Uttari Bharat Sabha's

RAMANAND ARYA D.A.V COLLEGE

Bhandup (E), Mumbai- 400042

(NAAC: 'A' Grade with CGPA 3.19)

National Conference

On

NEW HORIZONS IN BUSINESS & MANAGEMENT- A GATEWAY OF OPPORTUNITIES FOR BUSINESS INNOVATIONS

Dated:- 28th Jan, 2017

Organised by Department of Commerce

Role of HR in Talent Management through Work-Life Balance

Sanjiv K. Shirodkar

Assistant Professor

Department of Commerce

M.E.S. College of Arts & Commerce,

Zuarinagar-Goa

Abstract

With the advent of globalization, the demands of workplace are continuously increasing. Today employees spend more time at work place than at home. Further, the increase in number of people going for job has also led to the children being at home with maid/grandparents/crèche or hostel. The competition is ever increasing and employees feel the heat of it as there is continuous pressure on them to put their best at workplace. This leads to stressful situations at work place. In absence of the work life balance would affect the productivity of the human resource and the organizations' in numerous ways such as demoralized and unhappy workforce and this would further result in attrition and frequent absenteeism from workplace. Organisations today have started realizing the significance of Work-Life balance considering the consequences attached with its disturbance. Work-Life balance refers to the capability of an individual irrespective of age and sex to strike a appropriate balance between office work and household responsibilities in a successful manner. The paper makes an earnest attempt to introduce the term work-life balance, discusses why work-Life Balance is important and also explains the role of HR in achieving it.

Keywords: Work-Life Balance (WLB), HR, HRM, Workers Participation in Management (WPM).

1. Introduction

A major challenge of balancing the competing demands of work and family is not new. The term work-life balance was used for the first time in 1986 to explain unhealthy lifestyles adopted by many people to achieve professional success while neglecting other important aspects of their lives such as family, friends and hobbies. Though the phrase WLB was coined in 1986, it got attention only in the year 2000. Many dedicated internet sites have come up to popularize the concept of "Work-life balance". However the researches that have been conducted on this area are a clear manifestation of growing importance of the concept WLB to the organizations and individuals today. WLB is a state that lets a person to efficiently manage several responsibilities at work and personal life without feeling of stress, guilt or regret. Apart from his work an employee has other roles to play i.e. as a father, mother, brother, sister, son, daughter etc. besides he/she has also to act as an active and helpful member of society.

According to a survey conducted by the National Life Insurance Company, four out of ten U.S. employees state that their jobs are "very" or "extremely" stressful. Those in high-stress jobs are three times more likely than others to suffer from stress-related medical conditions and are twice as likely to quit. The study states that women, in particular, report stress related to the conflict between work and family.

In the study, Work-Family Spillover and Daily Reports of Work and Family Stress in the Adult Labor Force, researchers found that with an increased amount of negative spillover from work to family, the likelihood of reporting stress within the family increased by 74%, and with an increased

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017.

137

amount of negative spillover from family to work the likelihood to report stress felt at work increased by 47%.

It is not only the money that drives the employees for better productivity but there are also other things the organizations should look into which leads to self-fulfillment among employees at the place of work.

Normally an employer would aim at achieving the following from their employees:

a) High sense of commitment of an employee towards the organisation.
b) Improvement in the productive capacity of the employee.
c) Development of high level of confidence in an employee.
d) Development of management skills in employees.

In order to achieve the above objectives the employer in addition to the usual HRM policies and practices should also provide certain kinds of recreational facilities and enable the employee to relax and refresh himself off the stage so that he/she appears at the workplace with renewed vigour. In this process the employee benefits physically and mentally while the employer in terms of high profitability and dedicated workforce.

2. Statement of Problem

Unpredictable deadlines and longer hours of work are constant threats to an individual's personal and family life. The workplace today has become the single greatest source of stress. An employee is often concerned that attending to family matters during office hours may give the impression of being less committed to work. Further working couples find it particularly difficult to meet commitments to family, friends and community. In such a scenario it is easy for work to invade the personal life thereby resulting into work-life imbalance.

