



# A STUDY ON EFFECT OF WORK-LIFE BALANCE IN A HR CONSULTING FIRM

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**Abstract :** It is well known that work-life balance is an important term to every individual, without which one needs to compromise on either work or their personal life. The aim of this study is to investigate the impact of each of the independent variables (Flexible Working Arrangements, Leave Policy, Support from Supervisors, Work-life balance policies, Workload and Job Demands) on the dependent variable (Work-life balance) to be studied. The research was carried out by circulating questionnaire to employees in the firm. The research utilized quantitative methods and 100 surveys were taken, the responses were elucidated, post a pilot survey with reliability test (Overall Cronbach's Alpha = 0.814). Statistical tests were conducted for the responses after performing Normality test (Shapiro-Wilk test) and the results from the correlation analysis showed that there is a significant statistical association between flexible work arrangements and work-life balance. i.e., there exists a moderate positive correlation ( $r = 0.337$ ) between flexible working arrangements and work-life balance, which is statistically significant, also the study did not reveal any significant relationships between each of other independent variables with the dependent variable. Regression analysis was done and it was found that a significant relationship exists between 'flexible working arrangements, leave policy of the organization' and work-life balance. Both these variables accounted to 11.9% variation ( $R^2$ ) with the dependent variable. One – way ANOVA test indicated that there is significant difference between Years of Work Experience and Work-Life Balance ( $F(3,96) = 3.814, p = .012$ ). Factor Analysis inferred that 11 components among the 30 factors selected for the analysis account for most of the variance in the undertaken research. This report has emphasized the role of examining work-life balance in stress environment corporate sector as HR Consulting sector, keeping in mind, the call for increasing awareness on work-life balance issues as on need, today.

**IndexTerms -** Work-life balance, Flexible Working Arrangements, Policies, Workload, HR Consultancy

## I. INTRODUCTION

### 1.1 Introduction

The idea of work-life balance involves making choices about how to prioritize one's work, career, and personal life. The term "work-life balance" was coined in the UK in the late 1970s and in the US in 1986, to describe the equilibrium between an individual's professional and personal pursuits. The term work-life balance (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). As work-life balance is a combination of interactions among different areas of one's life, the advantages and disadvantages associated with that balance/imbalance can affect multiple levels of society. The disadvantages associated with work-life imbalances are numerous and impact both employer and employees. An imbalanced work-life affects work (productivity of both individuals and organization), family and society and can induce stress or other mental problems in individuals. Therefore, it is important for both organization and employees to maintain work-life balance. The ultimate benefits of work life balance can be enjoyed by employees and organization. It is an important concept in the world of business as it helps to motivate the employees and increases their loyalty towards the company.

The relevance and importance of work-life balance increases with the growing influence and interference of technology. The increase in stress related diseases has numerous causes, among which one is work, perhaps the most important. Work-life imbalance is influenced by three moderators: gender, time spent at work, and family characteristics. Gender differences may contribute to work-life imbalance because of differing perceptions of role identity. Working long hours without flexibility, due to changes in work demands, overtime, or evening duties, can create an imbalance between work and family responsibilities. Studies have shown that increased time spent at work is associated with both work-family conflict and family-work conflict, but it is not related to satisfaction across domains. This could be because satisfaction is a subjective measure and long hours can be interpreted positively or negatively by individuals depending on their perspective.

## 1.2 Need for the Study

In modern times, achieving a work-life balance has become a crucial issue for both employers and employees. This concept entails the ability of an employee to effectively manage their work commitments while also giving due attention to their personal life, social life, health, family, and other important areas. A proper balance between work and personal life is believed to have a positive impact on employee productivity. However, the demands of work and personal life can accumulate to overwhelming levels. Excessive work demands, invasive work arrangements like weekend meetings, and excessive use of technology are contributing to increased pressure and high employee turnover rates. Furthermore, the demands of personal life, such as spending time with family and friends, are encroaching on work-time, creating further pressure. Consequently, I chose to investigate how employees handle their time and attain a work-life balance through this research.

