

# Quality of Work-Life Balance among Working Professionals

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## K. J. Vinodini

Assistant Professor, Department of Management Sciences  
PSG College of Arts and Science, Coimbatore, Tamil Nadu, India

 <https://orcid.org/0000-0001-9413-1199>

### Abstract

The study concentrates on the working professional's real quality work life at an organisation. So, the research aims in identifying and examining the influences on the provision of Work-Life Balance in an organisation. A balanced life is one where people spread energy, effort, emotional, intellectual, imagination, spiritual in crucial areas. The neglect of one or the other may threaten the vitality of the whole research. If the quality of work-life is stable, productivity will increase, so it is necessary to understand the perspectives of Work-Life Balance concerning the employees and total work environment. The study follows a descriptive research design, and the sample size is determined using the formula. The pilot study helped to make necessary changes in the questionnaire. The data collection includes both primary and secondary sources. The statistical tools such as percentage analysis, ANOVA, Chi-square, Interval estimation and correlation is performed. The findings and suggestions are being valuable sources for the betterment of organisational development. It concludes that, although the working professionals seek work/life balance, this concern for career draws them into a situation where they can work increasingly for long hours and seek perfect balance in work pressure than before. As several previous studies have shown, both qualities of work-life and work-life balance are multidimensional constructs. And the provision of work-life balance varies between organisations. In contrast, some organisations provide a comprehensive range of work-life balance, while others do not.

**Keywords:** Quality of work-life balance, Recognition, Emotions, Intellectual, Energy, Imagination and productivity.

### Introduction

Work-Life Balance is all about having complete control over their work. That is when, where, and how they are working. It is the balance between the amount of time spent at work and during non-work activities. The work-life balance of an individual will vary over time, often daily. The quality of balancing work-life for today will probably be different for tomorrow. Meantime when individual steps into the career life cycle stages, at some stage they may be in a position unable to cope with the pressures at the workplace, which leads to disruption in the balance of work-life and personal life. So the quality of work-life balance plays a significant role among working professionals.

The quality of Work-Life Balance leads to having a positive benefit for both employer and employee in the organisation alike. The employees should have a better balance between their work and non-work life by using organisational benefit programs such as less work, family conflict, improved life satisfaction and well-being. Doing so may reduce absenteeism, increase the turn-over ratio, and helps to know individual performance. They can even improve the production quality by sharing their views with co-workers and creating a qualitative work environment.

The quality of work substantially increases due to an intensely competitive environment. It creates built a pressurised situation for the employees both physically and physiologically.

The organisation should be aware of the problem and help the employees by providing facilities like run activities, flexible timing etc. The employees need to protect their private time and utilise it effectively for the development of their careers.

Organisations must continually innovate and develop programs that provide scope for employees to balance what they do with the responsibilities and interests outside work. A satisfied and motivated workforce will act more responsibly towards professional requirements and nature; in general, work-life balance has gained its domain the society.

Hence, this study will help managers ensure employee productivity and skill deployment programs will enhance the quality of work life. The unearthed new dimensions in quality of work-life and work-life balance and can also establish new relationships in the workplace.

### **Purpose and Scope of the Study**

Quality of Work-Life Balance is a vital element, which will improve working professionals productivity and organisations productivity. The study is essential in understanding the working professional's attitude and analysing problems for balancing personal and professional life. The corrective actions would help them increase high production, job satisfaction and work commitment towards the organisation. Hence the need for the study becomes necessary to find out some solution for employees to have a balanced work- life.

The study also focuses on the management strategies to enrich their working professional's standards, leading to a happy and peaceful life. Finally, the focus is on improving the premises working conditions and comforting the employees at work that may help to retain employees in the organisation.

### **Objectives of the Study**

- The study aims in identifying the factors which affect the quality of work-life balance.
- Analyze working professionals' capability in managing multiple responsibilities.
- Examine the flexibility of the organization concerning the working professionals.
- Evaluate the time spent towards work life and personal life and analysed the impact.

### **Limitations of the Study**

The research was conducted within a limited duration of time and some of the respondents were not very clear with the answer, so the information given by few respondents may be bias.

