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A Study on efficiency of Work-Life balance on employees health and performance: A Case Study of MNCs in Delhi NCR

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Abstract

Every Human Being play multiple dynamic roles in the organization, family, society, etc. Every role demands attention and imposes responsibility. Often attention in one aspect disturbs the other and maintaining balance is an challenging job. This challenges causes stress, resulting in long run health disorders. The purpose of the study was to bring in light the cruciality of imbalance between Work Life and Personal Life of an employee which ultimately leads to health issues. This study focus on the youngest workforce between 18-26 years as they form the future of the country. **Objectives:** The objective of this study are to understand what all mental and physical health issues are faced by the employees, to understand the impact of Work-Life imbalances on the health of the employees of the youngest age group of the workforce and to identify the factors that determine work life balance. **Methods:** that has been adopted under this study are: (a) Primary Survey with the help of Structured Questionnaire with Random sampling technique (b) Statistic method- descriptive statistics and regression analysis (c) Cronbach's Alpha Reliability Test. **Result:** It is concluded that the younger workforce is at the critical stage of stress tolerance. The Internal Reliability of the questionnaire was calculated by Cronbach's Alpha, which resulted to be 0.86. Regression analysis test results shows that there is significantly adverse relation between Work-Life imbalance and Health of an employee. **Application:** The study is of great applicability for the betterment of the employees of MNCs in Delhi NCR in general and the quality of working methods of the employers also, employees of the state in particular. This study can be an eye opener for the policy makers, so that necessary step shall be taken to improve the condition of employees especially younger employees of Delhi NCR.

Keywords: Cronbach's Alpha, Personal Life, Professional Life, Quality Work Life, Regression analysis, Work-Life Balance.



1. Introduction

“Sustainable development is the pathway to the future we want for all. It offers a framework to generate economic growth, achieve social justice, exercise environmental stewardship and strengthen governance” by Ban Ki-moon.

Work Life Balance (WLB) is basically how one balances its work life and non-work life without compromising too much from either of them. WLB doesn't just consider the individual himself but everything around him or her. Just as work is important for the growth of an individual so is the leisure and socialising as we humans are social animal, so this is not just what we want but what we need. Work-Life Balances is a key area especially for upcoming generation considering the fact that every individual is career oriented so little is left to put on their own health and following the health of their children. This is resulting in negligence in the health of the family leading to more diseases. Diseases may vary from heart disease, Blood Pressure problems, Neurological problem, complex both inferior and superior, etc. the list can go on. The prime focus of this study is to determine the distinction between work life and personal life to encourage gain both in terms of monetary factors but also in terms of family time and health. Self-management with time-management is imperative for the success of a person as well as for the organization. Limited time spend at home results bringing the issues into the office that results distraction from work and thus reducing the productivity. Long stretched working hours are harmful for both the employee as well as the organization. The role of individual in balancing the work and life is major but some role is also paid by the organization. Companies abroad end to follow many inter-personal development programs, personal development programs, de-stressing activities, encouragement parties, etc. such events or programs helps preventing overworking of their employees. Such activities benefit employees by increasing job satisfaction, better health resulting increase in productivity, increased concentration level, more loyalty and commitment towards organization and its goals, and higher happiness.

One such experiment was conducted my Perpetual Guardian of New Zealand in April 2018, a six week trial where weekend was extended from two days to four days. The result of this experiment was that there was increase in productivity of the employees by phenomenal ratio. Thus we state that work life balance is imperative in the MNCs sector in India as the research shows that there is increase stress level among the people, increase in neurological issues and more conflicts in the household. Many studies focus on work-family balance, without paying attention to individuals' broader personal lives choices including community, leisure, church, sport and other activities (D. T. Hall, 2013) (Hall, Kossek, Briscoe, Pichler, & Lee, 2013). Due to imbalance between Work and Life there are also imbalances in family life that further deteriorates an individual's performance in a firm. Thus, it is really important for every individual to differentiate between work life and non-work life. It's important to keep in mind the consequences of neglecting either of the one as one has the impact on the other. It's a well-known fact that stressful work environment brings dissatisfaction and has negative impact on the organisation's performance as well. The health of the employee is not deteriorated only by work stress, there are number of factors playing crucial role to further enhance the negative effects of work stress. Factors like peer-to-peer competition, groupism in offices, politics, job commitment, negligence, competency, etc. To achieve good and healthy Work Life Balance its imperative for every employee to set goals and as well as plan how to achieve it to avoid stress at the end.

According to Sparks, Cooper, Fried and Shirom, claimed that “work life conflict have resulted to poor employee input and performance at his or her job place, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties



managing tasks at his or her workplace, therefore resulting in poor employee performance.” (Kate Sparks, 2011)The elements rising up from "quality of working life experiences" likewise demonstrate that how they are utilized contrastingly to fulfil the different needs of the employees by various organisation, which thus inspire good employment related reactions. In light of a comprehension of workers' different needs and their QWL encounters, the management can recognize the gap (assuming any) in the organization and can take further vital activities to improve the Quality Work Life (QWL) of representatives.