## II. LITERATURE REVIEW

### 2.1 Flexible Working Arrangements

(Lakshmi & Prasanth, 2018) investigates how working women adapt to economic and social changes that impact their personal and professional lives. The study shows that women face difficulties in balancing work and personal responsibilities due to increasing workloads and technology integration, affecting their overall well-being. Using a survey developed by Daniels and McCarragher, the research focuses on employed married women in Visakhapatnam and reveals high levels of work-life balance challenges. Issa (2014) explores the impact of Nigerian higher education changes on the work-life harmony of academic and support staff, highlighting the importance of work-life balance to performance and productivity, and recommending proactive measures to reduce workloads. Han et al. (2023) suggests that longer commuting times can negatively impact worker satisfaction, health, and physical activity, and recommends improving public transportation, such as building subways, to reduce commute time and enhance overall quality of life. Xu et al. (2021) investigated how work-life balance and multitasking were related among US employees working from home during the COVID-19 pandemic, finding that balancing work and life identities was linked to high-interactive multitasking, which improved life satisfaction without interfering with work, highlighting the need to use different types of multitasking to achieve work-life balance.

### 2.2 Leave Policy

(Myers et al., 2013) suggests workplace flexibility as a solution for work-life balance but presents tensions and inconsistencies due to the autonomy-control paradox, which can be addressed by changing organizational culture and establishing flexibility as a right while reframing the relationship between work and personal life as complementary. Understanding the factors that contribute to absenteeism, including job satisfaction, is crucial for employers to reduce costs associated with absenteeism and create positive work environments, as explored in by (Ann & Clenney, 1992). (Rahman, 2019) explores how work-life balance affects job satisfaction for female bankers in Bangladesh who face barriers to career advancement due to work-life balance issues. Through factor analysis, the study identifies eight key factors that impact job satisfaction, including work-life balance programs, leave policies, workplace support, and salary. The findings reveal that work-life balance significantly influences job satisfaction, and personal time availability is an important factor. The study aims to examine the significance of work-life balance and factors like the number of leaves granted to employees in determining job satisfaction levels for female bankers in Bangladesh. (Brough et al., 2008) explores work-life research in Australia and globally, highlighting impactful policies such as flexible work, leave, and childcare. It also examines work-life issues in the Australian public sector and emphasizes the need to bridge the policy-practice gap and improve organizational culture to achieve work-life balance.

### 2.3 Support from Supervisors

(Salanova et al., 2014) categorized employee well-being into four types based on psychosocial factors and their connection with job/personal characteristics, resulting in a concise classification. (Hu et al., 2016) examined how managers' behavior affects work-life balance perception, with differences between generations. Millennials prioritize growth, while others value fairness, with a mismatch between employee expectations and managerial support. (Kossek et al., 2014) prioritizes work-life balance and well-being in employment practices is vital for a sustainable workforce. Organizational strategies such as promoting sustainable careers and enhancing social support can improve work-life balance and well-being.

### 2.4 Work-Life Balance Policies

(Dailey & Zhu, 2017) studied how personal identity enactment can impact organizational identification and emphasizes the relationship between identity and health behaviors. The study suggests that wellness programs can act as a bridge between personal and work-related identity targets and can help employees achieve balance in their lives. (Grawitch et al., 2006) said effective communication within the organization and alignment of workplace practices with the organizational context are crucial in determining the link between these practices and employee and organizational outcomes. The article concludes by suggesting areas for future research in the field of healthy workplace practices and discussing limitations of past research. Chaudhuri et al., (2020) highlights importance of implementing employee-friendly WLB policies to achieve high organizational outcomes and provides insights for human resource management professionals to facilitate better WLB in various Indian organizational sectors.

### 2.5 Workload and Job Demands

(Hsu et al., 2019) examined the links between working hours, job satisfaction, work-life balance, and occupational stress by surveying 369 high-tech and banking industry employees. The study found significant relationships between long working hours and occupational stress, work-life balance, and job satisfaction. (Syed et al., 2015) investigated the relationship between work-family conflict and psychological contract breach in banking employees from Pakistan and the Netherlands. Despite Dutch employees having shorter working hours, they experienced more work interference with family than their Pakistani counterparts. (Walsh et al., 2020) Analyze the factors impacting service employees' willingness to report complaints (WRC) and how it affects a firm's growth. Using the job demands-resources (JDR) model, the study proposes that supervisor support and workload positively affect WRC, while employee empowerment and perceived customer unfriendliness negatively affect it.

