

Internship training

at

**IQVIA Consulting and Information Services India Pvt. Ltd.**

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On

**A study of perception and factors effecting work life balance and  
its health implications in an MNC**

By

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**PG/16/032**

Under the guidance of

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## DECLARATION

I, **Mr. Pankaj Bajaj**, student of International Institute of Health Management Research, New Delhi, hereby declare that I have completed my project titled **A study of perception and factors effecting work life balance and its health implications in an MNC** from February to May 2018. The information submitted herein is entirely true and original work.

The projects were undertaken and carried out by me, under the guidance of **Dr. Sumesh Kumar, Assistant Professor**, IIHMR Delhi, and it has not been submitted to any other university or institute or published earlier.

Place- New Delhi

Date- 29/05/2018

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**(ORGANISATION REPORT)**

IQVIA Consulting and Information Services India Pvt. Ltd.

# INTRODUCTION

## Organization's Profile: -

IQVIA is the world's leading provider of healthcare survey, consulting & health intelligence services with over 60 years of experience. We operate in over 100 countries and serve over 5,000 healthcare customers across 6 continents. IQVIA serves key healthcare organizations and decision makers around the world, spanning government agencies, donor agencies, policymakers, researchers, life science and healthcare companies, consumer health and medical device manufacturers, as well as distributors, providers, payers, and the financial community. Our global data and analytics capabilities draw on data from 100,000+ suppliers and on insights from more than 55 billion healthcare transactions processed annually. We connect knowledge across all aspects of healthcare to help more than 5,000 healthcare clients globally to improve patient outcomes and operate more efficiently. The depth of experience available through IQVIA is well-recognized in the industry, as is the commitment to monitor and evaluate safety, benefit/risk, efficacy, effectiveness, quality of care and value.



Figure 1: About IQVIA

IQVIA has significant experience in advising Governments, international NGOs, multilateral funding agencies in the emerging markets in areas ranging from strategic direction to program management, national health surveys, commodity assessment and mapping, program management, procurement and supply chain assessment, in country development, monitoring and evaluation, pharmaceutical market assessment, private sector engagement, medicine access, policy and regulatory review, health data analytics etc. Our partnership with leading academia and international organizations supports their work by offering information and data to researchers

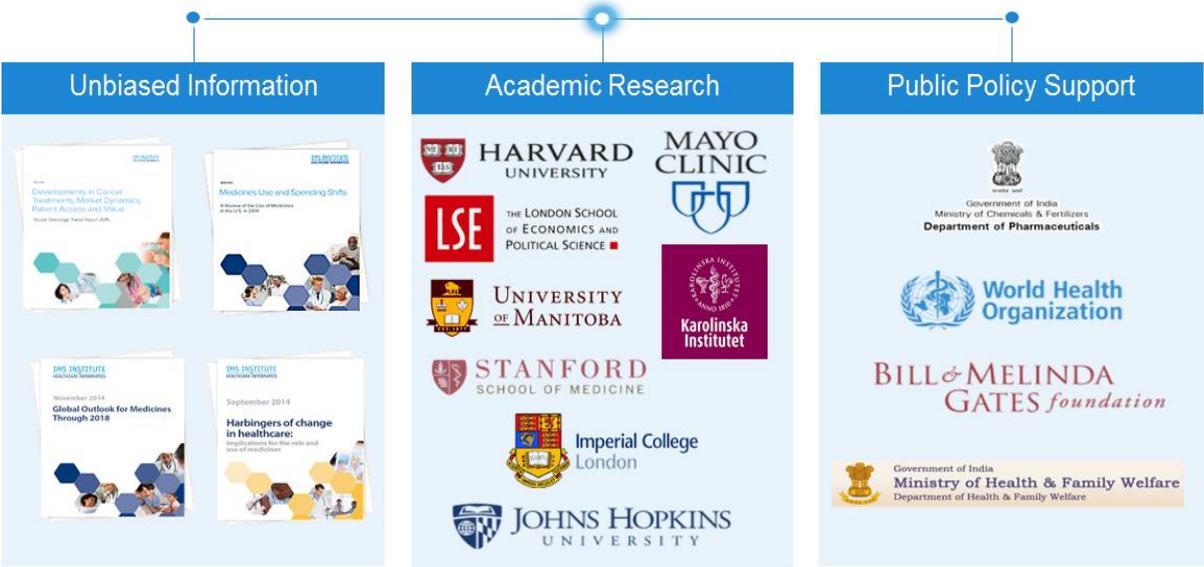


Figure 2: IQVIA partnership

**IQVIA India**

In India, we have over 13 years of experience and a strong presence in the healthcare market across data, analytics and consulting services and is the "ONLY" integrated healthcare informatics player in India, with solutions across healthcare sector value chain. IQVIA India has a deep heritage of providing best-in-class market intelligence to the healthcare industry stakeholders. Our range of services includes business strategy, market research, performance

tracking tools, global market insights, regulatory policy support, operations improvement and allied technology solutions. We have offices in Gurgaon, Mumbai, Delhi and Bangalore with total employee strength of over 3,000. Our existing data assets and customized large data collection activities are extensively used by our clients in the public, private and non-for-profit sector on regular basis along with our analytics and consulting service offerings. Our existing data assets encompasses of detailed information on 3 lac Doctors, 1 lac chemist, 25 thousand hospitals, 22 thousand drug stockiest. Our team also captures over 8 lac live transcriptions from approx. 5 thousand empaneled doctors and drug sales information from over 5 thousand stockiest on a monthly basis. Our field and project teams have experience of working across 50 cities in India with state government, NGOs and international funding agencies. We have a strong focus on the Government and Public sector (GPS) in India. Our Public Health Government Practice in India works with the key Central Ministries, State Governments and International Donor Agencies across India on significantly large mandates in various areas of Health Policy & Strategic Planning, Health financing, Quality Assurance and Improvement in Health Facilities, Health and Hospital Information Systems by IT solutions, Public Private Partnerships and Monitoring & Evaluation, drug procurement and supply chain system etc.

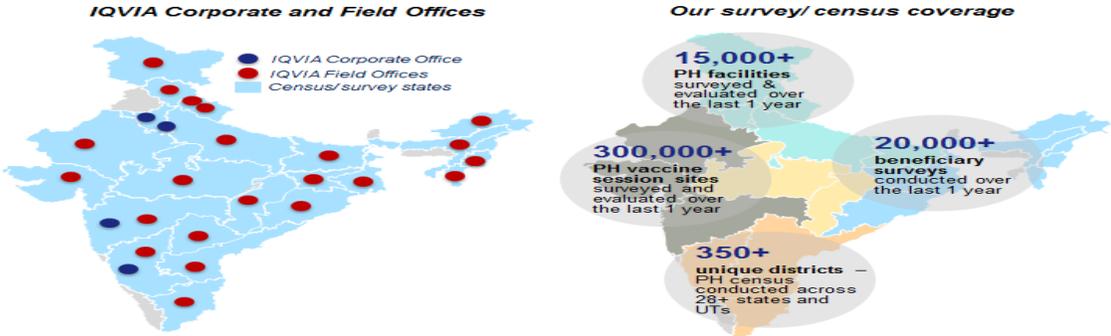


Figure 3: IQVIA India Presences

## **Our Core Services**

### **Healthcare Policy Review and Design**

We have accumulated in-depth knowledge of the India health system and policy trends through the extensive interaction with health system stakeholders, as well as, work in areas of public health. We have worked extensively in the arena of Healthcare policy and established thought leadership on policy trends by leveraging broad connections with stakeholders from key government divisions and healthcare institutions. We are currently collaborating with Department of Pharmaceuticals, India on Pharmaceutical pricing policy initiatives. In 2013, the IMS India Institute and OPPI (Organization of Pharmaceutical Producers of India) jointly produced a thought leadership study on “Understanding Healthcare Access in India” as a knowledge initiative in collaboration with government policy makers, industry and academics. This provided an opportunity for multi-sector stakeholders to exchange thinking on key issues in the Health Care Access including affordability and quality of care, and to stimulate discussions on policy options.

### **Quality Assurance**

- IMS Public Health provider consulting team has senior professionals from industry who are certified as Principal Assessor for National Accreditation Board for Hospital [NABH] and have achieved the distinction of Certification and Lead Auditor for ISO 9000 Quality Systems.
- Global experience in evaluating health systems performance and providing policy recommendations: As a global team covering all major markets, we have extensive experience working on health-related topics and providing solutions to public health

organizations and local governments and can share best practices from emerging and developed markets across the globe.

