



# Work–Life Balance of Crane operators in Bharat Heavy Electricals Limited, Trichy.

*Dr.V.Silambarasan, Dr.M.Nehru,  
Professor, Assistant Professor*

*Department of Commerce and Management,  
Global Institute of Management Sciences , Govt. Arts and Science College  
Bangalore, India, Nemmeli, Chennai, Tamilnadu, India.*

## Abstract

A dynamic economy and an aging workforce can collaboratively foster an environment where proficient employees, dissatisfied in their current roles, find motivation. A workforce actively engaged in their tasks proves to be 50% more productive than their unengaged counterparts. Recognizing this, a majority of HR professionals emphasize the significance of employee engagement for organizational success in today's competitive marketplace. Employee engagement has evolved into a critical aspect of organizational dynamics. In the contemporary work landscape, achieving a healthy work-life balance is increasingly vital for engagement and is a key component of overall employee satisfaction. The concept of work-life balance gained prominence in 1986 in the United States, highlighting the repercussions of individuals making unhealthy life choices, prioritizing work-related goals at the expense of neglecting other crucial areas such as family and social connections. To delve into the intricacies of work-life balance, a study was conducted focusing on crane operators employed at Bharat Heavy Electricals Limited in Trichy. These employees participated by providing responses to a well-structured questionnaire, ensuring the confidentiality of their information. The data collected was subjected to analysis using percentage analysis, Simple Ranking, and Henry Garrett Ranking methodologies.

**Key Words:** *Work Life Balance, Engagement, satisfaction, Crane operators.*

## Introduction

The concept of Work-Life Balance (WLB) holds universal appeal, captivating both individuals and corporations worldwide. WLB is characterized by a satisfactory integration of various roles within an individual's life, reflecting their ability to manage responsibilities across work, family, friends, and self. It represents the harmonious equilibrium achieved between an employee's primary priorities in both their professional and personal spheres. In today's landscape, numerous individuals, including family members, friends, supervisors, and peers, play

significant roles in shaping a person's life. The support garnered from these relationships is instrumental in facilitating a comfortable life journey. However, achieving WLB has become an increasingly prevalent challenge for many employees. There is a growing emphasis on the quality of work life (QWL), with individuals actively seeking flexibility to effectively balance their professional and personal commitments. The advent of technology, enabling connectivity from virtually anywhere, has blurred the lines between work and personal life. This evolution poses both opportunities and challenges as individuals navigate the complexities of maintaining a satisfying work-life balance in the modern era.

## **Literature Review**

Gibson (2006) proposed two perspectives on the interconnectedness of work and life within organizational contexts: (1) the compensation effect, suggesting that individuals may compensate for low satisfaction in either work or personal life by seeking contentment in the other domain; and (2) the spillover view, indicating that satisfaction in one's job spills over into personal life and vice versa. In the study by Helen De Cieri et al. (2005), it is argued that the imperative for organizations to attract and retain valuable employees in a fiercely competitive labor market serves as a compelling motivation for heightened organizational awareness and action in implementing and managing Work-Life Balance (WLB) strategies. Despite progress in this area, substantial challenges persist in the effective adoption and management of WLB strategies. Analyzing the scenario in India, R. Baral and S. Bhargava (2011) observed that the family-friendliness of employers is reflected in various welfare provisions, a concern for employers since the industrialization era. Over time, the scope and coverage of such initiatives have expanded, becoming more focused on individual growth and family well-being. Examining the impact on attrition from an HR perspective, Rakesh Yadav (2011) identified factors such as the absence of personal time, physical strains, and unscheduled work hours. To mitigate these issues, the author suggests measures like providing extra breaks to employees working continuously in night shifts for five days, compensating workers with wellness programs and stress relief activities, and aligning employee holidays with clients' holidays.

## **Statement of the problem**

Given the existing findings that highlight the significant impact of organizational culture on employee behavior and productivity, it is reasonable to posit that interpersonal relationships among colleagues play a direct role in shaping behavior and overall productivity. A positive organizational culture that prioritizes collaboration is likely to foster a workforce that is not only more productive but also more content, with their individual needs effectively addressed. This study focuses on the communications industry, comprising businesses involved in widespread information dissemination. Specifically, it explores the work-life balance of employees within organizations that promote a healthy culture, examining how collaborative relationships contribute to sustaining active lifestyles beyond the workplace. The objective is to identify potential organizational policies that can result in heightened employee satisfaction and commitment.