### III. RESEARCH METHODOLOGY

The methodology section outlines the plan and method that how the study is conducted. This includes Universe of the study, sample of the study, outlines data and Sources of Data, study's variables and analytical framework. This is an exploratory study conducted to find out the factors influencing employee work-life balance in a HR Consulting firm. The population for this study comes from the employees of the firm which employed 200 employees. The details are as follows;

#### 3.1 Population and Sample

The population for this study comes from the employees of the firm which employed 200 employees. This refers to the number of items to be selected from the universe to constitute a sample. This is a major issue to be explored before a research. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfils the requirements of efficiency, representativeness, reliability and flexibility. While deciding the size of sample, researcher must determine the desired precision as also an acceptable confidence level for the estimate. The size of population variance needs to be considered as in case of larger variance usually a bigger sample is needed. The size of population must be kept in view for this also limits the sample size.

The parameters of interest in a research study must be kept in view, while deciding the size of the sample. The whole number of sample unit on which survey is conducted is known as sample size. In this survey the sample size is 100 employees. Based on stratified random sampling, the sampling size for this study is 100 respondents. The sampling technique for this study is simple random sampling; and utilizing a Google form disseminated through WhatsApp's and e-mails across the organization. A simple random sample is a subset of a population that is picked at random from the whole population. Each member of the population has an absolutely equal probability of being picked when using this sampling procedure. Given that it only includes a single random selection and needs minimal prior information of the population, this approach is the most basic of all of the probability sampling methods. A high level of internal and external validity should be expected for any study conducted on this sample due to the use of randomization.

#### 3.2 Data and Sources of Data

Primary data refers to newly collected information that is original in nature. It is the first-hand information that the researcher collects directly from the participants. The data is typically gathered using a questionnaire method, which involves obtaining information or data from the respondents. Secondary data for this study is obtained through research articles taken from the last 10 years.

#### 3.3 Conceptual framework

Variables of the study contains dependent and independent variables. The study used pre-specified method for the selection of variables. The Conceptual model of Work-Life- Balance, shown in Fig.1, provides insight on the relationship between the dependent variable and the independent variables.

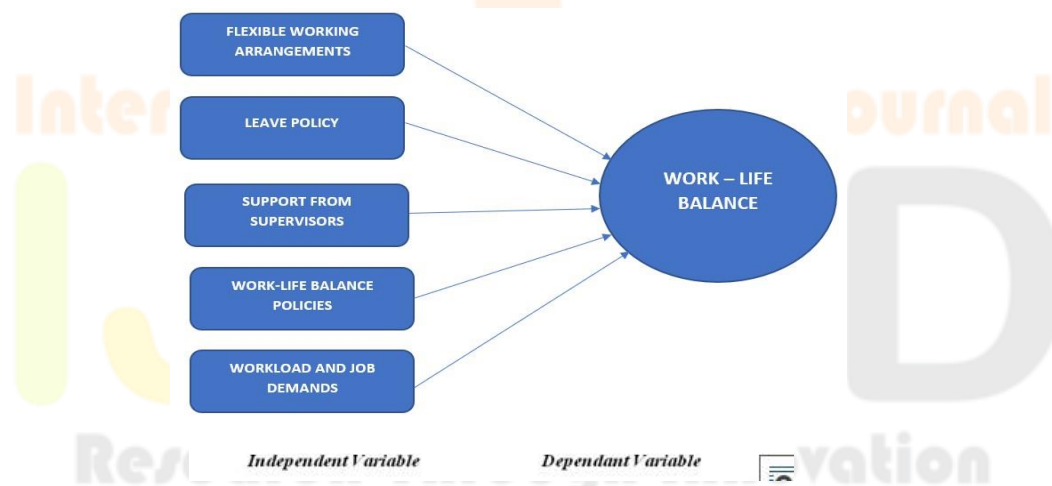


Figure 1 Conceptual framework of Factors Influencing the Employee's Work-Life Balance in this study

The conceptual framework demonstrates how independent variables influence employee work-life balance in the HR consulting firm. The variable 'Flexible Working Arrangements' refers to the degree of flexibility an organization provides to its employees in terms of working hours, work location, and workload distribution. 'Leave policy' variable could involve collecting data on employee well-being, job satisfaction, stress levels, productivity, or other relevant factors, and analyzing the relationship between these variables and the leave policy offered by the organization. The variable 'Support from Supervisors' pertains to the degree of support and motivation provided by supervisors to employees, which includes how much assistance supervisors offer in helping employees maintain a balance between their work and personal life. 'Work-life balance policies' variable pertains to the existence and efficiency of policies and programs created to promote work-life balance, such as flexible work arrangements, parental leave, counseling services, and employee wellness programs. The variable 'Workload and Job Demands' pertains to the ability of



employees to handle their workload and job demands, which include factors like the amount of work, deadlines, and performance standards.

