



# Work-Life Balance And Its Determinants – A Study On Essilor Manufacturing India Pvt Ltd., Bangalore

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## ARTICLE INFO

## ABSTRACT

This paper aims to analyse the factors that affect employees' work-life balance in the manufacturing industry. The literature review on the theme provides insights into the determinants of work-life balance. This paper builds on the conceptual model to understand the work-life balance and its determinants. It also gives an insight into the work-life balance-related determinants such as socioeconomic and demographic factors of the respondents, work-to-family (W→F) and family-to-work (F→W) interference of the employees, Job Stress, work-life balance policies present in the organisation, and gender influence on work-life balance. For this paper, both primary and secondary data were collected. The primary data collected directly from the manufacturing industry employees in Bengaluru brings out the work-life balance and its determinants.

Primary data is collected through a questionnaire. The secondary data is collected from literature reviews, articles, print media and the Internet. Findings from the primary data show that work-life balance and the determinants are strongly connected.

**Keywords:** Work-life balance, W→F & F→W interference, Job stress, WLB policies, gender influence.

## Introduction

Industrialization has given birth to the factory system across the nations. It brought about large-scale economic development. It also involved a large number of human resources in the production process. Large-scale automation in the production process at a later stage and the lack of attention given to the management of human resources brought a sense of boredom among employees. Improper human resource policies for salary payment, gender discrimination in the workplace, poor working conditions, longer working hours, monotonous work, and stress led to health issues among the employees. This unplanned expansion coupled with poor human resource management adversely affected the work-life balance of the employees. At this stage, the emergence of better HR policies and practices focused on making the work more meaningful and helping the employees balance their work and personal lives. (Chung & Lippe., 2020) predicted that balancing work and life would receive increased importance in the coming years and would prove to be vital in catching the attention of highly experienced workers, and retaining these skilled workers. As a result, a study found that one-third of workers in the United States reported that their jobs were either often or always stressful (Murphy & Sauter, 2003). Work-life balance has been receiving generous consideration and has been a matter of concern for both employees and employers for many years (Guest, 2002). With this background, this paper attempts to understand the manufacturing industry's work-life balance and its determinants (socioeconomic and demographic factors, work-to-family and family-to-work interference, Job stress, WLB policies and gender influence). The study brings out aspects like the personal details of the employees, an analysis of the work-life balance policies and practices of the organization, and the work-life balance status of the employees.

## Statement of the Problem

The study aims to comprehend the impact of work-life balance and its determinants (socioeconomic and demographic factors of the respondents, work-to-family (W→F) and family-to-work (F→W) interference of the employees, Job Stress, work-life balance policies present in the organisation, and gender influence) in the

manufacturing industry. The research examines the relationship between work-life balance and its determinants and investigates work-family interference and family-work interference on work-life balance.

### **Literature Review**

Industrial revolution can be seen in three ways. 1) Technical development that improved work and life easier 2) Social development focused on work quality and 3) Mass production leading to improved competition. Increased competition among the organizations shifted from normal working hours to 24-hour work cycles. Employees started working in shifts for increased productivity. Thus, the employee's personal life was disturbed by the work life. When employees were unable to distinguish between work-life and personal life that had consequences such as mental and physical health problems, boredom, and family breakdowns in the last three decades. A negative relationship between work and family seen as conflict can influence an individual's emotional and physical health leading to detrimental effects for organizations such as absenteeism and declining productivity (Cooper CL, 1994). Such a work-family conflict involves role conflict that has serious damaging outcomes for companies such as burnout and stress. (Leiter, 2010; Bacharach, 1991; Wallace, 1997; Cooper, 2001; Mark W Johnston, 2013) found that from the families' point of view, the positive or negative relationship between work and non-work may lead to certain outcomes such as an increase in awareness about balancing work and personal life. The goal of understanding and examining various aspects of work-life balance has been mostly accomplished by Western Europe and the Anglo-Saxon countries (Chandra, 2012), followed by Eastern European countries (Margaret A. Shaffer, 2011). Asian countries have recently started focusing on work-life research (Verma, 2009; Hasan, 2010; Cooke, 2009; Bhatnagar, 2001). Companies can create better work-life balance for employees by making them understand and manage their skills. They can resolve work-life balance problems by supporting a vacation-friendly culture setting strict communication policies around after-hours emails and shifting to more synchronous communications. The negative side of work-family is operationalized as work-family conflict and the positive side is operationalized as enrichment or facilitation (Frone, 2023). A positive association between work-family balance and work-related outcome job satisfaction has been reported (Dawn S Carlson, 2009) found that work-family enrichment and work-related outcomes such as job satisfaction, affective commitment to the organization; and turnover intentions are positively related. Lower levels of work-family conflict led to higher organizational commitment and job satisfaction. (Kossek, 1998) found that employees, who were rated higher in balance between work and life, were rated higher in career advancement potential (Allen, 2001; Tiedje, 1990). Higher work-family facilitation leads to higher organizational commitment and job satisfaction (Aryee, 2005). Increased flexibility and autonomy, by increasing the level of decision-making and responsibility in a job, employees can gain more flexibility and autonomy in their work. This can lead to a more positive work-life balance and a more satisfying work experience.

