

## A STUDY ON THE PERCEPTION OF WORK LIFE BALANCE POLICIES AMONG THE TEXTILE EMPLOYEES WITH REFERENCE TO PANKAJA MILLS COIMBATORE

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### ABSTRACT

*From the point of Employees, Work Life Balance is the managing of a life between the responsibilities of office and the Home. Who are working today is very careful on the importance of Work Life Balance more than their predecessors. Work-life balance is the term used to describe the balance that an individual needs between times allocated for work and other aspects of life. Areas of life other than work-life can be, but not limited to personal interests, family and social or leisure activities.*

**KEYWORDS:** Lower Productivity, Greater Stress-Related Ailments, Lower Physical and Psychological Well-Being

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### Article History

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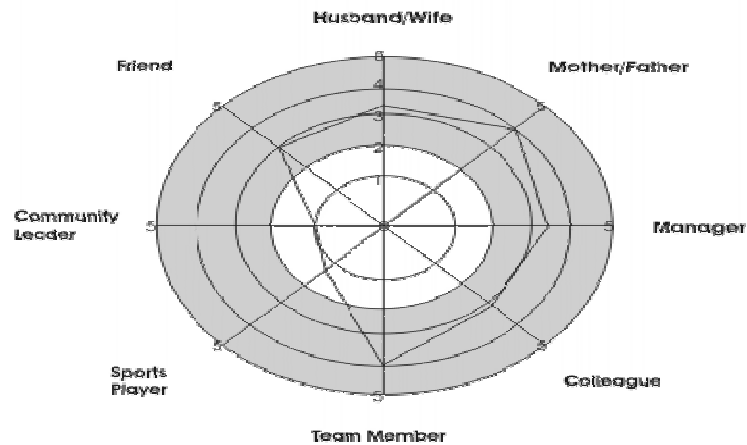
### INTRODUCTION

Work-life balance is a concept including proper prioritizing between “work” (career and ambition) and “lifestyle” (Health, pleasure, leisure, family and spiritual development/meditation)<sup>1</sup>. Work life balance is a choice an individual has to make. However, it is the organization that needs to take an initiative to help the employees. Today, an employee is not looking at their employer just for a job, also to care for their work life balance and their well being. If a company addresses these needs, in addition to providing better career opportunities, they can be very successful in providing job satisfaction to the employees. Companies are adopting new means to ensure that their employees get enough time to enjoy their personal life and spend time with family. Work-life balance is a problem for many people. Not just freelancers, either—anyone who works in a job that involves some kind of thinking is tempted to take work home with them. I suppose that maintaining a good balance is one of the benefits to menial shift work.

Work is taking over the lives of many of us in today’s fast-paced, global environment, and if we do not guard ourselves against work-life imbalance, there could be increasing work-family conflicts and stress resulting from long hours and workload escalation. Vacations are getting shorter and are often clubbed with work, or even worse, many do not have the time for a vacation. Quality family time is getting invaded by the omnipresence of media and the internet. It has been well established that most adults suffer adverse health effects from stress, and 75–90% of all physician office visits are for stress-related ailments and complaints. Stress is linked to the six leading causes of death: heart disease, cancer, lung ailments, accidents, cirrhosis of the liver and suicide. People who experience stress typically go through different stages and degrees of suffering and along the way they pass on their stress to their direct environment, their families, co-workers

and friends. Research in the field of work and family has well established the spillover and crossover effects of stress affecting co-workers, spouses, children, and the community at large. Decrease in work–life balance has been linked to higher unwanted turnover, lower physical and psychological well-being, lower productivity, greater stress-related ailments, and the like. The Waste is immeasurable.

Sometimes working overtime is important. If you work for a company that requires mandatory overtime, you won't be able to avoid it, but you can learn to manage it.



**Figure 1: Wheel of Life Example**

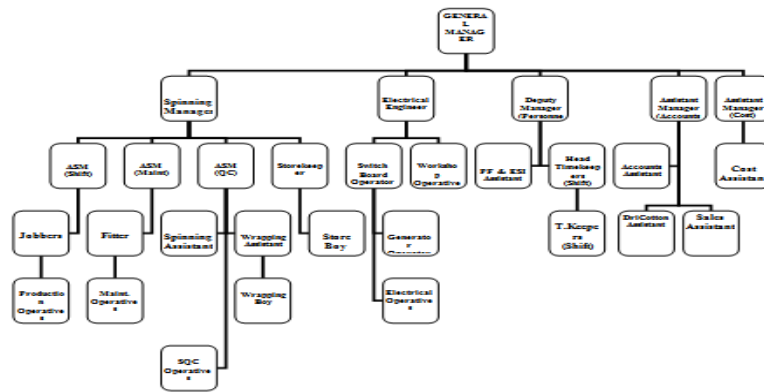
The Wheel of Life is powerful because it gives you a vivid visual representation of the way your life is currently, compared with the way you'd ideally like it to be. It is called the "Wheel of Life" because each area of your life is mapped on a circle, like the spoke of a wheel.