3. Objective of the Study

a) To understand the need to understand concept of Work-Life Balance.
b) To understand the adverse impact of Work-Life Imbalance on employee.
c) To understand the possible ways in which HR can cope-up with this challenge in the overall interest of the Organisation.

4. Methodology Adopted

This paper is prepared entirely on the basis of secondary sources of data such as books, magazines and websites.

5. Review of Literature

According to Clark (2000), work-life balance is satisfaction and good functioning at work and at home with a minimum of role conflict.

In the same way, **Kirchmeyer (2000)** defined work-life balance 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.

Greenhaus, collins and shaw (2003) defined work-life balance as the extent to which an individual is engaged in and is equally satisfied with his or her work role and family role. They proposed three components of work family balance: time balance, involvement balance and satisfaction balance.

Steven L. Sauter, chief of the Applied Psychology and Ergonomics Branch of the National Institute for Occupational Safety and Health in Cincinnati, Ohio, states that recent studies show that "the workplace has become the single greatest source of stress".

According to Stewart Friedman, Professor of Management and founding director of the Wharton School's Leadership Program and of its Work/Life Integration Project—a "one size fits

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017.

138

all" mentality in human resources management often perpetuates frustration among employees. "It's not an uncommon problem in many HR areas where, for the sake of equality, there's a standard policy that is implemented in a way that's universally applicable, even though everyone's life is different and everyone needs different things in terms of how to integrate the different pieces. Hence it needs to be customised."

According to the Center for American Progress, 90 percent of working mothers and 95 percent of working fathers report work-family conflict. However, because of the social norms surrounding each gender role, and how the organization views its ideal worker, men and women handle the work-life balance differently.

According to Boris Groysberg and Robin Abrahams in their research article, Manage Your Work, Manage Your Life Work/life balance is at best an elusive ideal and at worst a complete myth, today's senior executives will tell you. But by making deliberate choices about which opportunities they'll pursue and which they'll decline, rather than simply reacting to emergencies, leaders can and do engage meaningfully with work, family, and community. They've discovered through hard experience that prospering in the senior ranks is a matter of carefully combining work and home so as not to lose themselves, their loved ones, or their foothold on success. Those who do this most effectively involve their families in work decisions and activities. They also vigilantly manage their own human capital, endeavoring to give both work and home their due— over a period of years, not weeks or days.

According to Sylvia Hewlett, president of the Centre for Work Life Balance with employers to design, promote and implement workplace policies that increase productivity and enhance personal/family well-being and general work-life balance, if a women employee takes time off to care for children or an older parent, employers tend to consider these employees as less than fully committed.

6. Major insides

The need to have Work-life balance can be better understood from the outcomes of work-life imbalance. They are as follows:-

a) Stress:
Constant pressure from the superiors to achieve the target leads to stress and thus longer hours of work, which causes Work-Life imbalance.

b) Physical Problems:
Due to long and stressful working hours the number of employees suffering from various diseases likes hypertension, diabetes, cardiovascular disease, sexual health problems, a weaker immune system, poor coping skills, irritability, in general and cancer, abortions etc. especially among women employees have gone up, resulting in work-life imbalance. Stress may also perpetuate or lead to binge eating, and alcohol consumption.

c) Relational Problems:
As employees tend to spend more time at the workplace than at home due to increased work pressure, they are unable to give appropriate time to their family resulting in Work-life imbalance.

d) Hangover:
Working in the office for longer hours increases interaction of the employee with other colleagues. If there is a conflict in the organization the same would be carried on to their personal life which would have negative effects on the family, thereby resulting in work-life imbalance.

e) Unethical Practices:

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017,

139

To handle the organizational stress and family related issues an employee may tend to indulge in unethical practices like consuming alcohol, drugs, smoking, illicit relations etc. which would worsen the problem further.

f) Disturbed Families:

In this entire process if somebody is hit the worst, than it is none other than the family of the employees. In the process of achieving the organizational targets family is very often overlooked. As a result of this the number of broken families has gone up. This adversely affects the morale of the employee.

g) Reduced Performance:

Usually employees working under stressful conditions are never at peace. When they are at work place they are concerned about their personal issues and when they are at home they are worried about their professional issues.

h) Organisation is in Jeopardy:

Stress is the root cause of all the issue. Stress results in reduced employee performance and as a result of this the organizational targets are not met. The employee is no longer satisfied with the organisation and thus the entire organisation is in jeopardy.