### 3.4 Statistical tools used in the research

This section elaborates the proper statistical tools which are being used to forward the study from data towards inferences. The detail of methodology is given as follows.

#### 3.4.1 Percentage Analysis

Analysis involves calculating specific indices or measures, as well as identifying patterns and relationships among groups of data. It involves a critical examination of the collected and organized data to study the characteristics of the subject under investigation and determine the relationships among the variables related to it. The data provides a theoretical concept and explains what has been observed by the researchers during the study. The data is organized based on the objectives set and follows an analysis and interpretation process as obtained from the respondents. This involves tabulating the frequencies of various factors and calculating the percentage for each value in relation to the total. The results are presented in graphical form to enhance understanding. The percentage of respondents is calculated as follows:  $\text{Number of respondents} \times 100 / \text{Total number of respondents}$ .

#### 3.4.2 Reliability Test

Cronbach Alpha is a reliability test conducted within SPSS in order to measure the internal consistency i.e., reliability of the measuring instrument (Questionnaire).

#### 3.4.3 Test for Normality

The Shapiro-Wilk test is a statistical tool used to test the hypothesis that the overall distribution of the data differs from a normal distribution. When the test produces a non-significant result ( $p > .05$ ), it indicates that the distribution of the sample does not significantly deviate from a normal distribution.

#### 3.4.4 Correlation

Correlation is a statistical measure of how two variables are related and move in conjunction with each other. The strength and direction of the relationship between two variables is determined by a correlation coefficient that ranges between -1.0 and +1.0.

#### 3.4.5 Linear Regression

Linear regression analysis is a statistical technique that is utilized to forecast the value of one variable based on the value of another variable. The variable that is being predicted is called the dependent variable, in this case work-life balance, while the variable used to predict the other variable's value is referred to as the independent variable.

#### 3.4.6 One-Way Anova

One-Way ANOVA is a statistical method that compares the means of multiple independent groups to determine if there is sufficient evidence to conclude that the corresponding population means are significantly different from each other.

#### 3.4.7 Factor Analysis

Factor analysis is a statistical technique that aims to reduce a large set of variables into a smaller set of 'artificial' variables known as 'principal components'. These components explain most of the variance in the original variables.

### 3.5 Hypothesis

#### 3.5.1 Hypothesis 1

H0: There is no significant relationship between Flexible Working Arrangements and Work-Life Balance.

H1: There is significant relationship between Flexible Working Arrangements and Work-Life Balance.

#### 3.5.2 Hypothesis 2

H0: There is no significant relationship between Leave Policy of Organization and Work-Life Balance.

H1: There is significant relationship between Leave Policy of Organization and Work-Life Balance.

#### 3.5.3 Hypothesis 3

H0: There is no significant relationship between Support from Supervisors and Work-Life Balance.

H1: There is significant relationship between Support from Supervisors and Work-Life Balance.

#### 3.5.4 Hypothesis 4

H0: There is no significant relationship s Work-Life Balance Policies at Organization and Work-Life Balance.

H1: There is significant relationship between Work-Life Balance Policies at Organization and Work-Life Balance.

#### 3.5.5 Hypothesis 5

H0: There is no significant relationship between 'Workload and Job Demands' and Work-Life Balance.

H1: There is significant relationship between 'Workload and Job Demands' and Work-Life Balance.

### 3.5.6 Hypothesis 6

H0: There is no significant relationship between 'Flexible Working Arrangements, Leave Policy of Organization' and 'Work-Life Balance'.

H1: There is significant relationship between 'Flexible Working Arrangements, Leave Policy of Organization' and 'Work-Life Balance'.

### 3.5.7 Hypothesis 7

H0: There is no significant difference between Years of Work Experience and Work-Life Balance.

H1: There is significant difference between Years of Work Experience and Work-Life Balance.

## IV. FINDINGS AND DISCUSSION

### 4.1 Results of Reliability Test – Cronbach's Alpha (A)

Since the questionnaire includes several Likert scale questions, a reliability test was conducted to assess its consistency and dependability. The overall Cronbach's alpha value is 0.814 for N=30 questions.