### **Theoretical Background**

This study aims to understand work-life balance and its determinants. The study is based on the following theories:

#### **1. Theory of Role Balance**

Role balance is commitment and enjoyment in one's life. (Marks, 1996). They introduced a theory of role balance that explains a well-balanced role system. The theory helps in conceptual understanding of full engagement and enjoyment of all unspecified roles, leading to a higher level of well-being.

#### **2. Expansionist Theory**

Multiple-role occupancy can be beneficial for individuals, with the addition of work-related roles for women and family-related roles for men (Hyde, 2001). Previous studies showed the negative effects of role expansion. Recent researchers have found a modest positive correlation between work commitment and family commitment. (Marks, 1996).

#### **3. Gender Role Theory**

Women are more likely to see the family role as part of their social identity than men do (Bem, 1998; Gutek, 1991). Moreover, as women's roles in the workplace have increased the expectations placed upon them and in the family, roles have not diminished (Hochschild, 1999; Schor, 1991). On the other hand, men are unlikely to use this information to form attitudes, according to gender role theory. Consistent with gender role theory, several studies have supported the opposition that the relationship between global work-family conflict and job satisfaction is stronger for women than for men (Bruck et al., 2002; Greenglass, Pantony & Burke, 1988; Kossek & Ozeki, 1998).

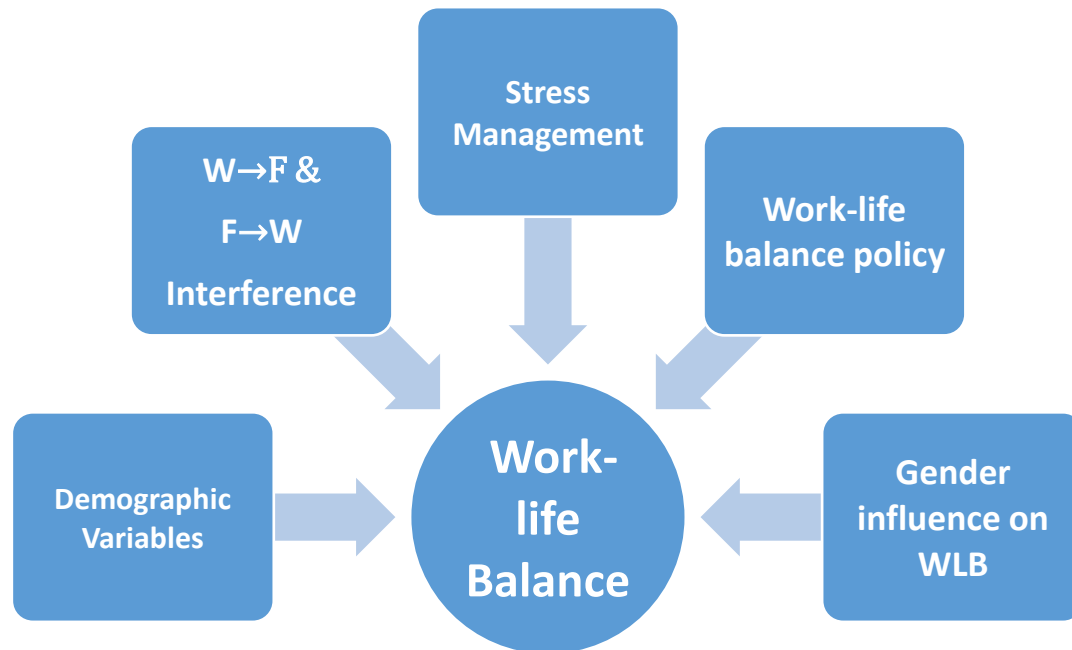
### **Objectives of the Study**

The objective is to analyze the work-life balance and its determinants at Essilor Manufacturing Ltd. in Bangalore, Karnataka.