1.1 Imperativeness of good Work Life Balance

In 1979, the American society of training and development created a task force on the Work life balance who explained the concept of Work life balance in the following way “Work life Balance is a process of work organizations which enables its members at all levels to participate actively and efficiently in shaping the organization’s environment, methods and outcomes” (Lakshmi, Work-Life Balance among employees working for Insurance Sector, 2017) .

1.2 Evolution of Work Life Balance

Work-life Balance programs were accounted for to be in presence from 1930’s. In 1930’s, the W.K. Kellogg Organization has executed the four shifts of six-hour to take over the conventional every day three hour shifts. This new move by the organisation resulted increase in employees morale, work effectiveness and brought a expanded viability. The term Work-life Balance (WLB) was formally instituted for the first time around in 1970’s, to express the balance between one’s work and personal/family/individual life. In 1980’s numerous organizations have begun to offer child care programs as well as programs like Employee Assistance Programs (EAP). The 1990’s was the real time amid which the Work-life Balance programs had a superior distinguishing proof or identification as an essential point for women. The first motion of these projects began basically to help women and children through Work-life Solutions. Huge research in this eara witnessed that job inclinations are based all alone Work-life issues. In spite of numerous strategies executed in the 1990’s, they bombed because of absence of better sway on genuine difficulties looked by the workers. The Work-life Balance programs was started by all Work-life experts began after the collapse of Work-life Balance programs initiated by human resource offices in the initial phase of the 21st century.

Historic overview of WLB starts from Early Greeks focused on personal development, work was for slaves and art or pursuit of knowledge was for rich. Moving towards Tradersthey were skilled artisan and believed in unison of work and art. Followed by them came Calvin & Luther then Ben Franklin then Industrial age then Unions etc. all of them had different definition of work values or work life. Mid 20th century led to beginning of work culture and loyalty to organization became norms. Every decade evolution was taking place in work life but the real impact was felt in beginning of 21st Century. Employees started spending more time in work place than home question whether we live to work or work to live started arising. The current trend of work life is very stressful, specialisation is needed everywhere, less people doing similar work, pressure to maintain in job is more, money has become priority and most important source, the imbalance between work-life and personal life is increasing at alarming rate. (Coppens, 2012).



1.3 Research Questions

- What is the impact of Work-Life balance on the health of employees in Multi National Corporation
- What are the techniques or methods recommended for overcoming the issues related to Work Life Imbalance
- Do mid-age population suffer early stress related issue only because of imbalance between their work and personal life
- How much does organization play role in an individual's life ?
- India's burgeoning youth are the world's future so how is stress impacting their health?
- What Govt. initiatives are being taken to enhance and utilize growing population?

1.4 Objectives

1. To understand what all mental and physical health issues are faced by the employees
2. To understand the impact of Work-Life imbalances on the health of the employees of the youngest age group of the workforce
3. To identify the factors that determine work life balance

2. Research Methodology

Data type- Primary data as well as Secondary Data

Method of Data Collection: More than 85% of the performance problems both in and off job resides in the work-life balance. The data for this research has been collected by both the primary as well as secondary sources.

Tool for the Study: The Primary Data is collected through Structured Questionnaires 150 respondents randomly selected from various MNCs in Delhi NCR. The average of respondents lie between 18-55 years in MNCs. The minimum education qualification found in the respondents was graduation. Number of companies were selected in order to find out the perception of working population in Delhi NCR in MNCs.

The questionnaire was designed on the basis of certain pre-defined parameters of Work Life and Non-Work Life derived from the review of literature review. Perception of the employees has been judged through Likert Scale.

Sampling Technique: A random sampling technique was adopted to arrive at the results. The researcher has developed the five point Likert Scaling rating scale i.e, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

The average of respondents lie between 21-55 years in MNCs. The minimum education qualification found in the respondents was graduation.

Secondary Data Source: (i) National Mental Health Survey of India, 2015-16, Ministry of Health and Family Welfare Government of India.

(ii) Workplace Stress: Impact and Outcome, An India Study 2016 was conducted between Chestnut Global Partners India and SHRM India

(iii) United Nation- World Population Prospects: The 2015 revision

Secondary data was also used to develop the literature review of the study.

Method of Analysis: The method used in analysis was Descriptive representation of the data.

Null Hypothesis(HO): There is significantly adverse relation between Work-Life balance and Health of an employee



Alternative Hypothesis(H1): There is no significantly adverse relation between Work-Life balance and Health of an employee

Regression analysis was conducted taking 9 independent variables and one dependent variable, the p-value was considered further to check its significance.

Secondly, Cronbach's Alpha was calculated for the Questionnaire to check the internal consistency.

