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FACTORS AFFECTING WORK LIFE BALANCE OF EMPLOYEES IN NUMALIGARH REFINERY LIMITED, ASSAM

RINKI DAS
ASST. PROFESSOR
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
GOLAGHAT COMMERCE COLLEGE
GOLAGHAT

Dr. SEEMA S. SINGHA
PROFESSOR
DEPARTMENT OF COMMERCE
DIBRUGARH UNIVERSITY
DIBRUGARH

ABSTRACT

The study finds out that the Work life balance has become a need of the hour, for the organisations and considering the factors affecting work life balance of employees, engaged in different departments with different nature of job, has become more important, as it brings out the differences in their ways of balancing their respective work and life which should enable the HR Policy makers of the organization to come up with tailor made opportunities and provisions for their employees.

KEYWORDS

Assam, work life balance, Numaligarh Refinery Ltd.

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INTRODUCTION

Work life balance is one of the core issues for the development of an organizational set up and has been concerned for the last few decades. The idea of work life balance is firstly used in late 1970's in United Kingdom to describe the balance between an individual's work and personal life and later on in 1986 in United States of America. The term work life balance was coined in 1986 in response to the growing concerns by individuals and organizations alike that work can impinge upon the quality of family life and vice versa, thus giving rise to the concepts of "family-work conflict" (FWC) and "work-family conflict" (WFC). The former is also referred to as "work interferes with family" (WIF) while the latter is also known as "family interferes with work" (FIW). In other words, from the scarcity of zero-sum perspective, time devoted to work is construed as time taken away from one's family life.

The term Work life balance refers to certain policies and procedures, as adopted by an organization to enable its employees to efficiently do their jobs and at the same time provide flexibility to handle both work and family problems. In this regard various approaches are forwarded to facilitate the employees' participation both at work and home. The present generation of workforce consists of career oriented and promotion seeking people. In order to prove themselves they can even bring their workload to home, which affects their respective family life. Again the unfulfilled demands of family life may in turn affect the employee performance at work. This kind of pressurizing situation can adversely affect the employee efficiency at work. Thus, this calls for the need of studying work life balance of the employees.

ISSUES CONCERNING WORK LIFE BALANCE AND EMPLOYEE EFFICIENCY

There are a large number of factors affecting employees' work life balance. Researchers have brought about many such factors which have captured the concern of employers, making efforts to facilitate balance in their respective employees' work and life. Factors like work place culture, supportive attitudes and beliefs, flexible working time, telecommuting, variety of leave, health care for dependents (Susi & Jawaharrani 2011), training (Bird & Jim, 2006), qualitative healthy facilities (Mitra, 2012), implementing time off in lieu of overtime pay arrangements, paid leave per year for child care, elder care, having policies around weekend, reduction in the amount of work by hiring new people, reduction in job related travel time, job sharing, reengineering of work (Abercromby Melissa 2007) have positive impact on employees' work life balance. Again, there are certain other factors which brings conflict in work and life, like psychological distress, organizational changes, working hours, managerial style, non job responsibilities, work overload, personal financial problems (Kumari Lalita 2012), amount of time spent at work, job security, support from one's supervisors and co-workers, work-role conflict, work-role ambiguity, job dissatisfaction, extensive use of communication technology (Abercromby Melissa 2007) brings imbalance in employees' work and life.

Employees with balanced life playing multiple roles in the different fields of work and life enables an organisation to have better opportunities of growth and all round development. The present study is an attempt to understand the work life balance of the employees of a particular organization. Therefore, for the purpose of the study, the **Numaligarh Refinery Limited(NRL), Assam** has been selected.

REVIEW OF LITERATURE

A number of literatures on work life balance are available. For the present study, given literatures were reviewed to come up with the new facets relating to the work life balance.