1. This study includes identifying the work-life balance of the company's employees.

2. This study helps understand the determinants of work-life balance such as socioeconomic and demographic variables, and work-family interference.
3. The study focuses on work-life balance policies.
4. The study examines the influence of gender on work-life balance.
5. To find the relationship between job stress and work-life balance.

### Conceptual Framework



### Research Methodology

This study used a descriptive research design to examine a specific group. Before the main research study, a pilot study was conducted using a questionnaire. N=50 employees were selected using simple random sampling. The study was conducted at Essilor Manufacturing India Private Limited (EMIL) in Bangalore, Karnataka, India. The company manufactures anti-glare, progressive, adaptive, and UV protection lenses.

#### Data Collection

Primary data is collected through a questionnaire. The secondary data is collected from literature reviews, articles, print media and the Internet.

#### Study Variables

##### Independent Variables

Socioeconomic and Demographic Variables, Work-Family (W-F) interference and Family-Work (F-W), Job Stress, WLB policies, and gender influence on WLB.

##### Dependent variables

Work-life balance

#### Data Analysis

The collected data are processed through SPSS version 23 (Statistical Package for Social Sciences). Statistical tools such as Descriptive statistics, Correlation, and Analysis of Variance, have been applied in the analysis of data for drawing inferences and conclusions in the study.

**Hypothesis:** H: There is a significant correlation between Job Stress and Work-life Balance (WLB).

#### Reliability and Validity Statistics

WORK- TO- FAMILY INTERFERENCE (W→F)

Reliability Statistics	
Cronbach's Alpha	
Alpha	N of Items
.880	5

## WORK- TO- FAMILY INTERFERENCE (W→F)

## Reliability Statistics

## Cronbach's

## Alpha

## N of Items

.880

5

**Data Analysis: Table 1: Demographic Variables**

		N	%
Age	20-29 Yrs.	41	82%
	30-39	8	16.0%
	40-49	1	2.0%
	50 & above	0	0.0%
	Total	50	100.0%
Gender	Male	46	92.0%
	Female	4	8%
	Total	50	100.0%
Marital-Status	Single	38	76.0%
	Married	10	20.0%
	Widowed	1	2.0%
	Separated	0	0.0%
	Divorced	1	2.0%
	Total	50	100.0%
Education	Graduate	13	26.0%
	Post-Graduate	12	24.0%
	Professional/Technical	2	4.0%
	PhD	0	0.0%
	Other	23	46.0%
	Total	50	100.0%
Skill Levels	Technical	18	36.0%
	Skilled	12	24.0%
	Semi-skilled	20	40.0%
	Total	50	100.0%
Average monthly income	10K-25k	33	66.0%
	26K-35K	13	26.0%
	36K-45K	3	6.0%
	50K & above	1	2.0%
	Total	50	100.0%

Table 1 shows that the respondents age, 82 per cent of the respondents belong to the young age group (20-29 Years). 16 per cent of the respondents belonged to the middle age group (30-39), and the remaining 2 per cent of the employees upper middle age group (40-49), none of the respondents were above 50 years old. The gender of this study's sample size group is male 92 per cent and Female 8 per cent. The study shows that there are a greater number of male employees employed than female employees in the organization. The Marital status of the respondents 76 per cent were single, 20 per cent were married, in the group, 2 per cent of them were widowed and none of them were separated from their spouses, but 2 per cent were divorced. Data shows that 26 per cent of the employees were graduates, 24 per cent of them completed post-graduation, only 4 per cent of the employees were either professionals or technicians, and none of them had done a PhD degree. In the study skill levels were also measured, 36 per cent possessed technical skills, 24 per cent were skilled employees, and 20 per cent were semi-skilled.

**Table 2 Earning status**

Earning Status	Total	%
15k-25k	33	66%
26k-35k	13	26%
36k-45k	3	6%
Above 50k	1	2%
Total	50	100%

The table reveals that 2 average monthly income of the employees is 66 per cent, and the employees earn 15-24k, 26 per cent earn more than 25k-35k, 6 per cent 36-45k, and 2 per cent more than 50k.