### **Literature of the Study**

Amauche Ehido, Zainudin Awang, Bahyah Abdul Halim, Chukwuebuka Ibeabuchi 2020; the study is about the Quality of work-life (QWL), which is vital for all establishments to continue to hire and retain high-performance workers. The researcher has also taken few reviews from previous literature on QWL. It has highlighted dimensions that constitute high QWL among academics. So the researcher aimed at contributing the literature by conducting a detailed validation on seven dimensions in QWL through the Exploratory Factor Analysis (EFA) procedure. The researcher employed a cross-sectional research design to establish reliable measures for constructing QWL. The researcher has adapted and modified the items to the study. The data was obtained using a structured questionnaire with 100 randomly selected academics from five Malaysian research universities. IBM-SPSS version 21.0 is used in the study. A total of 51 items were developed to measure QWL, and 8 items below the cut-off point of .60 were deleted and 48 items above the cut-off point of .60 were retained. Hence his study was particularly useful to the Malaysian universities' management who aim to obtain benefits from super motivated and high-performance academics by ensuring that the workers' overall well-being is protected in the workplace.

Dr G. Prabhu & B. Periyasamy 2020; Quality of work-life refers to the level of contentment or annoyance with one's career populace who enjoy their career are said to have a high quality of work life. At the same time, those who are unhappy are said to have low excellence in work life. Quality of work-life has been differentiating from the broader concept of quality of life. Indumathy. R, Kamalraj.S.(2011) Quality of work-life refers to the level of contentment or displeasure with one's career. There is an effort to look into the Quality of Work Life among Workers with a special place for textile manufacturing in Tirupur District – A fabric hub. The research design chosen is evocative in the natural world. The

sample size taken to conduct the investigation is 60 workers. For this study, the example method chosen is convenient sampling. India is the third-largest producer of milk in the world. However, in the case of inland milk production, it occupies the second position. This sector provides gainful employment to the tune of 3.8 million people, including the full and the part-time. The optional that such needs have to be addressed if employees are to knowledge high quality of operational life. To achieve a high employee quality of work-life in the organisation. To create a positive attitude to the employees in the effectiveness of the organisation.

Joao Leitao, Dina Pereira and Angela Goncalves 2019; the researcher concentrates on studying the relationship between quality of work-life and the employee's perception in contribution to organisational performance. The study focuses on the importance of subjective and behavioural components of quality of work life. The study influences the formation and collaborator's individual desire to contribute & strengthen the organisation's productivity. The study results are obtained and indicated by the workers, feeling and supervisors' support in listening to their concerns and by sensing them on board. A good environment is a well-integrated work environment. The feeling is respected as professionals and people; it also positively influences their contribution to organisational performance. The study results increased the weight of services in the labour market, with intensified automation and digitalisation of collaborators' functions. The findings also contribute subjective and behavioural components to learning organisations, rather than focusing exclusively on remuneration as the factor stimulates organisational productivity based on the collaborator's contribution.

V Sumathi & Dr R. Velmurugan 2017; Quality of work life is a critical concept with lots of importance in employee's life. High quality of work-life (QW L) this study says that quality of work life is a critical concept in having lots of importance in employees' life. High quality of work life is essential for all organisations to continue to attract and retain the employee. The Quality of Work-Life in an organisation can be assessed by the opinions of employees on statements regarding the quality

of work-life [QWL] aspects. Suppose employees perceive an organisation as offering a good quality of work in return for their contribution to an organisation; in that case, it is likely that employees will report higher levels of performance and job involvement. Employee satisfaction facilitates superior performance, greater attraction and retention of the best employees, thereby enhancing the ability of the organisation to deliver higher quality services. This study aimed to analyse the QWL among employees of Private Limited Companies in the Coimbatore region. His study also attempted to find out the factors that impact and influence the quality of work-life among employees in private limited companies at Coimbatore.

Nigade Jyoti Jayasingrao 2014; Made a study to analyse that life balance is said to have been achieved when an individual is fulfilled both psychologically and professionally, contributing to the home, office and society. According to men, external pressures and team orientation are the factors that cause work-life imbalance for women. In contrast, the women themselves have considered two factors, namely responsibility with accountability and security, that cause work-life imbalance. The responsibility and accountability factor includes variables like policies on casual leave and other benefits; emotions, lack of child care and parenthood, family pressures and interference, western culture, workload, policies on maternity leave with flexible working timings, late marriages, business travels, sexual harassment, lack of counselling services, working hours, overtime and shift timings, technical competence loss of health. While another factor, i.e. security, consider variables like privacy and protection, gender bias, lack of supportive working environment, lack of career choices for women, grievance redressal and multitasking.

### **Methodology and Data Characterization**

The study follows descriptive research, which includes surveys and fact-finding enquiries of different kinds. Non-probability sampling technique is chosen for the study. As a researcher, this helped to select units from a population for studying. A core characteristic of non-probability sampling techniques is that samples are selected based on

random selection. The pilot study is carried for the research and by using the sample size determination formula.

$Z_{2pq/e^2}$ , the determined sample size is 138.

