INTERNATIONAL JOURNAL OF ENGINEERING AND MANAGEMENT SCIENCES

WORK LIFE BALANCE POLICIES, PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

Ainapur Pooja, Vidyavathi B., Kulkarni Keerti, Mamata P.
DVHIMSR, Dharwad, Karnataka-580004, India

ABSTRACT
Work life balance practices are deliberate organizational changes in programs or organization culture that are designed to reduce work life conflict and enable employees to be more effective at work and other roles. This paper mainly focuses on understanding how organization's 'Work life balance' policies assist employees in balancing their work and life responsibilities and also provides an indication on how the organization policies could be improved and how these policies when applied to all workers can be considered strategic human resource management that can translate into improved individual and organizational performance.

KEYWORDS: Work life balance, Organizational performance, Flexible Work Arrangement and Productivity.

INTRODUCTION

Employees with work life balance feel their lives are fulfilled both inside and outside of work, and they experience minimal conflict between work and non-work roles and life in general and lower levels of stress in general. Historically, work life balance issues have been considered personal issues and employees have just responded to their employees needs by providing additional benefits such as onsite child care service and paid maternity leave in the workplace. However, with environmental shifts and value changes of employees, employee's desire for work life balance has increased and employees have begun to offer more active support of their employees work life balance. Thus, organization efforts for ensuring employees work life balance are needed and valued more than ever.

Competing and multi-face demands between work and home responsibilities have assumed increased relevance for employees in recent years, due to large number of demographic and workplace changes such as greater number of women in the workforce, dual – career couples, transformation in family structures – a rise in number of single parents, a growing reluctance to accept the longer hours culture and technological advances. In response to these changes and conflict they generate multiple roles that individual's occupy, organization are increasingly pressured to design various kinds of practices, intended to facilitate employees efforts to fulfill both their employment related and their personal commitments.

WORK-LIFE BALANCE POLICIES / PRACTICES

There are number of work-life balance and flexible working arrangements. They are the clear policy statement that announces the organizations commitment for providing a flexible responsive work balance, which enables all employees to balance work and family / personal responsibilities supported by policy guidelines. Some of the important policies and initiatives taken in the study are elaborated below:

POLICIES IN THE ORIGINATIONS WITH REFERENCE TO LEAVE ARRANGEMENTS

1. **Careers Leave:** It allows employees to take time off to care for and support a sick family or household member.
2. **Opportunity for leave if care arrangements –** for children or other dependents breakdown: If day care person taking care of children or dependants get sick, the employee is allowed to take leave to care for his/ her child or dependents.
3. **Study/ Training leave:** It allows employees to take time off for study or training.
4. **Career breaks:** It allows employees to negotiate a fixed period away from work to undertake study, while keeping a job at the end of the term.
5. **Cultural / Religious breaks:** It allows employees to take time off for cultural/ religious reason; public holidays excluded.
6. **Bereavement leave:** It allows employees to take a minimum leave of 2 days after the death of family or house hold member.
7. **Pooling of leave entitlement:** It allows employees to pool all entitlements like sick leave, career's leave etc, giving employees a larger number of days if they need it for family reasons.

POLICIES IN THE ORGANIZATION WITH REFERENCE TO PARENTING AND PREGNANCY POLICIES:

1. Unpaid maternity/ paternity and adoption leave
2. Paid Maternity leave
3. Paid paternity leave
4. Paid adoption leave
5. Opportunity to return to the same job after maternity / paternity and adoption leave.
6. **Safely at work during pregnancy:** It allows changing the work of a pregnant worker to avoid long periods of standing or lifting heavy objects.
7. **Pre-natal leave:** It allows time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave.
8. **Staggered return to work after pregnancy:** It allows employees to negotiate a temporary reduction in hours of work when they return to work.
9. **Private expressing / breast feeding room:** Space provided at work offering privacy for an employee to breast feed and providing refrigeration facilities.
10. **Lactation breaks:** Time off to express milk or breast feed babies if needed.
11. **A careers room or bringing children to work in emergencies:** Provision of a safe location where staff can carry out their regular work duties while caring for dependents until other arrangements can be made.
12. **Employer assistance with childcare:** Employers paying for or reserving places in an existing or on-site child care center.

POLICIES IN THE ORGANIZATION: WITH REFERENCE TO FLEXIBLE WORK ARRANGEMENTS

1. **Job Sharing:** Job sharing is a form of part-time working where two or more people share the responsibility for full-time job. They share the pay and benefits in proportion to the hours each works. Job shares may work split days, split weeks or alternate weeks.
2. **Flextime:** Flextime operates in which the system allow the employees to build up additional hours, which can be used to leave early, come in late, or take longer periods off, with approval from line management.
3. **Part-time work:** Part-time working hours any arrangement where the employees contracted to work anything less than typical full time hours for the type of work in question.
4. **Compressed hours:** This is where an employee works their usual hours in fewer or longer blocks during the week. Through starting early or finishing late, employees can build up additional hours which they take as a day or half day away from work.
5. **Shift work:** It is a pattern of work in which one employee replaces another doing the same job within a 24 hour period. Shift workers normally work in crews, which are group of workers who make up for separate shift team.
6. **Annualized Hours:** It is a system where the total number of hours to be worked over the year is fixed but there is flexibility over the employees daily and weekly working patterns.

7. **Home Working:** It is a arrangement where an employee regularly carries out all or part of their duties to home rather than employer premises. It could be occasional agreed days or it could be a full time arrangement.
8. **Mobile Working:** Here an employee works all or part of their working week at a location away from employer's work place. Employees will receive instructions by phone or computer at home or in their vehicle.
9. **Hot Desking:** Here employees are not assigned their own desk but when they are in the office they can use any desk, or an available desk within a designated area.
10. **Gradual Retirement:** It allows employees to gradually reduce the number of working hours or duties over an extended period of time, after several years prior to retirement.

ADDITIONAL WORK PROVISIONS
Telephone for personal use
1. Counseling Services for employees
2. Health Programs
3. Exercise facilities
4. Equal Access to promotion, training and development.
5. **Referral Services for employees personal needs:** Here the organization provides a referral service – a telephone service that employees can use for assistance for personal matters.
6. **Parenting of family support program:** The organization provides a formal educational program on parenting.
7. **Relocation or placement assistance:** Here if the employee has to move for work purpose. The organization helps the whole family adapt to the new environment.

RESEARCH METHODOLOGY

Need for the Study
In today's society it is common for employees to have many competing responsibilities in their life. Care commitment involving children or elderly relatives, education commitment, needing to be available for religious observances, employees want a greater sense of well being and reduce stress levels. A poor balance between an employees work commitment and their other responsibilities can lead to stress, high absence and low productivity. Employees with better work life balance often have greater sense of responsibility, ownership and control of their working life. Hence this study is aimed to find out the impact of work life balance policies on organizational performance.

BACKGROUND OF THE STUDY
The pharmaceutical industry in India is the world's largest in terms of volume and stands fourteenth in terms of value. The Indian pharmaceutical market increased at a CAGR of 17.46% in 2015 from US $ 6 billion in 2005 and is expected to expand at a CAGR of 15.92% 2 US $55 million by 2020.This study was conducted in the company which is a premium manufacturer of pharmaceutical containers made of

neutral glass. It is one of the leading manufacturers of pharmaceutical packaging and also the leading supplier for pharmaceutical industry offering a "One Stop Shop" solution for entire range of small volume tabular glass, parenteral packaging including ampoules, vials, cartridge and sterile refillable syringes. With more than thousands of employees working in the company it becomes important to manage the work life balance to improve productivity. Hence a study is conducted to understand the different policies adopted by the organization and its impact on the organizational performance.

OBJECTIVES OF THE STUDY
1. To know the different work-life balance policies / practices in the organization and the importance of these policies to the employees.
2. To know the benefits of work-life balance and ways to increase productivity and to find out the challenges for introducing flexible work arrangement.
3. To analyze the barriers in achieving work-life balance.
4. To understand the impact of work-life balance on organizational performance.

Type of Research
The research is descriptive type. Descriptive research provides the researchers with a general understanding of the problem and seeks conclusive data to answer question necessary to determine a particular cause of action.

Sample size
A size of 50 employees was chosen randomly for the survey.

Sampling Method:
The sample is selected through the simple random sampling method. The number of employees selected for survey is 50.

METHOD OF DATA COLLECTION
Primary Data:
Primary data are collected by a study specifically to fulfill the data needs of the problem at hand. Such data are original in character and are generated in large number of surveys conducted mostly by government and also by individual, institution, and research bodies.
Methods of Collecting Primary Data:
• Direct personal interviews.
• Indirect oral interviews.
• Information from correspondence.
• Mail questionnaire method.