**Objective of the study**

1. To study the perception of employees towards factors affecting Work-life balance.
2. To analyze Work-life Balance dimensions.

**Research methodology**

This study was conducted at BHEL, Trichy, focusing on a sample of 100 employees who serve as crane operators. To facilitate a more efficient and practical approach, the study employed a convenience sampling method. The research integrated both primary and secondary data to derive meaningful conclusions. Primary data was obtained through the administration of questionnaires. The analysis of the collected data involved employing methods such as Percentage Analysis, Simple Ranking Analysis, and Henry Garrett Ranking Analysis to draw comprehensive insights.

**Analysis and Interpretation****Table No1: General Profile of Respondents**

Factors	Classification	Number	Percentage
Age	20-25	23	23
	26-30	54	54
	31-35	13	13
	Above 35	10	10
Marital Status	Single	45	45
	Married	50	50
	Separated	05	5
Experience	Below 2 yrs	18	18
	3-5 yrs	14	14
	6-8yrs	12	12
	Above 9 yrs	56	56

**Source: Primary Data**

In the Table 1, **54%** of the respondents are come under the age category of 26-30. **50%** of the respondents are married and **5%** come under the category of separated. **56%** of the respondents are having above 9 years of work experience.

**Table No.2****Frequency of Respondents facing difficulty in balancing personal life and work life**

Response	Frequency	Percentage
Yes	72	72
No	28	28

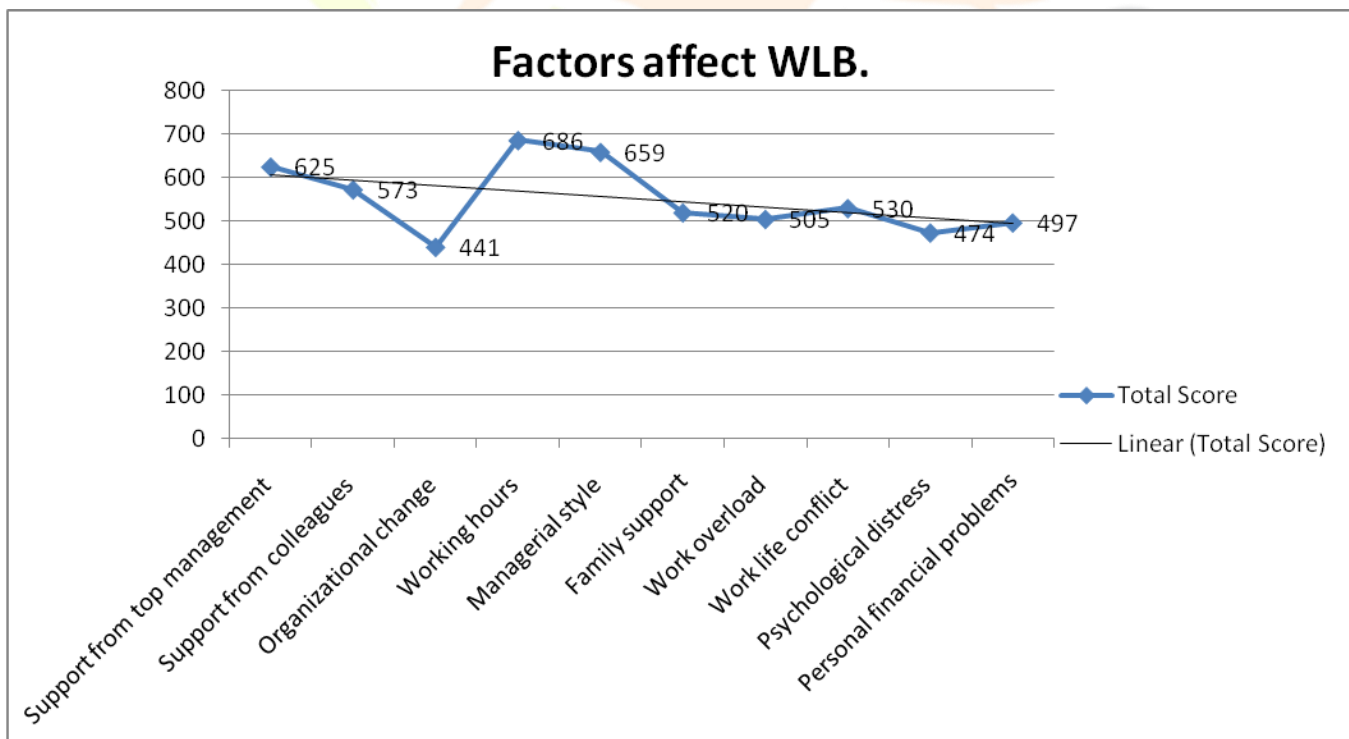
**Source: Primary Data**

The table no.2 shows that 72% of the respondents face difficulty in balancing personal life and work life.