### **Performance Improvement**

- **Supply Chain Management:** IMS Public Health assists clients understand their existing material use and purchase patterns, inventory management and vendor management practices. This helps the client assess its annual needs for various day to day material and medicine requirements. Upon identifying the key drivers of inefficiency in a client's overall procurement and supply chain system the IMS team assists clients in implementing mechanisms such as rationalization of SKUs (Stock Keeping Units) to optimize inventory levels; Procurement mechanisms such as tendering, bid process management and vendor management.
- **Total Performance Improvement:** IMS Public Health helps clients achieve their desired performance through its Total Performance improvement plan which helps clients enhance revenues and optimize costs.
- **Process Optimization:** Inefficient service delivery processes can lead to higher patient waiting times as well as lack of adequate personnel at peak operations which leads to higher operation burdens for the providers as well as lower patient satisfaction. Healthcare providers seeking insights regarding their service delivery processes can undergo business process re-engineering mechanisms to streamline their operations effectively. IQVIA helps clients implement mechanisms across facilities planning, operations and maintenance as well as contract management mechanisms such as PPPs etc.

- Other Services: IMS Public Health's other services include improving utilization of facilities such as OT, OPD, Imaging services; Performance benchmarking; Designing & implementing clinical KPIs; Specialty COE design.

### **Program Management**

IMS Public Health helps clients with long term projects/programs by undertaking end-to-end project management

- Program Design: Clients seeking help in creating a prospective project/program can approach IMS Public Health for advisory on mapping the entire project/program landscape and on a phase by phase implementation plan.
- Program Implementation: IMS Public Health can provide clients with full time support during the implementation of their project/program by deploying a team of experts as the Project/Program Management Unit.
- Monitoring & Evaluation: The progress can during a program/ project can deviate from its envisioned path if proper monitoring mechanisms are not in place. IQVIA can help clients with monitoring & evaluation services providing information on bottlenecks and their respective solutions for keeping a project on-track.

### **Infrastructure Advisory**

Clients envisioning to establish healthcare infrastructure can receive IQVIA's support across a range of activities which can help them make informed decisions

- Gap Assessment Study: IMS Public Health can provide clients with detailed gap assessments for infrastructure requirement when they are considering construction or upgradation of their infrastructure projects.

- Feasibility Studies & Project Structuring: The experts at IMS Public Health can advise clients on the feasibility of their vision, identifying key hurdles which need to be addressed by structuring a project effectively.
- Bid Process Management & PMC Support: An effective bid process management approach can help clients identify the right service providers while maintaining transparency and fairness.

### **Institutional Strengthening & Capacity Building**

IQVIA can help clients develop public institutions' internal capacity by upgrading existing personnel's skill sets. IQVIA's services encompass:

- Capacity assessment: Designing "To-Be" roles and conducting a skill gap assessment of the skill set and expertise of existing personnel
- Organization Restructuring & Capacity Building: Preparation of new organization chart, job descriptions, roles and responsibilities, KPIs and recruitment strategy for additional manpower
- Implementation Support: Designing detailed work plan, organization and facilitation of workshops and training sessions, assisting the management identify HR services vendors  
Strengthening public institutions through training delivery for existing personnel and creating a monitoring & evaluation mechanism for the training provided to personnel

**(PROJECT REPORT)**

**A study of perception and factors effecting work  
life balance and its health implications in an MNC**

# SECTION – 1

## **INTRODUCTION**

A country can have plentiful of physical and natural resources, necessary capital, innovative technological advancement but until there are competent people who can organize, mobilize and use these resources for efficient creation of new goods and services, it is hard to make rapid social and financial growth. The development of an organization can be determined by the quality of its human resources, because they play a important role in using other organizational resources. Human resource is a very important resource. As no other resource can be used to generate income and wealth for a nation. In fact, the actual cause of differences in the economic development of the countries is largely due to differences in the quality of the HR and their contribution in national building. As human resource accountable for a large part of national growth and creates wide scope for increasing national wealth through their proper development. Human resource brings value to other physical resource and cause necessary dynamics to the to the economy. Dynamic individuals can help in building dynamic organizations. As effective individuals can contribute to the effectiveness of their organization. Competent and motivated people make things happen and help an organization to achieve its objectives. Hence, organizations should continuously ensure the vitality, competency, motivation and effectiveness of the employees remain at high levels.

### **What is work life balance?**

Work life balance is a concept that supports employees to split their efforts, time and energy between work and other important aspects of their lives. Work life balance is a daily effort to

make proper time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities in addition to the demands of the workplace. “Companies are increasingly recognizing the importance and are also helping their employees to achieve this balance as more staff are experiencing conflict between their work and personal roles. In today’s World, many workers are seeing their personal responsibilities increase, from childcare and elderly care, to volunteer work, and family commitments. This comes at a time when their work responsibilities are also increasing, resulting in a conflict between personal and work commitments and an increase in stress”. This also affects the companies that they are work for as employee stress can increase to the level of burnout, resulting in lower productivity at work, a higher potential for stress related health problems and absenteeism, with the associated costs related to these being passed on to the company. In addition to this, employees may also experience poor family and co-worker relationships and hence reduced job satisfaction of employee”.

**The Scenario in India:** “Ever since the advent of Liberalization, Privatization and Globalization, India has been currently recognized as one of the major emerging economies of the world and due to change in the working environment as increasing number of women in the workforce, nuclear families and dual earner couples has made work life balance a crucial concern for employees as well as for employers across industries and occupations. The need for a balance between work and personal life has become an important element of employee expectations from employers. Career success today is defined not only in terms of promotions and lucrative assignments but also the ability to balance between work and non-work life. In this regard helping employees to have a healthy work life balance has become a challenge for employers and human resource professionals”.

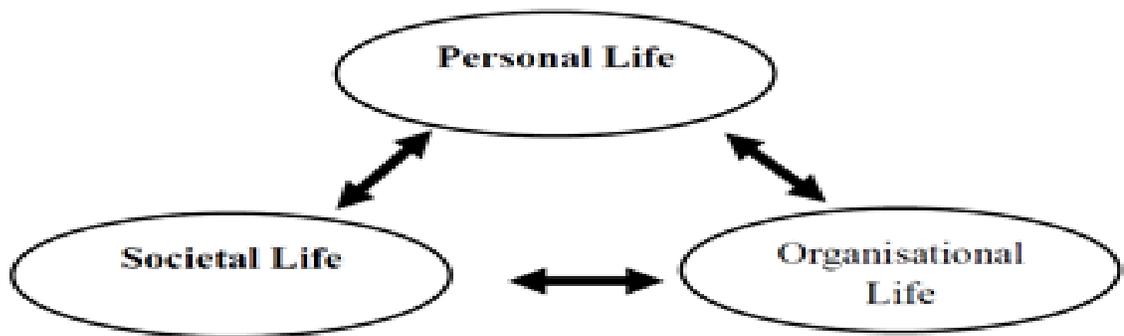


Figure 4: Work Life Balance

### **Factors Effecting Work Life Balance**

Many studies have been conducted in search of factors influencing perception of work life balance among individuals. “Most importantly, all these studies focused on factors that could improve the work life balance of today’s workforce, and all of them agreed that there are many factors that could influence it, and further research needs to be conducted discover other factors that could contribute to work life balance”. These factors are broadly classified into organizational, individual and societal factors.

### **Organizational Factors influencing Work Life Balance**

Various studies have been undertaken to determine the factors related to work that influence the perception of employees regarding work life balance among them which could be managed by having a flexible work arrangement, policies with respect to work life balance, support in work and other related factors.

### **The Work Arrangement**

“Many studies have proposed that flexible work arrangements would help the employees to attain a better balance between work and non-work activities”. Flexible working hour refer to working schedule that is different from the normal working hour pattern. Instead of

repetitive or fixed working hour, the flexible working hour enable employee to have control over their own time when or where they are required to work. Flexible work arrangement (FWA) are alternatives to the traditional 9-5 work day and the standard work week, most of the reason employees want FWA to accomplish the multiple roles family responsibilities and work life balance. The example of flexible working schedule employee working hour daily 8 hours per day, accumulate to 40 to 42 hours a week, the flexible working hour being practice when one employee may arrive at 7 am and leave 3 pm, while another arrives at 9 am and leaves at 5 pm, but both must be at compulsory at core working time within 10am to 2 pm. To become it's a culture in the organization it could apply in the policy. All employees being notify, agree and accept the compulsory thing; the core working hour and being at workplace for about 8 hours, flexible with employee's time table.

There is reason employee want FWA being practices in their organization is because of the family responsibilities and work life balance. the privileged of flexi working hour could implement broadly since the responsibilities for the family also carried by the man / father of the family. "Many economist and policy makers argue that workplace flexibility could be a major tool to retain talent and women in the labour market". There are debates based on gender when discussing on work arrangement, the flexible working hour especially for the married women with a child. Studies has shown that there is significance on women time spent at home as Studies done by Tatum (2014) shows that 56 per cent of young mother are desperate for more flexibility at work.

