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A Study on Work Life Balance with Special Reference to Dalmia Magnesite Corporation, Salem.

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ABSTRACT

The Articles was carried out the titled “a study on work life balance” with special reference to the employees of “dalmia magnesite corporation pvt. ltd. at salem” was conducted for a period of two months. The project is to measure the work life balance of the employees of Dalmia Magnesite Corporation Ltd. This study covers all the middle and lower level employees. Work life balance is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved for the employees. Work life balance at Dalmia Magnesite Corporation Ltd. Aims at integrating work environment, personal needs, grievance handling, training programs, working conditions, etc.

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Today's workforce is realizing the importance of relationship and is trying to strike a balance between career and personal lives. The goal of the company is to create a work environment in which all employees can fulfil their potential, creating capable, competent people who will have life time employability. This study reveals work life balance among employees in dalmia magnesite corporation ltd. at salem and gives suggestion to improve the work life balance.

Key words: work life, value based, effectiveness, workforce,

CHAPTER - I

1.1.INTRODUCTION

This article discusses the development of the concept of the 'work-life balance' as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment, including work, family, friends, health and spirit/self. It is argued that, of the factors involved, work is the one which is most elastic and can be managed in such a way as to avoiding jeopardizing the other factors. A major driver of the trend towards achieving work-life balance is the fact that younger people are not prepared to work in the same way as their parents, wanting greater control, and a bigger say in the structure of their jobs and what they could potentially offer in the future. The search for work-life balance is a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and

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these can be triggered in their turn by factors such as age, changes in working conditions, the demands of new technology, and poor management. Employees benefit through having a greater responsibility and a sense of ownership, having better relations with management, avoiding bringing problems at home to work, and vice versa, having the time to focus more on life outside work, and having greater control of their working lives. The achievement of better work-life balance can yield dividends for employers in terms of having a more motivated, productive and less stressed workforce that feels valued, attracting a wider range of candidates, such as older part-time workers and carers, increased productivity and reduced absenteeism, gaining the reputation of being an employer of choice, retaining valued employees, achieving reduced costs, and maximum available labour.

Composition of work and family life spheres has significantly changed over a period of time. Today's working male and female face a broad set of daily challenges which many times create imbalance between their working life and personal/family life. Lack of work-life balance thus influences working individual's performance at workplace as well as in personal life. In the current economic scenario, organisations are hard pressed for higher productivity and can face the recessionary challenges better if their employees are more engaged with work and workplace. Organisations, more than ever, need employees with improved work life balance. An employee with better work-life balance will contribute more meaningfully towards the organisational growth and success. Following section of the paper presents a detailed analysis of the changing composition of work and family life spheres. In the later section of this paper, a detailed analysis of different work-life balance theories and benefits

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of work-life balance initiatives is presented in this paper to justify further promotion of work-life balance programmes at organisational level. Work-life balance is concept including proper prioritizing between “work” (career and ambition) and “lifestyle” (health, pleasure, leisure, family and spiritual development/meditation). Related, though broader, terms include “lifestyle calm balance” and lifestyle choices”.

1.2.OBJECTIVE OF THE STUDY

This article discusses the development of the concept of the ‘work-life balance’ as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment, including work, family, friends, health and spirit/self.

- ❖ To assess the superior-subordinate relationship.
- ❖ To assess the employees motivation by superior.
- ❖ To assess the welfare measures given to the workers.
- ❖ To assess the job involvement of the workers.
- ❖ To assess the physical environment of the workers.
- ❖ To analyse Alternative work schedule.
- ❖ To analyse Employees assistance program.
- ❖ To analyse Employees compensation and benefits.
- ❖ To analyse weather the anxiety getting a job (perceived employee).

1.3.SCOPE OF THE STUDY

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Work life balance is a multidimensional aspect. The workers expect the following needs to be fulfilled.

- Employability
- Increasing urbanisation (rapid economic growth in agricultural and manufacturing sector)
- The young leading the young (war for talent to continue)
- Shift in values (challenging the work and relationship with family to success)
- To help the organisation identify the main causes behind employees work life balance.
- To make recommendations to the management on the ways to balance employees work life in the organisation.
- To help the organisation building employees quality work life.
- Compensation the reward for the work should be fair and reasonable.
- The organisation should take care of health and safety of the employees.