The primary data in this study was collected by questionnaire method considering a sample size of 50through direct interview method.

Secondary Data:
Data which are not originally collected but rather obtained from published and unpublished sources are known as secondary data. Sources of secondary data are:
• Published sources
• Unpublished sources

Secondary data in this study was collected through HR text books, Company annual reports and documents.

METHOD OF ANALYSIS
Raw primary data was collected with the help of a questionnaire. The raw data was then tabulated. Based on this bar chart were prepared. Analysis was conducted and interpreted. Conclusions were drawn based on that.

Tools and Techniques Used:

1. The data collected is tabulated in MS EXCEL.
2. Study is conducted with help of Table, Graphical representation & interpretation with each graphs & charts.

LIMITATIONS OF THE STUDY

• Accuracy of the study is purely based on the information as given by the respondents.
• This study was limited to Sample Size of 50.
• This study has been limited by time and cost factors.

PERSONAL PROFILE OF RESPONDENTS
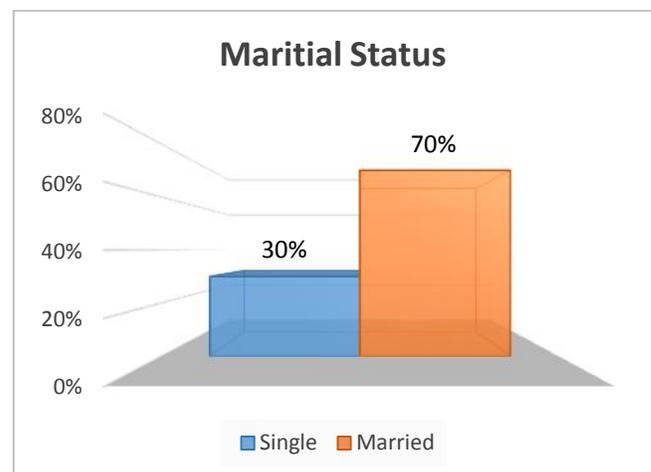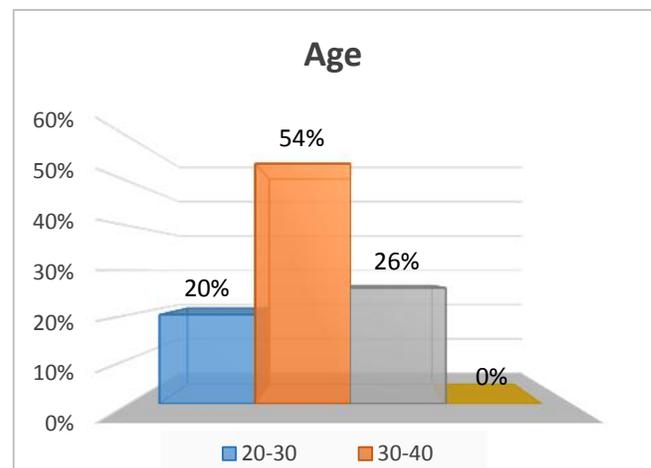
Work experience

- Less than 1 yr: 0%
- 1-3 yrs: 16%
- 3-5 yrs: 26%
- 5-10 yrs: 32%
- Above 10 yrs: 26%

Educational Qualification

- School level: 0%
- Graduates: 70%
- Diploma: 18%
- Professional: 12%

Gender

- Male: 84%
- Female: 16%
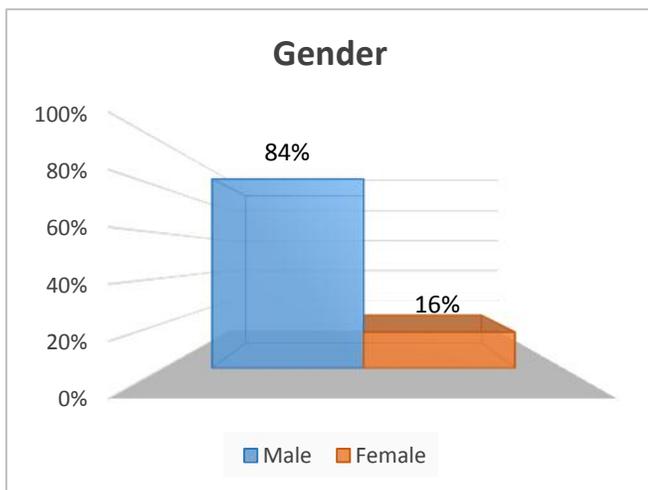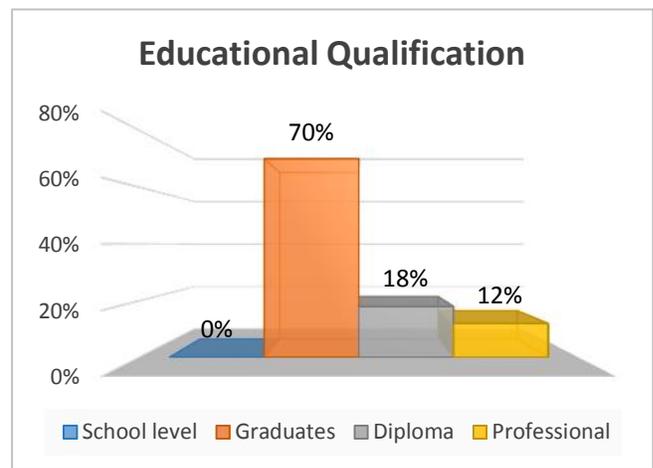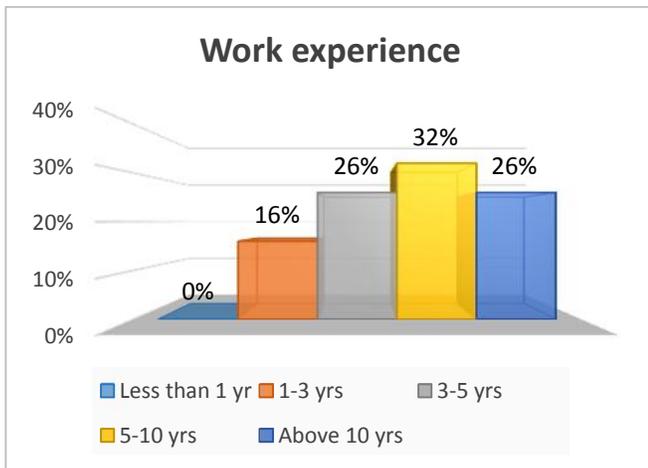
Interpretation: From the above graphs it can be seen that most of the employees surveyed were male, were from the age group 30-40, they were graduates, married and with a work experience of 5-10 years.

Q No 1: Do you agree that the following policies are the in the organization to manage work life balances?

Policies available for leave arrangement

	Care leave	Opportunity for leave if care arragement for children or other arrangement break down	Study or training leave	Career break	Culture or religious break	Bereavement leave	Pooling of leave
Yes	96%	0%	0%	0%	0%	14%	24%
No	4%	100%	92%	92%	98%	86%	76%
Don't Know	0%	0%	8%	8%	2%	0%	0%
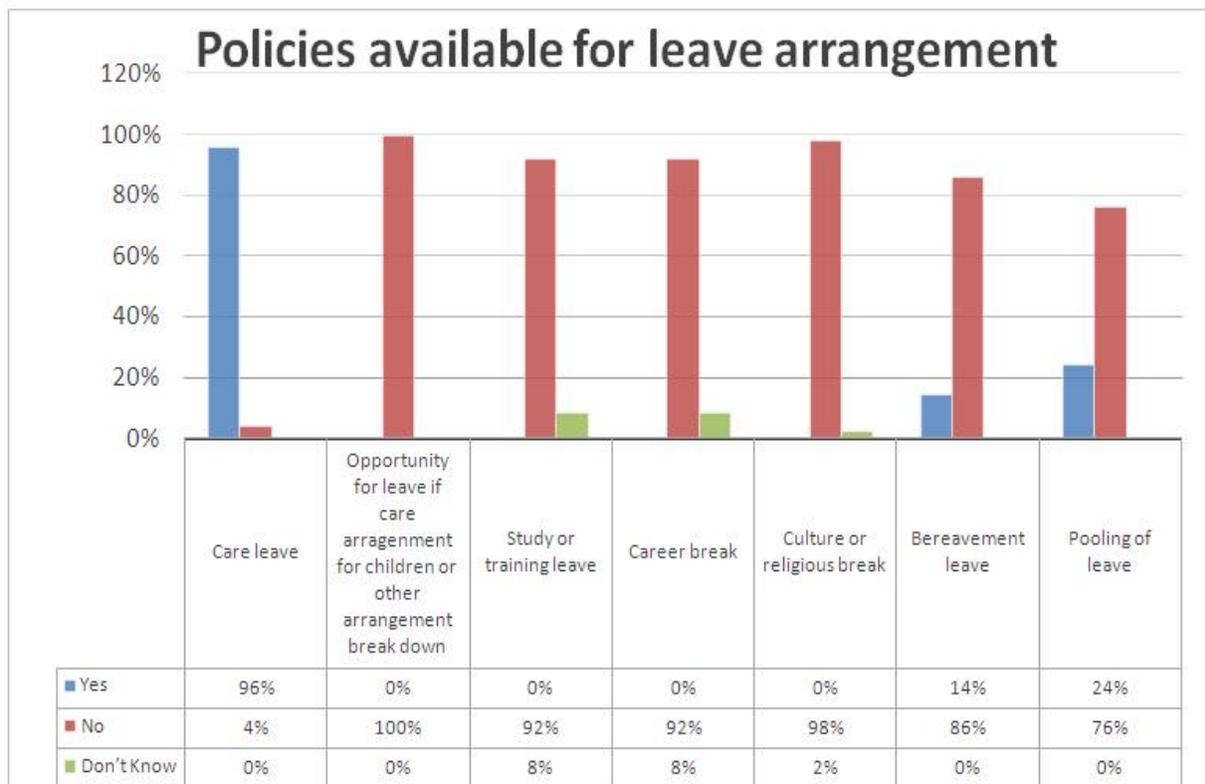
Interpretation