The alternative of work arrangement helps in reduction of work life conflict in public sector. In reducing the work life conflict and enhance work life balance other aspect may being done by the organization is apply compressed the work on the week this need to have the commitment among management level and immediate superior in compressing work in a

week related to the ability to balance personal, family and work demands. “Compressed workweeks imply work schedules with fewer, but longer workdays. The number of worked hours per week is the same. It could be four 12-hour shifts with three or four days off. This gives more days without work, less commuting time, but also longer workdays”. The application of compressed working hour required employee to have an ability to perform work in pursuit the date line, they need be adaptable, multi skilled and very high speed to accomplish the task. “For example, an employee working one extra hour a day earns approximately one day off in every two-week cycle, an employee adding a certain number of minutes to each workday receives one off day”. Common practise was extra working hour will be paid as an overtime paid, but in this situation those extra hour being calculated to be equivalent for one day off. This practice does not fit to all job position, especially duties that need to be at workplace required the physical existing. To apply compressed work hour also had to being monitored closely to calculating the extra time being taken.

In maintaining and sustain the competitive advantage of the organization, the organization should be willing to hear employee’s needs, need of the quality work life balance. The nearest to the staff is the immediate superior or line manager, to implement the policies and program of work life balance in the organization and in avoiding the work life conflict. Immediate superior is playing a vital role in identifying the needs of the employee. “Human Resource Management practice significantly shift from centralized decision making at senior management levels to decentralized devolved responsibility at line manager level”.

### **Work Life Balance Policies and Program**

To maintain and sustain the competitive advantage over other organization, the organization should be willing to hear employee’s needs, need of the quality work life balance. The nearest to the staff is the immediate superior or line manager the one who implement the policies and

program of work life balance in the organization and in avoiding the work life conflict. Immediate superior is playing major roles in identifying the needs of the employee. Human Resource Management practice should change from centralized decision making at senior management level to decentralized responsibility at line manager level. Work life balance policies designed formally by the Human Resource Director or manager that adopted every organizational level. Practices at every unit level are implemented and managed by line manager and supervisor or the immediate superior. Even though practices of work life balance policy depend on the line manager across different organization units/section, manager and location, it is necessary for the organization to have the principle guidelines of policies. Before implementing work life balance policies, company should ask if their organizational culture is ready for work/life initiatives. it's important to know the organization culture is it ready to support work/life programs. The work/life program need support from senior management which the environment able to look on the bigger perspective of acceptance. The corporate culture need to be apply in the organization to encourage employees to look at business in different way and understand others as an individual who have priorities beyond the workplace.

### **Organizational Support and Work Life Balance**

Work life balance is the responsibility of both, employee and employers. "They must take care of their employees by maintaining a balance between their work & personal life. The organization must provide adequate support to the employees for maintaining a balanced work life. Organizations which do not understand its importance tend to abuse the hard work and effort of the employees. On the other hand, organizations that care about the well-being of their employees show support by implementing policies emphasizing on a proper work life balance. Literature shows that organizational support has a significant effect on work life

balance, which moderates the relationship between various factors and work life balance. In short, organizational support was found to play an important role in the regulation and management of work life balance”.

### **Job Stress & Work Life Balance**

Job stress is when an individual perceives the work environment to be threatening or demanding, or experiences discomfort at the work place. “High levels of job stress can be positively associated with increased conflict and ill-being between work and family, and negatively correlated to work life balance and wellbeing. Over the past few decades, sufficient research has demonstrated that anxiety related to stressful jobs have a negative effect on wellbeing of employees”.

### **Work Overload and Work Life Balance**

One of the major factors that influence work life imbalance is work overload. Work overload describes a perception of employee that one has too much of work to do. Individuals who have a greater workload than they can handle are likely to experience exhaustion and fatigue. This negatively influences one’s motivation to respond to the demands of other domains. Furthermore, studies show that when employees are overburdened they do not produce extra output. In fact, when employees are overloaded with work they often get frustrated and think that their work life balance seems to be nonexistent.

### **Technology Advancement and Work Life Balance**

One of the major reasons for increasing the concern of work life balance is due to technological advancement which has impact on personal and work lives. “Advance technology is good for the workplace because it enables a more flexible approach to work. However, it is argued that technology can help in improving work life balance by making work more accessible at any point of time. There are also studies that support that

connectivity technology is making some lives less flexible and making it harder to maintain work life balance as e-mail, tablet, laptops has a negative impact on employees lives outside of working hours. In short, technological advancement provides flexibility with respect to the timing and location of work, and makes it easier to accommodate both work and family, but it has many negative impact on work life balance. Therefore, it can be easily said that technology has done more to damage work life balance than to help it, and this is not so good for the employees”.

### **Societal Factors Influencing Work Life Balance**

societal factors in work life balance refer to the “childcare responsibilities, family & social support, along with other societal factors”. Companies must identify employees need on work life balance and these needs should be compatible with the culture of the country. Studies show that there are different in work life balance practices between United State and European Union. As their differences in the cultures. United State applications on work life balance have little involvement from the government side. The company concern in keeping the competitive advantage over other companies and view this as an opportunity to increase loyalty. The European Union country impose strict regulation unable the company to do flexibility on the work life balance program. The United State company have own authority in developing and implementing work life balance programs and policies, there is no single rule need to be a guidance but it goes to needs of employees. In European Union countries they had recommending policy able to represent different culture and region.

### **Childcare Responsibilities and Work Life Balance**

Various studies have suggested that factors related to family, such as number of children and childcare responsibilities lead to imbalance in work and family roles. “Working mothers find difficulty in child-care arrangements and experience high levels of depression. Investigation

have shown that parents of small children particularly of age below six years face major difficulties in providing adequate child care. Just like child care, care for elderly, impose equal emotional burden employees. Females have higher level of stress than males. Fathers also experience stress in child care during the absence of employed wives from home. Increased number of children results in increased home demands causing additional stress and work family conflict”.

### **Family Support and Work Life Balance**

Societal factors mainly family support including spouse support has a very important impact on work life balance of employees. Many studies have shown that emotional support from family and community was associated low level of work family imbalance. Research done by Filipina entrepreneurs on balancing work demand with personal and family needs revealed that there are both positive and negative spillover effects of work life relationship. Negative spillover introduce stress among the entrepreneurs while positive spillover can lead to increase life satisfaction. The study has shown various strategies to achieve work life balance such as proper time management, the magnitude of spouse support for married entrepreneurs or the extent of support by the family members for non-paid work responsibilities and activities, and delegation of routine jobs to trusted employees, usually a family member, having a flexible work schedule.

### **Other Societal Factors and Work Life Balance**

Results shows that the outline of work family conflict predictors in the family domain varied according to employment status. Parental demand was positively related to work family conflict among self-employed individuals, while family involvement was negatively correlated with work family conflict among individuals employed in organizations. Studies has identified various family related factor such as child bearing women and dual career

women in workforce, increased participation of women, increased single-parent/ single person households and increased child-care/ elder care burden has significantly influenced Work Life Balance of employees. A study done in south India demonstrated important factors that influence work life balance of women entrepreneurs. The study has observed that quality of health, dependent care issues and lack of appropriate social support as some of most important factor that influencing work life balance among women employees.

## **REVIEW OF LITERATURE**

1. The research paper “A balancing act? Work–life balance, health and well-being in European welfare states” written by Thorsten Lunau, Clare Bamba, Terje A. Eikemo, Kjetil A. van der Wel, Nico Dragano. The aims of this study was to determine the association between a poor work–life balance and poor health across a variety of European countries and to explore the variation in work–life balance between European countries. This study was a secondary study so data was obtained from the 2010 European Working Conditions Survey (EWCS) and study was done on data of 27 countries This was periodical survey conducted by Euro found to monitor working conditions in Europe. For the analyses the study used the fifth survey from 2010. The study was published on 24 February 2014. The study revealed that there are some evidence on the public health impact of a poor work–life balance and that working time regulations and welfare state characteristics can influence the work–life balance of employees.
2. The article “Employees’ Perception on Work Life Balance and its relation with Job Satisfaction and Employee Commitment in Garment Industry – an Empirical Study” written by Prabhu Shankar M R, Dr. B P Mahesh and Dr. T S Nanjundeswaraswamy. At Department of Industrial Engineering & Management, JSS Academy of Technical Education, Bengaluru, India. The study was published on 11, November 2016. It talks about putting forth the issues that are concerning work life balance and its impact on job satisfaction and organizational

commitment of workers in garment industries. Study reveals that there was a significant relationship between work life balance and job satisfaction also in between work life balance and employee commitment towards the organization.

3. A Study on Individual, Organizational and Environmental Factors Affecting Work Life Balance. The study was published on October 26, 2015. The objective of the study is to find the influence of emotional, spiritual intelligence, organizational support job engagement and technology advancement on employee's work life balance. This study was conducted in 12 police headquarters in Peninsular Malaysia. The total sample size was of 1900 employees. The study concluded that emotional intelligence, job engagement and organizational support were found positively and significantly related to work life balance. Furthermore, both technology advancement and work overload were found negatively and significantly related to work life balance.
4. In a study by Shobitha Poulose and Sudarsan N on "Work Life Balance: A Conceptual Review", the authors mention various factors that influence work life balance, their interrelationship and possible outcomes of different levels of Work Life Balance prevailing among employees. The study has also classified factors that influence work life balance into three major categories being individual factors, organizational factors, societal factors. The study was published on May 2014.
5. In a study named, "Factors Influencing Work Life Balance of Women Employees in Information Technology Companies by Renuka Devi S.V.and Kanagalakshmi L, data has been collected from professionals who were working in I.T. companies in Chennai for identification of factors influencing Work life balance and to study the personal & organizational profile. Analysis of literature and available data revealed that many employees face problems in adjusting their family and personal lives with their organizational workload".