1.4.LIMITATIONS OF THE STUDY

The researcher encountered a limitation in regards to availability of information. Thus due to the institutions working ethics, the researcher could not get access to vital information since it was treated as confidential and the targeted respondent's number was not attained since some employees were on leave. Inadequate funds and availability of time also became a limitation.

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- Less sample size.
- Lack of employee support.
- Limited area data collection.
- Due to cost consideration and time factor the study was conducted in factory and mines.
- Some of the respondents hesitated to given their data due to fear.
- The findings of the study are based only on the information given by the respondents.

CHAPTER-II

2.1.REVIEW OF LITERATURE

1. Career Growth and Work-Family Conflict

As suggested by researcher Tymon et al. (2011) that employees can improve their perceived career success by balancing long and short –term goals, improving their competence, and communicating openly with their managers. There are four factors as revealed by Rasdi et al. (2009) which have predictive potential on managers‘ career success are individual – related factors, organizational- related factors, managerial competencies-related factors, and the person-environment fit factor. Scott-Ladd and Marshall (2004) emphasized that participative decision making contributes to performance effectiveness and led to greater gains in the workplace whereas as reflected by researcher Ballout (2008) the Individual- specific variables will be more likely to predict family – to - work conflict and perceived career success, while work-specific variables will be more likely to predict work-

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to - family conflict and career success. The employees and employers have to identify appropriate strategies for balancing work and non-work domains in such a way that employees strive to perform work and family roles successfully, and employers ensure that employees have the necessary infrastructure and tailored-made family supportive programs to encourage them to achieve dual- success: success in family relationships and success in careers. Today's working men seek the dual objective of maintaining a successful career while being involved in their children's lives (Cunningham, 2001). However in contradiction Barnett and Hyde (2001) found that women who had multiple life roles were less depressed and had higher self-esteem than women who had fewer life roles.

Harnessing widely esteemed values and adopting the language of —Cultural revitalisation rather than cultural change appeared more effective in securing broader support of employees to have work-life balance' (Callan, 2008). However as elaborated by the researcher McDonald et al. (2005) there are five dimensions that affect organisational work-life culture these are lack of managerial support for work-life balance; perception of negative career consequences; organisational time expectations; the gendered nature of policy utilisation; and perceptions of unfairness by employees with limited non-work responsibilities whereas changing the habits of employees does not necessarily imply a change in —work-life balance particularly if the culture of the work environment does not change (Jim Bird, CEO of Worklifebalance.com).

2. Motivation and Work Life Balance

It is a prerequisite to have effective motivation of employees in the workplace (Bansal and Sharma, 2012) Influencing motivation (Hall et al., 2009) leads the combination of two

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personal variables: tendency to approach success and tendency to avoid failure (Atkinson and Feather, 1966). Some researchers have identified that Masculinity – Femininity dimension also affects motivation (Bansal and Sharma , 2012) whereas fathers tend to use work-life balance measures to spend time with the families where increase their sense of entitlement (Gregory and Milner, 2011) and a voluntary approach to work-life balance may only deliver positive benefits to woman (Doherty, 2004). Herzberg *et al.* (1959) developed two distinct lists of factors; one is task-related which caused happy feelings or a good attitude within the worker and Herzberg called these as motivators.

3. Job Satisfaction and Work Life Balance

Spector (1997) emphasized that Job Satisfaction is the degree with which people like their jobs where some people enjoy work and find it to be a central part of life and others hate to work and do so only because they must. In other terms, Job satisfaction simply means that how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researchers from the perspective of need fulfilment means whether the job met the employee's physical and psychological needs or not (e.g, Porter, 1962: Wolf, 1970). However, this approach has been de-emphasized because today most of the researchers tend to focus attention on cognitive processes rather on underlying needs. The attitudinal perspective has become the predominant one in the study of Job Satisfaction (Spector, 1997). The term of Job satisfaction is referred by different researcher in a different way. Borah (2012) referred it to a pleasurable or positive emotional feeling of an employee whereas