2.1 Limitations of the research and Future Research

Even though the results have been thought-provoking and needs immediate attention, there might exist several limitations that will provoke future research. There are many forms of on the job behaviours that couldn't be tackled or some that wasn't being evaluated in this research, all these parameters provide scope of future researches. Since, this was a non-funded project and solely done a single individual, this study can be further extended for more in-depth analysis of work life balance by taking larger sample and division can be made industries wise. Also, Future research might collect data over several periods of measurement. The regression analysis can include more variables that were not considered in this study to funds constraints.

2.2 Issues

Issues which will be focussed in this research is how Work-life conflicts not only effects the performance at the organisation but also the health and family life of an individual. Employees become more vulnerable and deprived from mental as well as physical health.

Secondly, how can employer help its employees to come out of such Work-Life Imbalances. As Work-Life issues have become extremely trending in today's scenario many research have been done to find out the causes that create such imbalances and how to eradicate them without having any effect on the performance of the company.

2.3 Literature Review

Selvarani, Kamalanabhan and Sakthivel in their journal titled "**Work/ Life Balance Reflections on Employee Satisfaction**"(S. Rani, 2011)explains relationship between employees satisfaction and work/life balance. According to this study there was high relation between work task and satisfaction of employees. According to the research it was concluded that employees got sufficient opportunities in the organization to develop their skills, adequate recognition was given to every employee based on their achievements. This lead to development corporate policies and programs on work/life issues.

(www.sjm06.com)

P. Rathamani and Dr.Rameshwari Ramchandra in their research article titled "**A Study on Quality of Work Life of Employees in Textile Industry- Sipcot, Perundurai**" (P. Rathamani, 2013)writes that employees satisfaction is maintained by Quality of Work Life, which is the environment where they live. Good team arrangement should be there to increase the morale and intention of employee to work. QWL plays crucial role in the productivity and performance of employee in textile industry. Giving freedom to skilled employees to make decision regarding their tasks also give recognition to them in their work to promote cooperation, self-efficacy and organizational effectiveness.

(www.iosrjournals.org)



Lau R.S. M writes in his research paper titled **“A win win paradigm for quality of work life and business performance”** (R.S.M. Lau, 1998) that the Quality Work Life companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates. Conclusion that was drawn by them was that Win-Win paradigm exist when organisations provide better and improved working conditions and benefits which in order increase the morale and satisfaction of the employee.

(www.researchgate.net)

Chandranshu Sinha in his research paper titled **“Factors affecting quality of work life: Empirical Evidence From Indian Organization”** (Chandranshu, 2012) with sample size as 100 employees. Data analysis was conducted through Kaiser Meyer Olkin which determined the sufficiency and necessity of the sample size along with Bartlett test of sphericity to determine the meaningfulness of the correlation matrix and factor analysis. Conclusion of their analysis was that profit of successful organization is not achieved at the expense incurred to the employee by organization. It's the combined benefit of both the organization as well as employees.

(www.researchgate.net)

Preethi Vijaimadhavan and Dr. D. Venkatarama Raju explained in their research article titled **“An Empirical Study on relationship among Quality of Work Life and its Factors”** (Preethi Vijaimadhavan, 2013) that there are multiple factors affecting the Quality of Work Life. “18 factors were derived they are employee relationship, Work nature, Job autonomy, Job security, Work environment, Social environment, Psychological environment, Physical health, Depressive symptom, work stress, Work family interference, family work interference, Motivation, career satisfaction, interpersonal communication, efforts by employer, specified to job purpose and self-efficacy.”

(www.iosrjournals.org)

Ali Mohammad Mosadeghrad writes in his article titled **“Quality of Working Life: An Antecedent to Employee Turnover Intention”** (Mosadeghrad, 2013) that hospital employees in Iran had low quality work life, they were not satisfied with their pay, benefits, management, hierarchical order, etc. Job stress was very high with least job security. He found an inverse relationship between their turnover intention and employees quality work life. There was poor treatment by managers, there was high level of job shifting pressure on employees as they were extremely dissatisfied.

(www.ncbi.nlm.nih.gov)

V. Varatharaj and S. Vasantha explained in their research paper titled **“Work Life Balance a Source of Job Satisfaction- An Exploratory Study on the view of Women Employees in the service sector”** (V. Varatharaj, March 2012) that fastest growing sector is service sector. It provides large number of employment opportunities for women. “The secret to work-life balance will vary depending on field of work, family structure and financial position. personal life and professional work are two sides of coin it is difficult to separate and form a source of conflict.” According to him a good bond between employees and organisation will get a win-win situation.

(www.zenithresearch.org.in)



LubnaRiz V writes in their research paper titled “An Empirical Study on the Effectiveness of Work Life Balance in Banking Industry” (V, 2013) explained through multiple statistical tool that intervention of personal over professional life and vice versa have a negative impact over employees performance in the organization.