P= probability of success, q= probability of failure, e= error rate & = value of normal distribution for the confidence level. Here,  $z = 1.96$  for 95%  $e = 0.05$

$$n = (1.96)^2 (0.9)(0.1) / (0.05)^2 = 0.345744 / 0.0025; n = 138$$

As a source of data collection, the research also follows both primary and secondary data collection. The questionnaire is developed using closed and open-ended questions. Based on the survey report, some statistical tools like Percentage analysis, Coefficient of correlation, Interval estimation, ANOVA, and Chi-square test, were applied to interpret the data.

**Table 1: Karl Pearsons Correlation Co-Efficient between Age Group and Experience**

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
56	39	3136	1521	2184
41	42	1681	1764	1722
35	21	1225	441	735
6	36	36	1296	216
$\Sigma X 138$	$\Sigma Y 138$	$\Sigma X^2 6078$	$\Sigma Y^2 5022$	$\Sigma XY 4857$

**One Way Anova**

**Table 2: Calculation Showing the Satisfaction Level for the Factors to Work Extra Hours**

Particulars	Highly satisfied	Satisfied	Neutral	Unsatisfied	Highly unsatisfied
Management pressure	21	34	42	21	30
For overtime payments	32	41	30	19	16
To compensate leaves taken or applied	24	29	22	35	28
Self-interest	36	28	30	23	21

**Hypothesis**

$H_0$ : There is no significant difference between the satisfaction level to work extra hours.

$H_1$ : There is a significant difference between the satisfaction level to work extra hours.

**Table 3: Calculation of Anova**

S.NO	X1	X2	X3	X4	X5
Y1	21	34	42	21	30
Y2	32	41	30	19	16
Y3	24	29	22	35	28
Y4	36	28	30	23	21

$$r = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{[n\Sigma x^2 - (\Sigma x)^2][n\Sigma y^2 - (\Sigma y)^2]}}$$

$r = 0.1637$

Since the calculated r value is positive, we conclude that there is a positive relationship between the age groups and experience.

**Interval Estimation**

**Analysis of The Work Will Be More Effective and Successful if there is Good Wlb**

P= States the number of yes, Q = States the number of no., N= Number of respondents.

$$n = 138, p = 75 / 138 = 0.54, q = 1-p = 0.46$$

$$Z_{\alpha^2} = 1.96$$

$$\text{standard error} = pq/n = (0.56)(0.46)/138 = 0.0432$$

$$\text{I.E} = [(P \pm z_{\alpha/2} pq/n)] = [0.46, 0.62] = [0.62 > 1.96 > 0.46]$$

Therefore, we conclude that at a 95% level of confidence, the no of respondents is between 0.46% to 0.62%. Hence the population parameters range from 46% to 62%.

ci	113	132	129	98	95	562=G
ni	4	4	4	4	4	20=N
Ci2	12769	17424	15376	9604	9025	64198
Ci2/ni	3192	4356	3844	2401	2256	16049

**Table 4: Anova Table**

Source of variance	Sum of Squares	Degrees of freedom	Mean sum of squares	F-RATIO
Between columns	CSS = 257	C-1 = (5-1)=4	M1= 257/4= 64.25	F= M1/E=64.25/ 49=1.3
Between rows	ESS = 735	N-C = (8-5) = 15	E= 735/15=49	

$d.f=(V1,V2) = (4,15)$

$F_{0.05}=3.06$

$F_{cal} = 1.3$

Since the calculated value is less than the table value  $1.3 < 3.06$ , Accept  $H_0$ ; therefore, there is no significant difference between the satisfaction level to work extra hours.

### Chi –Square Test

**Table 5: Calculation Showing the Level of Work-Life Balance**

Factors	Strongly agree	Agree	Disagree	Strongly disagree	Rj
Work life balance enables people to work better	41	42	33	22	138
Work life balance entirely employers, partly individuals responsibility	43	41	35	19	138
Work life balance is entirely an employer's responsibility	33	33	48	24	138
Cj	117	116	116	65	414

### Hypothesis

$H_0$ : There is an independent relationship between the types of work-life balance and the satisfaction level of respondents.

$H_1$ : There is a dependent relationship between the types of work-life balance and the satisfaction level of respondents.

Level of significance  $\alpha=5\%= 0.05$

Degree of freedom=(c-1) (r-1) = (4-1) (3-1) =6

$F_{0.05} = 12.592$

$F_{cal} = 6.704$

Since the calculated value is less than the table value  $6.704 < 12.592$ , Accept  $H_0$ , therefore, there is no significant difference between the relationship between the types of work-life balance and satisfaction level of respondents.