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Gupta and Sethi referred that —Job satisfaction may be termed as a reaction of an individual towards jobl (Gupta A., and Sethi J.A., 2012, p.58). According to Green, —Even though the definitions vary, a commonality among them seems to be that job satisfaction is a job-related emotional reactionll (p. 6). A job-related emotional reaction can be a sign of an employee’s emotional wellness, can be affected by other employee’s behavioral influences, and can be an indicator of overall organizational operations; therefore, it is important to clarify the various levels of job satisfaction and the factors that it comprises (Green; Spector, 1997). Employers have also attempted to focus on employees’ job satisfaction considering that it has a relationship between the survival of an organization and the continual intellectual drain resulting from employee departure (Garber, 2003; Middlebrook, 1999; Murphy, 2003). Select skills that employees bring to their positions within the organization, as well as the knowledge employees acquire over time, are all lost when employees quit. In fact, sometimes key employees and company leaders leave a revolving door of knowledge and skills (Reed, 2001). Harkins (1998a) estimated that turnover can cost as much as three to five times the annual salary of the employees involved, and he stressed the importance for leaders of addressing this cost for companies. Employee withdrawal leads business leaders to examine ways to cut costs in tighter labor markets because turnover is a significant profit killer in organizations (Hacker, 2003; Joinson, 2000). As mentioned, some job satisfaction factors that may lead to turnover have been identified. A brief review of these positive and negative job satisfaction factors are important for many organizations to understand the problems and costs incurred by employee departure.

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However, Borah further quoted that employee's positive attitude towards their job is very much essential to increase productivity of an organization whereas balancing the demands of work and family life are associated with employees' physical and mental health as well as occupational variables such as job satisfaction, performance, absenteeism, and turnover intentions (Aquinas, 2007). Human nature is very complex and required to be managed well by understanding their personal and as well as work environment issues. Most of the studies reflect work-life balance measure on individual appraisals regarding the level of satisfaction or success with the balance between work and family life (Voydanoff, 2005). However, Konrad and Mangel (2000) emphasized that job satisfaction can be increased by implementing work-life balance policies by reducing conflict between work and family. In other term, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees (Tietjen and Myers, 1998). There is a need to have work environment in such a way that employees can reach their full potential and enjoy their Job Satisfaction.

In other term, there are various theories given for job satisfaction by various experts from time to time. Green (2000) revealed it to organizational psychology. Whereas Maslow (1954); Herzberg (1966); Glisson & Durick(1998) explained it by dividing job satisfaction into three category these are content theorists, process theorist and situational theorist. Content theorist related to need fulfillment with job satisfaction (Locke, 1976). Process theorist defined job satisfaction as mingling of individual, job and organizational variable (Admas 1963; Vroom 1964) According to Locke, these theorists suggested that —real satisfaction with the job could only be provided by allowing individuals enough responsibility and discretion to enable them to grow mentally (p. 1299). According to Green

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(2000), —Originally, job satisfaction was studied as a predictor of behaviors such as performance, absenteeism, and turnover. More recently the interest has shifted toward identifying factors that influence or predict job satisfaction. Personal and work-related characteristics can influence job satisfaction However, as revealed by Balasubramanian L. in her article (published in The times of India, Ahmedabad Mirror dt 24.05.2013, p. 28) that — sometimes a person find that there are some valid reasons which trigger the decision to quit, especially if there is no job satisfaction to the demands of work upsets your personal life schedulesl.

4. Turnover, Absenteeism and Work Life Balance

Recruiting and retaining highly skilled staff is a challenge facing all types and sizes of organizations in the 21st century. It requires taking a strategic approach to the attraction, selection, development and retention of employees, in order to meet staff, business and societal needs (Dunne, 2007).

As revealed by researcher Murphy (2003) —Preserving an organization's intellectual capital due to loss of key employees is a global problem. However, there is lower level of turnover intention when organizational socialization is prominent and an adequate range of opportunities that satisfy career aspirations exist within the organization (Bigliardi et al., 2005). However, control of turnover and absenteeism is observation of employee's behaviour and performance to detect any changes representing job dissatisfaction (Levin and Kleiner, 1992).

Studies indicate that employee turnover increases if there is mismatch between management and employees (Dawley, Andrews & Bucklew, 2010). Employees can't enjoy

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their job if they are working with tactless and inflexible manager (Muhammad Sajjad et. al, 2013). Workplace flexibility helps to improve overall employee flexibility and empowerment to have work-life balance which reduces turnover. (Emerald article, Human Resource Management International Digest, Vol.16 Iss: 6, 2008). Researchers found that —against the odds, a public sector organization can attract and retain a high quality workforce in a highly competitive market (Curson J.Y., and Skidmore T., 2010). However, as far as professional women and their quitting from the jobs are concerned Balasubramanian L. further quotes that —another important reason for professionals, especially women quitting their job is relocation after marriage, or the call of being a mother.