(www.lifesciencesite.com)

3. Analysis

Table -1Age Category

	Age	Number of Responses	Percentage
a	18-25	90	60
b	26-35	36	24
c	36-45	15	10
d	46-55	9	6
	Total	150	100

Table 1. gives the number of respondents and its percentage of Age Category of the Primary survey conducted. It gives 60% of the weightage to 18-25 years due to the following reason **Youth in India: 2017, Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India** (Programme, 2017) “India has the world’s highest number of 10 to 25 year olds, with 242 million—despite having a smaller population than China, which has 185 million young people. The regularity and efficiency of census operation in India add rigor to the measurement of Youth in India. As per India’s Census 2011, Youth (15-24 years) in India constitutes one-fifth (19.1%) of India’s total population. India is expected to have 34.33% share of youth in total population by 2020. The share reached its maximum of 35.11% in the year 2010. China in contrast is seen to have reached the highest share in the year 1990 at 38.28% and is projected to have the share of youth force shrinking to 27.62% by the year 2020, a situation which Japan has experienced in around 2000” this was one of the reason why the focus has been put on the 18-25 years bracket in this side giving them 60% of the total weightage. Since, the work force legal age starts from 18 years we have taken the above mentioned bracket instead of 10-24 bracket.

Table -2Educational Qualification

Qualification	Number of Responses	Percentage
Under-Graduate	12	8
Graduate	59	39.3
Post-Graduate	61	40.7
Professional Degree	18	12
Total	150	100



The above **Table 2. Educational Qualification** shows that maximum respondents are Post graduates and second highest are graduates indicating that population in workforce is highly qualified and skilled. Education is imperative in eradicating ills of a country like poverty and hunger, it is also essential in promoting sustained and equitable economic growth. It is also crucial in sustainable development. Increased efforts in unison with other development goals towards education accessibility, quality and affordability are central and important for every government.

Table - 3 Annual Income

	Annual Income	No. of Responses	%
a	3 Lakhs below	25	16.7
b	3 – 6 Lakhs	60	40
c	6 – 10 Lakhs	28	18.7
d	10 – 12 Lakhs	10	6.6
e	Above 12 Lakhs	27	18
Total		150	100

This above table gives us account that 40% of the sample is earning up-to 50,000 monthly, which can provide decent standard of living in urban areas. Second, highest is earning between '6-10 lakhs' followed by 'below 3 lakhs'. This shows variation in the income level.

Table–4 Mean Ratings of the Statements of Work-Life Balance (WLB) Issues

S.no.		Mean (Approx.)	Standard Deviation (Approx.)
A. Nature of Work			
a.	I am satisfied with my job profile in the company	3.55	1.06
b.	I am satisfied with my boss, he is unbiased towards my position and give me respect	3.65	1.02
c.	I am satisfied with my work ambience i.e, I like where I sit, I like my company location, etc.	3.84	0.93
d.	I like my work but when deadlines comes it becomes worse and stressful	3.36	1.13
e.	I like my work and I am comfortable with deadlines	3.41	1.04
f.	I am not over stressed with work from my seniors, delegated work is up-to a limit	3.27	1.06
B. Other Perks and Benefit			
a.	My authority is sympathetic enough when I need time off or have to reschedule work due to family commitments	3.76	1.05
b.	My organization conducts professional counselling regularly in order to provide assistance to employees	2.97	1.14
c.	The counselling is then monitored by company and linked with performance	2.99	1.09
d.	I feel Proud to work in the organization	3.75	1.02



e.	My organization provides customized medical support for every employee depending on their requirement. Eg: Family Insurance plan for married employees, Life Insurance for Unmarried, etc	3.65	1.18
f.	My organization really cares about my well-being	3.39	1.11
g.	For women: My organization provides after school children care facility to help me look after my child(ren) without quitting job (<i>123 people respond to this</i>)	3.00	1.12
h.	I had orientation session on my first day of job, to give me opportunity to interact with my colleagues	3.81	0.99
i.	I get sufficient time to boost my energy and relax to enhance generation of new ideas regularly at constant interval both on and off working hours	2.92	1.08
j.	I am completely satisfied with my job	3.05	1.07
C.	Equality		
a.	I have grievance cell in my organization to deal with day to day issues.	3.28	1.11
b.	There is no biasedness based on gender in my organization in terms of remuneration, responsibilities or designation	3.71	0.99
c.	I do not face any kind of discrimination based on my religion, belief, caste, or values	4.16	0.75
d.	All religion, culture, etc. are widely accepted and acknowledge in the organisation	4.17	0.86
D.	Employees Ordeal		
a.	Job concerns follow me back at home	3.61	1.09
b.	My organization provides healthy working infrastructure	3.79	1.01
c.	I get sufficient time to spend with my family, attend family commitments and social activities	3.03	1.29
d.	I get to linger Official Work on holidays	3.2	1.10
e.	My organization is technologically advanced and fully equipped	3.74	1.03
f.	I am satisfied by my remuneration based upon my skills	3.02	1.12
g.	There is clarity in my roles and responsibilities	3.27	1.12
h.	My organization conducts regular training and development program in order to make employees more efficient based on our calibre and work area	3.35	1.04
i.	I don't get the thoughts of shifting from my organization	2.86	1.12
E.	Medical Suffering		
a.	I did develop any chronic or temporary ailment due to excessive work stress or peer pressure	2.96	1.14
b.	I have stress related to work commitments (Yi)	3.84	1.28
c.	I frequently experience headaches.	3.51	1.19
d.	I frequently experience anxiety related to work.	3.88	1.33