**Table 6: Chi-Square Calculation**

Oij	Eij	(Oij -Eij) <sup>2</sup>	(O ij -Eij) <sup>2</sup> /Eij
41	39	4	0.102
42	38.67	11.09	0.287
33	38.67	32.15	0.83
22	21.67	0.109	0.005
43	39	16	0.41
41	38.67	5.43	0.14
35	38.67	13.47	0.35
19	21.67	7.129	0.33
33	39	36	0.92
33	38.67	32.15	0.83
48	38.67	87.05	2.25
24	21.67	5.43	0.25
<b>Total</b>			<b>6.704</b>

### Findings of the Study

The percentage analysis results that seventy-two per cent of the respondents are male in the organisation, fifty-four per cent of them are unmarried, twenty-one per cent of respondents serve in middle-level departments, forty-one per cent belong to 21-25 year of age groups, twenty-seven per cent of the respondents are having 1-2 years of experience and fifty-seven per cent of the respondents answered yes, that there is good career prospect in their organisation.

It was found that forty-three per cent of the respondents said rarely they are recognised and



appreciated by the top management for their performance.

Through interval estimation, it is concluded that at a 95% level of confidence, the population parameters ranges from 46% to 62%.

By applying the coefficient of correlation, the calculated r-value is positive, so it concluded a positive relationship between the age groups and experience.

ANOVA, the calculated value is less than the table value  $1.3 < 3.06$ , so accept  $H_0$ . This means there is no significant difference between the satisfaction level to work extra hours.

It was found that forty per cent of the respondents have said it is suitable and could balance the work pressure. The analysis also found 51% of the respondents can accept changes in their routine life to some extent and thirty-four per cent of the respondents accept and learn new concept changes in organisation activities.

It is found that sixty per cent of the respondents said yes they could balance their work and family, forty-two per cent of respondents always believe that their superior style supports them in work-life balance. Thirty-six per cent of the respondents said yes, sometimes they can openly discuss the issues related to work-life balance with their superior.

It is inferred that thirty-eight per cent of the respondents sometimes feel depressed at work.

The majority of forty-five per cent of the respondents are interested and committed to the job, whereas forty-three per cent of the respondents said sometimes they are unable to establish clear direction and develop personal and career goals.

From the analysis, it was found that forty-three per cent of the respondents are neutral on rating work life balance in the organisation.

Chi-square, it is found that the calculated value is less than the table value  $6.704 < 12.592$ , Accept  $H_0$ . Therefore, there is no significant difference between the relationship between the types of work-life balance and the satisfaction level of respondents.

### Suggestions & Recommendations

Some of the respondents believe that work-life balance plays an influential role, so the organisation should train the employees regarding the importance

of work-life balance.

Due to recreational activities occurring inside the organisation, some employees are not satisfied with the changes, so the employers need to motivate them to adapt to the changes in the organisation.

It is suggested that to compensate for the leave and the management pressure on extra work hours, management can employ an additional number of employees or change the work schedule among employees to maintain the respondent's work-life balance.

The respondents get depressed because of work, so organisations should take action to overcome the depression. Like counselling, motivation, practising meditation, yoga, physical activities and others.

The organisation should make awareness of work-life balance and provide clarity on balancing it at all levels. They must learn to treat equally with no partiality among employees to increase organisation productivity.

As only a few are not satisfied with the training programme, it's easy to make them understand and satisfy them the way they need.

Performance of the individual should be recognised frequently, then only respondents get satisfied about their work and feel motivated.

Work scheduled should fit the workers. Workers should feel comfortable and responsible so that they can contribute to the well-being of the organisation.

It's been suggested that executives can set clear priorities & limits towards nurturing & friendly workplace and also aware of the surroundings taking into consideration the positive and negative aspects.

### Conclusion

Work-Life Balance is essential for each working professionals to achieve their goals. So that all employees will not drain out physically and mentally. Instead, they do perform well and results well, always at work. Treat the employees with a fair policy structure, flexible working time, periodical job rotation, and make sure they are not stressed. The organisation also should provide facilities in advance and miles.

The study has said that employees can maintain a personal life and professional life to some extent, so the organisation should take tiny steps to improve

employees' work-life balance. If the organisation improves work-life balance policies and techniques, employees can stay healthy, retain and be satisfied with their job, and improve.

Overall, the study has provided insight into the current work-life balance and enabled us to find out the other measures that contribute to improving the work-life balance.

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**Author Details:**

**Dr. K. J. Vinodini**, Assistant Professor, Department of Management Sciences, PSG College of Arts and Science, Coimbatore, Tamil Nadu, India, **Email ID:** [vinodini31@gmail.com](mailto:vinodini31@gmail.com)