**Table No.3****Simple Ranking Analysis: Perceived Factors that affect Work Life Balance**

S.No	Factors	I	II	III	IV	V	VI	VII	VIII	IX	X	T.S	order
1.	Support from top management	12	9	16	13	13	11	8	9	4	5	625	III
2.	Support from colleagues	14	14	6	10	9	3	16	10	8	10	573	IV
3.	Organizational change	5	4	9	4	7	16	13	11	17	14	441	X
4.	Working hours	19	18	11	12	12	8	6	4	4	6	686	I
5.	Managerial style	10	12	18	16	11	12	7	5	7	2	659	II
6.	Family support	12	6	8	7	11	10	9	16	12	9	520	VI
7.	Work overload	7	10	6	12	9	7	14	10	13	12	505	VII
8.	Work life conflict	5	13	11	10	8	11	9	12	9	12	530	V
9.	Psychological distress	12	5	7	6	7	11	8	12	14	18	474	IX
10.	Personal financial problems	4	9	8	10	13	11	10	11	12	12	497	VIII

Source : Primary data



From Table No.3, it can be inferred that the factor working time is perceived by most and having the greatest impact on Work-Life Balance with score of 686. Managerial style stands the next most influencing factor on Work-Life Balance with score of 659, followed by the 'support from top management' having a score of

625.Support from colleagues and work life conflict are the other consecutive factors that are considered to be strongly affecting work-life balance.The diagram represents the perceived factors and its total score for easy understanding.

**Table No.4 Henry Garrett Ranking Analysis: Work –Life Balance Dimensions.**

Dimensions	Items	Mean Score	Dimension Total Mean Score	Ranking
<b>Personal Health</b>	I get adequate sleep	57.74	179.87	<b>I</b>
	I get enough time to exercise, hobbies and sports	36.35		
	I do not suffer from health issues	43.53		
	I am mentally and physically active	42.25		
<b>Family and Peer Group</b>	I get adequate time to spend with family and friends	49.40	148.34	<b>II</b>
	I am able to meet my home demands	47.18		
	I get adequate time for personal responsibilities	51.76		
<b>Organizational Relationship</b>	I get enough time to interact with colleagues and Management	53.65	143.40	<b>III</b>
	I am able to build strong relationship with Colleagues and Management	47.42		
	I am able to express myself effectively	42.33		
<b>Work environment</b>	Achievement of targets	51.46	142.79	<b>IV</b>
	Enjoying the Job	49.13		
	Skill enhancement	42.20		

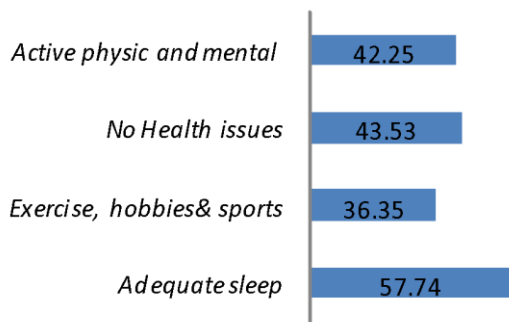
Source: Primary data

Henry Garrett Ranking Technique has been used to rank the dimensions. The study deals with only four dimensions and the total mean score has been ranked. It is inferred that Personal health has been ranked first with total mean score of 179.87 followed by Family & peer group with total mean score of 148.34 then Organizational relationship (total mean score is 143.40) has been ranked third and finally Work environment obtains fourth rank (total mean score is 142.79). When we need to discuss about items that represent highest mean score in each dimension, in the first dimension "**Personal Health**" the item adequate sleep get the maximum score of 57.74 , the second dimension "**Family & peer group**" adequate time for personal responsibilities gets the highest score of 51.76, third dimension "**Organisational Relationship**" enough time to interact with colleagues and Management gets the highest score of 53.65 and the fourth dimension "**Work environment**" achievement of targets get the greatest score of 51.46.

The following charts represent each item of every dimension and its mean score.