1. From the graph it can be seen that the organization had policies for care leave as told by 96% of the employees but some say that there is no care leave, these are some of the employees who are not aware of the facility being given.

2. All the employees said that there is no policy on opportunity for leave if care arrangement for children or other arrangements breakdown.

3. It can be seen that 92% of the employee survey say that there is no study or training leave where as some of them say they don't know about it. These were the employees who did not know the different policies concerned to work life balance.

4. The same is applicable even to career break as above.

5. 98% of the employees say that there is no special leave arrangement for culture or religious ceremonies.

6. Regarding bereavement leave 14% say there is a policy on it. But 86% said no. When checked it was found that there was policy on bereavement but only 14% who actually availed this leave were aware of it.

7. Most of the employees that pooling of leave policy is not available (76%) but 24% say it is available. This result is obtained as the pooling of leave policy is available only for middle and top level management and not for workers and the sample survey consisted of employees of different cadres

POLICIES FOR PARENTING & PREGNANCY

|	Unpaid paternity leave	Unpaid adoption leave	Paid maternity leave	Paid paternity leave	Paid adoption leave		Prenatal leave	Staggered return to work after pregnancy.	Lactation break	Employee assistances for child care
Yes	0%	0%	86%	0%	0%	86%	0%	0%	0%	0%
No	80%	96%	0%	100%	94%	0%	98%	80%	96%	94%
Don't know	20%	4%	14%	0%	6%	14%	2%	20%	4%	6%
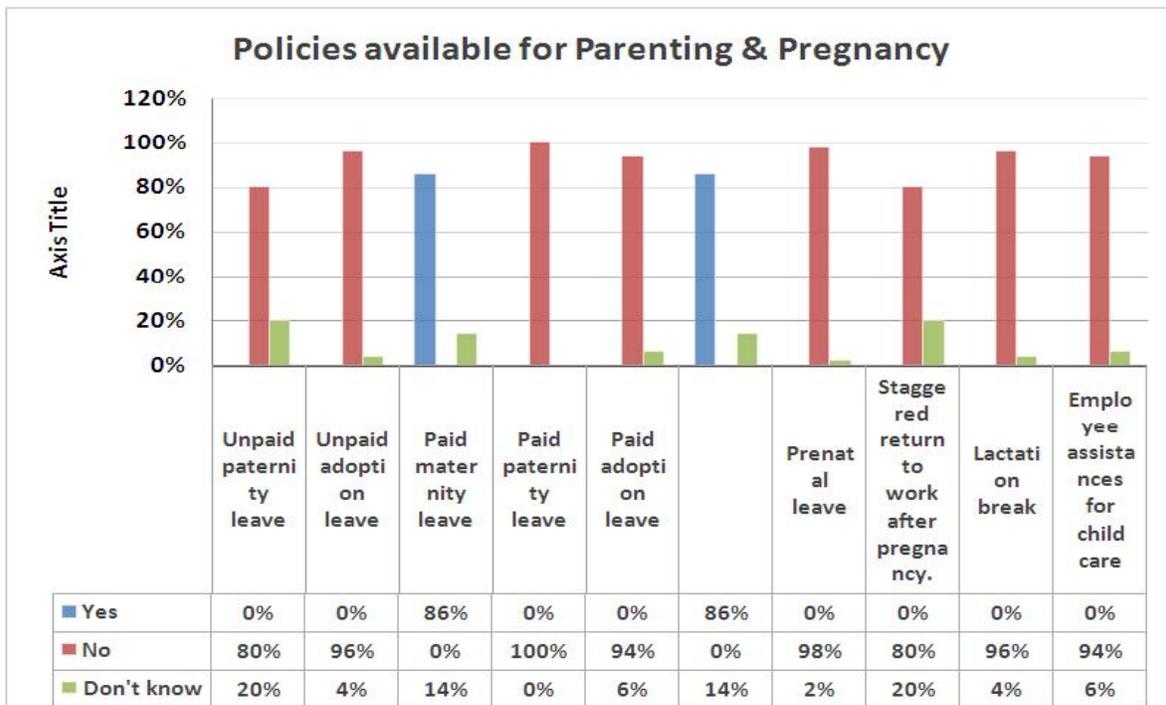
INTERPRETATION

1. From the graph it can be seen that most of the employees (80%) said that there is no unpaid paternity leave.

2. Most of the employees also said that there is no policy on unpaid or adoption leave (96%).

3. The employees said that there was policy on paid maternity leave.

4. All the employees said that there was no policy on paid paternity leave.

5. The same is applicable for paid adoption leave.

6. Most of the employees also said that there is a policy which says that the employees have opportunity for returning to the same job after maternity leave.

7. Almost all the employees said that there is no leave policy on prenatal leave.

8. The same is applicable as above to policies on staggered return to work after pregnancy, lactation break, employee's assistance for child care.

FLEXIBLE WORK ARRANGEMENTS

Flexible work arrangement

	job sharing	Flexi time	Part time work	Compressed hours	Annualized hours	Term time hours	Hot desking
Yes	0%	0%	0%	82%	80%	0%	0%
No	84%	100%	90%	0%	0%	92%	96%
Don't know	16%	0%	10%	18%	20%	8%	4%
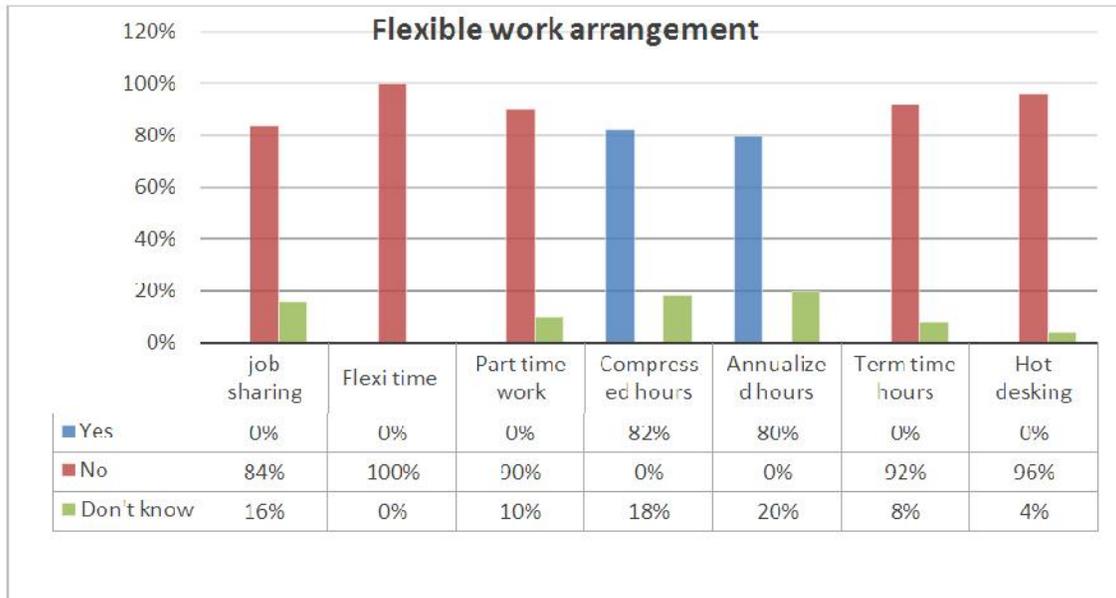
Interpretation

From the above graph it can be seen that

1. The policy on job sharing as regards to flexible work arrangements is not available in this organization where the survey was conducted.

