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.438	2	0.04

Inference

From the above table 2.4.6, it can be inferred that the calculated value 0.04 is smaller than the tabulated value 0.05. Hence, H_1 is accepted and H_0 is rejected which implies that there is association between Age and Work Place Collaboration

Relationship between Marital Status and Employee Satisfaction**Null hypothesis**

H_0 : There is no association between Marital Status and Employee Satisfaction

Alternate Hypothesis

H_1 : There is association between Marital Status and Employee Satisfaction

Cross Tabulation between Marital Status and Employee Satisfaction

Marital Status	Low	Medium	High	Total
Married	14	20	34	68
Unmarried	8	9	25	42
Total	22	29	59	110

Chi-Square Test

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.4081	2	0.02

Inference

From the above table it can be inferred that the calculated value 0.02 is smaller than the tabulated value 0.05. Hence, H_1 is accepted and H_0 is rejected which implies that there is association between Marital Status and Employee Satisfaction

ANOVA**Determining the differences in Work Environment among different Age Groups****Null Hypothesis**

H_0 : There is no significant difference in Work Environment based on different Age Groups of respondents.

Alternate Hypothesis

H_1 : There is a significant difference in Work Environment based on different Age Groups of respondents.

One Way ANOVA test to determine the differences in Work Environment among different Age Groups

Factors	Particulars	Sum of Squares	Df	Mean Square	F	Sig.
Work Environment and leave of absence	Between Groups	23.387	3	11.693	1.626	0.203
	Within Groups	553.601	77	7.190		
	Total	576.988	79			

Inference

From the above table it is noted that (F) equals 1.626 with a corresponding P-value of 0.203 which is greater than the level of significance 0.05. Hence the Alternate hypothesis is rejected and null hypothesis is accepted, which implies there is no significant difference in Work Environment based on different Age Groups of respondents.

Determining the differences in Employee Satisfaction among different Age Groups**Null Hypothesis**

H_0 : There is no significant difference in Employee Satisfaction based on different Age Groups of respondents

Alternate Hypothesis

H_1 : There is a significant difference in Employee Satisfaction based on different Age Groups of respondents

One Way ANOVA test to determine differences in Employee Satisfaction among different Age Groups

Factors	Particulars	Sum of Squares	Df	Mean Square	F	Sig.
Employee Satisfaction	Between Groups	27.214	2	13.607	3.489	0.03
	Within Groups	300.336	77	3.900		
	Total	327.550	79			

Inference

From the above table, it is noted that (F) equals 3.489 with a corresponding P-value of 0.03 which is less than the level of significance 0.05. Hence the null hypothesis is rejected and Alternate hypothesis is accepted, which implies there is significant difference in Employee Satisfaction based on different Age Groups of respondents

Determining the differences in Work place collaboration among different Age Groups

Null Hypothesis

H_0 : There is no significant difference in Work Place Collaboration based on different Age Groups of respondents.

Alternate Hypothesis

H_1 : There is a significant difference in Work Place Collaboration based on different Age Groups of respondents.

One Way ANOVA test to determine differences in Work place collaboration among different Age Groups

Factors	Particulars	Sum of Squares	Df	Mean Square	F	Sig.
Work Place Collaboration	Between Groups	41.197	2	13.607	4.721	0.012
	Within Groups	335.991	77	3.900		
	Total	377.199	79			

Inference

From the above table, it is noted that (F) equals 4.721 with a corresponding P-value of 0.012 which is less than the level of significance 0.05. Hence the null hypothesis is rejected and Alternate hypothesis is accepted, which implies there is significant difference in Work Place Collaboration based on different Age Groups of respondents.