- Susi and Jawaharrani (2011), has examined the literatures on employee engagement and explores the significance of workplace culture and work-life balance policies and practices in increasing employees productivity and satisfaction. Engaged employees are considered to be the most important asset of an organization. Findings of the study states that right employees with the right programmes increase their commitment and add a competitive advantage in their performance.
- Sur, Mitra and Chakraborty (2012) attempted to understand the perceptions of the teaching professionals, regarding work-life balance, particularly college teachers of North Hooghly district of West Bengal. The objective of the study is to examine their experience regarding the significance of work-life balance policies and practices, analyzing organizational support towards achieving work-life balance, examining the importance of job satisfaction thereby bringing about new inputs for policy making bodies enabling them to design effective Work life balance policies. The results of the study depict that there is a huge significance of work life balance policies for achieving better performance of college teachers. It has been found that organizational support along with government and University policies has a major role to play in achieving work life balance. Mitra (2012), attempted to make a comparison between the attributes like work culture with respect to time spent by the employees', their expectations from their work place and the effect of certain demographic variables like age, marital status on their working efficiency, with a view to identify their role in balancing work and life. Employees' feel that support from

managers, supervisors, colleagues and teamwork provides greater job satisfaction and organizational commitments: Employees' expects and considers flexible working hours, counseling services and qualitative healthy facilities to be helpful in balancing work and life.

- Baral and Bhargava (2011), made an effort to understand the current status of work-life balance programmes in Indian organizations and to identify its future prospects. The paper has discussed the challenges for effective implementation of such policies, which can help HR managers to be cautious before introducing work life balance policies in their respective organizations. The findings of the study suggest that family-friendliness of employers in India have been reflected in various welfare programmes, as a matter of concern for employers since industrialization. These policies are found to be more prominent in new economy organizations such as softwares and service organizations. There is a need to introduce more strategic HR initiatives in most organizations.
- Rangreji (2010) made an attempt to highlight the relevance and importance of Work Life Balance and Emotional Intelligence to leadership, senior management, individual and organizations. The study reveals that there was a significant positive relation between emotional intelligence and work life balance. Enhancing Emotional Intelligence within IT employees will not only enable to give better performance but also helps to maintain WLB. Emotional Intelligence generally increases with long term working experience. This study confirms that both EI and WLB together creates organizational success and develop competitive advantage for IT organizations.
- Satyanarayana and Shanker (2012) examined the work life balance of employees in the Information Technology Enabled Services sector and attempted to identify the association of work-life balance with factors such as age, gender, marital and parental status, income and work experience of employees', introspecting on the three facets of work interference in personal life, Personal Life Interference in work, work and Personal Life Enhancement. The finding of the study reveals that there is a significant association of Work life balances to income and parental status, whereas no significant association between work life balance and other factors such as age, gender, marital status and work experience.
- Hughes and Bozionelos (2007) tries to identify the perceptions of male workers on whether matters related to Work life balance were sources of concern and dissatisfaction; how concern over issues related to WLB was compared to other sources of concern and dissatisfaction; and whether issues related to WLB were linked with withdrawal attitudes and behaviors. The findings emerged that work life imbalance was not only a source of concern, but also that compared to other sources like treatment by the management, pay and general working conditions, WLB was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with WLB and withdrawal behaviors, including turnover and non-genuine sick absence, which clears out the fact that there is a negative attitude towards the management of the company and also adds to the cost of the organization.

A large number of studies are found to be conducted in sectors like Information Technology enabled service sectors, Software companies, Higher education sector, Banking sector, Sports field and Pharmaceutical sector.

However, there is no such study relating to work life balance carried out in the oil sector specifically in Assam. Therefore, through this study an attempt has been made to study the work life balance of employees in NRL.

OBJECTIVES OF THE STUDY

The objectives of the study are to know the department wise classification of the employees and their nature of engagement in the job. In addition to that the present paper also makes an attempt to assess the factors affecting work life balance of employees.

RESEARCH METHODOLOGY

The study is concerned specifically with the Numaligarh Refinery Limited, set up at Numaligarh, in the district of Golaghat, Assam. The aim of the study is to find out the issues of working life and personal life of the employees of NRL.