F.	Workload Pressure		
a.	There is no stress regarding termination of job or risk of losing job/job designation	3.3	1.19
b.	I did not develop any stress related disorder while working	2.7	1.12
c.	I did develop the habit of drinking or smoking under work pressure	2.72	1.40

The above table has been divided into six main categories with 36 questions on the basis of which the information has been gathered and presented.

Section A: Nature of Work explains the relationship of an employee with his work and environment. How an employee feels about his seniors, boss, deadlines, work pressure and work ambience. Whether he is comfortable with his job profile in the company, whether he got what they actually wanted. All these together describes the nature of the work. **Section B: Other Perks and Benefits** gave us information about the supplements benefits received by the employee other than his salary this involves both emotional and mental wellbeing. Majority responses centred around that organizations are sympathetic and empathetic about the wellbeing of not just their employees but also employee's family members. **Section C: Equality** area gave us the positive outlook of the MNC sector. There is no biasedness based on gender, religion, caste, beliefs, values, etc. This gives very positive impression and also establishes secularistic nature of the country's work environment. **Section D: Employees Ordeal** give us account of Off Office work environment. Statement like Job concerns follows me back at home and I get to linger official work on holidays respectively indicating that majority people do not just work at prespecified time period but also beyond the official working hours for which they are not being paid overtime. This gives negative outlook of the working lifestyle of workforce skewed towards imbalanced work-life. "Work-life balance is imperative to sustainable business which is ultimately about improving the quality of life for everyone. It results in win-win situation and people will be more efficient if they are happy in their jobs as well as in their family life" (Lakshmi, Work-Life Balance among employees Working for Insurance Sector, 2017). In case of remuneration satisfaction as many as agreed has disagreed. **Section E& F: Medical Suffering& Workload Pressure** all the statements in this section indicate the negative aspect of workaholic environment on the health of the employees. Majority of the responses suffered stress which had toll on their health. Mean score is skewed towards agreement to sufferance from headaches and anxiety due to workload. The positive information that we got from the analysis is that employees did not develop the habit of drinking or smoking due to work pressure, as it is skewed towards disagreement. Although the mean score is not extremely impressive but we can't ignore the fact that it is still showing positive signs. Especially considering the fact that emphasis of population is on the age bracket of 18-25 years.

Table - 5 Cronbach's Alpha for all the statements of Table 4

Cronbach's Alpha	0.864596358
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The value of Cronbach's Alpha is between the range $0.8 < \alpha < 0.9$ indicating that the Internal Consistency is good for the questionnaire collected.



3.1 Regression Analysis

Regression analysis was conducted to find out the relationship between stress and other variable. The following 9 variables were taken as independent variable:

- Y_i" "I have stress related to work commitments
 X₁" "I frequently experience anxiety related to work
 X₂" "I frequently experience headaches.
 X₃" "There is clarity in my roles and responsibilities in the organisation, no overlapping of tasks takes place
 X₄" "I am satisfied by my remuneration based upon my skills
 X₅" "I get to linger Official Work on holidays
 X₆" "Job concerns follow me back at home
 X₇" "I get sufficient time to spend with my family, attend family commitments and social activities
 X₈" "There is no stress regarding termination of job or risk of losing job/job designation

Based on these 8 variables table 7 and 8 are showing data analysis.

Table - 6
Regression Statistics (Part I)

<i>Regression Statistics</i>	
Multiple R	0.952235467
R Square	0.906752385
Adjusted R Square	0.900757895
Standard Error	0.403266464
Observations	150

In the above table 6. we see that R Square is 90.67% showing goodness of fit, that is the since the value is higher it is better is the regression model to explain variation in the dependent variable. Multiple R determines combination of all the independent variables having impact on dependent variable.