7. Discussions

Introducing suitable employment practices to enable employees to feel more in control of their working life can result in increased productivity, lower absenteeism and a happier, less stressed out employees. Demographic changes, which constitutes of elderly population and nuclear families increase the probability of employees' inclination towards flexible working arrangements.

In order to find out the significance people attach to this concept of work life balance a survey was conducted. A Close ended questionnaire was administered where in data was obtained from 30 teaching staff working in MES College of Arts & Commerce, Zuarinagar-Goa from total population of 60.

1. Need for Work Life Balance
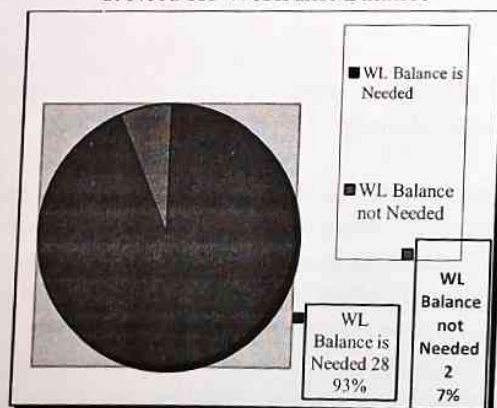
Source: Primary Data

From the above Pie chart it is very apparent that 93% of the teaching staff is of the opinion that one should have proper work life balance.

50% were of the opinion that they have to sacrifice their personal life due to increased quantum & pressure of work. More than 76% feel that family and social life is as important as work.

Adjusting working patterns offer opportunities to employees to handle home responsibilities without compromising on their work position. The organisation should assist the employee to maintain a

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017.

140

work-life balance. The organization must carefully identify the issue and find a solution with the cooperation of the employer. Organization should consider providing "work-life balance" as a part of HR policy. There are several practices which a company can put in place in order to help their employees achieve WLB which are as follows:

a) **Planning the Work :**

An organization should use modern techniques to estimate the manpower required for the amount of work to be done by each employee and set realistic and feasible targets for each employee. Managers should be asked to guide their respective subordinates in planning their work effectively.

b) **Proper Job Analysis :**

Job analysis is the process of describing and recording aspects of jobs and specifying the skills and other requirements necessary to perform it. A well defined job analysis helps both the employee and the organisation.

c) **Providing Flexible work arrangements :**

An organization which has very rigid work schedule has average performing employees. Organizations today provide the employees with a flexible approach to work. Some of these facilities are job-sharing, teleworking, compressed working hours (i.e. adopting five days week by increasing the working hours on week days), compensation for overtime in terms of equivalent time off, target bound not time bound etc.

d) **Empathetic towards employees :**

An organization should provide an environment where the employees can express their views without any fear. Besides this a healthy interpersonal relations with superior, peers and subordinate will definitely raise the morale of an employee which would not only help the employee but also the organisation.

e) **Respecting employees as an Individual :**

Every employee has two facets of his life, the personal and the professional. He /she must be respected as a unique individual and their personal responsibilities must be acknowledged.

f) **Family get together at work place :**

This is an innovative technique adopted by organizations today that is acknowledging the role of the family in employee performance. This will help the family to understand the employee's professional life better and extend full support in his professional endeavour.

g) **Conducting Training programme :**

Most of the time employees are aware of their problem and also has a solution to it however they fail to implement the solution. In this regard organizations should include the problem of work life balance in the training agenda.

h) **Effective Communication System :**

An effective communication system would ensure smooth flow of information at various levels in time thereby reducing stress substantially.

i) **Organization Culture :**

Culture in simple words would mean the way of life. The vision, mission and the objectives of the organization should include the issue of WLB.

j) **Workers Participation in management (WPM) :**

Encouraging Workers participation in management would help in strengthening the employer-employee relations. The participatory culture would help both to understand the responsibilities of each other and to achieve WLB.

