# WORK LIFE BALANCE: A STUDY ON IMPACT OF INDIVIDUAL AND ORGANISATIONAL FACTORS ON THE EMPLOYEES OF THANGAMAYIL JEWELLERY LIMITED, TAMILNADU

**Synopsis of the thesis submitted to Madurai Kamaraj University for the Degree of**

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## Synopsis

Work life balance, in its broadest sense defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. In today's trend of modern work culture, managing the boundary between home and work is becoming more challenging (Sachin Gupta, 2016). A type of work life balance defined as, ''the level to which an individual is able to concurrently balance the sequential, emotional, and behavioral difficulty of both remunerated work and familial responsibilities''. Work life Balance is the outcome of convergence of individual expectations and perceived accomplishments from different facets of the job. More the similarity between personal life and professional life persists, greater the balancing will be possible at it.

In the lives of the individuals, especially persons in occupational nature faces problems on certain intra-personal factors like misinterpretation of the involved sentiments, feelings and emotions of the concerned individuals, groups, society and nations. An employee has to face innumerable challenges and play different roles in the organisation. They not only plans productivity but also organizes activities, updates necessary reports, avails resources, administers the turnaround time for completion, and presentation ability, adopts new tools for mode of communication and increases the productivity with increased level of work life balance. Thus, an employee is expected to possess a multifaceted personality, to overcome the factors that affect the effectiveness on job, which tends the employees to be on stress continuously.

The employee with high emotional intelligence is able to respond appropriately to workplace stress and to the emotional behavior of his peers and family members. These abilities greatly enhance productivity with work life balance, long term mental health, better outcomes in work groups and leadership qualities, along with organisational success, protection from stress that lead to better adaptation. Thus, it can be concluded that the study of emotional intelligence is quite

important as it enables human beings to respond appropriately to a variety of situations, getting accustomed. It provides a critical edge in work, family, social and even spiritual settings, brings awareness over into focus. It also acts as a preventive measure against bad behaviour, anxiety, frustration, boredom, depression-- collectively taken as stress.

On considering the personal aspects, Emotional intelligence, plays a vital role on individual behavioural aspects and its reflection on work life balance is taken for the study. Nowadays, the employers expectation on employees is keep on increasing, due to dynamically changing business environment which creating an ambiguity on role definition; that results in organisational role stress. Hence, this study is designed to ascertain the employees' level of work life balance, an important factor for both personal and professional front. Consequently, planned to measure the impact of individuals' socio demographic factors on Emotional Intelligence, a personal factor and Organisational Role Stress for organisational factor are carefully measured. And taken note the impact of all socio demographic factors over emotional intelligence level and organisational role stress level and its level of influence on Work Life Balance is measured.

## VARIABLE MAP

**Independent Variables    Intervening Variables    Dependent Variable**
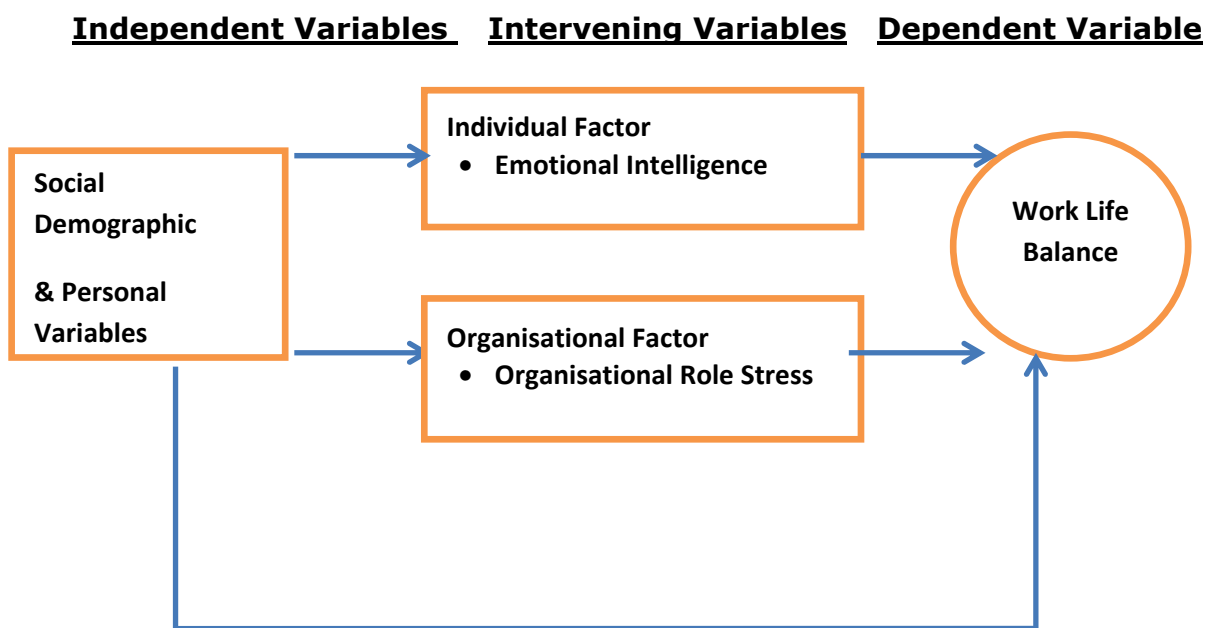
**OBJECTIVES OF THE STUDY**

The following are the factors, intending as objective of the study.