**Table 3 Total Work Experience**

Total Service	Total 50	per cent 100
1-2 years	32	64.0%
3-4 Years	16	32.0%
5-7 Years	2	4.0%
Total	50	100%

Table 3, Of the respondents' total service, no respondent whose work experience is less than a year, 1-2 years 64 per cent, 3-4 years 32 per cent, and only 4 per cent had 5-7 years of work experience. None of the employees had more than seven years of experience. per cent have more than 10 years of experience. S

**Table 4 Travel Time to Workplace**

Travel time to Work Place	Total 50	per cent 100
Less Than 1Hour	24	48.0%
1-2 Hour	17	34.0%
2-3 hours	9	18.0%
More than 3 hours.	0	0
	50	100%

The travel time of the respondents to reach the workplace is 48 per cent of the employees reach the office in less than an hour, 34 per cent of the people reach in 1-2 hours and 18 per cent of the employees reach in 2-3 hours. No employees took more than three hours to reach the office.

Mean	
≤3	Disagree
3.1 - 4.0	Agree
4.1 - 5.0	Strongly agree

Mean	W-F/F-W-interference	WLB
≤3	Mild Interference	Mild Imbalance
3.1 - 4.0	High-level interference	Imbalance
4.1 - 5.0	Very High-level interference	

To measure the work-life balance researcher has considered the Likert's rating scale which consists of 10 statements in which 5 statements were related to W→F interference and 5 statements related to F→W related interference. The reliability of these statements was assessed by Cronbach's Alpha and it was found that 0.880 for the statement W→F interference, and 0.792 for the statements of F→W interference. The scale was found to be reliable as Cronbach's Alpha was greater than 0.7.

Statement W→F interference was measured on a 5-point rating scale, Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and strongly disagree (1). For each statement, the assessment was done based on the mean value, if its mean value was ≤3, disagree, 3.1-4 agree, and 4.-5 strongly agree.

Overall statements of W→F interference was done based on the score which was obtained by averaging the responses of ≤3 the respondents on 5 statements.

If the overall mean value ≤3 then interference and F→W interference was done based on the score which was obtained by averaging the responses of the respondents on 5 statements.

If the overall mean value is less than ≤3 then W→F interference and F→W interference is considered as "Mild Interference", If the mean value is 3.1-4, agree and if the mean value is 4.1-5 considered a "high level of interference".

Overall WLB was assessed based on W→F Interference and F→W interference assessment. If there was a "mild interference in both then it is considered as "Mild Imbalance", if there was a high level to very high-level interference in at least one of the W→F interference and F→W interference it was considered as there was an Imbalance.

**Table 5 Work-to family & family-to-life Interference**

	1.0		2.0		3.0		4.0		5.0		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Standard Deviation
The demands of my work interfere with my home & my family.	5	10%	5	10%	15	30%	10	20%	15	30%	50	3.5	0.48
The time my job takes up makes it difficult to fulfil my family responsibilities.	11	22%	5	10%	13	26%	15	30%	6	12%	50	3.0	1.75
Things I want to do at home do not get done because of the demands my job puts on me.	0	0	6	12%	22	44%	18	36%	4	8%	50	3.4	0.47
My job produces strain that makes it difficult to fulfil family duties.	1	2%	11	22%	26	52%	7	14%	5	10%	50	3.08	0.46
Due to work-related duties, I have to change my plans for family activities.	1	2%	16	32%	14	28%	13	26%	6	12%	50	2.96	0.46
WORK-TO-FAMILY INTERFERENCES(W→F)												3.2	0.23
The demands of my family or spouse Interfere with work-related activities.	2	4%	13	26%	7	14%	23	46%	5	10%	50	2.56	0.46
I have to put off doing things at work because of demands on my time at home.	11	22%	17	34%	8	16%	9	18%	5	10%	50	2.6	0.07
Things I want to do at work don't get done because of the demands of my family or spouse.	12	24%	17	34%	8	16%	9	18%	4	2%	50	2.52	0.07
My home life interferes with my responsibilities such as getting to work on time, accomplishing daily tasks, and working overtime.	4	2%	21	42%	18	36%	5	10%	2	4%	50	2.6	0.07
Family-related strain interferes with my ability to perform job-related duties.	4	8%	18	36%	16	32%	6	12%	6	12%	50	2.8.	0.06
FAMILY-TO-WORK INTERFERENCE (F→W)												2.62	0.05