### **Pankaja Mills**

Pankaja Mills, one of the oldest mills in the city of Coimbatore, was incorporated in the year 1933 with a commissioned capacity of 15000 spindles. The mill, due to various managerial inefficiencies coupled with financial irregularities, ceased its operations intermittently and was under closure from March 1968 to November 1972. Thereafter, the management of the mill was taken over by the Tamil Nadu Textile

Corporation Limited under the Industries Development and Regulatory Act on 22/11/1972 and started functioning again from 14/01/1973. The mill is now placed under the control of the Southern Regional Office in Coimbatore. The mill, as a prelude to the export of yarn, has started implementing ISO 9001:2000 Quality Management System and the certification process are expected to be completed by September 2008.

**Organization Chart**



**Figure 2**

**QUALITY POLICY**

We at Pankaja mills are committed to attain customer satisfaction and to build customer confidence through proactive approach in producing cotton, man-made fiber, blended yarn that consistently meet their requirements cost effectively and supplying in time. This is achieved by continually improving the products, quality management system, team work of our dedicated employees and valued suppliers.

**OBJECTIVE OF THE STUDY**

- To assess the awareness of Textile Employees about the Work Life Balance Policies.
- To assess the importance of Work Life Balance Policies as perceived by Textile Employees.
- To assess the attitude towards the implementation of Work Life Balance Policies in the organization.

**NEED OF THE STUDY**

- Work Life Balance has become perceptible as a strategic concern for the management of human resource and a significant element of an organization’s employee retention strategy.
- Therefore the main concern of the present study is to provide information to the management about the identification of areas of WLB policy development and implementation that may require change.
- Also enable them to respond to the changing needs of employees and ensuring the awareness of WLB policy it will help the management to redesign the HR strategies to the betterment of the company.

**SCOPE OF THE STUDY**

- The study was conducting with 100 respondents who were chosen randomly from Pankaja Mills, Coimbatore.
- Awareness of WLB policies and perceived importance from the point of view of textiles employees.
- The study was on the employee awareness and perception towards a Work Life Balance Policy in their Company.
- The information provided from the survey would be useful to the management to plan certain Work Life Balance Policy for their employees to improve their working conditions for balancing their work and life.

## LIMITATIONS OF THE STUDY

- Study is limited to only 100 respondents.
- Employee's point of view only taken into account.
- Most of the employee's are not interested to give the exact answers for the questions.

This survey result is only applicable to Pankaja Mills, Coimbatore.

## REVIEW OF LITERATURE

**Greenhaus Etal** has stated that Work Life Balance was the extent to which an individual is engaged in and equally satisfied with his or her work role and family role consisting three components of work family-balance, involvement balance and satisfaction balance.

**Kirchmeyer** has stated that Work Life Balance is defined 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.”

**Kalliath & Brough** have stated that “Work Life Balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities.”

**Heery and Noon** has stated that “Work Life Balance is the principle that paid employment should be integrated with domestic life and community involvement in the interests of personal and social well-being.”

**De Bruin & Dupuis** has stated that the importance of managing an employee's Work Life Balance has increased markedly over the past 20 years.

**Hosie, Forster & Servatos** has stated that there have been changes in several areas that directly impact on this issue. Jobs have become more complex and employees have been put under pressure to produce quality results in shorter timeframes and with fewer resources that has resulted in a redefinition of ‘normal working hours’.

**Greenhaus & Powell** has stated that The demographic make-up of the labour force (i.e. gender, ethnicity, dual career couples, religion, multi-generational workplaces etc), and thirdly the very nature of the employment contract has necessitated that organisations effectively manage their employee's wellbeing, stress and job satisfaction.

## RESEARCH DESIGN

The descriptive research design was adopted and convenience sampling technique was used for this survey. In this method-sampling units are chosen, primarily, in accordance with the investigator convenience. The total sample consists of 100 respondents who are working in Pankaja Mills, Coimbatore. In the survey method questionnaire is the instrument most frequently used and yields the most satisfactory results. The primary data was collected by questionnaires from the consumer. In the questionnaires open ended questions. Close ended questions, checklist questions, multiple questions are used

## STATISTICAL TOOLS USED FOR ANALYSIS

- ANOVA.
- Chi-square test.

**CHI-SQUARE**

**Experience of the respondents vs. Awareness about the company’s Policy**

**Null Hypothesis**

There is no significant relationship between the experience of the employees and their awareness about the WLB Policy in the company.

**Alternative Hypothesis**

There is a significant relationship between the experience of the employees and their awareness about the WLB Policy in the company.