The study is being undertaken in the oil sector by confining to the Numaligarh Refinery Limited of Assam. The reason for selection of NRL, lies in the fact that it is the refinery with a track record of continuous growth, has been conferred the status of Mini Ratna PSU. The present study has tried to assess whether there is any relationship between employee job satisfaction and their work life balance. Both the executive and workmen level of employees of all the functional departments are taken into consideration. The study is analytical as well as descriptive in nature. The department wise distributions of human resource working in this unit are given below:

TABLE NO. 1: SAMPLE SIZE DISTRIBUTION OF THE STUDY

SL NO.	DEPARTMENTS	TOTAL NUMBER OF EMPLOYEES	DIVISION OF EMPLOYEES		TOTAL NUMBER OF SAMPLE EMPLOYEES	
			EXECUTIVE	WORKMEN	EXECUTIVE	WORKMEN
1	Human Resource	37	23	14	12	8
2	Marketing Terminal	79	24	55	13	30
3	Finance	29	20	9	11	5
4	Commercial	41	28	13	15	7
5	Utility	69	22	47	12	25
6	Maintenance	169	58	111	31	60
7	Operation	181	84	97	45	53
8	Fire and Safety	40	18	22	10	12
9	Quality Control	22	8	14	4	8
Total		667			153	208
Sample selected		361				

Source: Field Survey

There are total 15 functional departments in NRL. Out of 15 functional departments only 9 primary departments, along with their respective number of executives and workmen have been considered for the study. The total population of the departments constitute of 667 numbers of employees. In order to determine the sample size for the study, the sample size calculator (www.surveysystem.com/sscalc.htm) has been used with confidence level of 95%, margin of error 3.5%. The total sample size stands about 361 employees. The sample respondents of both the category will be selected proportionately considering 54% of the employees' strength of each category from all the 9 departments. Moreover, the respondents were selected conveniently.

There are number of factors affecting the work life balance of employees. For the purpose of the present study along with certain factors as applied by earlier researchers some additional criteria's has been developed to bring about new facets in this respective area. 14 factors consisting of nature of job, work place culture, social integration of work, supportive attitude and belief, work and total life space, occupational stress, flexible working time, telecommuting, variety of leave, health care for dependents, training, qualitative health facilities, work place design and management control, affecting work-life balance have been studied.

METHOD OF DATA COLLECTION

In order to collect primary data, personal interviews are taken to understand their views regarding their way of balancing their respective work and life, expectations from the existing work life balance policies adopted by the unit, moreover as to what extent the balance improves their performance. These interviews are taken with the help of structured questionnaire, keeping in view the objectives of the study. There were two sets of questionnaire separately for the executive and workmen for all the 9 different departments. Both open ended and close ended questions are incorporated in the questionnaire. A pilot survey was conducted as per the objectives of the study so as to justify the tools to be used for the study.

Secondary data for the study is collected from journals, reports, books, experts, and other online sources available.

ANALYSIS AND INTERPRETATION OF THE DATA

The study is carried out in the Numaligarh refinery limited, Assam which considers their human resources as assets. They believe to make a continuous approach of creating a workplace where employees can foster professional as well as personal growth. Work life balance is a significant element of Human resource management which plays an important role in developing and retaining the best talent in the organization. With the increasing competitive work environment, it has become very much important that employees must know the various issues concerning their professional life and personal life. In other words, they must be aware of the various facilitating policies and programs as made available by the organization to enable them to balance their work life and personal life, so that they can fully avail and utilize the same to enrich their respective lives. Therefore, the first objective of the study revolves round the same fact, i.e. to understand the awareness of the employees towards work life balance of Numaligarh Refinery Limited, Assam. It is very much important to analyse and understand the demographic and departmental details of the employees as it will enable us to have a detailed classification and a basis of differentiation of the employee groups because these have influences over their thinking towards work life balance. Thus, with the help of the SPSS software, descriptive statistics has been used to analyse the same and a frequency distribution table has been prepared as below:

DEMOGRAPHIC DETAILS WISE CLASSIFICATION

The demographic classification not only shows the differences between the employee groups, moreover depicts the type of mind set and family worries, with which they work. For this purpose, the demographic details relating to Age, Gender, Marital status, Spouse employment details, Number of children, Type of family, need to take care of, Care taker of children and dependant adults have been studied and the frequency distribution of the same has been shown below:

TABLE NO.2: DEMOGRAPHIC CLASSIFICATION

Demographic Details	Classifications	Executive's Frequency	Percentage	Non-Executive's Frequency	Percentage
Age	25-35 YEARS	38	25	34	16
	36-45	69	45	104	49
	46-55	45	30	73	35
	Total	152	100	211	100
Gender	Male	135	88.8	211	100
	Female	17	11.2	-	-
	Total	152	100.0	211	100
Marital Status	Married	140	92.1	196	92.9
	Unmarried	12	7.9	15	7.1
	Total	152	100.0	211	100.0
Spouse employment details	Yes	40	26.3	31	14.7
	No	112	73.7	180	85.3
	Total	152	100.0	211	100.0
Number of children	No	48	31.6	49	23.2
	Yes,1	37	24.3	126	59.7
	Yes,2	67	44.1	12	5.7
	Yes,3	0	0	24	11.4
	Total	152	100	211	100.0
Type of Family	Joint family	28	18.4	43	20.4
	Nuclear family	124	81.6	168	79.6
	Total	152	100.0	211	100.0
Need to take care of	Older people	50	32.9	32	15.2
	Dependant adults	19	12.5	46	21.8
	Children with disabilities	1	.7	10	4.7
	None	82	53.9	123	58.3
	Total	152	100.0	211	100.0
Care taker of children and dependants	Spouse	75	49.3	157	74.4
	In Laws	0	0	3	1.4
	Parents	2	1.3	5	2.4
	Domestic helpers	25	16.4	20	9.5
	N/A	50	32.9	26	12.3
	Total	152	100.0	211	100.0

Source: Field Survey

From the above table, the results reveal that in case of age. In case of Gender, majority of the employees in both the groups are male with 88.8% in executive and 100% in non executive, and only a few i.e. 11.2% are female executives. Maximum of the employees are married, out of which 92.9% are in the non executives' category and 92.1% are executives with 7.1% and 7.9% are unmarried respectively. Majority of the employees' spouse are not employed with 73.7% in executives and 85.3% in non executives where as 26.3% and 14.7% are employed in the respective groups. Majority of the employees are having children out of which 59.7% are having single child in the non executives group where as majority of the executives are having two children with 44.1% whereas both the groups are followed by no children with 31.6% in executives and 23.2% in non executives. In case of family type, majority of the employees have nuclear family with 81.6% in executives and 79.6% in non executives and the rest have joint families. Majority of the employees with 53.9% in executives and 58.3% in non executives need not to take care of older people, dependant adults and children with disabilities followed by 32.9% executives need to take care of older people and 21.8% non executives need to take care of dependant adults and a few with 7% executives and 4.7% non executives need to take care of children with disabilities. Majority of the employees' children and dependants are taken care by their spouse with 49.3% in executives and 74.4% in non executives followed by the domestic helpers i.e. 16.4% and 9.5% in both groups respectively, where as in case of large number employees with 32.9% executives and 12.3% non executives this case doesn't apply.

DEPARTMENTAL DETAILS OF THE EMPLOYEES

The departmental classification of the employees is very much significant to understand the work place culture and the nature of job which influences employees' perception towards work life. For this purpose, the departmental classification has been made on the basis of Department name, service experience, weekly working days, overtime work, shift work, working hour satisfaction and work pressure as shown below:

TABLE NO. 3: DEPARTMENT WISE CLASSIFICATION

Department Details	Classification	Executive's Frequency	Percentage (%)	Non-executive's Frequency	Percentage (%)
Department name	COMMERCIAL	15	9.9	7	3.3
	FINANCE	10	6.6	8	3.8
	FIRE AND SAFETY	10	6.6	12	5.7
	HR	12	7.9	8	3.8
	MAINTENANCE	31	20.4	60	28.4
	MARKETING	13	8.6	30	14.2
	OPERATION	45	29.6	53	25.1
	POWER UTILITY	12	7.9	25	11.8
	QUALITY CONTROL	4	2.6	8	3.8
Total	152	100.0	211	100.0	
Service Experience	0-5years	23	15.1	33	15.6
	5-10years	29	19.1	2	.9
	10-15years	32	21.1	38	18.0
	More than 15 years	68	44.7	138	65.4
	Total	152	100.0	211	100.0
Weekly working days	5 Days	69	45.4	22	10.4
	6 Days	77	50.7	189	89.6
	7 Days	6	3.9	0	0
	Total	152	100.0	211	100.0
Working Overtime	Yes	91	59.9	173	82.0
	No	61	40.1	38	18.0
	Total	152	100.0	211	100.0
Work in shifts	General shift/Day shift	121	79.6	71	33.6
	Night shift	0	0	0	0
	Alternative	8	5.3	10	4.7
	Both day and night shift	23	15.1	130	61.6
	Total	152	100.0	211	100.0