#### WORK- TO- FAMILY INTERFERENCE (W→F):

The above Table 5 respondents 'agree' upon the "Demands of work interfere with the respondents' family life" ( $3.6 \pm 0.24$ ), the employees 'agree' that "There was more time required to accomplish the given task at the workplace thus, respondents were unable to spend more time for his family life" ( $3.0 \pm 0.22$ ), respondents said that "Due to the work-life obligations respondents were unable to fulfil the needs of the family" 'agree' ( $3.4 \pm 0.22$ ), "Because of job stress, respondents unable to render the duty to the family" 'agree' ( $3.08 \pm 0.21$ ), "The employees revealed that there is a need to make changes in family activity schedules due to the work-related activities" 'agree' ( $2.92 \pm 0.30$ ).

The above study states that the overall W→F interference was 'High Level' with a mean value and Standard deviation ( $3.2 \pm 0.23$ ).

#### FAMILY-TO-WORK INTERFERENCE (F→W)

"The demand of employee's family or spouse interference with the work-life of the employees" 'disagree' ( $2.56 \pm 0.06$ ), "Respondents said that there was a need to put off the work due to the family needs" 'disagree' ( $2.6 \pm 0.07$ ), respondents said that "Due to the family need the respondent was unable to complete his work-related task", 'disagree' ( $2.52 \pm 0.07$ ), employee disclosed that "to meet the respondent's family needs employee was unable to accomplish his daily task on time and unable work over-time duty" 'disagree' ( $2.6 \pm 0.07$ ), the last statement "The family related strain hampers the work performance" the respondents 'disagree' ( $2.8 \pm 0.06$ ). Overall, the respondents said that family-related activities will not have any influence on work-related activities. Thus, there was no family interference in work-life with a mean and standard deviation ( $2.62 \pm 0.05$ ).

**Table 6 W→F & F→W Interference and WLB**

Work-Family Interference		N	%
	Mild Interference	22	44%
Family - Work Interference	High-level interference	23	46%
	Very High-level interference	5	10%
	Total	50	100.0%
Family - Work Interference	Mild Interference	35	70.0%
	High-level interference	10	20.0%
	Very High-level interference	5	10.0%



	Total	50	100.0%
WLB	Mild imbalance	20	40.0%
	F-W imbalance	2	4.0%
	W-F imbalance	15	30.0%
	Both F-W and W-F imbalance	13	26.0%
	Total	50	100.0%
WLB	Mild imbalance	20	40.0%
	WL Imbalance	30	60.0%
	Total	50	100.0%

### Work-to-Family Interference (W→F)

Table 6 shows that 44 per cent of the respondents said that there was a 'Mild interference' in work-to-family (W→F), but 46 per cent of the employees said that there is a 'high level' of work-to-family interference, a small portion (10 per cent) of the respondents said that there is a 'very high level' of work-to-family interference.

### Family-to-Work Interference (F→W)

Further, table 5 describes the major portion (70 per cent) of the respondents said that there is a 'Mild level of interference', and a small portion of the respondents that is 20 per cent said that there is a 'High level' of interference, and finally 10 per cent of the respondents said that there is 'very high level' of family to work interference.

Table 6 also reveals that there was a 'mild imbalance and very little per cent (4 per cent) of the respondents said there is a family-to-work imbalance 30 per cent of the respondents said that there is a work-to-family imbalance and 23 per cent of the respondents said that the imbalance exists in both work-to-family and family-to-work.

In the above table, 40 per cent of the respondents said there is a 'mild imbalance', and the major portion (60 per cent) of the respondents said that there is a work-life imbalance.

**Table 7 Work-Life Balance**

	Work-Life Balance	No.	%
a)	I work beyond my contracted hours.	8	16%
b)	I take short breaks during work hours.	12	24%
c)	My work schedule is comfortably adjusted for my commitments.	23	46%
d)	My current role is flexible for both my work and life.	7	14%
	Total	50	100%

Table 7 shows that 8 per cent of the respondents said that "The respondents work beyond their stipulated working hours". 12 per cent of the employees responded about "The breaks they take during work hours", Only 23 per cent of the respondents reacted positively towards the work schedule and the adjustment of their commitments, and very less respondents (7%) pointed out that they possess flexibility in their current role.