**Observed Frequency**

**Table 1**

Experience Awareness about the WLB Policy	Yes	No	Not Aware	Total
0 – 1	3	7	12	22
1 – 5	6	4	9	19
5 – 10	12	5	3	20
10 – 20	15	1	3	19
20 - 30	18	1	1	20
<b>Total</b>	<b>54</b>	<b>18</b>	<b>28</b>	<b>100</b>

**Expected Frequency**

**Table 2**

Experience Awareness about the WLB Policy	Yes	No	Not Aware	Total
0 – 1	11.88	3.96	6.16	22
1 – 5	10.26	3.42	5.32	19
5 – 10	10.8	3.6	5.6	20
10 – 20	10.26	3.42	5.32	19
20 - 30	10.8	3.6	5.6	20
<b>Total</b>	<b>54</b>	<b>18</b>	<b>28</b>	<b>100</b>

**Formula**

Chi-square =(O-E)/E

Degree of freedom = (r-1) (c-1)

= (5-1) (3-1)

= 4\*2

= 8

Table value at 5% level of satisfaction is 15.5

61

**Table 3**

O	E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
3	11.88	78.854	6.637
7	3.96	9.241	2.333
12	6.16	34.105	5.536
6	10.26	18.147	1.768
4	3.42	0.336	0.098
9	5.32	13.542	2.545
12	10.8	1.44	0.133
5	3.6	1.96	0.544
3	5.6	6.76	1.207
15	10.26	22.467	2.189
1	3.42	5.856	1.712
3	5.32	5.382	1.011
18	10.8	51.84	4.8
1	3.6	6.76	1.877
1	5.6	21.16	3.778
			36.778

Calculated value = 36.778

### Inferences

The table value is lesser than the calculated value so the null hypothesis is rejected.

Hence there is a significant relationship between the experience of the employees and their awareness about the WLB Policy in the company.

### ANOVA (TWO WAY CLASSIFICATION)

#### Null Hypothesis

There is no significant relationship between the shifts the employees working and their mental problems.

#### Alternative Hypothesis

There is a significant relationship between the shifts the employees working and their mental problems.

**Table 4**

Mental Problems Working Shift	Never	Rarely	Some Times	Often	Always	Total
General Shift	14	11	9	8	1	43
Night Shift	2	1	7	11	16	37
Alternative Shift	4	5	4	6	1	20
<b>Total</b>	<b>20</b>	<b>17</b>	<b>20</b>	<b>25</b>	<b>18</b>	<b>100</b>

Degree of freedom = (r-1) (c-1)

=8

Table value at 5% level of satisfaction is 3.86

S.S between Columns = 12.65

S.S between Row = 56.93

T.S.S = 321.33

Calculated value :1 = 0.10049

Calculated value :2 = 0.904

### **Inferences**

The calculated value is lesser than the table value. So the null hypothesis is accepted.

Hence there is no significant relationship between the shifts the employees working and their mental problems.

### **FINDINGS**

- 60% of the respondents are female.
- 38% of the respondents are between the age limit of 30 – 40.
- 40% of the respondents having 5 – 10 years of experience.
- 45% of the respondents are working in alternative shifts (Day Night)
- 42% of the respondents agree that their company's policies are customized to individual needs.
- 44% of the respondents are travelling less than half an hour to reach the company.
- 45% of the respondents aware about their company's policy.
- 45% of the respondents do not know how to balance their work and life.
- 60% of the respondents say there is a good relationship among the employees.
- 37% of the respondents sometimes worry about their work.
- 33% of the respondents are feeling happy while working.
- 39% of the respondents sometimes having the mental problem while doing their work.
- 38% of the respondents prefer hearing music to reduce their stress.
- 36% of the respondents sometimes worry about their family due to the work pressure.
- 40% of the respondents aware that the company didn't provide any safety measures for the employees.
- 46% of the respondents aware that the company never provide any counselling services to the employees for their welfare.
- 54% of the respondents aware that the company have never conducted any health programs for the employees.
- 38% of the respondents agree that the benefits provided by the company are equal to male and female employees.

### **SUGGESTIONS**

- On the basis of the survey, it is suggested that the company must conduct the induction program for the employees at the entry level to provide awareness about the policy's practiced in the company. Because most of the employees are not aware about what are the policy's practiced in the company.
- It is strongly recommended that proper training and development program must be implemented and each and every one in the company should get trained in order to balancing their work and life. Because the employees are

not aware about how to balance their work and life.

- The company needs to provide vehicles to pick up and drop the night shift duty workers for long distance and female employees.
- The company needs to provide the children education allowance for the employees.
- Most of the employees are uneducated so the management need to provide counselling services to the employees to maintain their work and balancing their stress.
- The company needs to provide good medical facilities.
- The management need to provide proper health programs for them in order to prevent them. Because most of the employees are suffering from mental problems due to the continues exploitation in the sound.
- The management need to include the employees while framing the company's policies. Because most of the employees feel that the company's policies are not customized to individual needs.

## CONCLUSIONS

- Based on the research the researcher has identified that the experienced employees are aware about the work life balance policies provided by the company. But the casual and newly joined employees are not aware about the policies and they didn't know about the benefits of the policy.
- According to the research the researcher concludes that the perception of work life balance policies among the employees is not satisfied. The employees are expected to improve the work life balance policies and its benefits from the management.

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