2. The same applies to flexi-time, term time hours, part-time work and hot disking.

3. But the organization has policies on compressed hours and annualized hours.

ADDITIONAL WORK PROVISION

Additional work Provision

	Personal leave on telephone	Counseling services for employee	Referral services for employee personal needs	Health programs	Parenting support programs	Relocation and placement assistances	Equal access for promotion Training & Development
Yes	94%	0%	0%	90%	0%	0%	0%
No	6%	98%	90%	10%	98%	90%	90%
Don't know	0%	2%	10%	0%	2%	10%	10%
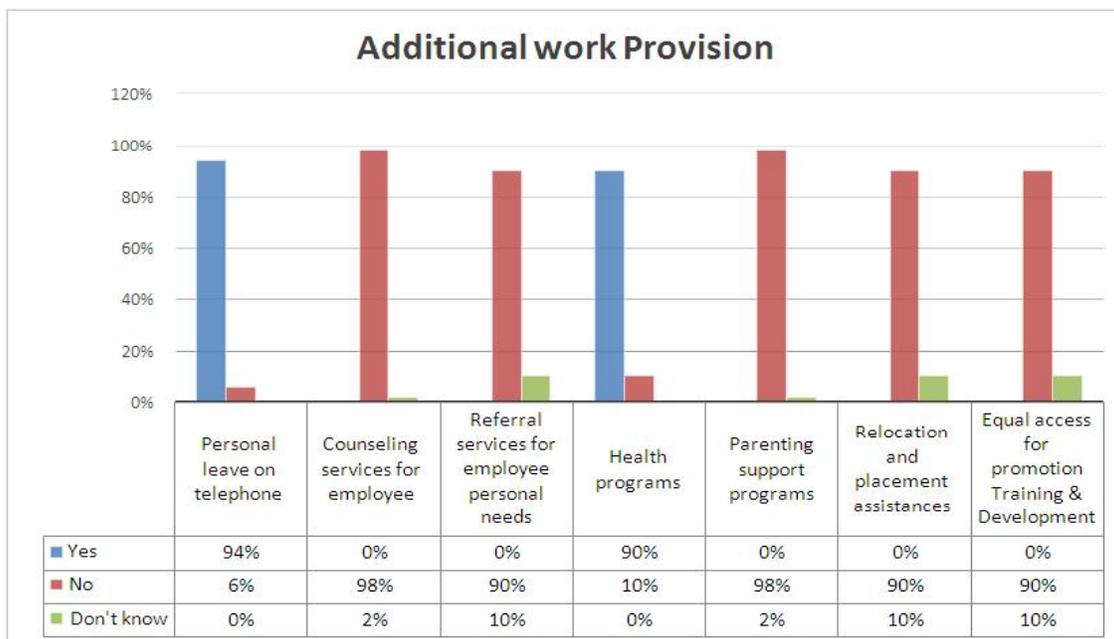
Interpretation

From the above graph it can be seen that

1. Additional provision regarding on telephone is available in the organization and also different health programs are conducted to manage the health of the employees.

2. It is also seen that counseling services for the employees, referral services for employee personal needs, parenting support programs and relocation and placement assistances are not provided in the organization.

Q No 2: How importance is this policy personally to manage work life balance?

A. POLICIES FOR LEAVE ARRANGEMENT

Policies available for leave arrangement

	Care leave	Opportunity for leave If care arrangement for children or other arrangement break down	Study or training leave	Career break	Culture or religious break	Bereavement leave	Pooling of leave
Yes	96%	0%	0%	0%	0%	14%	24%
No	4%	100%	92%	92%	98%	86%	76%
Don't Know	0%	0%	8%	8%	2%	0%	0%
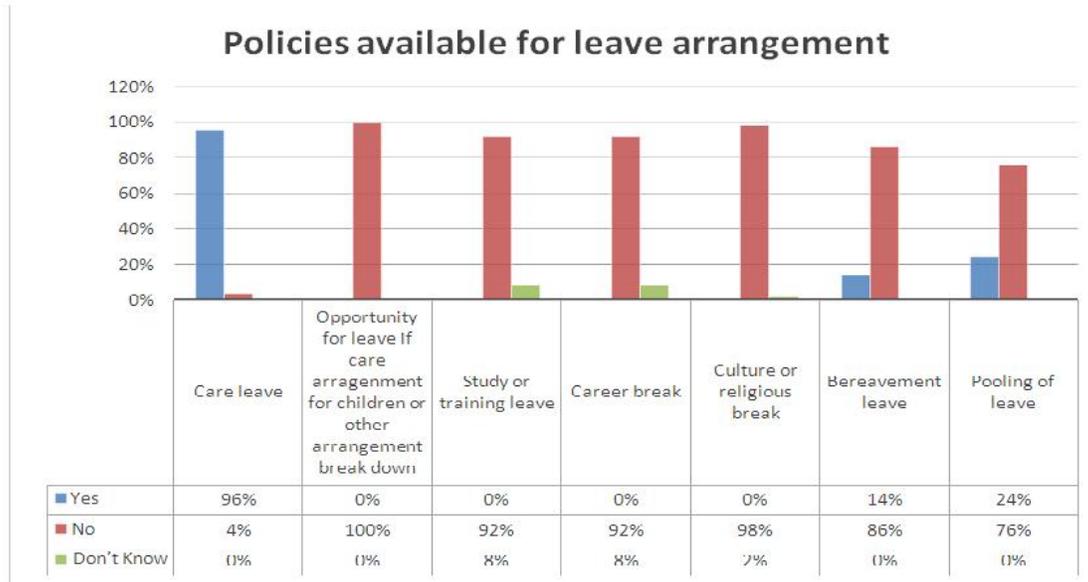
Interpretation

From the above graph it can be seen that most of the employees say that care leave (63%), Bereavement leave (58%) and pooling of leave (54%) are the important policies what the employees feel the organization needs to manage work-life balance.

B. POLICIES FOR PARENTING & PREGNANCY

Policies available for Parenting & Pregnancy

	Unpaid paternity leave	Unpaid adoption leave	Paid maternity leave	Paid paternity leave	Paid adoption leave	Opportunity for returning to the same job after maternity/ paternity leave.	Prenatal leave	Staggered return to work after pregnancy.	Lactation break	Employee assistances for child care
Yes	0%	0%	86%	0%	0%	86%	0%	0%	0%	0%
No	80%	96%	0%	100%	94%	0%	98%	80%	96%	94%
Don't know	20%	4%	14%	0%	6%	14%	2%	20%	4%	6%
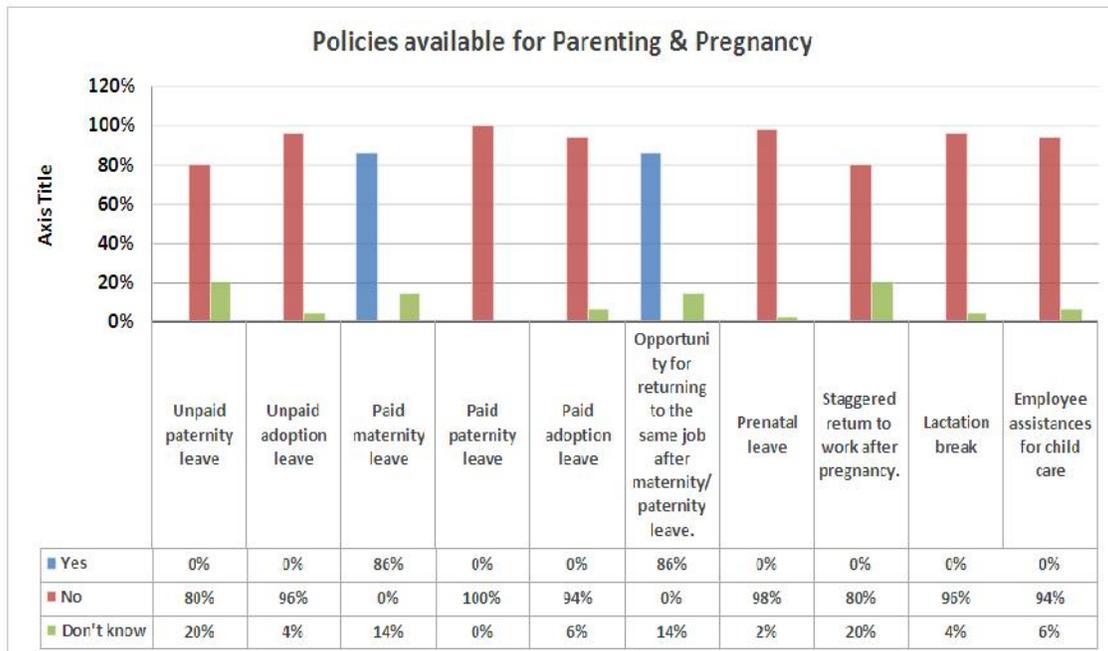
Interpretation

From the above graph it can be seen that paid maternity leave (62%), staggered return to work after pregnancy (54%), opportunity for returning to the same job after maternity leave (36%) are some of the important policies what the employees feel are needed for parenting and pregnancy.