Table-7 Regression Statistics (Part II)

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.481501749	0.246213194	1.955629352	0.052500144
X ₁	0.931763491	0.032747881	28.45263492	4.62217E-60
X ₂	0.01172299	0.037233092	0.314854039	0.753341253
X ₃	-0.003461203	0.035050917	-0.098747855	0.921479719
X ₄	-0.021454466	0.035960163	-0.596617598	0.551726256
X ₅	-0.004623489	0.037354601	-0.12377295	0.901672575
X ₆	0.020088169	0.037243855	0.539368682	0.590489255
X ₇	-0.051427355	0.032900805	-1.563103245	0.12028596
X ₈	-0.012433033	0.030422992	-0.40867227	0.683404623



In the above Table 7. We see that P-values of all the 8 variables are more than 5% level of significance so we fail to reject the null hypothesis, that is we accept the Null Hypothesis(HO): There is significantly adverse relation between Work-Life balance and Health of an employee. The test results are insignificant in nature. It justify the study and gives us alarming results.

We can now say from table 7 that all these 8 variables have large effect on dependent variable Y_1 (stress related to work commitments) is affected by all independent variables X_1 - experience anxiety related to work is positively related, variable X_2 - frequently experience headaches is positively affected. Variable X_3 - clarity in roles and responsibilities in the organisation, no overlapping of tasks takes place is negatively related i.e, with increases in clarity the level of stress reduces. Variable X_4 - satisfaction related to remuneration is negatively correlated i.e, with increase in satisfaction the stress reduces. Variable X_5 - linger Official Work on holidays states that with increase in work on holidays stress decreases as some workload can be shifted from office hours to home hours, due to which concept of *WorkfromHome* has started prevailing. This was claimed as well as by respondents filling survey of this study. Variable X_6 - Job concerns follow back home states that increase in stress. The variable X_5 and X_6 are of similar nature but different. The former talks about work responsibility being shifted to home hours and later talks about work related concerns or issues not responsibility. Both of them being similar have different. Variable X_7 - sufficient time to spend with my family, attend family commitments and social activities states that with higher time available with family stress decreases. Variable X_8 - no stress regarding termination of job or risk of losing job/job designation states that with decrease in stress regarding termination the overall stress level reduces. The above mentioned factors are some of the factors considered in the sample of 150.

4. Discussion

Since the onset of multi-national corporation in our country skilled labours has become workaholics. Working for longer hours without much time to relax is leading to imbalance not only between their work life and personal life but also in their own body. Mentally and physically the stress takes toll leading to development of various diseases that should not be happening until sixties. Balance between work life and personal life is very important, it is basically the balance of reasonableness. According to Richenda Gambles, Suzan Lewis and Rhona Rapoport(Richenda Gambles, 2006)employees are provide 24 hour services in exchange of various incentives both in kind or cash. These incentives have played huge role in improving the living standard and have provide various facilities that was not possible earlier. In contradiction to this, Flechl(Flechl, 2010)these increased facilities due to increase in working hours have disturbed the family life of an employee. In order to provide the necessary things and fulfil social need for money every employee try to work as much as possible without realizing that he is basically hurting his personal life as well as health. Family life and health of the employee is majorly effective with the merger and overlapping of increased working hours. Employees work for the organization in holidays, weekends, etc. basically in their personal or family timings. The time spent in relaxation or with family has no replacement. Same is the case of social life, it requires the deliverance of proper timing and attention for maintaining healthy relationships.



a. Theoretical Implications

The findings of the study are providing additional results, our study complements the previous studies conducted around the world. The standard number of working hours should not be more than 8 hours a day according to The Apprentices Act, 1961 although in our study it was found that an employee works for 14.3 hours a day including hours devoted by an employee at home or off office hours.

Three statements that were deprived from our analysis of primary study:

1. Physical and Mental well-being is linked with Work Life Balance
2. India's demographic status claims that workforce has highest ratio of 18-26 years in the near future 2020-2022
3. Indian employees prefer to work in MNC than other organisations, they are one of the major institution absorbing workforce.

When we consider these three statements we can link it with Modern Growth Model given by Amartya Sen in 1980s 'The Capability Approach'. The line of thought of our study complements the model by Sen, an individual's capability to live a good life is defined in terms of the set of valuable 'beings and doings' that is, being in good physical and mental health or having loving relationships with others to which they have real access.

Also, our results are justified through the study conducted by ICICI Lombard which states that 65% Indian youngsters between the age group of 22-25 shows early symptoms of depression, this was claimed in April 2017 by an online survey in which there were 1,100 male and female sample of age between 22-50 years in the country responded to the numerous stress and depression related queries.