**Table-8 Job STRESS**

	Job STRESS	Total 50	per cent 100
a)	I feel highly stressed from my job	23	46.0%
b)	The amount of work assigned to me seems appropriate.	17	34.0%
c)	I find the given targets achievable	03	06.0%
d)	Doing work is a strain for me.	7	14.0%
		50	100%

Table 8 shows that 46 per cent of the respondents said "There is a high level of stress present in the jobs", 34 per cent of them said that "the amount of work assigned to them was appropriate", and only 6 per cent of the respondents revealed that "The given targets were achievable", 14 per cent of the employees said that completion of the work causes strain in the respondents".

Statements on job stress were measured on a 5-point rating scale, Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and strongly disagree (1). For each statement, the assessment was done based on the mean value, if its mean value was  $\leq 3$ , disagree, 3.1-4 agree, and 4.-5 strongly agree.

**Table 9 Job Stress**

	1.0		2.0		3.0		4.0		5.0		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Standard Deviation
I feel highly stressed from my job	10	20%	2	4%	8	16%	7	14%	23	46%	50	3.6	0.33
The amount of work assigned to me seems appropriate.	13	26%	5	10%	10	20%	5	22%	17	34%	50	3.1	0.46
I find the given targets achievable	10	20%	7	14%	28	56%	2	4%	3	6%	50	2.6	0.47
Doing work is a strain for me.	10	20%	10	20%	17	34%	6	12%	7	14%	50	2.8	0.46
<b>Job Stress</b>												3.02	0.43

Table 9 shows that 46 per cent of the respondents said: "There is a high level of stress present in the jobs" 'Agree' (3.6±0.33), 34 per cent of them said that "The amount of work assigned to them was appropriate" 'Agree' (3.1±0.46), and only 6 per cent of the respondents revealed that "The given targets were achievable" 'Disagree' (6.6±0.47), 14 per cent of the employees said that completion of the work causes strain in the respondents" 'Disagree' (2.8±0.45).

Overall, the respondents 'agreed' that stress management influences work-life balance with a mean and standard deviation (3.02±0.43).

#### H: There is a significant correlation between Job Stress and Work-life Balance (WLB).

	N	Karl Pearson's Correlation coefficient	P	
Job Stress and Work-life Balance	50	-0.59	0.005	Sig

The analysis involved using Karl Pearson's correlation coefficient to determine the relationship between job stress and work-life balance. The results showed a significant negative correlation between job stress and work-life balance ( $r = -0.59$ ,  $p = 0.000 < 0.005$ ), indicating that higher job stress is associated with lower work-life balance. Therefore, the hypothesis of a significant correlation between job stress and work-life balance is supported.

**Table 10: Work-life Balance Policy**

		N	%
Does your organization have a policy for "work-life balance"?	Yes	24	48.0%
	No	4	8.0%
	Don't Know	22	44.0%
	Total	50	100.0%
If so, what points are included in your "work-life balance" policy?	Flexible Working Hour	21	42.0%
	Holidays/paid time off	12	24.0%
	Job sharing	17	34.0%
	Career break/sabbaticals	28	56.0%
	Counselling services	42	84.0%
	Health programs	33	66.0%
	Family support programs	37	74.0%
	Exercise facilities	40	80.0%
	Paid maternity/paternity leaves	39	78.0%
	Opportunity to return to the same job after maternity or paternity leaves	36	72.0%
	Total	50	100.0%
Work-life balance policies are applied in the same way at all levels of	Yes	21	42.0%
	No	29	58.0%
	Total	50	100.0%



management in your organization.			
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Table 10 is regarding the work-life balance policy of the organization, table 10 depicts that 48 per cent of the respondents knew about the existence of the WLB policy; 8 per cent of them said that the company did not have any WLB policy, and 44 per cent of the respondents were unaware of the WLB policy. Data shows that nearly 50 per cent of the respondents were unaware of the policies related to work-life balance.