Inference:

At 95% level of significant, the calculated value is less than 0.05, so rejects the null hypothesis and accepts the alternate hypothesis. Hence there is significant difference in Marital Status and Employee Satisfaction of respondents

CHAPTER V

5.1 FINDINGS

1. It is inferred that that 37.27% of the respondents are in 31-35 years, 29.09% of the respondents are in 26-30 years of age group, 19.09% of the respondents are in 36-40 years of age group and 6.36% of the respondents are in 19-25 years of and 5.45% of the respondents are above 41 years of age group
2. It is inferred that, 1.8% of the respondents belonged to the designation of Manager, 76.3% of the respondents belonged to the designation of Apprentice, 20.0% of the respondents belonged to the designation of Trainee, 1.8% of the respondents belonged to the designation of Assistant Manager The majority of the respondents lies under the category of Apprentice

3. It is inferred that 0.9% of the respondents belonged to the department of HR, 68.1% of the respondents belonged to the department of Production, 23.6% of the respondents belonged to the department of Material and Stores, 7.2% of the respondents belonged to the department of Marketing. The majority of the respondents lies under the category of Production
4. It is inferred that 59% of the respondents are married and 41% of the respondents unmarried
5. It is inferred that 45.45% of the respondents are working for 2-5 years, 34.5% of the respondents are working for 6-2 years, 11.8% of the respondents are working for 5-10 years, 4.5% of the respondents are working for more than 15 years and 3.63% of the respondents working for 11-15 years
6. It is inferred that 33.6% of the respondents are neutrally satisfied, 30% of the respondents are satisfied, 27.2% of the respondents are highly satisfied, and 9% of the respondents dissatisfied with lunch breaks, rest breaks and leaves given
7. It is inferred that 60.9% of the respondents are staying with family, 39% of the respondents are away from family. The majority of the respondents staying with their family
8. It is inferred that 58.1% of the respondent's job is temporary and 41.8% of the respondent's job is permanent
9. It is inferred that 40% of the respondents draw Rs.15000-20000, 20.9% of the respondents draw Rs.25000-30000, 20.9% of the respondents draw Rs.10000-15000, 11.8% of the respondents draw below Rs.10000 and 6.36% of the respondents draw above Rs.30000 per month
10. It is inferred that 40% of the respondents agree that salary increments are given to motivate them. 25.4% of the respondents strongly agree, 25.45% of the respondents neutrally agree and 9% of the respondents agree with salary increments given to motivate employees
11. It is inferred that 33.6% of the respondents are neutrally satisfied, 30% of the respondents are satisfied, 27.2% of the respondents are highly satisfied, and 9% of the respondents dissatisfied with lunch breaks, rest breaks and leaves given
12. It is inferred that 40% of the respondents strongly agree, 32.7% of the respondents agree, 23.6% of the respondents neutrally agree, and 3.63% of the respondents disagree that good physical working conditions are provided
13. It is inferred that The above table shows that 63.6% of the respondents neutrally agree, 19% of the respondents strongly agree and 17.2% of the respondents agree that employees feel secure in their job
14. It is inferred that The above table depicts that 52.7% of the respondents are neutrally satisfied, 25.45% of the respondents are satisfied, and 20% of the respondents are highly satisfied with the medical benefits provided
15. It is inferred that 51.8% of the respondents strongly agree, 26.3% of the respondents neutrally agree, 10% of the respondents disagree, 6.36% of the respondents agree, 5.45% of the respondents strongly disagree that facilitated with all the infrastructures to perform the job
16. It is inferred that 58.7% of the respondents strongly agree, 30.90% of the respondents agree and 10.9% of the respondents neutrally agree that the quality of relationship in the informal group is important
17. It is inferred that 33.6% of the respondents neutrally agree, 28.1% of the respondents strongly agree, 16.3% of the respondents strongly disagree, 13.6% of the respondents disagree and 8.1% of the respondents agree on feel motivated while participating in extracurricular activities