## **Rationale**

Inappropriate management of work life balance for employees may have serious health and economic consequences and a significant impact on the organizations growth. As due to poor work life balance employee work more and take less amount of rest this can cause fatigue as they get over tired which in turn reduces their ability to work productively and think clearly. Health of an employee is badly effected due to long working hours and can cause stress which further leads to reduced immunity and increased chances of getting ill. Due to this the employee ends up taking more number of leaves, thus causing harm to work and growth of the company. Poor work life balance can also cause damage to employee's personal relationship as employee is not able to spend proper time with their family and loses on many important moments of life which can cause problems in relationships and increases stress with reduced productivity in the professional front. This study "A study of perception and factors effecting work life balance and its health implications" is an attempt to find out the perceptions and factors related to work life balance that affect most of the employees. It provides valuable information and opportunity to improve work life balance of employees with proper policies that can be made to obtain valuable result.

## **RESEARCH OBJECTIVE**

### **General Objective:**

To study the perception and factors effecting work life balance and its health implications on employees

### **Specific Objectives:**

1. To study the perception of employees towards work life balance
2. To analyze the factors influencing work life balance of employee
3. To explore the relationship between work life balance and employee overall health condition

## **Section - 2**

### **METHODOLOGY**

**Study Area:** -The study was performed among office employees at an MNC in New Delhi.

**Study Design:** - Descriptive cross-sectional study

**Sampling Method:** - Purposive Sampling technique is used in this study.

**Sample Size:** - 58, all the current employees of MNC were taken as sample in the study and information was collected based on their personal choice of the participation

**Study Duration:** -The study was conducted during from 26th February to 26th May, 2018.

**Methods of Data Collection:** - A semi structured questionnaire was administered to all office employees in the MNC.

**Data Collection Tool-** The tool consisted of 20 questions related to:

- Demographic details.
- Perception about work life balance.
- Factors affecting work life balance.
- Assessment of work life balance.

**Ethical Considerations:** -Informed consent was taken from all the respondents which had a brief introduction about the study.

## Section – 3

### RESULTS AND Discussion

Data collected from survey of Employees was analyzed using SPSS and MS Excel. Key findings are discussed in this section.

#### 1. Demography

##### **Gender:**

Out of 58 respondents who were interviewed, 49.2% employees were females whereas 50.8% were males. Hence, the study of work life balance is slightly biased towards male employees, as during data collection male employees were slightly more comfortable in sharing data as compared to female employees.

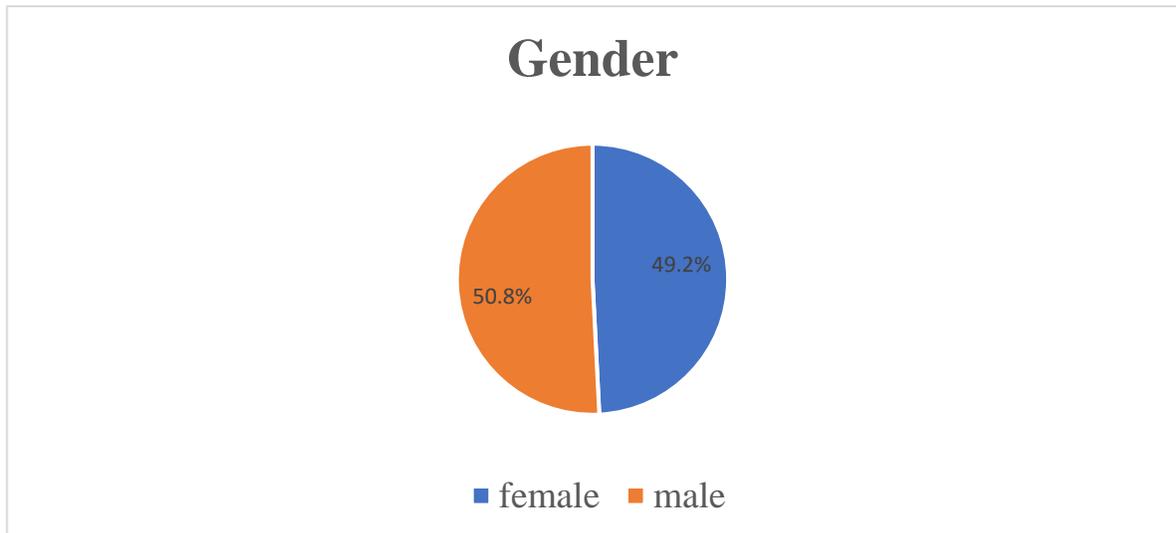


Figure 5: Gender of Respondents

##### **Age:**

It is observed that 13.8% respondents are of age group <25. The maximum number of respondents are of age group 25-35 as they are 40 % of total respondents. 15.5 % of respondents are of age 35-45 but only 1.7 % are above 45 years and the data was collected

from each level of employees from higher management to consultant. But the study of work life balance is more relevant to employees in the age group of 25 to 35 years.

Age Range	Frequency	Percent
< 25	8	13.8%
25-35	40	69.0%
35-45	9	15.5%
> 45	1	1.7%

Table-1

**Marital status:**

It is observed that 53.4 % of the respondents are single out of which 32.8% are females and remaining 20.7% are males. The other 46.6 % of the respondents are married, in which 31% are males and 15.5% are females. Hence, the study of work life balance is slightly more relevant to employees who are single. This also signifies that majority of females are single & majority of males are married.

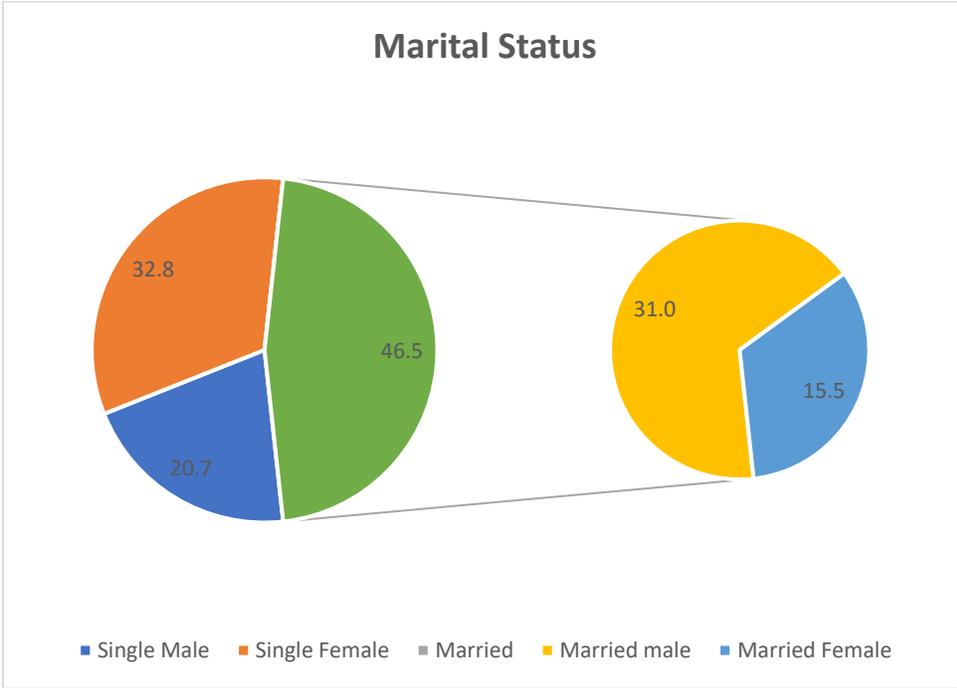


Figure 6: Marital states divided on the bases of Gender of Respondents

### **Long working hours:**

It is observed that only 10.3 % of the employees responded that they do not work for longer at work place and 46.6 % employees responded that they sometime work for longer hours at work place and 43.1% employees responded that they work for longer hours. Hence, this shows that 89.7% employees work for longer hours in a week.