C. FLEXIBLE WORK ARRANGEMENT

Flexible work arrangement

	job sharing	Flexi time	Part time work	Compresse d hours	Annualized hours	Term time hours	Hot desking
Yes	0%	0%	0%	82%	80%	0%	0%
No	84%	100%	90%	0%	0%	92%	96%
Don't know	16%	0%	10%	18%	20%	8%	4%
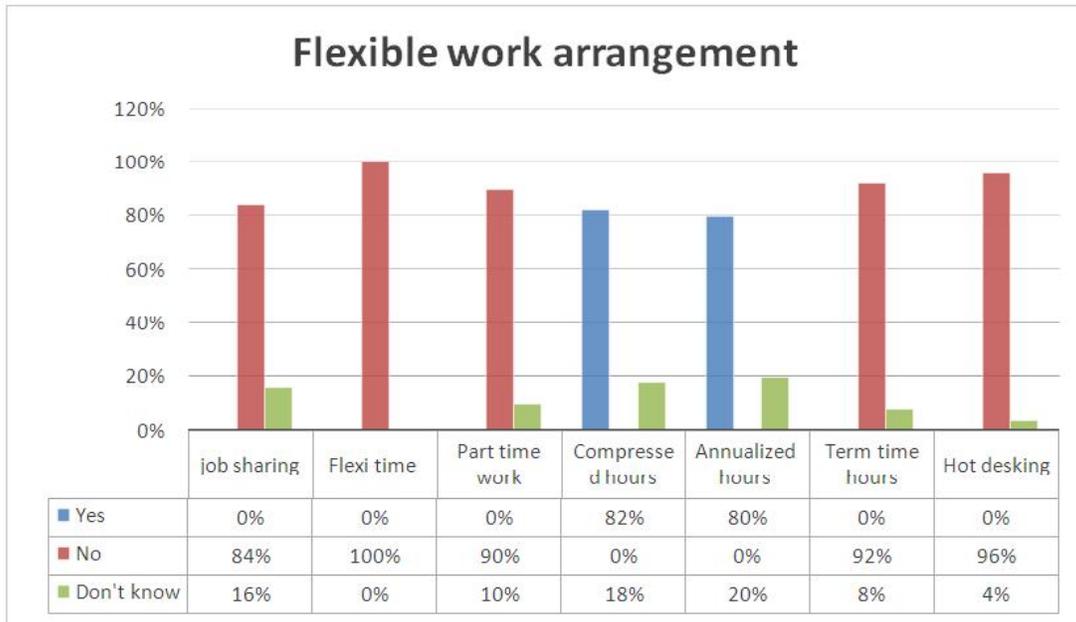
**Interpretation**

From the above graph it can be seen that policies on compressed hours of work (52%), and annualized hours (70%) are the two important flexible work arrangements what the employees feel need to be there in the organization to manage work-life balance. The previous graph on the policies shows that these two flexible work arrangements are already available in the organization.

D. ADDITIONAL WORK PROVISION

Additional work provision

|	Personal leave on telephone	Counseling services for employee	Referral services for employee personal needs	Health programs	Parenting support programs	Relocation and placement assistances	Equal access for promotion Training & Development
Yes	94%	0%	0%	90%	0%	0%	0%
No	6%	98%	90%	10%	98%	90%	90%
Don't know	0%	2%	10%	0%	2%	10%	10%
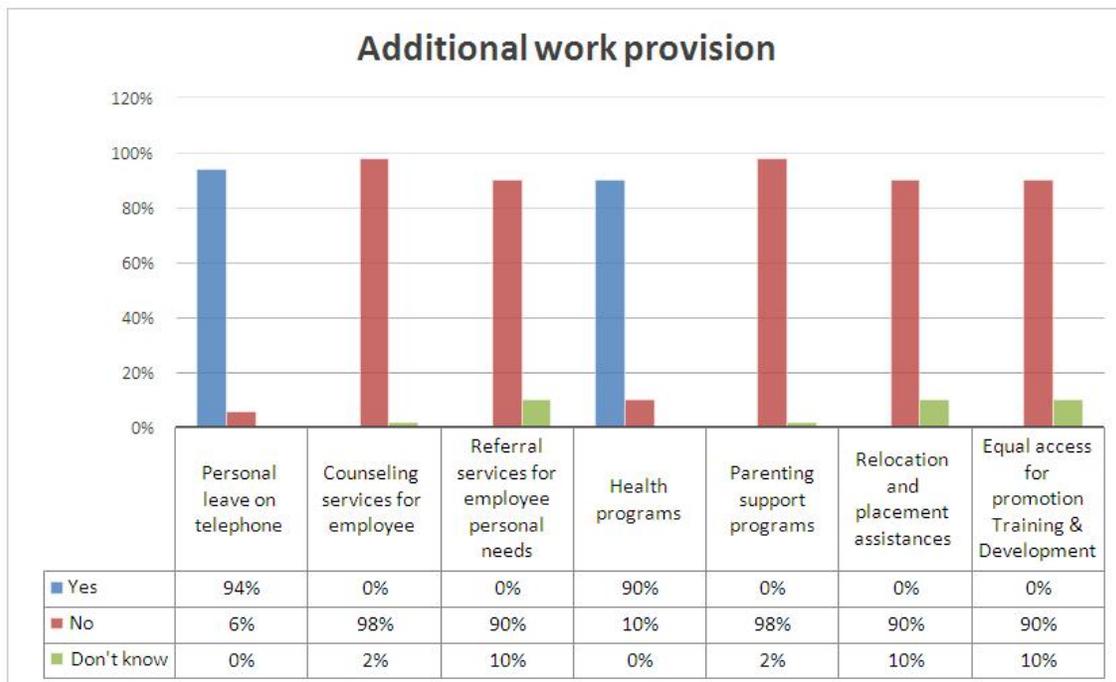
Interpretation

From the above graph it can be seen that the personal leave on telephone (74%), health programs (48%) are the important additional work provisions that the organization needs to provide to manage work-life balance.

Q No 3: Do you agree that work life balances leads to following benefits for employee?

WORK-LIFE BALANCE LEADS TO BENEFIT FOR EMPLOYEE.

Work life balances leads to benefit for employee	Fulfillment	Good Health	Greater Productivity	Stronger Relationship
To Great Extent	42%	48%	34%	16%
Some what	46%	40%	46%	52%
Very little	10%	12%	20%	30%
Not at all	2%	0%	0%	2%
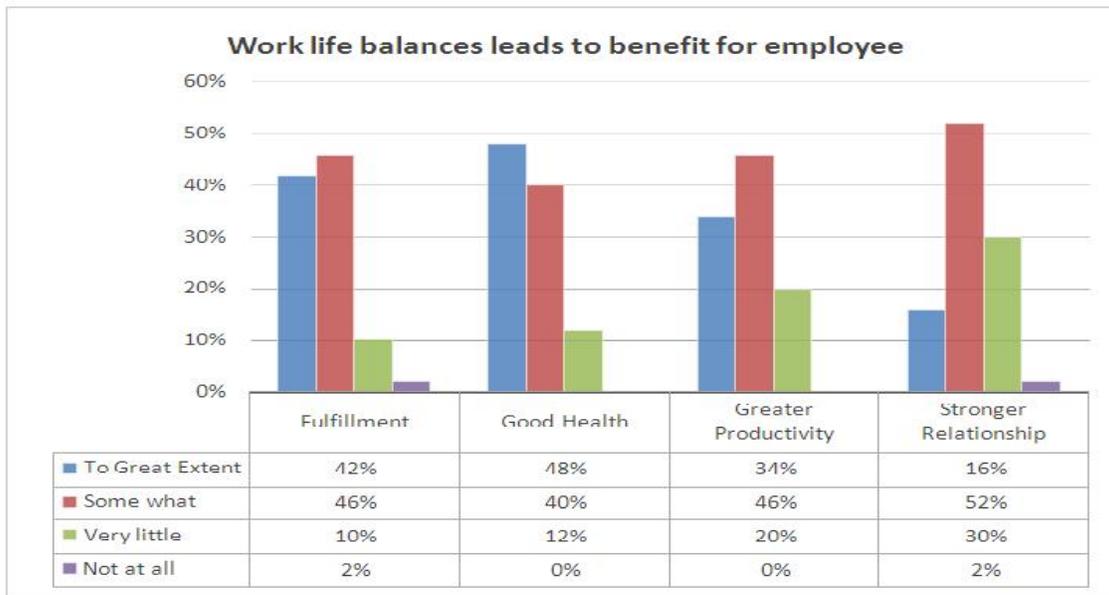
Interpretation

From the above graph it can be seen that the main benefits of work life balance to a great extent as said by most of the employees are good health (48%), fulfillment (42%), and greater productivity (34%).