18. It is inferred that 30.9% of the respondents are satisfied, 28% of the respondents are highly satisfied, 21.8% of the respondents are neutrally satisfied, 10.9% of the respondents are highly dissatisfied and 8.1% of the respondents are dissatisfied with the support from HR department
19. It is inferred that 45.45% of the respondents agree, 31.8% of the respondents strongly agree, 14.5% of the respondents neutrally agree and 8.1% of the respondents disagree on clear about the expectation in my role
20. It is inferred that 35.45% of the respondents neutrally agree, 27.27% of the respondents agree, 14.54% of the respondents strongly agree, 12.72% of the respondents disagree and 10% of the respondents strongly disagree co workers supports me when I am stuck with the work
21. It is inferred that 27.27% of the respondents agree, 26.36% of the respondents strongly agree, 23.63% of the respondents neutrally agree, 13.63% of the respondents strongly disagree and 9% of the respondents disagree that find opportunities for advancement in the company
22. It is inferred that 54% of the respondents are highly satisfied, 16% of the respondents are neutrally satisfied, 15% of the respondents are satisfied, 9% of the respondents are dissatisfied and 6% of the respondents are highly dissatisfied with company organizes family get together programs
23. It is inferred that 33.63% of the respondents disagree, 20% of the respondents agree, 17.27% of the respondents strongly agree, 16.36% of the respondents disagree and 12.72% of the respondents strongly disagree that special occasions are celebrated
24. It is inferred that 26.36% of the respondents are willing to change job for rewards and recognition, 23.36% of the respondents are willing to change job for job content, 15.45% of the respondents are willing to change job for supervisor cordiality, 12.72% of the respondents are willing to change job for Training, 11.81% of the respondents are willing to change job for fun at work, and 10% of the respondents are willing to change job for teamwork

5.2 SUGGESTIONS

- It is recommended for the management to develop a way for the individual employee to maintain balance with their professional and personal life by looking into their individual needs as an employee.
- Since the employees are satisfied with work life balance so the management should take initiative to integrated employees with their professional and personal life with the best use of technology
- Since the age groups of employees has more impact on various factors, the balance model can be applied based on the age groups.
- A healthy relationship between employers and employees creates a more human context for integrating work into the fullness of life, resulting in less-stressed employees benefiting their employers, families, and communities.

CONCLUSION

Work Life Balance is the important factor in any organization that increases the impact of productivity of the organization, when the employees of the organization are integrated. As the economy continues to grow the people need integration with professional and personal life with best use of technologies. Every individual should be assured proper work life balance not only at their home but also at their work place too. It is their sole right, as an employee, to claim it. Therefore work life balance is a tential area of research that has entitled many researchers to investigate it.

The result of the study reveals that majority of the employees are highly satisfied with their work life as the finding reveals various factors influencing the work life balance and the study results can be useful to the government. If employees and authorities accept the suggestion of the study, it will be useful for further research.

This study has also suggested that when technologies are used in the best way, it can improve the integration of personal and professional life so that employee doesn't feel distant from their work or life. It also improves job satisfaction, work life balance, employee engagement, employee retention, organizational profit and employee performance.

QUESTIONNAIRE

STUDY ON WORK LIFE BALANCE MANUFACTURING INDUSTRY IN TAMILNADU

PART A

Name :
 Age (in completed years) :
 Gender : Male/Female
 Designation :
 Section / Dept :
 Marital status : Married / Unmarried
 Years of experience (at TTK) :
 Educational qualification :
 Details of stay : With family / Away from family
 Details of where family is situated (district) :

PART B

Please rate your responses (Please mark tick for your ratings which is suitable for you) as follows:

5-Strongly Agree; 4-Agree; 3-Neutral; 2-Disagree; 1-Strongly Disagree.

Work Life Balance					
1.Respondnts opinion on their job security.					
2. I will be present, when I am committed to some work					
3.My organization outsource work for better and faster work					
4. My works are being organized					
5.I am flexible about how I accomplish both work or personal goals					
6. I am available to attend scheduling calls during vacations					
7. Technology makes you to brings home to work and work to home					

Personal Life Satisfaction	5	4	3	2	1
1. I feel satisfied with my free/leisure hours.					

Self-Management	5	4	3	2	1
1. My organization the good physical working condition.					
2. I have enough time to think, plan and to schedule my day-to-day activities.					
3. I have sufficient time to take care of myself.					
4. I am self responsible for work/life integration					
2. I am satisfied with the family trips I enjoy during vacation at least once in a year					

3. I am satisfied with the leisure hours I have on weekends.					
4. I am satisfied about spending quality time with my family.					

Workplace Collaboration	5	4	3	2	1
1. All the employees are treated equally if they request assistance with work and family related matters.					
2. My superior gives more importance towards the well-being of the employees.					
3. My supervisor gives me more guidelines to perform my work.					
4. I can give my attention for urgent family or personal issues immediately.					
5. I can openly discuss issues relating to work life balance with my superior					
6. I have good relations among the employees in my workplace.					