Imperative effect of imbalance of work life is on the health of an employee. Due to adverse effect of increased pressure of new modern life health of the people are worsening at alarming rate. Late working hours, lack of sleep, poor eating habits, disturbed body clock, lack of social interaction, lack of physical activity, lack of self-pampering or nourishment, family life disturbance, etc. Effects of having imbalance between work life and personal life can be clearly seen these days among people's midlife like easily irritable, prolonged unhappiness, weight gain, weakened immune system, substance addiction, troubled concentration or forgetfulness, diabetes, anxiety, chronic headaches, posture problems, poor digestive system, high risk of stroke, coronary heart disease, mental disorders, depression, fatigues etc. Many studies have shown that employees who work 55 hours or more per week have a 1.4 times higher risk of stroke than those working standard hours.

b. Practical Implications

To estimate efficiency cost and gain analysis has been used for which assumption regarding the factors included in cost and gain are constructed. Let's assume cost includes factors like extra hours spent working than the standard hours without extra overtime pay, it also includes medical cost that is incurred by a person for medical issues developed by stress like headaches, anxiety, low/high BP etc. Whereas gain includes monetary benefits, promotion, rewards, and other perks. If gains are higher than cost then Work Life Balance is good and if gains are lower than cost then Work Life Balance is bad.

Based on our assumption and reviews from our respondents we concludes that gain is less than cost incurred by employees working in MNCs. This is due to the magnitude of psychological and physical effect that cost has on the employee than the pleasure he gets from gains. The cost effect



is overpowered by the gain effect. Thus, we say that Work Life Balance is at poor stage for the employees.

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The study took place with the central idea of focusing on the younger generations. Majority focus has been extended to 18-26 years age group because India is predicted to generate maximum number of its citizen in workforce in 2022 based on the report *Youth in India: 2017, Central Statistics Office, Ministry of Statistics and Programme Implementation, Government of India*. 60.7% have agreed that they are satisfied with their jobs but 46% have agreed that with deadlines it becomes stressful.

Our result concur with the current trend in the literature presenting the current scenario of work environment. Analysing the variables considered for regression analysis we see that 54.7% responses have agreed that they frequently experience anxiety related to work. We got 58.6% people agreed that they experience headaches not just due to work but work environment as well. Respondents claimed that competition these days is not how well a task is performed with efficiency rather how well your senior is impressed by you irrespective of the actual performer of the task, it is all about the survival in the organisation by any means. Both these indicates very negative and disturbing aspect of work life as majority of our sample 18-25 years. At such an age if employees are experience such troublesome symptoms then the long run effect will be horrific and will have worse effect even on organisation performance. 48.6% of employee respondents were aware of their roles and was clear about their responsibility in the organisation. This is not an impressive figure, another reason given by the respondents were that due to unclarity of task a junior employee or a fresher ends up doing majority of tasks which are not even assigned to him or doesn't even describe his job profile. Talking about salary 40% respondents were satisfied and 39% were unsatisfied by their remunerations based on their skill. As many as are satisfied are dissatisfied, due to high demand of jobs and limited supply there is high exploitation in the workforce market. This problem is common in developing nations but in India it is aggravated since the implementation of demonetisation and GST. The respondents also claimed that due to policies like Third Party Pay Role there is excessive delays in payments which further put pressure on employees who have EMIs or other debts to pay off. Speaking about off work hours we saw that 49% of respondents states that they do linger official work on holidays and 60% of the respondents states that job concern follow them back home. The reasons for this differ from one respondent to another. Some were positive about the former statement some were discouraged. Women respondent gave reason that taking official work home helps them to look after their children and household work whereas in case of men some said they were happy to work at home in relaxed environment whereas some said it put pressure on their personal family



life and they could not focus on their own health. As bad health results decreased productivity and increased absenteeism. About the latter statement indicates negative environment of the organisations, lingering work at home and issues following back home are two different scenarios that often are considered one but should be differentiated. Nearly half of the respondents 42% people said that they do not get time to spend with their family and go for social commitments. Lastly, only 50.7% agreed that there is no stress regarding termination of job or risk of losing job or job designation this is not an impressive number. This is another factor impacting the health of the employees both mentally and physically.

c. Mathematical Reasoning

Econometric result shows that negative variable like anxiety and headaches further increase the stress level and positive variables like no overlapping of tasks has decreases the stress level. P-values of all the 8 variables are more than 5% level of significance so we fail to reject the null hypothesis, that is we accept the Null Hypothesis(HO): There is significantly adverse relation between Work-Life balance and Health of an employee. The test results are insignificant in nature.

We can further see that majority of the working class are suffering high level of stress especially newbies who are not accustomed to the rigorous working conditions. The stress is increased during this year especially after demonetisation and GST implementation as the jobs has been slacked due to increased losses leading to shut down of various businesses, decrease in the profit margins, etc. The bigger companies have adopted the concept of contractual employment and Third party payroll which creates tremendous distress among employees as salaries are lower as compare to the market rates, no space for innovation as petty mistakes are considered big, its creates difficulty in job switch and main thing is that there is no job security. Due to the uncertain financial environment running in the country this issue has further aggravated, the job termination plays major role in creating stress to an employee.