Whereas, as revealed by Comfort et al., (2003), a satisfied workforce may be valuable because employees are then less likely to be absent and consequently affect the bottom line whereas Clutterbuck D.(2003) had his view point that overwork causes stress- related absenteeism, poor retention levels, low creativity, appalling customer service and unethical employees behaviour. Clutterbuck D. also quoted that [the] companies offering positive policies on Work-Life Balance also benefit from shorter absences by people on maternity leave (p.24).

5. Competitive Environment and Work Life Balance

Staying competitive and managing career can be difficult in a challenging economy however researcher Curson and Skidmore (2010) found that against the odds a public sector organization can attract and retain a high quality workforce in a highly competitive market. However, researcher Rethinam and Ismai (2008) revealed that it is difficult to separate home and work life in an increasing competitive environment.

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Bloom et al., (2007) revealed that having established the correlations of Work- Life balance with several factors on competition and productivity. Researcher Bloom and Reenen (2006) found that tougher product market competition drives higher productivity and at-least part of this seems to work through improving management practices.

6. Appreciation and Work Life Balance

In a recent poll focused on employee productivity, T Jinsite, a division of TimeJobs.com³, found that "more than 35% of the employees consider lack of recognition of work as the biggest hindrance to their productivity. According to them, rewards and recognition for achievements at workplace act as morale booster, which in turn increase their productivity." Ceniza- Levine C. (2013) expresses in an article in —Forbes woman that if you feel undervalued, decide first what would represent the appreciation you are seeking – is it words of praise?, is it a promotion?, is it a raise? However, an importance of considering trust over and above organizational efforts directed at supporting employees though a show of appreciation for their contribution and concern for their well-being (Paille et. al., 2010).

7. Work-life Practices/Policies and Work Life Balance

Business performance can be affected by number of ways but one of these is Work- life balance policies as in the present scenario of competitive labour market, employers can attract better recruits by offering Work-life balance policies with having competitive remuneration packages. However, work-life balance policies can enhance productivity; reduce cost by improving staff retention rates, decrease negative spill-overs, reduce extended hours and fatigue to reduce negative effect on productivity which further minimises stress and contribute to a safer and healthier workplace (Ratzon et al., 2011). Bloom et al. (2007)

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stated that on average larger firms which are typically more globalize have better work-life balance practices and Employers are being encouraged to introduce work-life policies and make them more inclusive in order to enhance their business performance (Wise and Bond, 2003) as policies which help employees balance their work and non-work priorities have become increasingly popular among employers in recent years (Wise and Bond, 2003). However firms employing larger numbers of professionals are more likely to implement work-life policies being their scarcity, harder to attract, more valuable and more expensive to recruit and retain than less paid employees whereas there are least availability of work-life balance policies for low skilled workers especially those in generally low skill |

industries in supporting Galinsky and Bond (1998) emphasized that in the US, it is found that companies employing a greater proportion of hourly workers, people who are generally concentrated in lower-paid jobs, were the least likely to offer work-life balance policies. Margarita Mayo, Juan Carlos Pastor & Ana Isabel Sanz (2008) emphasized in their study that usage of flexible organizational policies to neutralize the effects of work stressors on family satisfaction. Whereas, organizational climate changes is one of the ideas to facilitate better work-life balance for employees and harnessing its esteemed values for adopting cultural revitalization (Callan, 2008). There is little research on the impact of work-life balance practices and policies on women's career advancement (Straub, 2007). Straub (2007) further quoted that —An interesting issue is whether work-life balance practices and polices help remove the glass ceiling|. However, in ONGC, a flagship PSU company, has shown its impact with the article — Breaking the Glass Ceiling in High Seas|4 which emphasizes that

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ONGC broke the Glass Ceiling in High Seas , bringing about a new cultural paradigm in offshore operations by employing there women engineers and as quoted by Narendra Goyal, OIM-SHP, — ONGC is global company. Change in mindset is very important to establish this integration. Women are equally capable and would bring in a lot of value in terms of cultural change and alternative perspectives.

CHAPTER- III

3.1.RESEARCH METHODOLOGY

Introduction:

Research is a process of systematic and in depth or research of any particular topic, subject or area of investigation backed by collection, computation, presentation and interpretation of relevant data. Research method means all those methods and techniques that are used for conducting research is done scientifically.

The research process includes various steps such as formulating research problem, extensive literature survey, writing primary synopsis, developing hypothesis, preparing the research design, collection of data and processing, testing and preparation of the report etc...