- To understand the various selected socio, demographic and personal factors of the employees.
- To understand and measure the level of emotional intelligence, an individual factor of the employees.
- To study and measure the level of organizational role stress of the employees, an organisational factor.
- To study and measure the level of work life balance of the employees.
- To find out the linkages between the socio-demographic variables, emotional intelligence, organisational role stress and work life balance of the employees.
- To suggest workable suggestions so that the employees can maintain balance between work and their personal, societal life.

The main aim of the present study is to understand the relationship between emotional intelligence, organisation factors, socio-economic factors and work life balance of employees working in Thanamayil Jewellery Limited.

**HYPOTHESES**

The following are the hypotheses formulated for the purpose of the study:

**Hypotheses Formulated and Tested Through ANOVA**

There is significant difference on considering the socio demographic factors like Age, Location, Education, Salary Level, Tenure at TMJL, Total Experience, Department, Marriage Tenure, Spouse Education, Spouse Salary, and Count of Children on the subject variables namely Emotional Intelligence, Organisational role Stress and Work-Life Balance. There is no significant deifferences on considering the Community of the respondents.

**Hypotheses Formulated and Tested Through t Test**

There is significant difference on subject variables namely Emotional Intelligence, Organisational role Stress and Work-Life Balance, while considering the socio demographic factors like Function of the Department, Family Type, Domicile,

Marital Status, Illness & Treatment, Awards & Recognitions. And there is no significant differences found, while considering the Gender and Religion of the respondents.

## FRAMEWORK of Analysis

The responses have been analysed with the help of the following statistical tools:

i.  To analyze the difference between dependent and independent variables, the formulated hypotheses have been tested with the help of ANOVA.

ii.  To analyze the relationship between dependent and independent variables, the formulated hypotheses have been tested with the help of t Test.

iii.  Regression Analysis has been applied to find the effect of certain independent variables on the overall opinion score of the respondents on Work-Life balance. The analysis has been undertaken for the respondents of the employees performing support office functions, the respondents belonging to sales & operations collectively. The independent variables here are emotional intelligence and organisational role stress. The dependent variable here is the opinion score of the respondents' performance on Work Life Balance. This has been undertaken to find the predictor variables for the dependent variables.

iv.  Karl Pearson's Product Movement Correlation has been used to find the interrelationship between independent variables on the work life balance of the respondents.

v.  To analyse the interrelationship between the subject variables and the selected socio demographic variables of the respondents, Karl Pearson's Product Movement Correlation has been used.

## SCHEME OF THE REPORT

The thesis consists of the following chapters:

**Chapter – I: Introduction and Design of the Study** – It outlines a general introduction to the subject variables namely emotional intelligence, organisational role stress and work life balance. And explain in detail the design of the study.

**Chapter – II: Review of Literature -** discusses the literature relating to  work life balance, literature relating to employees, literature relating to emotional intelligence, and literature in relation to organisational role stress

**Chapter – III: Work Life Balance, Emotional Intelligence and Organisational Role Stress — A Conceptual Explanation -** presents the determinant factors that influences the work life balance of employees.

**Chapter – IV: Respondent Perspectives – An Analysis on Demographic Factors, Subject Variables and their Relationship With Reference To Work Life Balance -** gives the opinion of the respondents on subject variables namely emotional intelligence, organisational role stress and work life balance and level of inter linkages within them.

## Mode of Analysis

The opinion of the respondents is measured from different angles based on the type of data using different statistical techniques and tools.

- To analyze the relationship between the dependent and the independent variables, the formulated hypothesis is tested with the help of ANOVA and t Test.
- Regression Analysis has been applied to find the effect of certain independent variables on the overall opinion score of the respondents on work life balance. The analysis is done for the respondents of the support offices, the respondents from showrooms undertaking sales function, collectively. The variables such as emotional intelligence and organisational role stress are taken as independent variables. The dependent variable is the opinion score of the respondents on work life balance. This is undertaken to find the predictor variables for the dependent variables.
- Karl Pearson's Product Movement Correlation is used to find the interrelationship between the independent variables on work life balance of the respondents.
- To analyse the interrelationship between the subject variables and the selected socio demographic variables of the respondents, Karl Pearson's Product Movement Correlation is used.

**Chapter – V: Summary of Findings, Suggestions and Conclusion -** presents the summary of findings and offers suggestions for creating a better environment leading to enhanced work life among the respondents. The interview schedule from the sample employees working with M/s Thangamayil Jewellery Limited. The results are derived using certain statistical tools which are also given. The interaction of the researcher with the heads of departments and senior employees belonging to various departments and showrooms has enabled the researcher to offer specific suggestions to attain higher work life balance with more emotional intelligence with lesser organisational role stress. They have been discussed in this chapter. As such, it is the concluding chapter with significant findings, statistical results and suggestions.