Source: Field Survey

The above table reveals that majority of the employees both executive and non executives are engaged in the Operations and Maintenance department with 29.6%, 20.4% and 25.1%, 28.4% respectively, followed by Marketing 8.6% and 14.2%, Power & Utility 7.9% and 11.8%, Commercial 9.9% and 3.3%, Fire & Safety 6.6% and 5.7%, HR 7.9% and 3.8%, Finance 6.6% and 3.8% and Quality Control 2.6% and 3.8% respectively. In case of service experience, majority of the employees falls in the duration of more than 15 years i.e. 44.7% executives and 65.4% non executives, followed by 10-15 years i.e. 21.1% executives and 18% non-executives, followed by 5-10 years experience in executives with 19.1% and 0-5 years experience in non-executives with 15.6% whereas only .9% of non-executives have service experience of 5-10 years and 15.1% of executives have experience of 0-5 years of service. In case of weekly working days, it is revealed that maximum employees from both the groups works for 6 days in a week with 50.7% executives and 89.6% non-executives, followed by 5 days of weekly work with 45.4% executives and 10.4% non executive and only 3.9% executives work for 7 days in a week. Maximum employees with 59.9% executives and 82% non-executives work overtime and 40.1% and 18% of the two respective groups do not work overtime. In case of shift work majority of the executives i.e. 79.6% works in general/day shift whereas majority of the non-executives i.e. 61.6% works both day and night shift, followed by 33.6% and 4.7% of non-executives working in general/day shift and alternative shift respectively and 15.1% and 5.3% of executives work in both day and night shift and alternative shift respectively. Notably not a single employee has been found to work in night shift solely.

FACTORS AFFECTING WORK LIFE BALANCE OF THE EMPLOYEES OF NRL

In order to find out and understand the various factors affecting the work life balance of the employees of Numaligarh refinery limited, 14 numbers of predetermined factors were considered. Based on the review of literatures, the study has tried to identify the opinion of the employees towards the variables which support in balancing their work and life and the variables which hinders in balancing the same. For this purpose the variables have been divided into supporting variables and hindrances and descriptive statistics has been used to find out the factors which supports or hinders the work life of the employees most, according to their opinion. For the same the following tables have been shown:

OPINION OF EMPLOYEES TOWARDS WOTK LIFE BALANCE SUPPORTING VARIABLES

In order to find out and understand the various factors which will support or helps the employees to have a balanced work and life, out of the 14 variables, some of the variables were directly incorporated whereas some of the variables were classified as sub parts and incorporated. Thus, aspects like *flexible working time, work from home/telecommuting, variety of leaves* were directly incorporated and factors like *supportive attitude and belief, social integration of work, health care, qualitative health facilities, training, work place design* ...etc are sub divided and *been incorporated in the study*. The following Exhibit has been shown for the same:

EXHIBIT 1

Supportive attitude and belief	Support from colleagues at work
	Support from family members
Social integration of work	Job sharing
	Career break/sabbaticals
	Holidays/paid time offs
	Time-off for family engagements
	Social functions for families
	Involvement of family members in work achievement reward functions
Health care and qualitative health facilities	Medical facilities
	Master health check up
Training	Internal training
	External training
Work place design	Being able to bring children to work on occasions
	Good career prospects
	Satisfactory compensation package
	Sports facilities

The classification of the factors is shown through the table as follows:

TABLE NO. 4: FACTORS SUPPORTING EMPLOYEES IN BALANCING WORK AND LIFE

Supporting work life balance factors	Responses		Percent of cases	Responses		Percent of cases
	N	Percent		N	Percent	
Flexible working time	32	2.0%	21.1%	48	2.4%	22.7%
Paid time offs	52	3.3%	34.2%	43	2.2%	20.4%
Job sharing	60	3.8%	39.5%	43	2.2%	20.4%
Sabbaticals	20	1.3%	13.2%	18	0.9%	8.5%
Time off for family events	51	3.2%	33.6%	53	2.7%	25.1%
Variety of leaves	30	1.9%	19.7%	40	2.0%	19.0%
Other provisions	38	2.4%	25.0%	17	0.9%	8.1%
Work from home	26	1.6%	17.1%	49	2.5%	23.2%
Bring children to work on occasions	12	0.8%	7.9%	0	0	0
Support from colleagues at work	72	4.5%	47.4%	83	4.2	39.3
Support from family members	70	4.4%	46.1%	100	5.0	47.4
Others	15	0.9%	9.9%	8	0.4	3.8
Involvement of family members in reward functions	53	3.3%	34.9%	104	5.2	49.3
Social functions for families	142	9.0%	93.4%	152	7.6	72.0
School for children	147	9.3%	96.7%	193	9.7	91.5
Career prospects	47	3.0%	30.9%	119	6.0	56.4
Compensation package	119	7.5%	78.3%	104	5.2	49.3
Medical facilities for employees	147	9.3%	96.7%	211	10.6	100
Master health check up	140	8.8%	92.1%	175	8.8 %	82.9%
Sports facilities	147	9.3%	96.7%	201	10.1 %	95.3 %
External training	79	5.0%	52.0%	134	6.7 %	63.5 %
In house training	85	5.4%	55.9%	92	4.6%	43.6%
Total	1584	100.0%	1042.1%	1987	100%	941.7%

Source: Field survey

From the above table it is interpreted that majority of the employees have responded positively towards the variables supporting in balancing work and life. Majority of the employees both executive and non-executive have opined that Medical facilities for employees, followed by sports facilities, school for children, master health check up, social functions for families, external training, career prospects, compensation package, in house training, support from family members, involvement of family members in reward functions and support from colleagues at work, are mostly supportable in balancing work and life. With less number of responses though variables like time-off for family events, job sharing, paid time offs, flexible working time, work from home, variety of leaves, sabbaticals and other provisions are also found to be supportive in balancing work and life. Whereas, it has been found that ability to bring children to work on occasions is not available in case of non-executives and in case of executives also a small number of respondents have agreed to it.

OPINION OF EMPLOYEES TOWARDS WORK LIFE BALANCE HINDERING VARIABLES

In order to find out and understand the various factors which will hinder or disturbs the employees' to have a balanced work and life, out of the 14 variables, variables like nature of job, work place culture, work and total life space, occupational stress and management control are sub divided into various sub factors like *long working hours, compulsory overtime, shift work etc. It is being made clear through the following Exhibit:*

EXHIBIT 2

Nature of job and Work place culture	Long working hours
	Compulsory overtime
	Shift work
Work life space and Occupational stress	Meetings/trainings after office hours
	Technology such as laptops/cell phones
	Frequently travelling away from home
	Issues and demands of family members
Management control	Negative attitude of supervisors/managers

The classification of the factors is shown through the following table:

TABLE NO. 5: FACTORS HINDERING IN THE BALANCE OF WORK AND LIFE

Factors negatively affecting or disturbing the work life balance of the employees	Responses of executive		Percent of cases	Responses of non-executive		Percent of cases
	N	Percent		N	Percent	
Long working hours	32	9.2%	21.1%	59	12.9%	28.0%
Compulsory overtime	20	5.7%	13.2%	40	8.7%	19.0%
Shift work	42	12.0%	27.6%	88	19.2%	41.7%
Meetings/Trainings after office hours	32	9.2%	21.1%	29	6.3%	13.7%
others	54	15.5%	35.5%	24	5.2%	11.4%
Tech like laptops/cell phones	26	7.4%	17.1%	27	5.9%	12.8%
Frequently travelling away from home	4	1.1%	2.6%	18	3.9%	8.5%
Negative attitude of peers at work place	48	13.8%	31.6%	16	3.5%	7.6%
Negative attitude of supervisors	22	6.3%	14.5%	59	12.9%	28.0%
Issues/demands of family members	21	6.0%	13.8%	32	7.0%	15.2%
others	48	13.8%	31.6%	67	14.6%	31.8%
Total	349	100.0%	229.6%	459	100.0%	217.5%