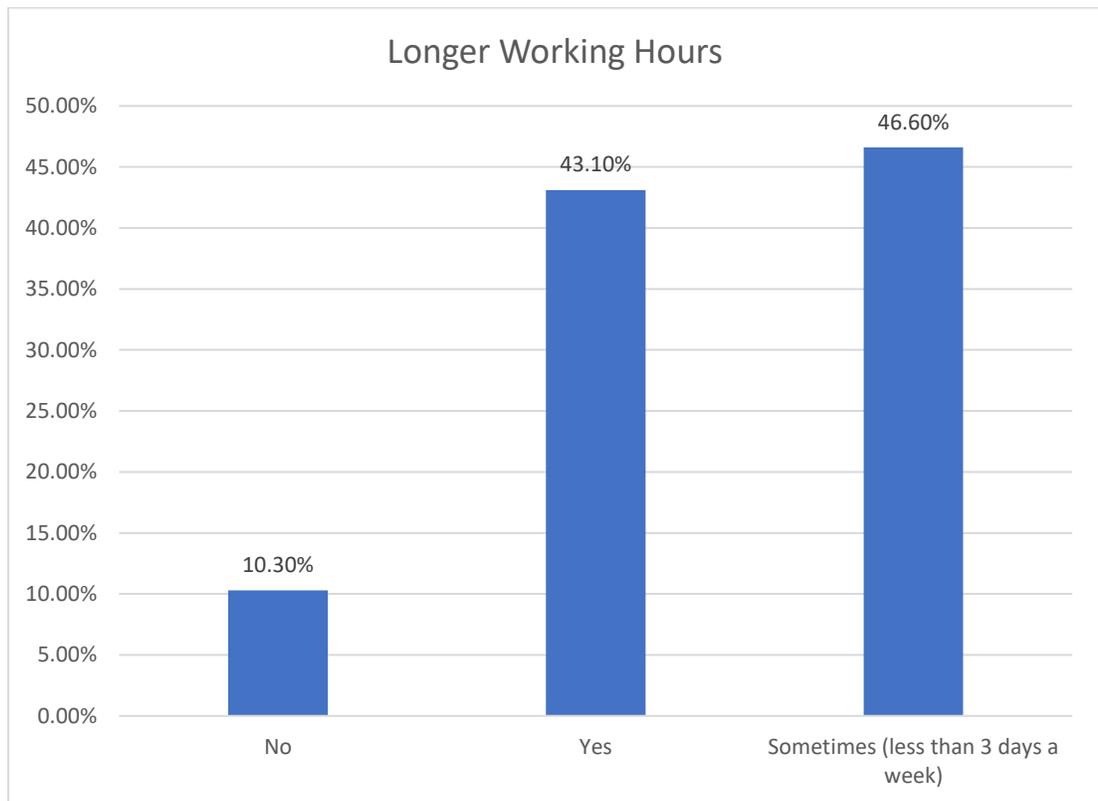


Figure 7: Long Working Hours

## **2 Perception of employees towards work life balance**

Out of 58 respondents who were interviewed, majority of employees who contributed around 75.9%, felt that it is important to achieve a balance between work and personal life by “agreeing strongly” on this point whereas around 19%, just “agree” to this statement. 3.4 % stood neutral and only 1.7% “strongly disagrees” with the statement. Thus, it can be concluded that majority of employees believe work life balance is important and would like to achieve the same. As shown in figure-8

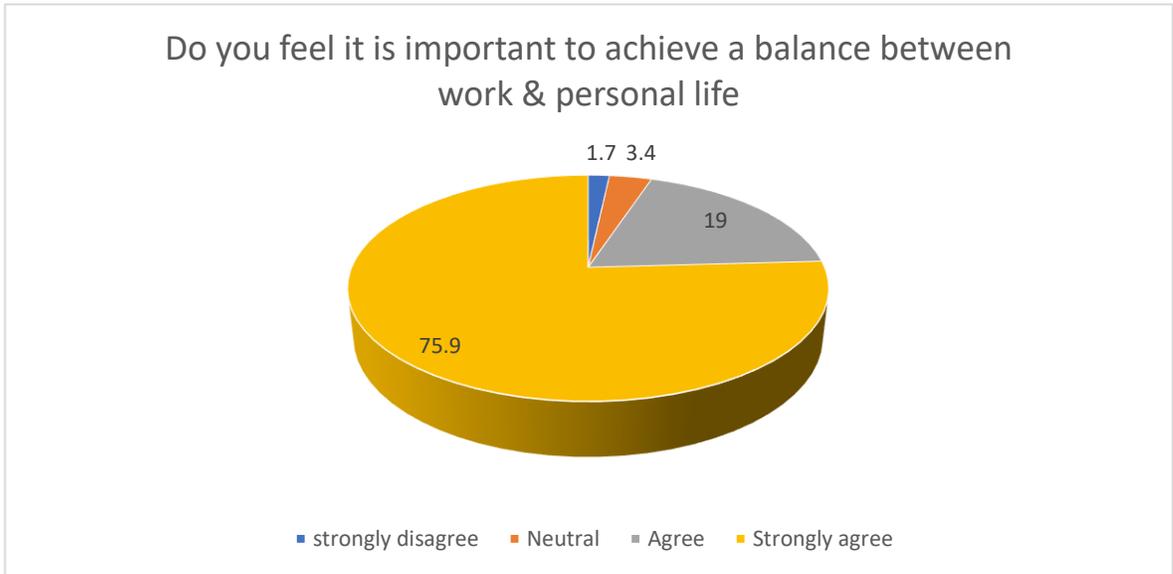


Figure 8: Perception on importance of work life balance

Majority of employees, contributed around 64%, felt that work life balance enables people to work better “agreeing strongly” on this point whereas 31% employees, just “agree” to this statement. 3% stood neutral and only 2% “strongly disagrees” with the statement. Thus, it can be concluded that majority of employees believe that work life balance enables people to work better. As shown in figure-9

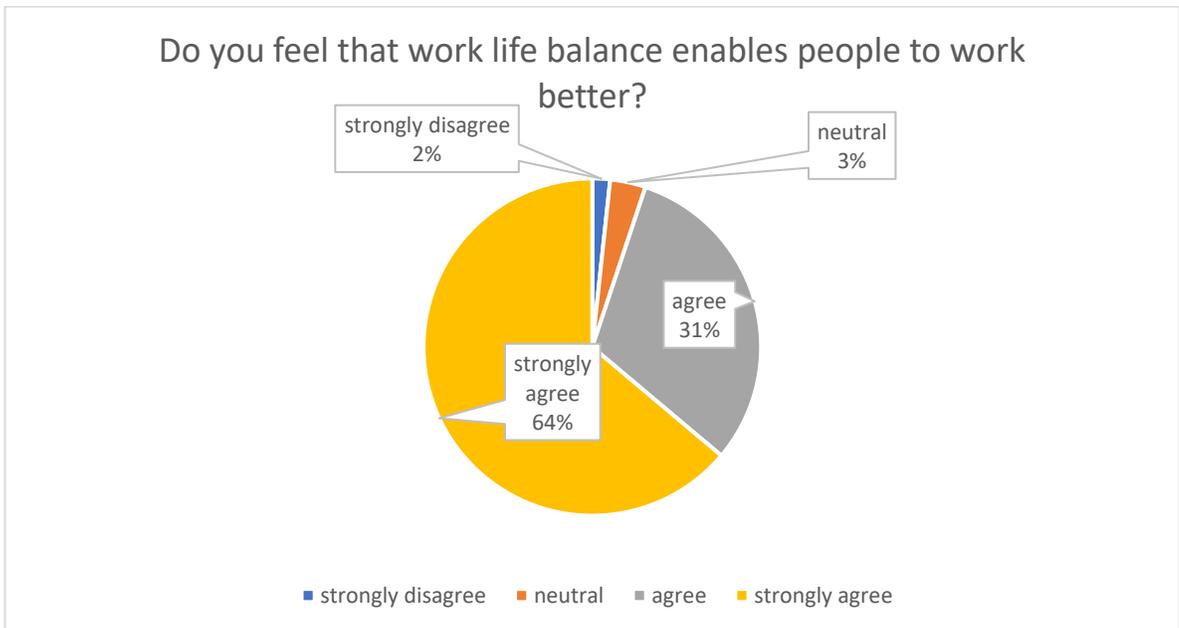


Figure 9: Perception on work life balance enabling people to work better

Around 24.1%, felt that work life balance is employer’s responsibility “agreeing strongly” on this point whereas 32.8%, just “agree” to this statement. 32.8 % stood neutral to the statement as signify that work life balance is mutual responsibility. 6.9% of employees “disagreed” to the statement and only 3.4% “strongly disagrees” with the statement. Thus, it can be concluded that majority of employees believe work life balance is employer’s responsibility. As shown in figure-10