Research design:

The decision regarding what, when, where, how much, by what means concerning an enquiry or research study constitute a research design used by the researcher consist of a literature survey, experience survey and the analysis of the data.

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Questionnaire Design	Multiple Choice
Sampling Technique	Random Sampling
Sampling Area	Dalmia Magnesite Corporation Ltd, Salem.
Sampling size	100

Source of Data:

There are two types of data. It has been collected for the study.

✓ Primary data:

Primary data collected through survey technique by forming a systematically drafted questionnaire. Questionnaire is used as an instrument in gathering and collecting the primary data. The questionnaire prepared contains relevant questions both close ended and open ended.

✓ Secondary data:

The data are collected from various published books, newspapers and also with the help of internet.

Method of Data Collection:

1. Survey method.
2. Personal interview.
3. Observation method.

The research used survey method for data collection.

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Sampling Techniques:

- Probability sampling.
- Non-probability sampling

In this project the researcher used probability sampling because population size is well defined

Tools used for analysis:

The collected information has been processed both manually and with the help of computers and analysed suitably. The following statistical tools are used in this study,

Chi-Square test.

In many of the statistical test we have to assume that samples come from normal populations. But this procedure is generally referred to as non-parametric methods. The χ^2 is based on χ^2 distribution which was first used by Karl-Pearson in the year 1900. The chi-square describes the magnitude to discrepancy between theory and observation. If χ^2 is zero, it means that the observed and expected frequencies completely coincide. Greater the value of χ^2 , greater would be the discrepancy between observed and expected frequencies.

$$\text{The statistics used } \chi^2 = \frac{\Sigma (o-e)^2}{e}$$



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Where, o = observed frequency, e = expected / theoretical frequency.

Simple Percentage Analysis:

Simple percentage analysis refers to a ratio. With the help of absolute figures it will be difficult to interpret any meaning from the collected data, but when percentages are found out then it becomes easy to find the relative difference between two or more attributes.

$$\text{Percentage} = \frac{\text{No. Of respondents}}{\text{Total No. Of respondents}} \times 100$$

CHAPTER- IV

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE TEST

Experience in years	Organisation provide you adequate and fair Salary & Compensation				Total
	Excellent	Good	Average	Bad	
0-5	2	3	2	3	10

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5-10	2	7	5	6	20
10-15	3	4	6	17	30
15-20	3	6	7	24	40
Total	10	20	20	50	100

Null Hypothesis (H0)

There is no significant relationship between the experience of the respondents and their organisation provides you adequate and fair salary and compensation.

Alternative Hypothesis (H1)

There is a significant relationship between the experience of the respondents and their organisation provides you adequate and fair salary and compensation.

Chi square test

Level of significance = 5%

Degree of freedom = (4-1) (4-1)

= 9

O	E	O-E	(O-E)²	(O-E)²/E
2	1	1	1	1

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3	2	1	1	0.5
2	2	0	0	0
3	5	-2	4	0.80
2	2	0	0	0
7	4	3	9	2.25
5	4	1	1	0.25
6	10	-4	16	1.6
3	3	0	0	0
4	6	-2	4	0.66
6	6	0	0	0
17	15	2	4	0.26
3	4	-1	1	0.25
6	8	-2	4	0.50
7	8	-1	1	0.12
24	20	4	16	0.80
Total				8.99

Calculated Value = 8.99

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Table Value = 16.919, Calculated Value < Table Value, 8.99 < 16.919 and Therefore Alternative Hypothesis (H1) is rejected

Result

Since the calculate value is less than table value we accept Null Hypothesis (H0) and reject Alternative Hypothesis (H1).

Conclusion

There is no significant relationship between the experience of the respondents and their organisation provides adequate salary and fair compensation.

CHAPTER – V

CONCLUSION

The study was undertaken to survey the job analysis towards whole of employees at dalmia magnesite corporation the study focus on attitudes of employees and analyse the salary, welfare facilities, fringe benefits, working condition, employee treatment, environment factors safety and health these are they analysing for the organisation. On the account of this study conclude the employee cannot be highly satisfied but they can be partially satisfied with some welfare facilities provided by the dalmia magnesite corporation so the management should take some steps in order to satisfy the employee at maximum level so the job analysis very important today because the private company attrition rival very high. The main reason is job related factors in the private company so the job analysis is the



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awareness of the jobs. So the job analysis can reduce the maximum level of risks. Hence it can be increased maximum level of job satisfaction.

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