DIFFERENT WAYS TO INCREASE PRODUCTIVITY

Different ways to increase productivity	Taking Healthy break	Taking enjoyable break	Taking time off
Yes	62%	80%	70%
No	38%	20%	30%
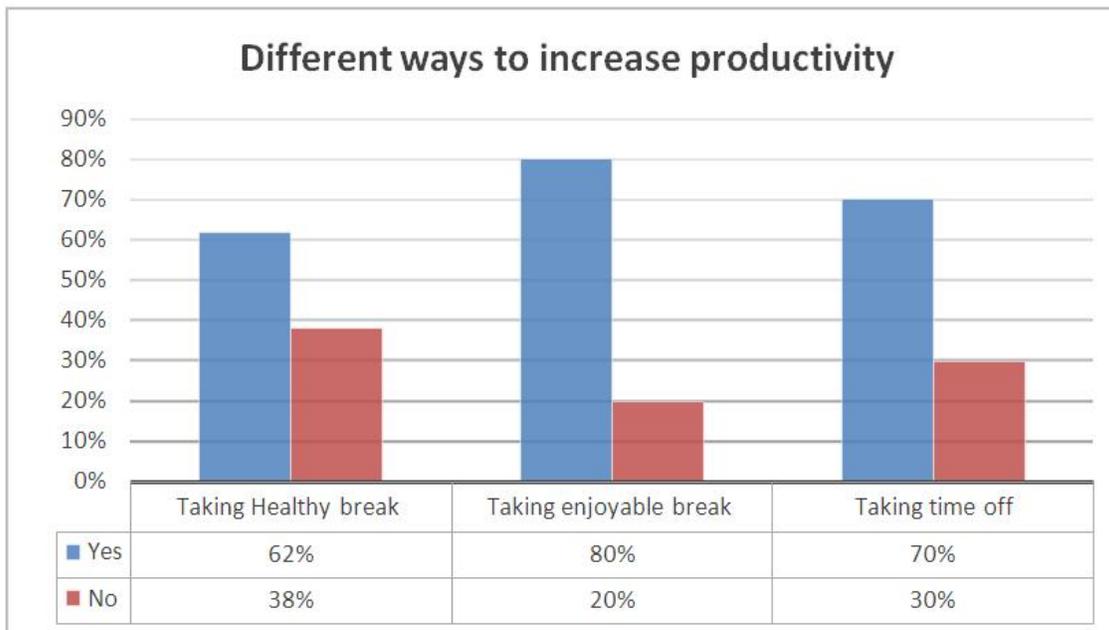
Interpretation:

From the above graph it can be seen that the different ways to increase productivity is to take enjoyable break, taking time off and taking healthy break.

Q No 4: Do you agree that flexible work arrangement have following challenges?

A. JOB SHARING

Job Sharing is a challenges for flexible work arrangement.

	Extra induction Training & Development.	Added responsibility on the supervision by manager to allocate work fairly.	If the shared role involves supervisory or managing it is difficult for staff to working with 2 managers.
Strongly Agree	26%	12%	12%
Agree	30%	32%	16%
Neutral	6%	38%	28%
Disagree	28%	14%	30%
Strongly Disagree	10%	4%	14%
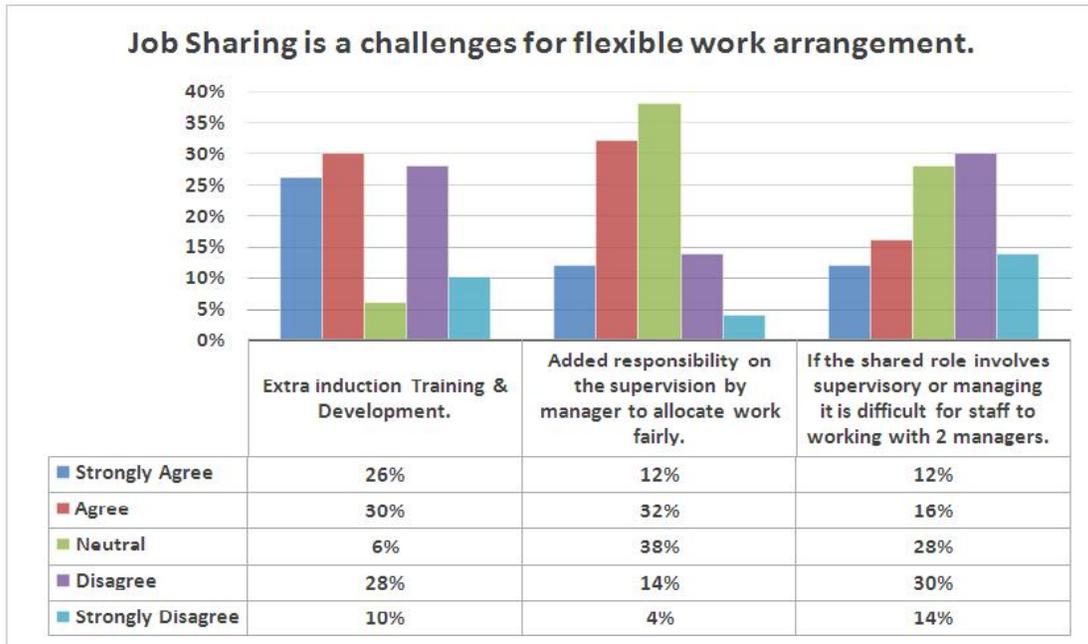
Interpretation

From the above graph it can be seen that the main challenge for job sharing is extra induction training and development (56%) and high responsibility on the supervisor by the manager to allocate work fairly (54%).

B. FLEXI-TIME

Flexi time is a challenges for flexible work arrangement.

|	Increased administration	Can lead to long hours of work, reducing productivity.	Direct supervision throughout the day will be difficult
Strongly Agree	14%	22%	28%
Agree	14%	56%	36%
Neutral	22%	16%	26%
Disagree	46%	6%	8%
Strongly Disagree	4%	0%	2%
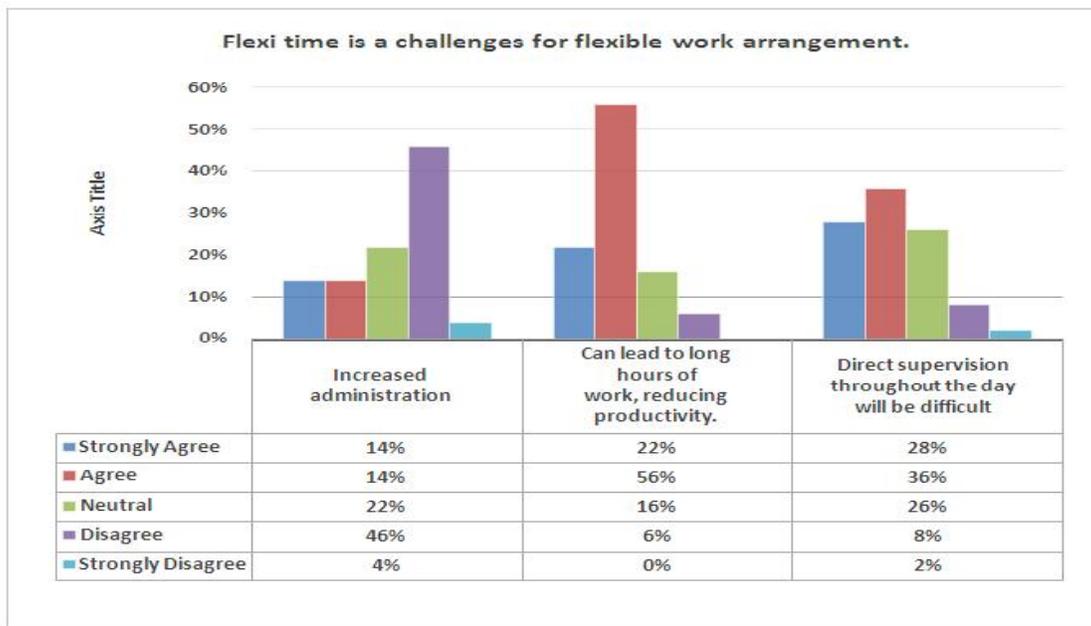
Interpretation

From the above graph it can be seen that the main challenges for introducing flexi-time are it can lead to long hours of work reducing productivity (78%) and direct supervision throughout the day will be difficult (64%).