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017,

141

k) Developing Employee Friendly Policies

The organisations should strive towards designing and developing employee friendly policies such as providing logistics, canteen facility with quality food, health care benefits, internet facility, phone facility, leave facility, salary review, employee referral program, career development etc.

For example Sweden, Denmark and Norway provide 68 weeks, 56 weeks and 52 weeks paid maternity leave. However, India has less weeks of maternity leave. Besides, in order to retain the staff the organisation should have policies such as reward and recognition policy, employee engagement policy (different types of celebration, sports, indoor and outdoor activities), bonus policy, transparent and fair appraisal system, exit interview etc.

8. Conclusion

What is the ideal balance? Is it 50-50 or 60-40 or is it going to keep on ever changing leading to tension, stress, breakdown or depression. This is a serious issue and needs to be timely addressed and resolved. Work-life balance is an issue of great important that has to be addressed by the organizations at the earliest. Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of part-time, casual and telecommuting work. More proactive employers can provide compulsory leave, strict maximum hours and foster an environment that encourages employees not to continue working after hours.

It is generally only highly skilled workers that can enjoy such benefits as written in their contracts, although many professional fields would not go so far as to discourage workaholic behaviour. Work-life conflict is not gender-specific. Organizations play a large part in how their employees deal with work-life balance. Some companies have taken proactive measures in providing programs and initiatives to help their employees cope with work-life balance.

Employees are the greatest asset of an organisation and the performance of the organization in turn depends on the performance of the employees. Hence an organization should develop strategies to attain work-life balance in order to manage the talent of the organisation and to retain them in the overall long term interest of the organisation .

References

Books

S. K. Bhatia, 2006, Human Resource Management – A competitive Advantage, Deep & Deep Publications Pvt. Ltd, New Delhi.

S. S. Khanka, 2006, Human Resource Management (Text and Cases), S. Chand & Company Ltd, New Delhi.

Journals

1. Banu Rashida, Duraipandian K., Tajuddin I.,(2015) "Work Life Balance Initiatives of Information Technology Employees in Chennai". Journal of Commerce & Management Thought, vol.6, Number:1,January.

2. Kulkarni P. V, (2013) "Work Life Balance – A Myth". Journal of Commerce & Management Thought, vol.IV, July 2013,647-657.

3. Jnaneswar K.(2016) "Relationship between Work-Life Balance, Turnover Intention and Organizational Support for Work-Life Balance: A Study in the IT Industry in Kerala". Prabandhan: Indian Journal of Management, Vol.9 Issue:5,May 2016, 33-44.

4. Sunita R Shukla, Gourav Kumar (2016) "Employee – friendly Policies: A Way out to Attrition (with special reference to study of software firms in Pune)". Journal of Commerce & Management Thought, April,2016, 269-272.

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017,

142

Websites
http://www.forbes.com/sites/davidkwilliams/2016/07/06/12
https://hbr.org/topic/work-life-balance
https://hbr.org/2014/03/manage-your-work-manage-your-life
https://www.entrepreneur.com/topic/work-life-balance www.ucm.es
http://www.businessnewsdaily.com/5244-improve-work-life-balance-today.html
http://www.thesimpledollar.com/fourteen-techniques-for-improving-your-work-life-balance/
http://hrdailyadvisor.blr.com/2016/02/10/how-to-improve-worklife-balance-for-employees/
https://social.hays.com/2016/07/20/how-to-improve-your-work-life-balance/
http://www.thefiscaltimes.com/Articles/2014/02/06/10-Easy-Ways-Improve-Your-Work-Life-Balance

www.trikal.org
www.ijbmss-ng.com
www-07.ibm.com
http://articles.timesofindia.indiatimes.com

New Horizons in Business & Management–A Gateway of Opportunities for Business Innovations, National Conference, Organised by Ramanand Arya D.A.V College, Bhandup, 28 Jan , 2017,

143