### 4.2 Shapiro-Wilk Test Of Normality - Results

The Significant Value in the Shapiro-Wilk test performed for Age with respect to all other variables lies between the range 0.075 – 0.971, which exceeds 0.05 indicating that the data follows a normal distribution. The Significant Value in the Shapiro-Wilk test performed for Gender with respect to all other variables lies between the range 0.098 – 0.677, which exceeds 0.05 indicating that the data follows a normal distribution. The Significant Value in the Shapiro-Wilk test performed for Marital Status with respect to all other variables lies between the range 0.119 – 0.876, which exceeds 0.05 indicating that the data follows a normal distribution. The Significant Value in the Shapiro-Wilk test performed for Years of work experience with respect to all other variables lies between the range 0.085 – 0.970, exceeds 0.05 indicating that the data follows a normal distribution. The Significant Value in the Shapiro-Wilk test performed for Monthly Income with respect to all other variables lies between the range 0.054 – 0.964, which exceeds 0.05 indicating that the data follows a normal distribution. Hence, the data is found to be normally distributed to further proceed on other tests.

### 4.3 Results of Correlation Analysis

A Pearson product-moment correlation was conducted to establish the correlation between each independent variable and the dependent variable. The findings are as follows,

Table 4.3: Correlation Analysis

		Correlations					
		FWA	LP	SFS	WLBP	WLJD	WLB_DV
FWA	Pearson Correlation	1	.152	.033	-.022	.394**	.337**
	Sig. (2-tailed)		.132	.746	.826	.000	.001
	N	100	100	100	100	100	100
LP	Pearson Correlation	.152	1	.427**	.538**	.176	.120
	Sig. (2-tailed)	.132		.000	.000	.080	.235
	N	100	100	100	100	100	100
SFS	Pearson Correlation	.033	.427**	1	.466**	.341**	.125
	Sig. (2-tailed)	.746	.000		.000	.001	.214
	N	100	100	100	100	100	100
WLBP	Pearson Correlation	-.022	.538**	.466**	1	.130	.170
	Sig. (2-tailed)	.826	.000	.000		.199	.091
	N	100	100	100	100	100	100
WLJD	Pearson Correlation	.394**	.176	.341**	.130	1	.088
	Sig. (2-tailed)	.000	.080	.001	.199		.382
	N	100	100	100	100	100	100
WLB_DV	Pearson Correlation	.337**	.120	.125	.170	.088	1
	Sig. (2-tailed)	.001	.235	.214	.091	.382	
	N	100	100	100	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

There exists a **moderate positive correlation between flexible working arrangements and work-life balance, which is statistically significant** ( $r = .337, n = 100, p = .001$ ).

As observed from table 4.3, FWA\*WLB\_DV, the significant value is below 0.05, we can reject the null hypothesis I and accept the alternative hypothesis I. Therefore, **a significant relationship between flexible working arrangements and work-life balance exists.**

As observed from table 4.3, LP\*WLB\_DV,  $r = .120, n = 100, p = .235$ . Since the significant value is higher than 0.05, we can accept the null hypothesis I, indicating that **there is no significant relationship between the leave policy of an organization and work-life balance.**

As observed from table 4.3, SFS\*WLB\_DV,  $r = .125, n = 100, p = .214$ , as the significant value is above 0.05, we can accept the null hypothesis and reject the alternative hypothesis III, indicating that **there is no significant relationship between support from supervisors and work-life balance.**

As observed from table 4.3, WLBP\*WLB\_DV,  $r = .170$ ,  $n = 100$ ,  $p = .091$ , as the significant value is higher than 0.05, we can accept the null hypothesis IV and reject the alternative hypothesis IV, indicating that **there is no significant relationship between work-life balance policies at an organization and work-life balance.**

As observed from table 4.3, WLJD\*WLB\_DV,  $r = .088$ ,  $n = 100$ ,  $p = .382$ , as the significant value is higher than 0.05, we can accept the null hypothesis V and reject the alternative hypothesis V, indicating that **there is no significant relationship between ‘Workload and Job Demands at the organization’ and work-life balance.**

#### 4.4 Results of Regression Analysis

Linear regression is a statistical method used after correlation to predict the value of a dependent variable based on the values of one or more independent variables.

