

WORK LIFE BALANCE: THE KEY DRIVER OF EMPLOYEE INVOLVEMENT

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ABSTRACT

Our changing economy and the attitude of workforce can join together to create the work environment where competent employees who are distressed in their current situations are motivated to find a new place to “hang their hats.” Work-life balance is key driver of employee’s satisfaction. A highly involved workforce is 50% more productive than a distressed workforce. The majority of HR professionals (80%) feel employee involvement is important or extremely important to business success. Employee involvement has emerged as a critical driver of business success in today’s competitive marketplace. Employee involvement is increasingly viewed as a “win-win” strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for involvement and affects retention. This paper will examine some of the literature on Employee involvement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee involvement in their organizations to increase their employee’s productivity and retain them.

INTRODUCTION

There are many dimensions to a full life, including our inner lives, our families, our work, our community, and our spirituality. As professionals, we face competing demands, and by necessity, make difficult choices each day. Many clinicians feel a lack of balance between work and the rest of their lives, which can lead to discontent, guilt, and chronic stress. We may prioritize our work and our families, and neglect our own physical, emotional, and spiritual health. It may lead to low productivity, absenteeism, employee turnover. Employee involvement has emerged as a critical driver of business success in today’s competitive market place. The employee involvement is a way of engaging employees at all level in the thinking process of an organization.

Employee Involvement creates the environment for the employees to go long or extra mile in their career’ - can have a very strong effect on the success of a business and so are seeking effective techniques that will allow them to build engagement. Employee engagement has generated a great deal of interest in recent years as a widely used term in organizations and consulting firms (Macey & Schneider, 2008) especially as credible evidence points toward an engagement-profit linkage (Czarnowsky, 2008). Towers Perrin, looking at over 35,000 employees across dozens of companies, showed a positive relationship between employee engagement and sales growth, lower cost of goods sold, customer focus, and reduced turnover.

LITERATURE REVIEW

EMPLOYEE INVOLVEMENT:

“The extent to which employees commit to something or someone in the organization, and how long they stay as a result of that commitment”. “Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviors: Say, Stay and Strive.”

WORKPLACE CULTURE

The workplace culture includes the employee's attitudes, belief systems, value systems, work ethics, behavior that characterize the functioning of a group or organization etc. Workplace culture includes the beliefs, attitudes, practices, norms and customs ('how things are done around here') that characterize a workplace. Workplace culture is also known as organizational or corporate culture. It is defined as a shared belief system of values and processes within an organization. It's been described simply as "the way we do things around here." It is a powerful component to any organization and has both explicit and implicit characteristics.

WORK-LIFE BALANCE POLICIES & PRACTICES

Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005).

There is no one accepted definition of what constitutes a work-life balance practice, the term usually refers to one of the following:

- organizational support for dependent care,
- Flexible work options, and family or personal leave (Estes & Michael, 2005).
- working from home (telework), sharing a full-time job between two employees (job sharing),
- family leave programs (e.g., parental leave, adoption leave, compassionate leave),
- Onsite childcare, and financial and/or informational assistance with childcare and eldercare services.

The policies need to be supported by the workplace culture, which reflects the beliefs, values and norms of the whole of the organisation from the CEO to staff members. Other important factors in the success of work life balance policies include

- Proper communication of commitment to the policies to existing and future employees ,
- Raising awareness of the policies,
- Education of managers about the importance of policies, and
- Training of managers on 'how to' implement these policies.

WORK-LIFE BALANCE DRIVES EMPLOYEE INVOLVEMENT IN DILIGENCES

Since the last two decades there is a drastic change in the workforce and the needs of employees to effectively manage demanding work schedules and their personal lives. The McCrindle Research study of 3000 Australians shows that work-life balance is the number one factor of job attraction & retention (even above salary). Employers are seeking scarce staff are increasingly touting their commitment to work-life balance in recruitment advertising. But apart from attracting someone into a job, do initiatives to encourage work-life balance also stimulate employee engagement. HR Partner can explore options and create recommendations for making change around programs, such as paid and unpaid time off plans, flexible work arrangements and child and elder care resources.

WORKPLACE CULTURE SETS THE TONE FOR EMPLOYEE INVOLVEMENT

Organizations which create cultures that value balance, and assist employees to achieve life balance will be rewarded with highly engaged employees. By developing more unified and compassionate workplace cultures, organizations will be more attractive to people of all generations. Such studies provide valuable insight and information to HR professionals to assess HR policies and programs for the multigenerational workplace

OBJECTIVES OF THE STUDY

- To study the relationship between the work life balance and total employee involvement
- To analyse the present scenario of work life imbalance leads to low employee involvement which influence the productivity and profitability of the any concern.
- To suggest the possible measures of HR policies and programs that will balance the work and life.