➢ Using t Test, the formulated hypotheses have been tested – Identified the significant difference between gender, department function, religion, family type, place of living, marital status, status of ill member in the family, status of awards and recognitions and opinion on subject variables emotional intelligence, organisational role stress and work life balance.

➢ Using Anova, the formulated hypotheses have been tested – Identified the significant difference between age, location, educational qualification, department function, religion, community, monthly earnings, work tenure in TMJL, total work experience, department, marriage duration, spouse education, spouse income, count of children, count of family members, count of earning member in the family and opinion on subject variables emotional intelligence, organisational role stress and work life balance.

➢ Using Correlation Analysis for the subject variables Emotional Intelligence, Organisational Role Stress and its impact on dependent Variable Work life Balance have been tested - The total emotional intelligence score is negatively associated with total organisational role stress score and positively associated with total work life balance score. Further, it is evident that the total organisational role stress score is negatively associated with total work life balance score.

It is evident from the analysis that when the employees' emotional intelligence is increasing then total organisational role stress is decreasing. As a result, the total work life balance score is increasing. Further when the organisational role stress is increasing the work life balance score is decreasing.

The above mentioned relationships are statistically significant at 99% level of significance. Thus, the formulated hypotheses have been verified.

➢ Using Correlation Analysis for Sub dimensions of Emotional Intelligence for its influence on Work-life Balance - The correlation results in respect of the sub dimensions of emotional intelligence and total work life balance state that all the sub dimensions of emotional intelligence are positively associated with work life balance score. The sub dimensions of emotional intelligence namely self awareness is positively associated with work-life balance score, self management, internality, empathy, social skills and total emotional intelligence Score.

The above r values clearly indicate that when the total of all the sub-dimensions of emotional intelligence is decreasing, the level of work life balance decreases significantly. These observations are statistically significant as the "t" values are significant at 0.01 level.

➢ Using Correlation Analysis for Sub dimensions of Organisational Role Stress for its influence on dependant variable Work life Balance - The correlation resulted as regards in sub dimensions of organisational role stress and work life balance are found that all the sub dimensions of organisational role stress are negatively associated with total work life balance score. The sub dimensions of organisational role stress namely inter role distance, is negatively associated with work life balance score, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self role distance, role ambiquity, resource in adequacy and total organisational role stress score.

The above r values indicate that when the total of all the sub-dimensions is decreasing when the level of work life balance increases. These observations are statistically significant as the t-values are significant at 0.01 level.

- Using Correlation Analysis for Sub dimensions of Work life Balance for its influence on Emotional Intelligence - The correlation results for the sub dimensions of work life balance and total emotional intelligence show that all the sub dimensions are positively associated with total emotional intelligence score. The sub dimensions of work life balance namely inter social needs, is positively and significantly associated with Emotional Intelligence, Personal Needs, Time Management, Team Work, Compensation & Benefits, Work and total Work Life Balance Score.

- The above r values clearly indicate that when the total of all the sub-dimensions of work life balance increases, when the level of emotional intelligence increases. These observations are statistically significant as the "t" values are significant at 0.01 level.

- Using Correlation Analysis for Sub dimensions of Work-life Balance for its influence on Emotional Intelligence - The correlation results as regards in respect of sub dimensions of emotional intelligence and total organisational role stress confirms that the entire sub dimensions of emotional intelligence are negatively associated with total work life balance score. The sub dimensions of emotional intelligence namely self awareness is negatively associated with organisation role stress, self management, internality (r=-0.200, p<.01), motivation (r=-0.121, P<.01), empathy (r=-0.281, p<.01), social skills (r=-0.174, p<.01) and total emotional intelligence Score (r=-0.186, p<.01). The above r values indicate that when the total of all the sub-dimensions decreases when the level of work-life balance also decreases. These observations are statistically significant as the "t" values are significant at 0.01 level.

- Using Multiple Linear Regression Analysis using Karl Pearson's coefficient of Correlation - The subject variables such as emotional intelligence and organisational role stress were considered as the independent variables and work life balance was considered as dependent variable for the respondents. The step wise multiple linear regression technique was adopted. It was found that the two independent variables contribute for the total work life balance score. They contribute 68.7 per cent for the dependent variable (R2 =0.687).

The ORS: TOTAL SCORE alone could contribute 49.8 per cent (R2 =0.498) followed by EI: TOTAL SCORE 18.9 per cent (R2 =0.189). It could be concluded that when someone wants to increase the work life balance score, then one needs to focus or manipulate on the organizational role stress score first and then the emotional intelligence next.

## CONCLUSION

It is felt that the present study has contributed much to the field of employees working in retail organisations. The study has been undertaken to document emotional intelligence, organisational role stress and work life balance of employees at Thangamayil Jewellery Limited. Since the study has given a complete picture of the relationship between work life balance by organisational role stress and emotional intelligence of the employees in the study area, it will definitely add to the literature regarding the employees' needs. The suggestions made will enable to formulate necessary policies that will enable employees to perform better with a good feel.