5. Conclusion

The purpose of this study was to find out the stress related to work issues amongst employees especially between the age group of 18-26 years. This age bracket population are the newest workforce and often gets ignored in terms of stress disorders since they are biologically youngest and have higher stamina to work. The fact is that high stress develops the root cause of multiple mental as well as physical disorders in the later ages. It's not just one single factor that impacts the employee's performance rather multiple factors grouped together impact the employee's performance. In this study it was found that to receive perfect work life balance both the employer as well as the employee has to work together to get the win-win situation. Every employee should set the goal for his varied fields starting from work goals to family goals. The purpose of this study was to understand what all mental and physical health issues are faced by the employees, to understand the impact of Work-Life imbalances on the health of the employees of the youngest age group of the workforce and to identify the basic factors that determine work life balance.

Data collection was done by a structured questionnaire for which Cronbach's Alpha was used to measure internal reliability of the questionnaire which came out to be good by 0.86 (Table 6). Work Life Balance means different to different individuals. It's not due to the single factor but multiple factors like work commitments, biasedness, remuneration related roles, off office hours duty, family commitments, social lifestyle, job security, office ambience, monetary factor, etc.



playing role simultaneously towards increasing stress like work stress, job satisfaction, job commitment, competency, target achievement, career development and rate of absenteeism. We can conclude that to eradicate or reduce the work stress the policies should be made such that it favours both the parties simultaneously. The Government policy makers and Organisational head as well as trust worthy employees should sit together and formulate the policy that is beneficial for the growth of the employee. The government can play important role by establishing a department with collaborating few of its other department of social welfare like Family Policy, Welfare State and Labour market to form policies and norms supporting the employees and preventing exploitation through MNCs on various accounts. Thus, it is important to acknowledge the nature and importance of organizational culture and ambience. The culture assessment will help the organisation as well as government to determine the choice of instruments present and to be used to curb the ill effects of MNCs in job market.

The fuel of the organisation is the well-being and satisfaction of its employees, without which the organisation can't run. The study gave the result that there is strong and direct relationship between work life balance and employees performance, if the work life balance is high and increased employee satisfaction is there then the performance will be high. It is also concluded from the reasonings of the respondents that there is high scope of work pressure on unmarried than married employees due to assumption that single life incorporates more leisure and free time thus the tendency to get work increases. The human development department or human resource have come to the conclusion that there is strong relationship between employee's wellbeing and organization performance for which the organizations have started focusing and developing corporate policies, norms, methodology and program to enhance the well-being of the employee. The elements rising up from "quality of working life experiences" likewise demonstrate that how they are utilized contrastingly to fulfil the different needs of the employees by various organisation, which thus inspire good employment related reactions. In light of a comprehension of workers' different needs and their Quality Work Life (QWL) encounters, the management can recognize the gap in the organization and can take further vital activities to improve the Quality Work Life (QWL) of representatives.

In summation, there is utmost need to concede the imperativeness of evaluating the receptiveness to, impact of, organizational change, especially where the target is the quality of improvement and result.

6. Suggestions

There are multiple things that can be done both from the point of view of organization and individual himself. Suggestions are divided into two categories which according to me can help to eradicate the Work Life Imbalance issue. They are as follows:

1. The employee – employer level
 - ⇒ The organization should give its employees flexibility and independence to take decision falling on his domain independently, as too much answerability hinder the growth both at individual level and organizational level
 - ⇒ Recognition should be extended to employee who has achieved goal along with accurate time management to encourage others, recognition should not be such that create *drift* among employees or leads to unhealthy competition



- ⇒ Consult outside evaluation team or academics to measure and quantify qualitative and quantitative measures of success
- ⇒ Clarity in the vision that the target of the initiatives is to improve things and not just in the context of the company but also in regards to the social obligations
- ⇒ There should be utmost clarity among the staff as to what is their role and responsibility also whom are they answerable to avoid overlapping of tasks
- ⇒ An employee should be answerable to only one senior and only he should delegate work to the employee because its seen that with two bosses the individual tend to make mistakes and overlap the work
- ⇒ On personal level an employee should exercise and mediate with goof diet regularly to keep himself/herself fit and away from diseases

2. The Organizational level

- ⇒ Create and implement policy that can measure employee's productivity as well as linking it to organization's values
- ⇒ The contractual jobs or third party pay roll scheme that have been trending in the MNCs these days creates stress because on is not sure of his stability in the organization, such employment should be restricted until required or should be limited to freelance employees
- ⇒ The organization should bring out employee development policies, that not just benefit the employee at personal level but also help the organization by making him/her more productive human capital
- ⇒ Payroll employment should be minimized as its features are source of stress or some relaxation policies should be implemented to curb the stress of such contractual employment
- ⇒ Policies that create sense of certainty should be developed and implemented, as this will eradicate unwanted job termination stress

All the above mentioned suggestions could be adopted by an organisation to structure itself efficiently to avoid work life imbalance. Although, the suggestions mentioned are general in nature still the implementation of them can segregate one company from other making one company better from the other.

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