Table 4.4 Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344 <sup>a</sup>	.119	.101	.60445

a. Predictors: (Constant), LP, FWA  
 b. Dependent Variable: WLB\_DV

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.772	2	2.386	6.531	.002 <sup>b</sup>
	Residual	35.440	97	.365		
	Total	40.212	99			

a. Dependent Variable: WLB\_DV  
 b. Predictors: (Constant), LP, FWA

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.031	.300		6.767	.000
	FWA	.246	.073	.327	3.389	.001
	LP	.050	.068	.070	.728	.468

a. Dependent Variable: WLB\_DV

The summary table of the model presents the R and R<sup>2</sup> values. The R value represents the simple correlation, and it is 0.344, indicating a positive correlation. The R<sup>2</sup> value indicates the proportion of the total variation in the dependent variable, work-life balance, that can be accounted for by the independent variables, flexible working arrangements, and leave policy of the organization. In this case, 11.9% of the variation can be explained by these variables.

The ANOVA table demonstrates that the regression model is a significant predictor of the dependent variable. The value of p is less than 0.05, specifically  $p < 0.002$ , indicating a significant relationship between flexible working arrangements, leave policy of the organization, and work-life balance. Therefore, we reject the null hypothesis VI and accept the alternative hypothesis VI. From Coefficients table, the regression equation can be presented as follows,

$$WLB\_DV = 2.031 + (0.246) FWA + (0.05) LP$$

(Note: WLB\_DV - Work Life Balance, FWA – Flexible Working Arrangements, LP – Leave Policy)

#### 4.5 Results of One-way ANOVA

The one-way analysis of variance (ANOVA) is a statistical tool utilized to determine if there are any significant differences between the means of two or more independent and unrelated groups.

Table 4.5 One-way ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.282	3	1.427	3.814	.012
Within Groups	35.930	96	.374		
Total	40.212	99			

**Descriptives**

WLB\_DV

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					0-2	28		
2-5	35	2.8114	.63235	.10689	2.5942	3.0286	2.00	4.40
5-10	4	3.1500	.59722	.29861	2.1997	4.1003	2.40	3.80
Above 10	33	2.7576	.66098	.11506	2.5232	2.9919	1.40	4.60
Total	100	2.9260	.63733	.06373	2.7995	3.0525	1.40	4.60

**POST HOC TESTS**

**Multiple Comparisons**

Dependent Variable: WLB\_DV

Tukey HSD

(I) Years of work experience	(J) Years of work experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0-2	2-5	.42429*	.15511	.037	.0187	.8298
	5-10	.08571	.32701	.994	-.7693	.9407
	Above 10	.47814*	.15719	.016	.0671	.8891
2-5	0-2	-.42429*	.15511	.037	-.8298	-.0187
	5-10	-.33857	.32290	.721	-1.1828	.5057
	Above 10	.05385	.14844	.984	-.3343	.4420
5-10	0-2	-.08571	.32701	.994	-.9407	.7693
	2-5	.33857	.32290	.721	-.5057	1.1828
	Above 10	.39242	.32390	.621	-.4544	1.2393
Above 10	0-2	-.47814*	.15719	.016	-.8891	-.0671
	2-5	-.05385	.14844	.984	-.4420	.3343
	5-10	-.39242	.32390	.621	-1.2393	.4544

**HOMOGENOUS SUBSETS**

WLB\_DV

Tukey HSD<sup>a,b</sup>

Years of work experience	N	Subset for alpha =
		0.05
Above 10	33	2.7576
2-5	35	2.8114
5-10	4	3.1500
0-2	28	3.2357
Sig.		.242

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 11.608.

The one-way ANOVA analysis indicates a significant difference between groups ( $F(3,96) = 3.814, p = .012$ ). Therefore, we can reject the null hypothesis and accept the alternative hypothesis. As a result, there exists significant difference between Years of Work Experience and Work-Life Balance.

Furthermore, a Tukey post hoc test revealed that employees who have been with the company for more than 10 years have significantly lower work-life balance compared to other groups i.e., for 10 years ( $2.7576 \pm 0.66098, p = .016$ ) and 2-5 years ( $2.8114 \pm 0.63235, p = .037$ ) course compared to 0-2 years ( $3.2357 \pm 0.51941$ ). There was no statistically significant difference for employees of experience between Above 10 and 5-10 years ( $p = .621$ ).