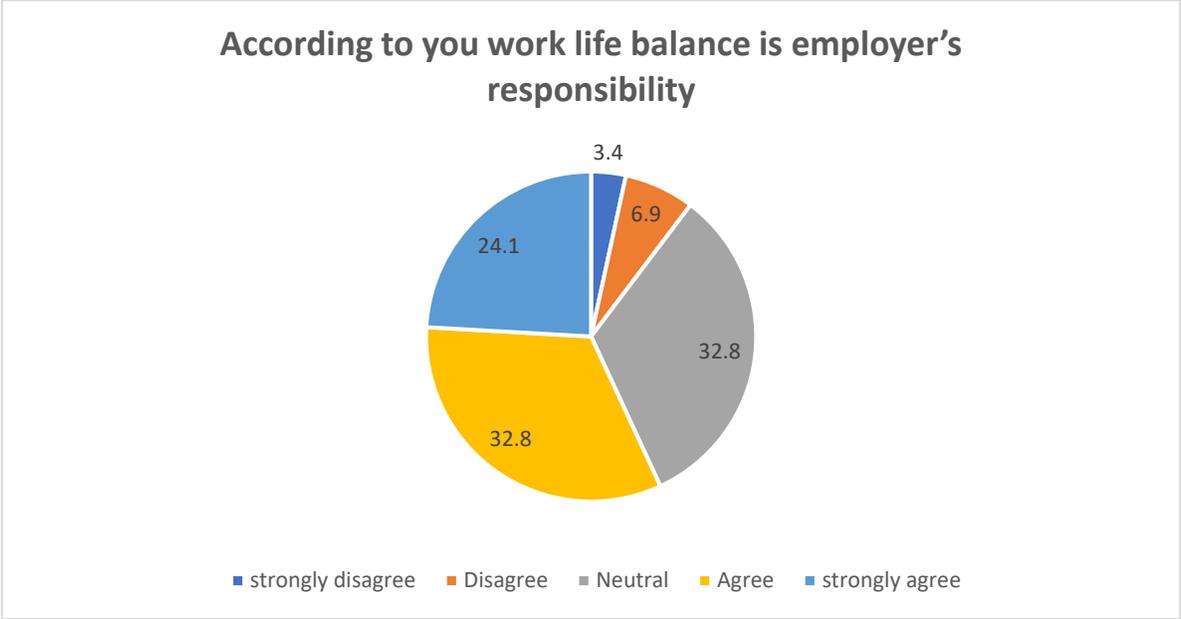


Figure 10: perception on work life balance is employer’s responsibility

Out of 58 respondents who were interviewed, 34%, felt that work life balance is individual responsibility “strongly disagree” on this point whereas 12 employees, who contribute around 21%, just “disagreed” to this statement. 19% stood neutral to the statement as signify that work life balance is mutual responsibility. 17% of employees “agreed” to the statement and only 9% “strongly agree” with the statement. Thus, it can be concluded that majority of employees believe work life balance is employer’s responsibility. As shown in figure-8

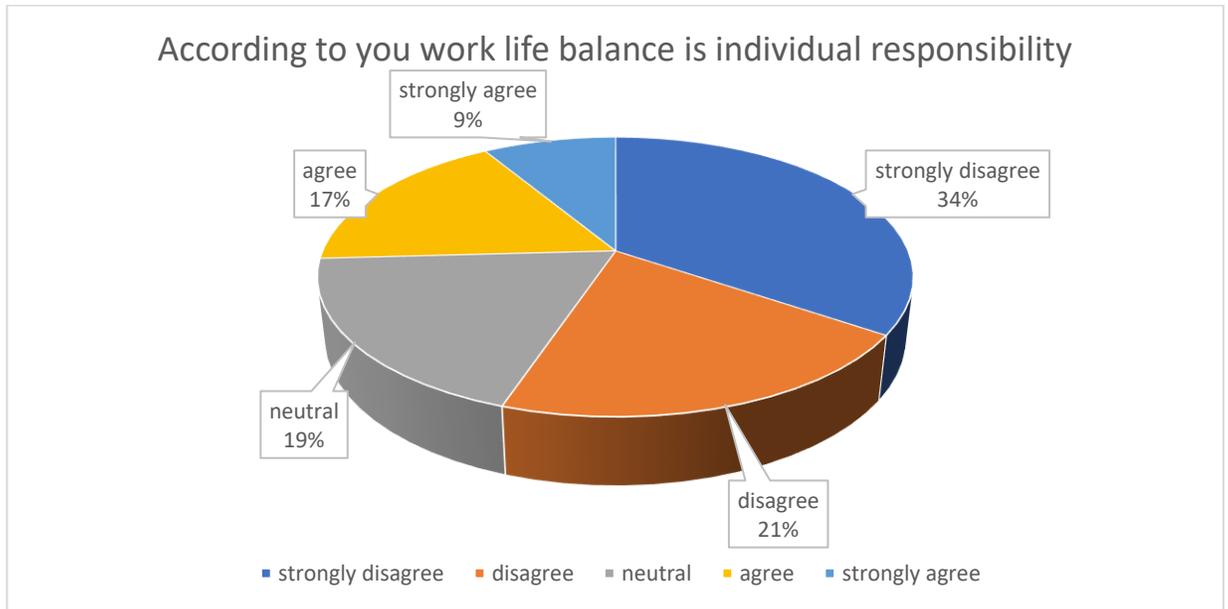


Figure 11: perception on work life balance is individual’s responsibility

Around 52%, felt that Organization policies that help to achieve work life balance are important “agreeing strongly” on this point whereas 35%, just “agree” to this statement. 10% stood neutral to the statement as signify that Organization policies does not have much of effect on Work life balance and only 3% “strongly disagrees” with the statement. Thus, it can be concluded that majority of employees believed that organization policy can help in achieving work life balance. As shown in figure-12

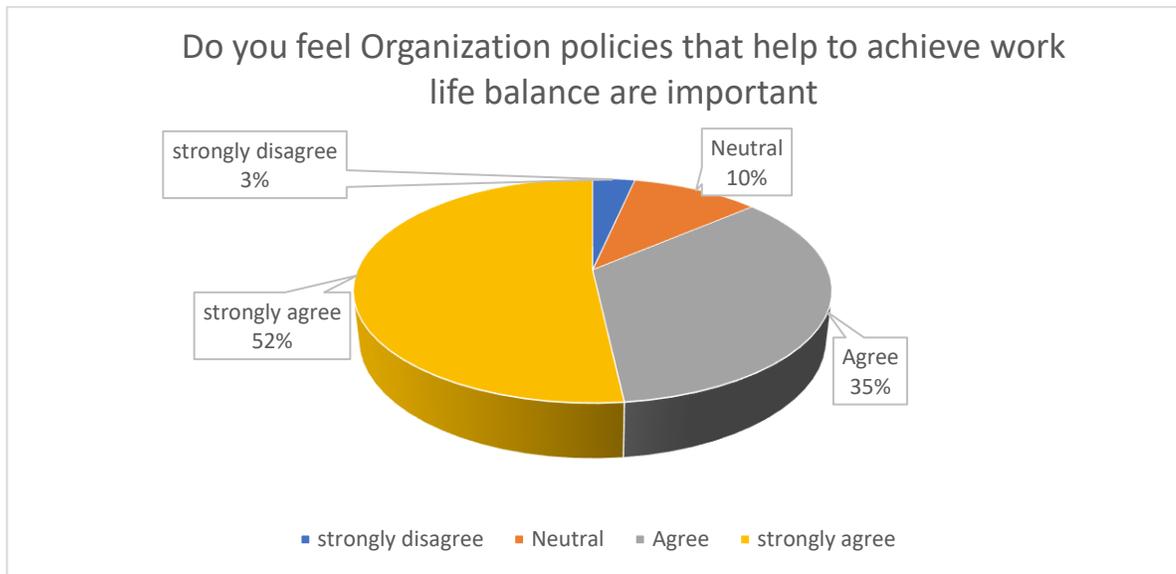


Figure 12: perception on Organization policies

### **3 Factors that influencing work life balance**

The Organizational factors that influence Most to employees work life balance was superior support as 22.4% employees selected it as most important factor that influence work life balance, second largest contributing factor is work arrangement as 19% employees selected it as most important factor 6.9% employees felt that work life balance practices & policies are factor that majorly effect work life balance 12.1% employees felt that organization support can help in improving work life balance where as 6.9% felt that colleague support influence most to work life balance 10.3% employees felt that job stress is most effecting factor,10.3 % employee felt that technology is most effecting factor and lowest effecting factor was role conflict as only 1 employee who contributed around 1.7% select it as most effecting factors.