Source: Field survey

TABLE NO. 6: FREQUENCY DISTRIBUTION OF THE RESPONSES TOWARDS THE HINDERING FACTORS

Details of the hindering factors	Classifications	Executive's Frequency	Percentage (%)	Non-Executive's Frequency	Percentage (%)
Long working hours	No	120	78.9	152	72.0
	Yes	32	21.1	59	28.0
	Total	152	100.0	211	100.0
Compulsory overtime	No	132	86.8	171	81.0
	Yes	20	13.2	40	19.0
	Total	152	100.0	211	100.0
Shift work	No	110	72.4	123	58.3
	Yes	42	27.6	88	41.7
	Total	152	100.0	211	100.0
Meetings/Trainings after office hours	No	120	78.9	182	86.3
	Yes	32	21.1	29	13.7
	Total	152	100.0	211	100.0
others	No	98	64.5	187	88.6
	Yes	54	35.5	24	11.4
	Total	152	100.0	211	100.0
Tech like laptops/cell phones	No	126	82.9	184	87.2
	Yes	26	17.1	27	12.8
	Total	152	100.0	211	100.0
Frequently travelling away from home	No	148	97.4	193	91.5
	Yes	4	2.6	18	8.5
	Total	152	100.0	211	100.0
Negative attitude of peers at work place	No	104	68.4	195	92.4
	Yes	48	31.6	16	7.6
	Total	152	100.0	211	100.0
Negative attitude of supervisors	No	130	85.5	152	72.0
	Yes	22	14.5	59	28.0
	Total	152	100.0	211	100.0
Issues/demands of family members	No	131	86.2	179	84.8
	Yes	21	13.8	32	15.2
	Total	152	100.0	211	100.0
others	No	104	68.4	144	68.2
	Yes	48	31.6	67	31.8
	Total	152	100.0	211	100.0

Source: Field Survey

From the above two tables it is interpreted that employees' responses towards the disturbing factors of work life balance are comparatively less than the responses towards supporting factors. In the executive group, majority of the employees feel disturbed by other factors 35.5% and 31.6% which were not incorporated in the study, followed by negative attitude of peers with 31.6%, shift work 27.6%, both long working hours and meetings/trainings after office hours 21.1%, technology like laptops/cell phones 17.1%, negative attitude of supervisors/managers 14.5%, issues or demands of family members 13.8%, compulsory overtime 13.2% and frequently travelling away from home 2.6%. In the non-executive group, majority of them feel disturbed by shift work with 41.7%, followed by others 31.8%, both long working hours and negative attitude of supervisors with 28%, compulsory overtime 19%, issues/demands of family members 15.2%, meetings/trainings after office hours 13.7%, others 11.4%, technology like laptops/cell phones 12.8%, frequently travelling away from home 8.5%, negative attitude of peers at work place 7.6%. Again, the detail classification of the hindering factors reveals that majority of the employees both executive and non-executive have not chosen or opted the hindering options as a reason for an imbalanced work life.

Moreover, attempt has been made to understand the feeling of employees towards the time spent at the work place. And for this purpose the five point scale has been used and the mean value has been found out to assess the highest ranking factor in this respect. The following table shows the mean difference:

TABLE NO. 7

Aspects	Executive		Non-executive		Rank
	N	Mean	N	Mean	
Worry for work	152	3.63	211	2.75	2
Feeling about work time	152	3.76	211	3.82	1
Miss quality time with family due to work pressure	152	3.13	211	2.67	3
Feel tired or depressed due to work pressure	152	2.67	211	2.46	4

Source: SPSS, researcher's Calculation.