Further, the above table gives information about the different points that were included in the WLB policy and the awareness of the respondents regarding the same. 42 per cent of the respondents were aware of flexible working hours, 24 per cent were aware of paid holidays, 34 per cent knew about job sharing, 56 per cent said that they could take a career break, 84 per cent knew the counselling facilities, 66 per cent of the respondents knew about the health programmes that were organized for the employees. 74 per cent of the respondents said that the organization organizes family support programmes, 80 per cent of the employees revealed that the organization conducts physical fitness programmes, and 78 per cent of the employees said that there is a facility called paid maternity and paternity leave. The respondents also said that after maternity paternity leave, they will continue with the same designation.

The above table also provides information regarding the implementation of WLB policies in the organization. 42 per cent of the respondents said that the WLB policy facilities applied to all the categories of employees, but the very interesting fact revealed that more than half of the respondents (58 per cent) said that the WLB policies were not uniformly applicable to all the staff.

**Table-11**

	<b>Gender Influence on Work-life-Balance</b>	Total 50	per cent 100
	Do you think your gender influences work-life balance?		
a)	Some times	32	64.0%
b)	Never	13	26.0%
c)	Always	5	10.0%
		50	100%

#### **Gender influence on work-life balance:**

Table 11 reveals that 64 per cent of employees said that gender has a mild influence on work-life balance, 26 per cent of the respondents said that there is no gender influence on WLB, and 10 per cent of respondents said that gender has a strong influence on WLB.

#### **Findings:**

The findings of the study indicate that the company has implemented fewer work-life balance measures overall, work-family interference was reported at a 'high level' with a mean and standard deviation of  $3.2 \pm 0.23$ . The study also revealed that family interference with work was at a 'mild level' with a mean and standard deviation of  $2.62 \pm 0.05$ . Despite the implementation of some work-life balance measures, the majority of employees were unaware of the work-life policy and its associated benefits. Lastly, the respondents exhibited minimal response regarding stress management, 46 per cent with a mean and standard deviation of  $3.02 \pm 0.43$ . The researcher performed a correlation analysis to explore the connection between job stress and work-life balance. The analysis uncovered a significant negative correlation between job stress and work-life balance, indicating that higher job stress is associated with lower work-life balance ( $r = -0.59$ ,  $p = 0.000 < 0.005$ ).

#### **Limitations of the study:**

The sample size is considered too small.

Respondents showed reluctance in responding to the questionnaire.

The study did not include all categories of employees.

Due to the very small sample size, the researchers cannot generalize the findings.

#### **Suggestions:**

- As highlighted in the limitations, this study has a very small sample size, so its findings should not be applied to a larger population.
- More advanced statistical and research tools could yield more accurate results compared to the simple tools used in the study.
- It would be beneficial to test more work-life balance determinants to ensure greater accuracy in the results.

- Although this study pertains to a manufacturing concern, similar studies could be conducted in other types of organizations.

-The survey results indicate that a little less than half of the respondents agree that efforts have been made to establish a work-life balance in the organization, but employees believe that these efforts need to be strengthened.

### Conclusion

The balance between personal and work life is crucial for an individual's well-being. When one aspect is disrupted, it affects the other, leading to increased stress in both personal and professional life. This balance is also essential for the long-term success of a business. Implementing work-life balance policies can create a win-win situation, resulting in higher productivity, job satisfaction, and reduced stress for employees. Properly implemented work-life balance techniques can motivate employees, improve job satisfaction, and address work-life imbalance issues. This not only reduces stress-related problems but also tackles health issues, improves quality of life, reduces absenteeism, and lowers turnover rates among employees. This research reveals the impact of work on family life and vice versa and emphasizes the importance of stress management and work-life balance policies for effectively managing work-life balance.

In this study, an analysis was conducted to assess the measures implemented by the company to enhance work-life balance among its employees. The findings revealed that many of the introduced policies were not widely understood by the employees. The analysis of socioeconomic variables indicated correlations with age, gender, marital status, education, skill levels, average family income, work experience, and travel time to the workplace. The study also highlighted that the majority of employees were young, male, unmarried, and had attained lower educational qualifications. However, it's important to note that this was a pilot study and did not encompass all employee categories, underscoring the importance of understanding the nature of the sample size. Furthermore, the study identified a higher level of work-to-family interference compared to family-to-work interference. In terms of work-life balance policies, the research indicated that while commendable measures had been implemented, further improvements were needed. The study also unveiled a significant negative correlation between job stress and work-life balance.

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