C. PART TIME

Part time work is a challenges for flexible work arrangement.

|	Increased in Training	Increased in Administration cost.	Increased in Recruitment cost
Strongly Agree	10%	6%	6%
Agree	14%	26%	14%
Neutral	32%	20%	28%
Disagree	38%	38%	38%
Strongly Disagree	6%	10%	14%
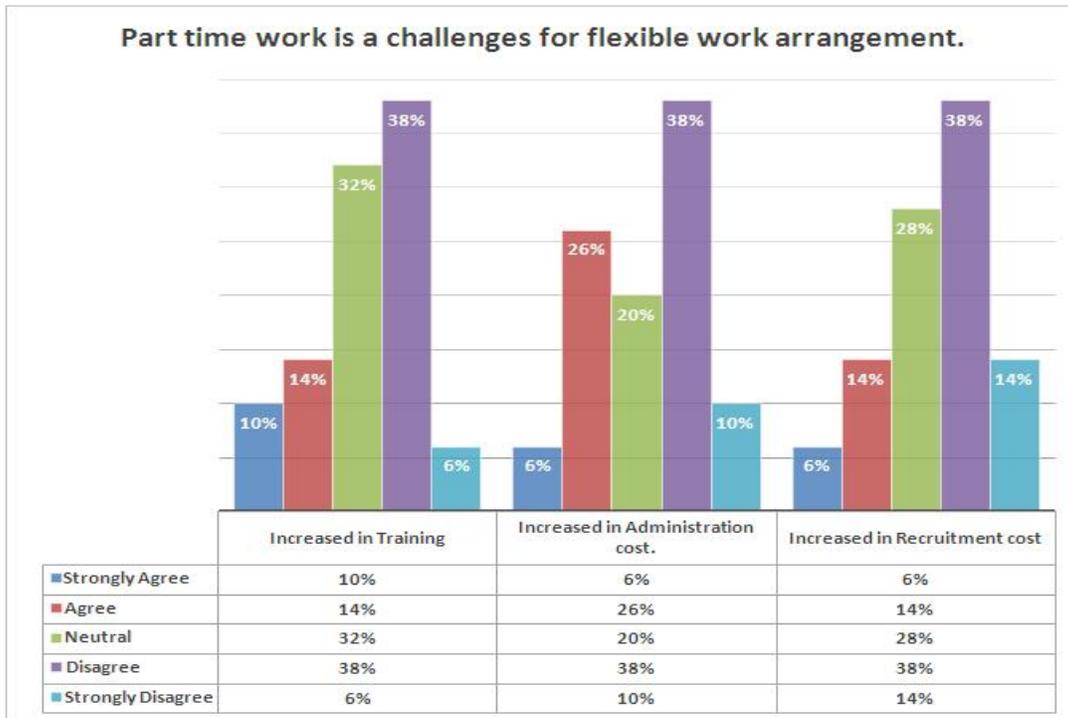
Interpretation

From the above graph it can be seen that the main challenges are increased training (24%) and increased administration cost (32%).

D. COMPRESSED WORK

Compressed work is a challenges for flexible work arrangement.

	Difficult to schedule work	Longer daily work period for cause fatique
Strongly Agree	44%	36%
Agree	40%	34%
Neutral	10%	24%
Disagree	6%	4%
Strongly Disagree	0%	2%
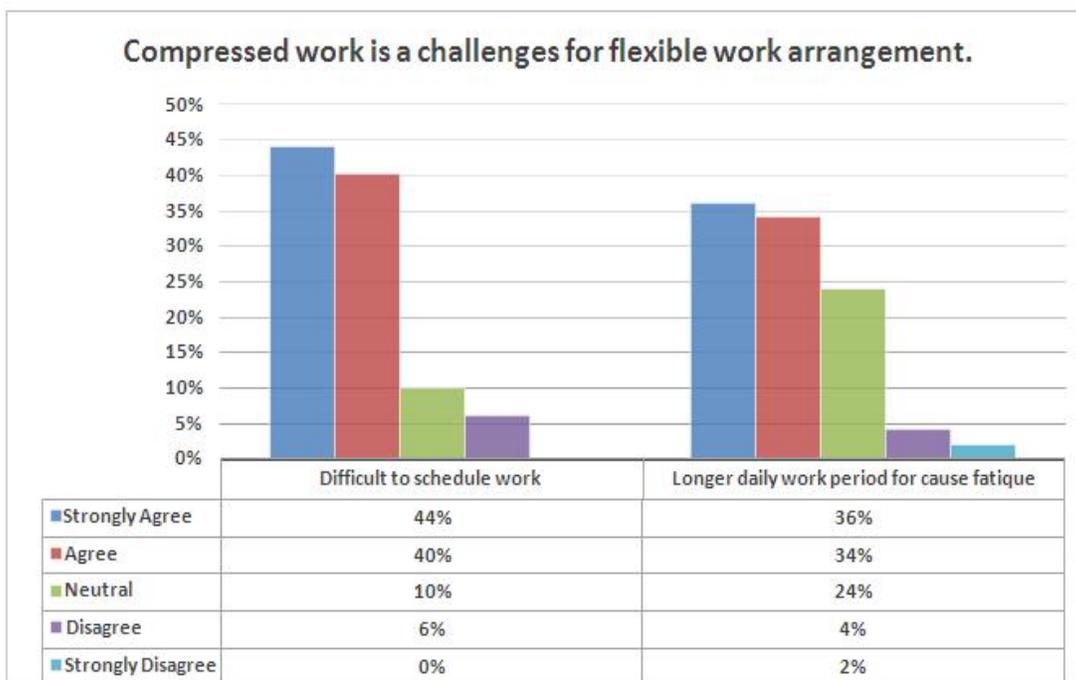
Interpretation

From the above graph it can be seen that the main challenges are difficulty in scheduling the work (84%) and longer daily work causes fatigue (70%).

E ANNUALIZED HOURS

Annualized hours is a challenges for flexible work arrangement.

|	Extra administrative cost	Working for longer shift can tiredness & increased in cause absences
Strongly Agree	8%	42%
Agree	28%	34%
Neutral	24%	16%
Disagree	30%	8%
Strongly Disagree	10%	0%
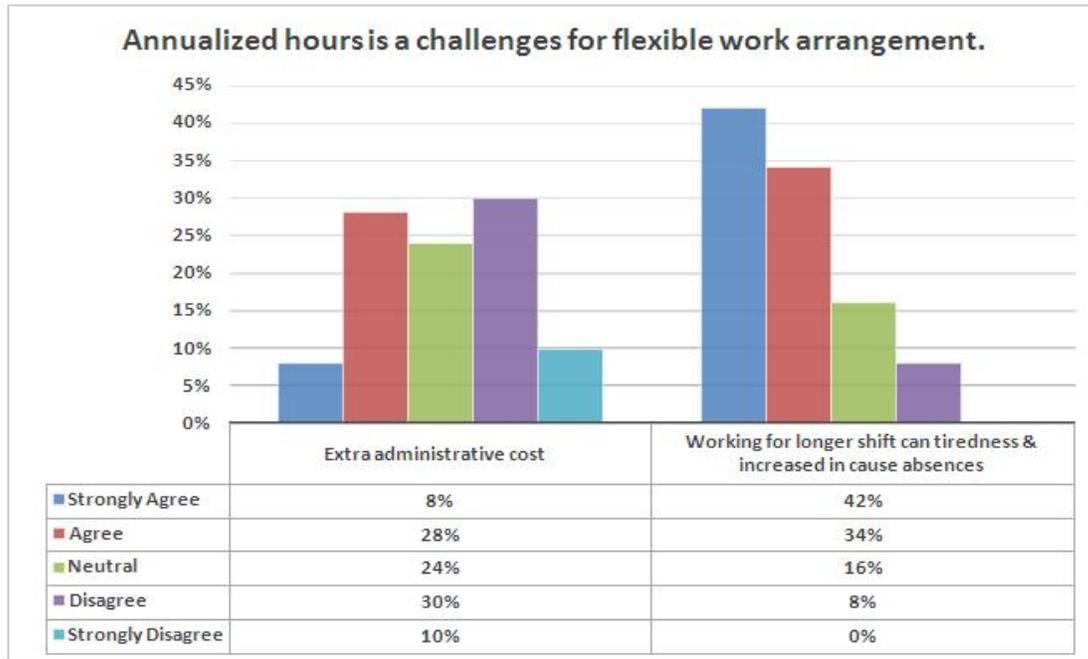
Interpretation

From the above graph it can be seen that the main challenges are extra administrative costs (36%) and working for long hours may lead to tiredness and increased absenteeism (70%).

