

A Study on Work Life Balance and Imbalance among Employees in Bengaluru

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ABSTRACT

Purpose: Human resources has played a central role in the evaluation of Work Life Balance (WLB) from a personal preference to a strategic imperative. H R Professionals constantly designing suitable policies that create a conducive environment for employees to balance work and personal lives (Perreaut & Power, 2023; Peter and Kavitha 2020). The term Work Life Balance is used to describe the balance between an individual professional and personal work. The term Work Life Balance was first used in the late 1970's to describe the balance between individuals work and personal life (Avneet Kaur, 2019). The main intention of the research paper is to know how far the study is conducted to explore the factors driving Work Life Balance and factors behind work life imbalance.

Design of the Study: A previously known questionnaire was administered among employees working in different organisation for the purpose of data collection on demographics, factors affecting Work Life Balance and factors behind work life imbalance. Respondents private B schools, private Banks in Yelahanka area and industrial workers in Peenya Industrial Area I & II of Bengaluru were covered. A total of 110 filled questionnaire were in the hand 10 incomplete were rejected forming a success rate of 91%. Chi-square, contingency co-efficient, ANOVA and weighted Arithmetic Mean statistical tools were performed.

Findings: The study found that all demographics are significantly varying with high degree. Further, the study found factors driving Work Life Balance which includes in the order, job insecurity, lower salary and high work expectations. Factors behind work life imbalance were, behavioural and emotional problems like anxiety, depression, worsening physical and mental health, imbalance is inversely related to productivity and attrition rate and higher absenteeism.

Keywords: Imbalance, Personal Life, Stress Absenteeism, Mental Health, Inverse, Insecurity.

Introduction

Work Life Balance (WLB) is the ability to manage and combine commitments and responsibilities of personal and professional life while retaining a sense of wellbeing and contentment. Work Life Balance gained popularity in the public discourse and commonly used in big companies and it is said to be the core of their corporate welfare (Autogrill WLB and corporate Welfare 2012). But academic knowledge around Work Life Balance is not solid as the widespread use of the term would suggest (Kelliher C., et al. 2019). Researchers have argued that WLB theoretical development has not kept pace with the popularity of the concept (Valour, M. 2007; Harr, J.M. et al. 2014).

The concept Work Life Balance underwent a transformative journey by societal, technological and economic changes (Binaebi Gloria Bello et al. 2024). It evolved in to a critical consideration in contemporary workplace, reflecting the changing dynamics of employment and the recognition that employee wellbeing directly impacts organisational success (Stan Kericience et al., 2021; Wood et al., 2020). WLB does not mean an equal balance. It is the power to control and stay comfortable at work while maintaining a healthy and happy life style at home as well as work with leisure. The main intention behind WLB is to create balance in each and every areas of life which in turn enhances self-fulfilment as well as to maintain safe from self-injury (Shubam Chauhan, 2024). Work life imbalance leads to increased turn over intentions and perceived job overload (Rainayee, 2012) and has been inversely related to productivity and attrition rate (Aryee et al. 2015), employee commitment and satisfaction (Swarnalatha, 2015) and lower psychological capital (Sen et al. 2015).

Statement of the Problem

The main issue is the blurring of boundaries between work and personal life. This issue emerged only due to information of high technology and is becoming a challenge to cope with life and work. The continuous commitment makes it very difficult for employees to mentally disengage from work, resulting in a state of chronic stress and an inability to recover fully. Rigid schedules, again and again demanding, improper work environment makes the employees to feel difficultness to regularly engage in the normal discharge of working. Work life imbalance ends in attrition, absenteeism and potential employees plan to leave the organisation and join other for better survivability. The BPO employees, Private B-schools teaching faculty and bank employees work order severe stress. Ultimately the issue is about a fundamental need for proactive involvement from both individuals and organisations to foster an environment where employees can be healthy, productive and feeling happy. Work life imbalance leads to innumerable problems like anxiety, depression, guilt and alcohol addiction. Many researchers have stated Work Life Balance can be attained by decreasing occupational stress and insecurity.

Review of Literature

Saloni Pahuja (2017) stated that Work Life Balance is the most emerging issue now-a-days. Increasing work pressure, globalisation and technological advancement have created lot of imbalances in the employee's life. On account of this as per the researcher, work pressure, maintaining harmonic work family life is becoming difficult. The study analysed the Work Life Balance of working parents of educational sectors and its impact on personal and professional lives. Further, it discussed that management should frame certain strategies which will help strike a balance in the personal and professional lives of the professionals.

Kumari Rashmi et al. (2020) research article aimed to provide an integrated review of research in the area of Work Life Balance that has attracted the attention of researchers. Work Life Balance became a necessity due to environmental changes, demographic and technological changes. The study contributed to the area of Work life interface by scrutinizing the conceptualisation of the key constructs, their meanings, and the influence of various antecedents and their consequences. The paper also highlighted significant gaps and recommended avenues for further research, since majority of researchers concentrated a work life conflict and less attention given to Work Life Balance concept.