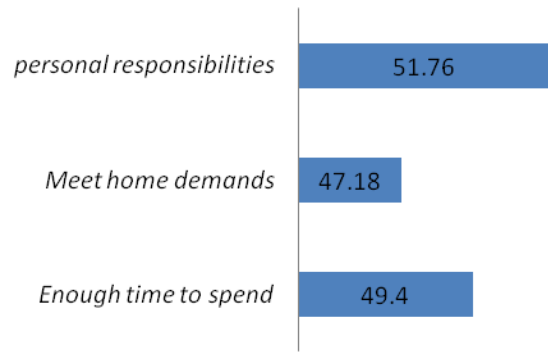
### Personal Health

■ Mean Score

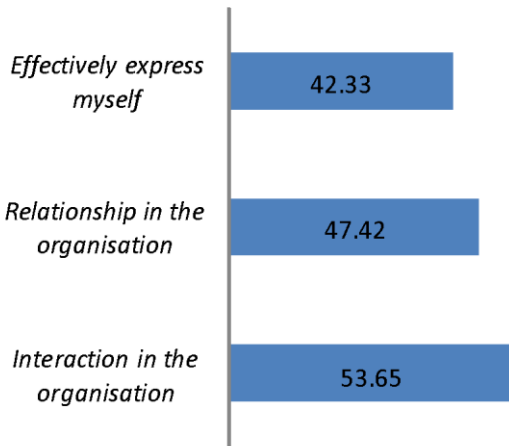


### Family & Peers

■ Mean Score

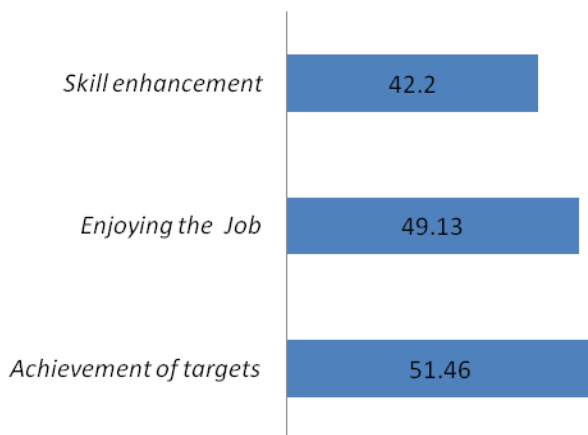


### Organizational Relationship.



### Work Environment

■ Mean Score



## Suggestion

Promoting a healthy work-life balance (WLB) is crucial for optimizing employee performance, and it falls within the organizational responsibility to assist employees in overcoming challenges in this regard. Recognizing that employees are a vital asset to any organization, it is imperative to address the various facets of WLB to ensure the well-being and productivity of the workforce. A recent study highlighted a concerning trend, indicating that the least prioritized aspect of WLB among employees was the time allocated for exercise, hobbies, and sports, with a mean score of 36.35. To address this, organizations can take proactive measures to raise awareness about the significance of physical health. This could involve organizing health camps or conducting awareness programs led by medical professionals, shedding light on the importance of incorporating exercise and sports into daily routines.

In conclusion, many organizations are currently focusing on WLB initiatives as a strategic approach to retain talent, improve work quality, and foster employee satisfaction. Implementing measures such as remote work options, flexible schedules, and job swaps contributes to stress reduction and enhances time management skills. Interestingly, employees residing in joint family setups seem to experience greater comfort in achieving work-life equilibrium compared to their counterparts in nuclear families. Achieving an effective work-life balance necessitates collaborative efforts at the national, governmental, organizational, and individual levels. By recognizing and addressing the multifaceted aspects of WLB, organizations can create a conducive environment that benefits both employees and the overall success of the organization.

## References

- 1) Gibson, J. et al. (2006). *Organizations: Behavior, Structure, Processes*. New York: McGraw-Hill.
- 2) Helen De Cieri et.al. (2005). Achievements and challenges for work/life balance strategies in Australian organizations, *The International Journal of Human Resource Management*, Vol.16(1), pp. 90-103
- 3) R. Baral and S. Bhargava. (2011). HR interventions for work-life balance: evidences from organisations in India. *International Journal of Business, Management and Social Sciences*, Vol. 2(1), pp. 33-42
- 4) Rakesh Yadav, (2011). Attrition & HR Initiatives in INDIAN ITES BPO Industry. *Research Journal of Social Science & Management*, Vol. (1)