Workload	5	4	3	2	1
1. My job keeps me away from my family too much.					
2. I feel more respected because of my responsibilities in job.					
3. I get disturbed when there is a delay in the completion of work.					
4. I am ready to take too many tasks at a full stretch.					
5. Generally I prepare work schedule to fulfil both my personal and family commitment.					
6. My organization provides me good compensation for my work.					

Job Satisfaction	5	4	3	2	1
1. I feel satisfied with my working hours.					
2. I am satisfied with the break and lunch time to have healthy and talk time with my colleagues					
3. I feel satisfactory with the training when new systems are introduced in the organization					
4. I am satisfied with the challenging opportunities I get in the organization					

Work Life Balance Policies	5	4	3	2	1
1. In my organization specific Work Life Balance policy has been established.					
2. The Employees are expected to adhere to and sign the Work Life Balance policy					
3. The organization provides family – friendly policies that help to fulfil family commitments.					
4. Various unique programmes are offered by the organization to the employees for maintaining Work Life					

5. I can access flexible work schedule in my organization.					
6. Employees are expected to attend training programmes for Work Life Balance conducted inside and outside the organization.					

BIBLIOGRAPHY

LIST OF BOOKS

1. Ajai Gaur (2006), "Statistical Methods for practice on research – A Guide to data analysis using SPSS", 1ST Edition , sage publication.
2. Arora(2007), "Comprehensive Statistical Methods", 2nd edition S.Chand publication.
3. Bata ,K.Dey, "Personnel Administration in India:Restropective issues, perspective thoughts" , Uppal publishing house, New Delhi,1991.
4. Bata S.K., Principles and Techniques of Personnel management, Deep publication, New Delhi.
5. Bottomly, M.H (1987). Personnel Management .London: Pitman publishing.
6. Beardwell Ian, Holden Len 1994. Human Resource Management, A contemporary perspective. UK. Pitman publishing.
- 7.Charles R.Greer (2006), Strategic Human Resource Management, second edition, Pearson Education.
- 8.D.G.Girdhari , "Research Methodology in Social sciences", Uday publication.
9. Dessler, G (2000). Human Resource Management (4thEd.) New York: Prentice – Hall, Inc.
- 10.Dessler, G (2000). Personnel Management (5th Ed.) New York: Prentice –Hall, Inc.
- 11.G.C.Beri , " Marketing Research", 4th edition , McGrawhill publication.
12. Robbins, S.P (1998). Organizational Behaviour (8th edition). New Delhi.
- 13.RanjeerChitale (2009), "Statistical & Quantitative Methods",10thed, NiraliPrakashan.
14. V.P.Michael , "Research Methodology in Management", 5th edition , Himalaya publication.

REFERENCE

1. R. Baral& S. Bhargava; "HR interventions for work-life balance: evidences from organisations in India". International Journal of Business, Management and Social Sciences, Vol. 2, No. 1, 2011, pp. 33- 42
2. Friedman and Greenhaus(2000).Work/Family Border Theory: A NewTheory of Work/Family Balance. Human Relations 53(6): 747–770.
- Hill, L. and McCarraher, L. (2000) The Work–Life Manual. London: Industrial Society.
3. Denise Horner Mitnick, "The Impact of Working Women on Work/Life Balance Perspectives", University of Pennsylvania ScholarlyCommons, 2006
4. Kim and ling , "When the Business Case Is Common Sense: Coming to Terms with America's Family Challenge," ACA Journal,(Autumn 1992)
5. Thomas &Ganster,(2003), S D and Greenhaus, J H (2000).“Work and family—Allies or enemies? What happens when business professionals confront life choices”, New York: Oxford University Press.
6. RoehlingP.vMenon. “Women, work, and family in urban India, Towards new families?” in J. W. Berry, R. C. Mishra, and R. C. Tripathi ed., Psychology in human and social development, Lessons from diverse cultures pp.155-169 New Delhi, India, Sage.