In the above table, the ranking has been done on the basis of the mean value, highest the mean value high is the feeling in the positive sense. Thus, it is interpreted that majority of the employees in both the groups are affected by the feeling about the working time i.e. majority of them feel happy about the working time with the mean value 3.82, as happy was ranked high when asked, followed by worry for work 2.75 means they are sometimes or often worried for work, missing quality time with family due to work pressure 2.67 means rarely or sometimes miss the same and employees rarely feel tired or depressed due to work pressure. Thus, we can say that they are very much concerned and enjoy their work.

FINDINGS

- **Demographic details:** Majority of the employees considering both the executive and non-executive group falls within the age group of 36-45, followed by 46-55 and 25-35, majority of the employees are male only 11.2% executives are female, majority of the employees are married and their spouse are unemployed, majority of the employees have one or two children, majority of the employees have nuclear family, majority of the employees need not to take care of any dependants, again in respect of majority of the employees their children and dependants where needed is taken care by their spouse respectively. Thus, we can say that most of the employees of NRL are middle aged and in a nuclear family with unemployed spouse, who takes care of the children and other dependents, they are less burdened by the family pressure. So, it is clear that the personal life issues are mostly shared by the spouse.
- **Departmental details:** It has been found that majority of the employees are engaged in the operations and maintenance department, most of the employees' service experience is more than 15 years, most of the employees work 6 days in a week, followed by 5 days and only a few executives have opined to work 7 days weekly, majority of the employees works overtime, where as in case of shift duty difference has been found out, i.e., maximum executives work in

general/day shift whereas maximum of non-executives works in both day and night shift and no employee works in night shift solely, majority of the employees are found to be satisfied with the working hours of the organization, again a difference has been found where it is known that maximum executives have work pressure whereas maximum non-executives have opined that their work pressure is evenly distributed. Thus, we can say that most of the employees are experienced and even though they work overtime and in shifts but they are satisfied with the working hours.

- **Factors affecting work life balance:** In order to find out factors affecting work life balance of the employees 14 pre determined factors were decided and attempt was made to understand which of the factors support and hinders the employees in balancing their work and life. It was found that, employees have forwarded a large number of responses towards the factors which supports or helps in balancing their work and life. Majority of the employees have opined for medical facilities, school facilities, sports facilities, social functions for families, compensation package, both external and in house training, supportive attitude of peers and family members, involvement of family in reward functions, good career prospects, followed by provisions like variety of leaves, job sharing, holidays, telecommuting, paid time off for family events, flexible work options.
- In respect of the Factors hindering or disturbing the employees in balancing work and life it has been found that responses towards the disturbing factors of work life balance are comparatively less than the responses towards supporting factors, it means we can say that factors which were forwarded as negative or disturbing, actually they are not hindering or disturbing the employees majorly. Minimum number of employees have opted the factors like shift work, followed by others, negative attitude of supervisors, long working hours, compulsory overtime, meetings after working hours, family issues and demands, negative attitude of peers and frequent travelling away from home.
- Other factors hindering the work life balance of the employees as per their opinion like occasional meetings after office hours, restricted leave, working on holidays, official commitments after office hours, punching out, uneven distribution of work, lack of coordination among employees, no sharing of knowledge or information, absence from family during festivals, lack of leave opportunity, nightshift, extended hrs duty, shift duty during holiday/social events, long working time and consistency, limited leave, tight duty schedule, shortage of manpower, misbehavior of officials or others in duty hours, plant emergencies, operational responsibility, overtime against leave, but this is the opinion of the minimum number of employees.
- Moreover, the study also brings out the fact that the employees are happy about the working time with the mean value 3.82, as happy was ranked high when asked, followed by worry for work 2.75 means they are sometimes or often worried for work, missing quality time with family due to work pressure 2.67 means rarely or sometimes miss the same and employees rarely feel tired or depressed due to work pressure. Thus, we can say that they are very much concerned and enjoy their work.

CONCLUSION

Thus, the study of Work life balance has become a need of the hour, for the organisations and considering the factors affecting work life balance of employees, engaged in different departments with different nature of job, has become more important, as it brings out the differences in their ways of balancing their respective work and life which should enable the HR Policy makers of the organization to come up with tailor made opportunities and provisions for their employees.

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