#### 4.6 Results of Factor Analysis

Factor analysis is a statistical technique that aims to reduce a large set of variables into a smaller set of 'artificial' variables known as 'principal components'. These components explain most of the variance in the original variables.

Table 4.6 Factor Analysis

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.743
Bartlett's Test of Sphericity	Approx. Chi-Square
	1493.887
	df
	435
	Sig.
	.000

##### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.110	23.701	23.701	7.110	23.701	23.701	3.491	11.638	11.638
2	3.903	13.012	36.712	3.903	13.012	36.712	3.419	11.397	23.035
3	2.116	7.053	43.766	2.116	7.053	43.766	2.744	9.145	32.181
4	1.831	6.102	49.867	1.831	6.102	49.867	2.550	8.499	40.679
5	1.634	5.447	55.314	1.634	5.447	55.314	2.356	7.855	48.534
6	1.406	4.686	60.000	1.406	4.686	60.000	1.954	6.512	55.046
7	1.170	3.902	63.901	1.170	3.902	63.901	1.906	6.352	61.398
8	1.097	3.656	67.557	1.097	3.656	67.557	1.848	6.159	67.557
9	.976	3.254	70.812						
10	.912	3.041	73.853						
11	.842	2.805	76.658						
12	.798	2.661	79.319						
13	.672	2.240	81.559						
14	.633	2.109	83.668						
15	.601	2.003	85.670						
16	.555	1.849	87.519						
17	.494	1.646	89.165						
18	.482	1.607	90.772						
19	.410	1.366	92.138						
20	.375	1.251	93.389						
21	.354	1.179	94.568						
22	.287	.957	95.525						
23	.255	.851	96.376						
24	.218	.727	97.104						
25	.192	.642	97.745						
26	.172	.574	98.319						
27	.165	.551	98.870						
28	.119	.397	99.267						
29	.115	.384	99.651						
30	.105	.349	100.000						

Extraction Method: Principal Component Analysis.

The results of the KMO and Bartlett's test reveal a significance value of 0.00, which is less than 0.05. This indicates that factor analysis can be conducted. From the table 4.6, in 'Total Variance Explained' table, it is observed that first 11 components account for more than 75% (Cumulative percentage = 76.658 %), hence it is inferred that 11 components among the 30 factors selected account for most of the variance in the undertaken research.

#### V. CONCLUSION

This project examines both practical and theoretical aspects, and the study indicates that the company does not put excessive pressure on its employees. The company does not adhere to rigid schedules or strict work policies, and it encourages and motivates employees through leave policies, work-life balance policies, flexible work arrangements, and supervisor support, which helps them work effectively and with less stress.

However, the company could also consider implementing measures such as job sharing and job rotation. Work from home is not possible due to mandatory work-from-office policies and shift-based working hours, unless it is necessary. To retain and motivate employees, the company should continue to maintain its current work-life balance policies and strategies. Proper work-life balance among employees can not only increase productivity, but also help the organization achieve its goals more



easily.

## VI. SUGGESTIONS

Here are some suggestions based on the findings,

Additional counseling and wellness sessions could be offered to employees who are experiencing a lack of work-life balance. As few employees struggle with work-life balance due to working overtime, especially on weekends, the organization could take necessary steps to adjust the work schedule and revise the working hours. One suggestion to improve work-life balance is to encourage employees to minimize time spent on unnecessary activities, such as limiting lunch breaks to less than an hour. This would allow employees to better utilize their time and potentially avoid working on weekends or beyond their scheduled hours. Some of the employees working the firm are married, because of the work load they would not be able to spend time with their family, and the firm plan the work accordingly and make flexible working arrangements, if possible. Counselling sessions could be made more effective, since many employees can gain much more from sessions that helps them achieve a balance between work and personal life. The organization could take measures to schedule and delegate the appropriate work to the employees and if possible, recruit more employees to smoothen out the burden on existing employees. The organization should consider offering flexible working hours to allow employees to work overtime and take leave as needed. Additionally, organizing entertainment programs for employees on a monthly basis could help to reduce work pressure, as many employees report feeling burned out.

Supervisors support to the employees can be further more extended by way of giving more appreciations to the employees, encourage them to participate in meetings, adjust work hours and simply just listen to their concerns empathetically. The organization should take steps to make employees aware of existing work-life balance policies in the company and guide them with adequate support to improve their work-life balance.

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