As shown in figure-13

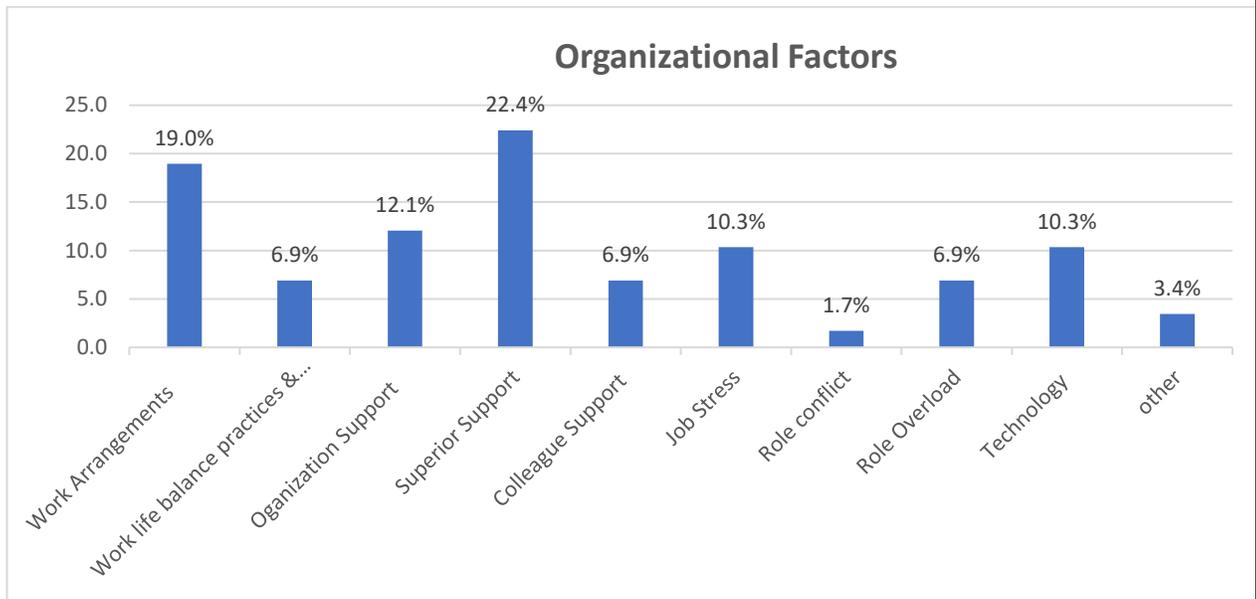


Figure 13: Organizational Factors

The societal factors that influence Most to employees work life balance was Family support as 36.2% employees selected it as most important factor that influence work life balance, second largest effecting factor is spouse support as 25.9% employees selected it as most important factor and lowest effecting factor was family quarrel as only 2 employee who contributed around 3.4% select it as most effecting factors. As shown in figure-14

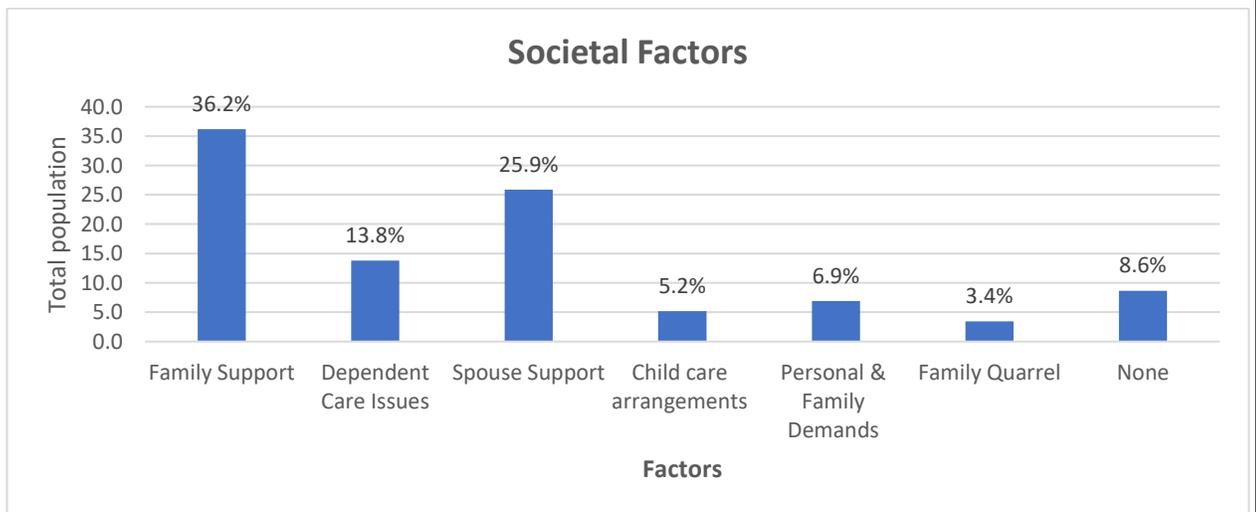


Figure 14: Societal Factors

Out of 58 employees which were interviewed only 5% employees have very good work life balance where as 33% employees have a good work life balance. 36% employees had a bad work life balance and 26% has very bad work life balance so this signify that majority of employees in MNC had a bad work life balance as 62% of employees comes under bad work life balance. As shown in figure-15

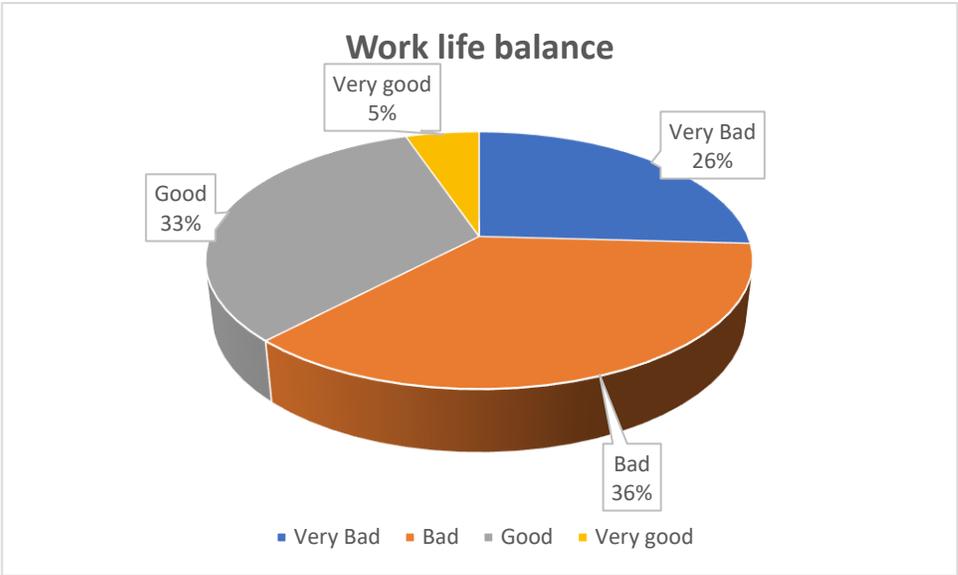


Figure 15: Work Life Balance

Out of 5.20% employees which are having very good work life balance 1.7% were females and 3.40 were males as showed in table -2 similarly 32.80% employees 13.80% employees were females and 19% were males. So this signifies that more number of male employees are having work life balance as compared to female employees. 36.2% employees who had bad work life balance out of then 20.70% were females and 15.5% employees are males similarly 25.90%employees who had very bad work life balance out of them12.10% employees are females and 13.80% employees are males. This signify that more number of female employees are having bad work life balance as compared to male employees

Gender * Work life balance Crosstabulation							
			work life balance				Total
			Very Bad	Bad	Good	Very Good	
Gender	female	Count	7	12	8	1	28
		% of Total	12.10%	20.70%	13.80%	1.70%	48.30%
	male	Count	8	9	11	2	30
		% of Total	13.80%	15.50%	19.00%	3.40%	51.70%
Total		Count	14	21	19	3	58
		% of Total	25.90%	36.20%	32.80%	5.20%	100.00%

Table-2

Out of 5.20% employees which are having “very good” work life balance 1.7% were single and 3.40 were married as showed in table -3 similarly out of 32.80% employees 22.40% employees were singles and 10.30% were married. So this signifies that more number of single employees are having “good” work life balance as compared to married employees. 36.2% employees who had “bad” work life balance out of them 20.70% were single and 15.5% employees are married similarly 25.80% employees who had “very bad” work life balance out of them 8.60% employees are single and 17.20% employees are married. This signify that more number of married employees are having bad work life balance as compared to single employees

<b>Marital Status * Work life balance Crosstabulation</b>							
			work life balance				Total
			Very Bad	Bad	Good	Very Good	
Marital Status	Single	Count	5	12	13	1	31
		% of Total	8.60%	20.70%	22.40%	1.70%	53.40%
	Married	Count	10	9	6	2	27
		% of Total	17.20%	15.50%	10.30%	3.40%	46.60%
Total		Count	14	21	19	3	58
		% of Total	25.80%	36.20%	32.80%	5.20%	100.00%

Table-3

Out of 58 respondents who were interviewed only 17 employees has anger issues who contributed 29.30% out of which 10.30% employees have “very bad” work life balance 10.30% have “bad” work life balance 6.90% have “good” work life balance and 1.70% have “very good” work life balance. as shown in table -4 So as we can observe the people who have “bad” & “very bad” work life balance is more in number of employees who have anger issues as compared to people who have good and very good work life balance. so bad work life balance can be a cause of anger issues

work life balance * Anger Cross Tabulation						
			Anger		Total	
			no	yes		
work life balance	Very Bad	Count	9	6	15	
		% of Total	15.50%	10.30%	25.80%	
	Bad	Count	15	6	21	
		% of Total	25.90%	10.30%	36.20%	
	Good	Count	15	4	19	
		% of Total	25.90%	6.90%	32.80%	
	Very Good	Count	2	1	3	
		% of Total	3.40%	1.70%	5.20%	
	Total		Count	41	17	58
			% of Total	70.70%	29.30%	100.00%