Zhiqing E. Zhou et al (2025) stated that well designed interventions at the organisation, team, or employee level can improve Work Life Balance. Further the researchers well said that there is no one size fit all solution, a programme effective in one context may not work for another. Further, the researchers suggested that organisation and leaders should assess their workforce needs and available resources before deciding the type of level of target of programme. A careful review of evidence and recommendation from existing work may allow organisations and leaders to attain designer outcome.

Research Methodology

- **Data Source:** The study depends upon both the primary and secondary data. Primary data gathered through a well drafted structured questionnaire. The secondary source includes journals, books and internet.
- **Question design:** The questions framed in the questionnaire related to the objectives of the study. The opinions derived from respondents placed in the form of 3 point Likert scale.

- **Universe of the study:** The study confined to Urban Bengaluru. Respondents belongs to the faculty of private B-schools, employees of industrial area of Peenya I & II stage and private bank employees of Yelahanka.
- **Method of Analysis:** The present research work performed χ^2 , contingency co-efficient, weighted arithmetic mean and ANOVA.
- **Sample and sampling technique:** The sample of the study is 100 and convenient sampling technique was followed. The sample selected include, private sector bank employees, private B-school faculty at Yelahanka and industrial workers from Peenya I & II stage Industrial area.

Objectives of the Study

- To study demographics profile of the respondents.
- To study the factors driving work life balance.
- To analyse the factors of work life imbalance.

Hypotheses

H₀₁: There exist no significant variation in the data and hence demographics do not impact the study.

H₀₂: There are no factors driving Work Life Balance.

H₀₃: There are no factors of work life imbalance.

Research Questions

- What may be reason for demographics not impacting on the study?
- What are the factors driving Work Life Balance?
- What factors impact of Work Life Imbalance?

Limitations

- The study is confined only to Urban Bengaluru private B-schools.
- The sample is very small when compare to the universe.
- Since the coverage is small any dependency required further in depth study.

Findings

Table-1 expose data about demographics of respondents. Table reveals that there are 79 males and 21 females and out of 100, 82 are married and 18 are single. Age data show that 41 respondents belongs to the age group of 30-35 years followed by 20 to the 35-45 age group, 13 to the 20-25 category, 11 to the 25-30 years and 10 to the 45-55 years group. There are 43 degree holders followed by 17 PG, 12 professional, 11, ITI, 10 completed PUC and 7 pass in 10th standard. Income data reveals that there are 35 respondents whose monthly income is 40000-50000, 28 in between 30000-40000, 12 in between 20-30, 9 getting a monthly income of 50000-60000 and 8 each less than 20000 and more than 60000. 43 respondents service falls in the range 15-20 years 20 in between 10-15 years, 15 less than 20 years and 4 more than 5 years. 62 said happy over daily time spend at work, 23 very happy and 15 indifferent and as far as organisational policy towards Work Life Balance, 60 and yes, 25 do not know and 15 no. 56 respondents very happy with flexible working hours, 35 indifferent, 5 happy, 4 unhappy. 65 said about work pressure and missed quality of time spent with family followed by 15 rarely, 10 each often and never 83 respondents stated that good work life policy impacts on effective organization and 17 said no. All the demographics are significantly varying with high degree of relationship.

Table-2 divulge data about factors driving work life balance. To measure the drivers of Work Life Balance weighted arithmetic mean was performed. The opinions of respondents are shown as 'f' and weighted are 'w'. The opinions of respondents shown using 3 point Likert scale with corresponding weights 3, 2, and 1. The sum of 'fw' is the total and this was divided by the sum of 'w' i.e., $3+2+1 = 6$ to get weighted Arithmetic mean i.e., "WA". Ranking was performed on the basis of highest "WA". Accordingly, the first rank was awarded to job insecurity, and the second rank was given to lower salary and the third rank was high work expectation. The remaining factors are ranked as per their highestness.

Table-3 speaks about factors work of imbalance. The collected data presented using 3 point Likert scale. There are 83 who strongly agree over the factors of work life balance followed by 10 agree and 7 somewhat agree. Out of 100 respondents 35 preferred to speak about behavioural and emotional problem etc., 19 about inverse relationship related to productivity and attrition rate and 16 about higher absenteeism. The F-value being 12.13319 greater than $F-Crit$ 3.554557 and P-value is less than the alpha 0.05 and hence ANOVA fails to accept H_0 and accepts H_1 . Therefore, it is concluded that there exists significant variation in the data and presence of significant relationship between factors and work life imbalance.

Conclusion

All type of organisations have realised the criticalness of Work Life Balance. The factors leading work life imbalance should be identified and addressed properly. There is no Work Life Balance tailor made solution that fit all organisations and the imbalances rectification very much depends upon this individual organisation. Employee job satisfaction and happy execution of job leads to increased productivity Work Life Balanceis of utmost to policy makers and employers since it is the individuals who is in the care to healthy functioning of the society. The study found that all demographics are significantly varying with high degree. Further, the study found factors driving Work Life Balancewhich includes in the order, job insecurity, lower salary and high work expectations. Factors behind work life imbalance were, behavioural and emotional problems like anxiety, depression, worsening physical and mental health, imbalance is inversely related to productivity and attrition rate and higher absenteeism.