Q No 5: What are the barriers in achieving work life balances in your organization?

Barriers in achieving work-life balances in the organization.

Barriers in achieving work life balances in your organization.

	Managerial support	Career consequences	Gender perception	Co-worker support
To a Greater Extent	46%	54%	52%	40%
Some Extent	52%	38%	38%	58%
Not at all	2%	8%	10%	2%
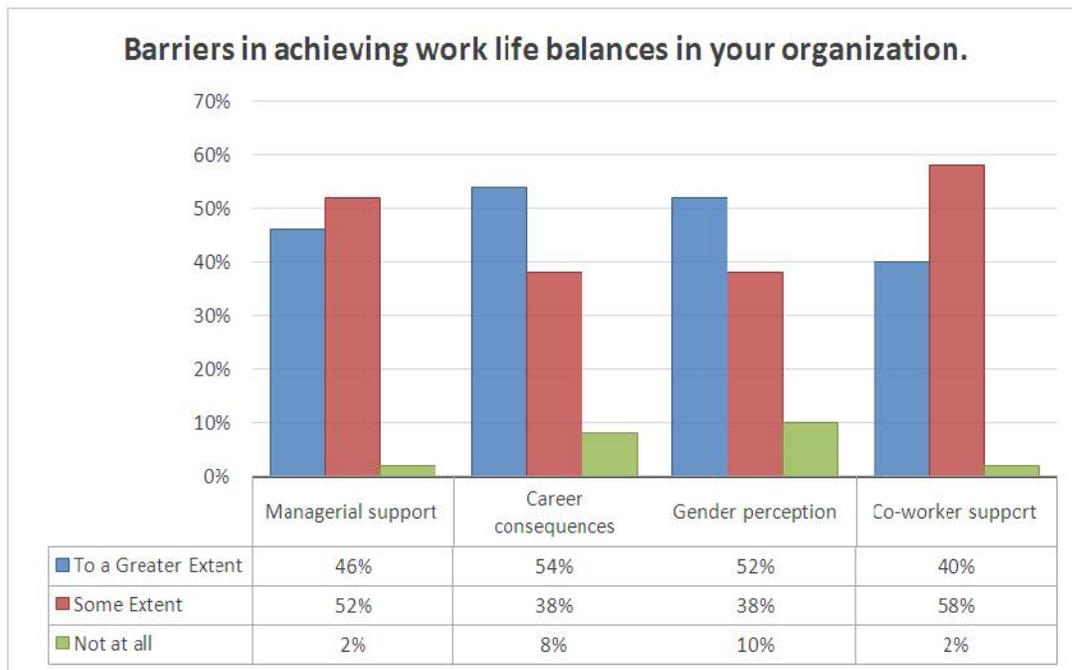
Interpretation

From the above graph it can be seen that as told by most of the employees the barriers for achieving work-life balance are career consequences (54%), gender perception (52%), managerial support (46%) and coworkers support (40%).

Q No 6: What do you feel are the organizational outcomes due to work life balance?

	Reduces cost	Enhances organizational image	Retention of desirable employee	Increased productivity of employees	Higher work quality	More work satisfaction	Less stress and greater enthusiasm at work
Often	36%	28%	24%	12%	14%	24%	4%
Sometimes	40%	50%	46%	62%	62%	46%	32%
Seldom	20%	18%	28%	26%	24%	30%	28%
Never	4%	4%	2%	0%	0%	0%	36%
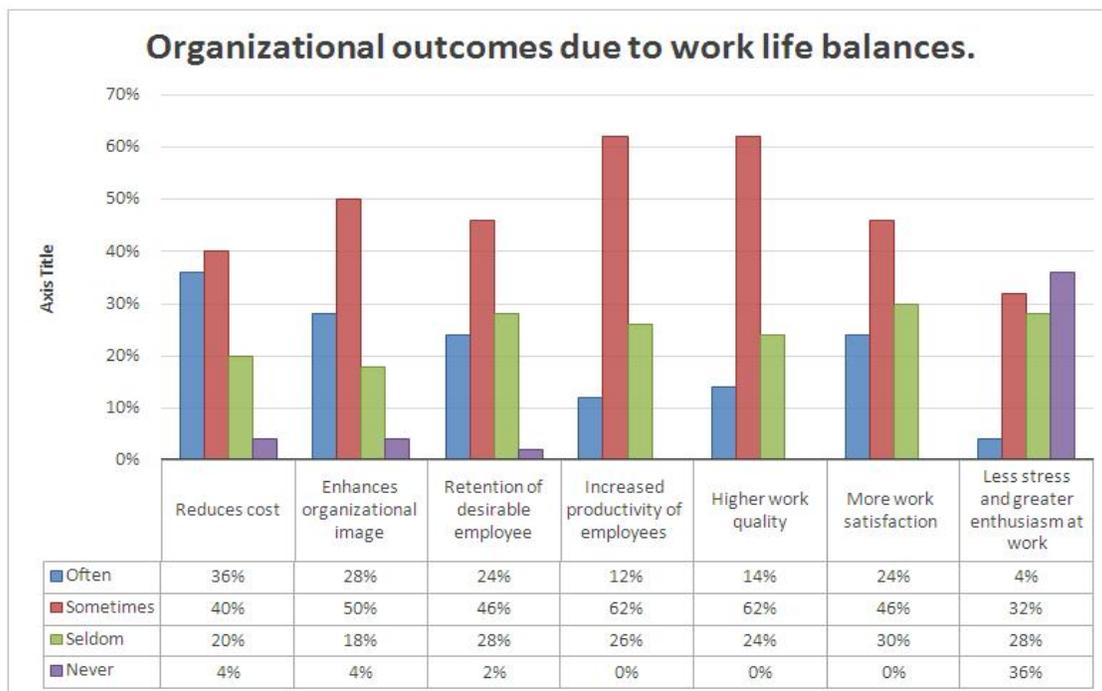
Interpretation

From the above graph it can be seen that the organizational outcome due to work-life balance it often leads to enhance organizational image (28%), retention of desirable employees (24%) more work satisfaction.

CONCLUSION

To conclude, it can be seen that work life balance practices benefits everyone, i.e the business, through easier recruitment, improved retention and easier service delivery, the economy as the labour market grows skilled and experienced people are available to work, parents and careers who can spend quality time at home, as well as providing financial support through work. This study basically made us to understand the different work life balance practices followed in the organization, also helped us to understand the importance of the different practices followed in the organization.

An overall conclusion of WLB practices are most effective when they enhance employees' autonomy and increase their capacity to perform well in work and in family situation. In summary a successful convergence between work and non-work aspects can be win –win situation for employees and employers alike.

REFERENCES

1. Ioan Laz r, Codru a Osoian, Patricia Ra iu –"The Role Of Work-Life Balance Practices In Order To Improve Organizational Performance"- European Research Studies,Volume Xiii, Issue (1), 2010

2. Nancy R. Lockwood- "Work/Life Balance Challenges and Solutions", 2003 Research Quarterly SHRM 2003.

3. YAMAMOTO Isamu, MATSUURA Toshiyuki-Effect of Work-Life Balance Practices on Firm Productivity:Evidence from Japanese firm-level panel data, RIETI Discussion Paper Series 12-E-079 December 2012.

4. N.M.N.P. Dissanayaka, M.A.M. Hussain Ali-"Impact of worklife balance on employees performance: An Empirical Study on Seven Apparel Organizations in Sri Lanka, Proceedings of the Third International Symposium, SEUSL: 6-7 July 2013, Oluvil, Sri Lanka.

5. Hye Kyoung Kim –" Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment" Global Business and Management Research: An International Journal Vol. 6, No. 1 (2014)

6. Meyer, J.P., Bobocel, D.R. and Allen, N.J. (1991), "Development of organizational commitment during the first year of employment: A longitudinal study of pre- and post-entry influences", Journal of Management, Vol. 17 No. 4, pp. 717-733.

7. Eby, L.T, Casper, W.J, Lockwood. A, Bordeanx, C. And Brindley, A (2005), "work and family research in IO/OB; Content analysis and review of the literature(1980-2002)", Journal of Vocational Behavior, vol.66,pp.124-97

8. Seabury, B. and Sinclair, E. (2004). Taking the Temperature: Work Life Balance in an Post. Work Life Balance Network: Dublin.

9. Clarke, M., Koch, L., and Hill E. (2004), "The work–family interface: Differentiating balance and fit", Family and Consumer Sciences Research Journal, 33(2).

10. McPherson, Mervyl and Reed Phillippa, (2007), The role of managers in worklife balance implementation. Labour, Employment and Work in New Zealand.