PROBLEM STATEMENT

The increased demand for work/life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organizations to truly understand that what employees need& want and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels

In this study, we have listed some of the needs and wants whichvery essentials to the concerns which will improve the employee involvement.

Scope of Study:

The focus in this study is used to identify the relationship between the work life balance and total employee involvement towards an organisaional activity.

Methodology:

The secondary data was collected from the compilation of IBM, one of Australia’s largest IT companies, is one of the country’s most female-friendly workplaces. This date has provided some of the HR policies and programs and its examples which is needed to employee for improvement of work commitment.

LIMITATION OF THE STUDY

The secondary data was collected from the report of IBM and European Diversity Research & Consulting which may be hidden or forgotten bias and it is not for universal truth.

Table: 1

The table shows the relationship between the two dependent variable of work life balance and employee involvement.

Hypothesis:

H0- work life balance does not has any relationship with the employee involvement

H1- Work life balance has relationship with the employee involvement

Observed frequency table

	Balanced work life	Unbalanced work life	Total
High employee	40	40	80
Low employee	35	85	120
Total	75	125	200

Expected frequency table

	Balanced work life	Unbalanced work life	Total
High employee	$75 \cdot 80 / 200 = 30$	50	80
Low employee	45	75	120
Total	75	125	200

O	E	O-E	(O-E) ²	(O-E) ² /E
40	30	-10	100	3.33
40	50	10	100	2.00
35	45	10	100	2.22
85	75	-10	100	1.33
200	200			8.88

Chi-square test $\chi^2 = \sum \frac{(O-E)^2}{E}$ Calculated value=8.88, Degree of freedom = (No. of columns - No. of rows)= (2-1)(2-1) =1 Table value of χ^2 for 5 dft=3.84

CONCLUSION

Since the calculated value of χ^2 is greater than the table value of χ^2 , H_0 is rejected 5% level. So, E- Work life balance has relationship with the employee involvement

Table 2:

According to European Diversity Research & Consulting the most frequently implemented work-life balance programs in Europe are:

S.No	Needs and wants	Total	Yes	No	Percentage
1.	Part-time work	200	195	5	97.5%
2.	Flexible start and	200	190	10	94.8%
3.	Flexible break times	200	186	14	93.0%
4.	Phased out/phased	200	178	22	89%
5.	Health checks	200	164	36	82%
6.	Part-time work	200	163	37	81.5%
7.	Seminars (stress,	200	160	40	80%
8.	Telecommuting	200	154	46	77%

Calculation through the correlations

Correlation is significant at the level of 0.01 levels (2 tailed) According to the table above, the result shown by Pearson Correlation there is no relationship for both elements. It is because the relationship for the dependent variable and independent variable were negative relationship which means that the R value is -.072.

Interference:

The above figure has explained about the various measures to inculcate the personal stress which is the negative impact of unbalanced work and life pressure. It has given Part time work for employees 97.5% and most of them(94.8%) wished flexible start and finish times. 93% of them need flexible break times, Phased out and phased in part time for 89%, health checkups for 82%,Part time work for managers are 81.5%.Some of them (80%) need seminars and 77% of them need telecommuting

SUMMARY AND RECOMMENDATION

- The case study indicates that work life balance is directly proportional to total employee involvement which plays a vital role in business activities. The business activities may consist of high production, high sales, and huge profit.
- The failure of balancing the professional and personal work will affect the overall business cycle.
- The company needs to identify the problem and In addition, we recommend making ones values explicit and setting concordant personal and professional goals
- We must all find a variety of strategies, both personal and professional, to assist us in negotiating this balancing act.
- First, we can aim to maximize the fit between ourselves and our jobs by looking for employers that offer the flexibility we need. We can also advocate for increased flexibility in our current jobs, understanding that we may or may not be successful.

CONCLUSION

Balancing our work and personal lives is difficult but incredibly important. It is critical to avoid a pattern of delaying what we value most and prioritizing those things that are ultimately of less value to us. Examining and living by our values, while hard, is a vital step to achieving balance and happiness in our lives. In the personal realm, we recommend a variety of techniques, including consciously slowing down and cultivating mindfulness, which can help us become aware of our thoughts and our physical sensations in the moment. This awareness allows us to hold on to what is important and to lower our stress levels. If our values conflict, we need to wrestle with this discrepancy and make hard decisions. Lastly, we need to

take care of ourselves physically, emotionally, and spiritually, and learn to ask for and accept help. We need to identify sources of support, both emotional and practical, in our families, friends, and communities.

Ultimately, as we grow older, we may feel a sense of regret if we have not lived our lives in concert with our values. During goals of care discussions, we work hard to help our patients understand this. We owe ourselves the same respect and care.

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