Table-4

Out of 58 respondents who were interviewed only 23 employees has exhaustion/fatigue issues who contributed 39.70% out of which 15.50% employees have “very bad” work life balance 19% have “bad” work life balance 5.20% have “good” work life balance and no one have “very good” work life balance. as shown in table -5 So as we can observe the people who have “bad” & “very bad” work life balance are more in number of employees who have exhaustion/fatigue issues as compared to people who have “good” work life balance. Bad work life balance can be a cause of exhaustion/fatigue.

work life balance * Exhaustion/Fatigue Crosstabulation						
			Exhaustion/Fatigue		Total	
			no	Yes		
work life balance	Very Bad	Count	6	9	14	
		% of Total	10.30%	15.50%	25.80%	
	Bad	Count	10	11	21	
		% of Total	17.20%	19.00%	36.20%	
	Good	Count	16	3	19	
		% of Total	27.60%	5.20%	32.80%	
	Very Good	Count	3	0	3	
		% of Total	5.20%	0.00%	5.20%	
	Total		Count	35	23	58
			% of Total	60.30%	39.70%	100.00%

Table-5

Out of 58 respondents who were interviewed only 20 employees has anxiety issues who contributed 34.50% out of which 12.10% employees have “very bad” work life balance, 10.3% have “bad” work life balance, 8.60% have “good” work life balance and 3.40% have “very good” work life balance. as shown in table -6 So as we can observe the people who have “bad” & “very bad” work life balance are more in number of employees who have anxiety issues as compared to people who have “good” and “very good” work life balance. So “bad” work life balance can be a cause of anxiety.

work life balance * Anxiety Crosstabulation						
			Anxiety		Total	
			no	Yes		
work life balance	Very Bad	Count	8	7	15	
		% of Total	13.70%	12.10%	25.80%	
	Bad	Count	15	6	21	
		% of Total	25.90%	10.30%	36.20%	
	Good	Count	14	5	19	
		% of Total	24.10%	8.60%	32.80%	
	Very Good	Count	1	2	3	
		% of Total	1.70%	3.40%	5.20%	
	Total		Count	38	20	58
			% of Total	65.50%	34.50%	100.00%

Table-6

Out of 58 respondents who were interviewed 36 employees has stress issues who contributed 62.10% out of which 20.70% employees have “very bad” work life balance 20.7% have “bad” work life balance 17.20% have “good” work life balance and 3.40% have “very good” work life balance. So as we can observe the people who have “bad” & “very bad” work life balance are more in number of employees who have stress issues as compared to people who have good and very good work life balance. Therefore, poor work life balance can be a cause of stress.

work life balance * stress Crosstabulation						
			Stress		Total	
			No	Yes		
work life balance	Very Bad	Count	3	12	15	
		% of Total	5.20%	20.70%	25.80%	
	Bad	Count	9	12	21	
		% of Total	15.50%	20.70%	36.20%	
	Good	Count	9	10	19	
		% of Total	15.50%	17.20%	32.80%	
	Very Good	Count	1	2	3	
		% of Total	1.70%	3.40%	5.20%	
	Total		Count	22	36	58
			% of Total	37.90%	62.10%	100.00%

Table-7

Out of 58 respondents who were interviewed only 8 employees has depression issues who contributed 13.80% out of which 5.20% employees have “very bad” work life balance 5.2% have “bad” work life balance 3.40% have “good” work life balance and no one have “very good” work life balance. So as we can observe the people who have “bad” & “very bad” work life balance are more in number of employees who have depression issues as compared to people who have “good” work life balance. So bad work life balance can be a cause of depression.

work life balance * Depression Crosstabulation							
				Depression		Total	
				No	yes		
work balance	life	Very Bad	Count	12	3	14	
			% of Total	20.70%	5.20%	25.80%	
	Bad	Count	18	3	21		
		% of Total	31.00%	5.20%	36.20%		
	Good	Count	17	2	19		
		% of Total	29.30%	3.40%	32.80%		
	Very Good	Count	3	0	3		
		% of Total	5.20%	0.00%	5.20%		
	Total			Count	50	8	58
				% of Total	86.20%	13.80%	100.00%

Table-8

Out of 58 respondents who were interviewed 16 employees has trouble sleeping who contributed 27.60% out of which 15.5% employees have “very bad” work life balance 5.2% have “bad” work life balance 5.20% have “good” work life balance and 1.70% have “very good” work life balance. So as we can observe the people who have “bad” & “very bad” work life balance are more in number of employees who have trouble sleeping as compared to people who have “good” and “very good” work life balance. Hence bad work life balance can be a cause of trouble sleeping.

<b>work life balance * Trouble sleeping Crosstabulation</b>						
			Trouble sleeping		Total	
			no	yes		
work life balance	Very Bad	Count	6	9	15	
		% of Total	10.30%	15.50%	25.80%	
	Bad	Count	18	3	21	
		% of Total	31.00%	5.20%	36.20%	
	Good	Count	16	3	19	
		% of Total	27.60%	5.20%	32.80%	
	Very Good	Count	2	1	3	
		% of Total	3.40%	1.70%	5.20%	
	Total		Count	42	16	58
			% of Total	72.40%	27.60%	100.00%

Table-9

## **Section – 4**

### **CONCLUSION**

This study was conducted to understand the perceptions, factors and state of work life balance of the employees. The results show that employee's feel that work life balance is important and can help them increase their efficiency at work. Specific policies related to work life balance should be considered necessary. However only 38% of employees have a comparatively better work life balance whereas major number of employees has unfulfilling work life balance. This shows that despite the fact that employees are aware about work life balance, they are still not able to achieve it in their daily lives. It was also observed that more number of females and married employees have a bad work life balance. The factors that influence the work life balance of employees are superior support and family support. So, organization should try and make policies to improve work life balance of employees, majorly focusing on women and married employees.

### **Limitations**

- As work life balance is effected by number of factors but due to time constrain this study is only identifying the major factors that are effecting employees.
- There are large number of perceptions that can be identified but due to time constrain this study is working on very limited number of perceptions.
- Result can not be generalized to other studies as the study sample size was very small and all the participants were taken from one organization

## **Recommendations**

- Organization should try and make policies to improve work life balance of employees, majorly focusing on women and married employees.
- Organization should try and make more friendly organization culture as majority of employees feel that superior support is a major factor that influence work life balance
- Organization should promote Flextime, Flex place so that employee can experience a sense of control over there life.

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## Annexure

### **A study of perception and factors effecting work life balance and its health implications**

**The study is to capture Work life balance among working professionals. Your participation in this study would be entirely voluntary. The information you provide would be kept confidential and only used for research and publication purpose. You can always choose not to answer any question that you are not willing to. Thank you for your time and response.**

#### **A) BACKGROUND INFORMATION**

- 1) Age (in years): \_\_\_\_\_
- 2) Gender
  - a. Female
  - b. Male
- 3) Marital status: Married/ Single/Divorce/ Separated/ Widow/ Others
- 4) City \_\_\_\_\_
- 5) State \_\_\_\_\_
- 6) In which kind of organization are you employed?
  - a)Public
  - b)Private
  - c)self-employed
  - d) Other \_\_\_\_\_
- 7) Do you work longer hours at your work place?
  - a) Yes
  - b) No
  - c) Sometimes (more than three days a week)
- 8) Have you had any of the following problems due to excessive workload, during the last two months? (Tick more than one if applies to you)
  - Exhaustion/Fatigue
  - Blood Pressure
  - Thyroid
  - Gastrointestinal disorders
  - Depression
  - Anxiety
  - Anger
  - Stress
  - Elevated Joint/Muscle pain
  - Headaches
  - Trouble sleeping
  - Others specify \_\_\_\_\_

**B) Perception of employees towards work life balance**

1) Do you feel it is important to achieve a balance between work & personal life?

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

2) Do you feel that work life balance enables people to work better?

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

3) According to you work life balance is employer's responsibility

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

4) According to you work life balance is individual responsibility

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

5) Do you feel Organization policies that help to achieve work life balance are important?

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

**B) Factors influencing work life balance**

6) select the Organizational factors that influence Most to your work life balance

- Work arrangements
- Work life balance practices & policies
- Organization support
- Superior support
- Colleague support
- Job stress
- Role conflict
- Role ambiguity
- Role overload
- Technology

7) Select the societal factors that influence most to your work life balance

- Child care arrangements
- Spouse support
- Family support
- Social support
- Personal & family demands
- Dependent care issues
- Family quarrel

**Work-life balance (WLB)**

8) I have sufficient time away from my job to maintain adequate work and personal/family life balance.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

9) I currently have a good balance between the time I spend at work and the time I have available for non-work activities.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

10) I feel that the balance between my work demands and non-work activities is currently about right.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

11) I am able to negotiate and accomplish what is expected of me at work and in my family.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

12) I am able to accomplish the expectations of my supervisors and my family.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1