7. Kirchmeyer “Working Mothers and Their Children”. *Monthly Labor Review: Special Labor Force Reports – Summaries*. May, 1981: pp 49 -54.
8. Bharat (2008). Work-life initiatives: Greed or benevolence regarding workers’ time. In C. L. Cooper & D. M. Rousseau (Eds.), *Trends in organizational behavior* (Vol. 7, pp. 79–93). West Sussex, UK: Wiley.
9. Jeffrey H. Greenhaus, Karen M. Collins & Jason D. Shaw, “The relation between work–family balance and quality of life”, *Journal of Vocational Behavior* 63 (2003) 510–531
10. Clark, Ungerson&Yeandle(2013). *Balancing act*. San Francisco: Jossey-Bass.
11. Sunita Malhotra&SapnaSachdeva. “The work–family interface in India”, in S. Parasuraman and J. H. Greenhaus Eds., *Integrating work and family, Challenges for a changing world* pp. 104–114. Westport, CT, Quorum Books.
12. Nurast Ahmad. Work-family conflict, policies, and the job-life satisfaction relationship, A review and directions for organisational behavior-human resources research, *Journal of Applied Psychology*, Vol.83, pp.139-149.
13. Nielsen Survey(2011). “An examination of gender differences in work-family conflict”. *Canadian Journal of Behavioural Science*, 37(4), 238-298.
14. Amanda S.Bell. “Multiple roles and the self: A theory of role balance”. *Journal of Marriage and the Family*, 58, 417–432.
15. K.G.Sethilkumar. “Influencers and the role in determining the work life balance of employees working in the information technology sector”. *KGEES Journal of Social Science*, 1, 17–31.
16. Kumar Arun. *Selected writings*. Indianapolis, IN: Bobbs-Merrill.
- M.Lokanadha Reddy. “Balancing work and home: How job and home demands are related to burnout”. *International Journal of Stress Management*, 12, 43–61.
16. Jagdeep Singh. “The Work-Family Role System,” *Social Problems*, 24(4), 417-427.
17. ManishaPurohit. “Life role salience, A study of dual career couples in the Indian context”. *Human Relations*, Vol.53, pp.489-511.
18. Fapohunda ,Tinke, *Work life balance in Hong Kong: Survey results* (April 2008), The University of Hong Kong and CSR Asia.
19. Gupta Sachin. “Work and Family Roles: Indian Career Workmen in India and the West,” *Indian Journal of Gender Studies*, 6(1), 91-105.
20. RituAtheya and Dr.RenuArora. “Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals”, *Vikalpa*, Volume 34, No.1, January - March 2009
21. SahanaMaiya and Dr.M.M.Bagail. “Middle-class dual-earner families and their support systems in urban India”, in S. Lewis, D. N. Izraeli, and H.Hootsmansed., *Dual-earner families, International perspectives*. pp. 46–61. Newbury Park, CA, Sage.

22. Dr.Pallavi Mehta and NeeraKundanani, “Measuring work-life balance and its covariates”, Work Employment Society, 2005 19: 627
23. Dr.SartiaBhatnagarandPratimaSanadhya, “Social Roles and Role Conflict: An Interprofessional Study among Women”, Journal of the Indian Academy of Applied Psychology, January - July 2005, Vol. 31, No.1-2, 37-42.
24. RashmiBhartiand. Impact of family-supportive work variables on work-family conflict and strain: A control perspective. Journal of Applied Psychology, Vol.80, pp.6-15.
25. SrirangJha.Relationships among organisational family support, job autonomy, perceived control, and employee well-being.Journal of Occupational Health Psychology, Vol. 11, pp.100-118.
26. OlumuyiwaAkinrole. Care Workers and Work-Life Balance: The Example of Domiciliary Careworkers. In: Hounston DM, ed. Work- Life Balance in the 21st Century, pp. 246–262. Hampshire, Palgrave Macmillan.

WEBSITES

- www.success.com/mobile/article/why-we-need-work-life-blending-not-balance
- www.forbes.com
- books.google.co.in/PT5&dq=work+life+blending+books
- www.text100.com/2011/08/29/finding-a-blend-between-work-and-life/
- www.smh.com.au/lifestyle/health-and-wellbeing/wellbeing/forget-worklife-balance-and-try-blending-instead-20170405-gvecbc.html
- www.steveprestonthecareercatalyst.com/work-life-blend-what-s-your-favourite-blend/