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Table - 1: Demographic of Respondents

Demographics of Respondents	x ²	TV @ 0.05	df	Result of x ²	"c"	Result of c
Gender	33.64	3.841	1	Significant	0.50	High Degree
Marital status	40.96	3.841	2	Significant	0.53	High Degree
Age (in years)	33.55	9.488	4	Significant	0.50	High Degree
Qualification	53.07	11.070	5	Significant	0.59	High Degree
Income per month	41.68	11.070	5	Significant	0.54	High Degree
Experience in the present organisation	39.80	9.488	4	Significant	0.53	High Degree
Daily time spent @ work	37.94	5.991	2	Significant	0.52	High Degree
Organisational policy towards Work Life Balance	37.50	5.991	2	Significant	0.50	High Degree
Flexible working hours	76.08	7.815	3	Significant	0.65	High Degree
Work pressure & misused quality of time spent with family	96.00	7.815	3	Significant	0.70	High Degree
Good WL policy and effectiveness of organisation	43.56	3.841	1	Significant	0.55	High Degree

Source: Field Survey

Note : x² = Chi-square

'c' = $\sqrt{x^2 / x^2 + N}$

Where 'c' = Contingency Co-efficient, N = Number of Observations

When the value 'c' is equal or nearer to 1, it means that there is high degree of association between attributes. Contingency co-efficient will always to be less than 1. High degree is considered here if 'c' is 0.50 and above.

Table 2: Factors Driving Work Life Balance

Factors impacting Work Life Balance		Weight	3	2	1	T	WA
		Likert Scale	SA	A	SWA		
1.	Increased stress levels	f	80	14	6	100	V
		fw	240	28	6	274	45.67
2.	Fail to understand work related issues	f	75	19	6	100	VIII
		fw	225	38	6	269	44.83
3.	Blurred boundaries - work and personal life	f	80	15	5	100	IV
		fw	240	30	5	275	45.83
4.	High work expectations	f	84	13	3	100	III
		fw	252	26	3	281	46.83
5.	Inflexible working hours	f	80	12	8	100	VI
		fw	240	24	8	272	45.33
6.	Absence of friendly work policies	f	70	18	12	100	XII
		fw	210	36	12	258	43.00
7.	Personal problems of employees	f	76	17	7	100	VIII
		fw	228	34	7	268	44.83
8.	Lower salary	f	85	12	3	100	II
		fw	255	24	3	282	47.00
9.	Job insecurity	f	83	15	2	100	I
		fw	249	30	4	283	47.17
10.	Over emphasis on perfectionism	f	68	21	11	100	XIII
		fw	204	42	11	257	42.83
11.	Unclear Priorities	f	72	18	10	100	X
		fw	216	36	10	262	43.66
12.	Neglecting self-care	f	59	21	20	100	XVI
		fw	177	42	20	239	39.83
13.	Unsupportive work environment	f	68	18	14	100	XIII
		fw	204	36	14	254	42.33
14.	Absence of flexibility	f	59	18	23	100	XVII
		fw	177	36	23	236	39.33
15.	Lack of time management	f	62	17	21	100	XV
		fw	186	34	21	241	40.17
16.	Communicating hassles	f	72	18	10	100	X
		fw	216	36	10	262	43.66
17.	Financial stress	f	79	14	7	100	VI
		fw	237	28	7	272	45.33

Source : Field Survey

Note : SA - Strongly Agree, A - Agree, SWA - Somewhat Agree

WA = $\Sigma FW / \Sigma W$

Here, $\Sigma W = 3 + 2 + 1 = 6$

Table 3: Factors and Work Life Imbalance

No.	Effects work life imbalance	SA	A	SWA	T
1	Increased turn over due to job overload	6	-	-	6
2	Work life imbalance is inversely related to productivity and attrition rate	15	2	2	19
3	Lower psychological capital	7	-	-	7
4	It leads to behavioural and emotional problems like anxiety, depression, worsening physical and mental health	28	5	2	35
5	Heavy occupation stress	8	1	-	9
6	It leads to higher absenteeism	12	2	2	16
7	Work life imbalance ends in lower job satisfaction and neglect of family and friends	7	-	1	8
Total		83	10	7	100

Source: Field Survey.

Note: SA - Strongly Agree, A - Agree, SWA - Somewhat Agree

Table 4: ANOVA Summary

Groups	Count	Sum	Average	Variation
Column - 1	7	83	11.85714	61.14286
Column - 2	7	10	1.428571	3.285714
Column - 3	7	7	1	1

Table 5: ANOVA

Source of variation	SS	df	MS	F	P-value	F-crit
Between the groups	529.2381	2	264.619	12.13319	0.000461	3.554557
Within the sample	392.5714	18	21.80952			
Total	921.8095	20				

Source: Field Survey

ANOVA Analysis

The above table shows that the F-value being 12.13319 greater than *F-crit* 3.554557, while P-value is 0.000461 less than Alpha 0.05 or 5%. ANOVA hence fails to accept H_0 and accept H_1 and reveals about the presence of significant relationship between influencing factors and organisational performance.

