A Study on Work Life Balance (WLB) and its impact on Employee Loyalty among selected manufacturing industries of Tiruchirapalli City.

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Abstract:

A b s t r a c t

The company where we work is also another home for all of us. It is none other than "Home away from home". Without feeling at home, you cannot work. We should not look at the clock while working. If so, you are so satisfied. Every working professional would look for a good work culture in the working environment. A good work culture depicts fine work timings, Flexibility, Work life balance (WLB). All these three would surely give satisfaction to the employees and in turn, it will lead to loyalty. Rather than an employee, the organization's part is more to play with reference to WLB. To put it simply, employee needs some time to spend with his family, some flexibility and wants to avoid pressure, and needs to keep the body fit. This is all about WLB. The company may design any strategy to attain the same. In this research work, the researcher has attempted to find out the WLB practices of selected manufacturing industries of Tiruchirapalli District, Tamil Nadu, India. 205 samples were collected and the primary data was analysed using Statistical Package for Social Sciences (SPSS 16.0). Work Culture, Organizational initiative on WLB, Superior and Organizational support and Employee Loyalty are the dimensions used in this research study. The results show that Work Culture, Organizational initiative, and Organizational support leads to WLB and WLB leads to Employee Loyalty as a positive outcome.

Keywords: *Work-Life Balance, Employee Loyalty, Employee Productivity, Job Satisfaction, Work Culture*

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INTRODUCTION

Work-life balance is an idea that depicts the perfect of part one's time and vitality among work and other essential parts of their life. Accomplishing work-life balance is a day-by-day challenge. It tends to be hard to set aside a few minutes for family, companions, network cooperation, otherworldliness, self-awareness, self-care, and other individual exercises, notwithstanding the requests of the workplace. Since numerous working professionals experience an individual, proficient, and financial need to accomplish, work-life balance can be testing. Businesses can enable representatives to accomplish work-life balance by establishing approaches, methodology, activities, and desires that empower them to seek after increasingly balanced lives, for example, adaptable work plans, paid time off (PTO) strategies, mindfully paced time and correspondence desires, and friends supported family occasions and exercises. Work-life balance decreases the pressure of the employees. When somebody spends most of their days on work-related exercises and feel as though they are disregarding other vital segments of their lives, stress and despondency result. A worker, who does not set aside a few minutes for self-care, in the end, harms their yield and profitability. The workplace that empowers the employees to accomplish work-life balance is especially propelling and satisfying to workers, which satisfies them. Furthermore, cheerful representatives, whose requirements for work-life balance are accomplished, will in general remain with their boss and are increasingly profitable.

REVIEW OF LITERATURE

KE Dizaho (2013) explored that WLB is having a optimistic impact on employee's loyalty (EL), job satisfaction and performance. Family and Work balance is very exigent for employees of manufacturing sector because of their work nature. (Rupert et al., 2012) Production/Manufacturing employees extensively having a fewer admittance to flexible work schedule (Bond & Galinsky, 2011) Satisfied and Engaged employees will be physically and mentally fit and healthier and remains loyal towards their employers. (Pedersen,2015). Job satisfaction, personal characteristics, Organisational commitment (OC), have a greater role in WLB and employee turnover (Margaret Deery, 2008). Constructive relationship was found between job satisfaction and the variables of WLB. Policy makers and HR Managers of Service sectors may equip this strategy to retain the talents. (L Kumara, 2012). Employee Job satisfaction, Employee loyalty (EL), Organizational Commitment (OC) and reciprocated respect are responsible for healthy place of work and psychosomatic bond with elements of organizational citizenship behaviour (OCB) leads to happy employees with less turnover intentions. Jhatial, A(2018).

RESEARCH HYPOTHESIS

- H1 Work Culture is having an effect on Employee loyalty.

- H2 Organization Initiative for WLB is having an effect on Employee loyalty.

- H3 Organization and Superior support are having an effect on Employee loyalty.

- H4 Work Life Balance is having an effect on Employee loyalty.

RESEARCH QUESTIONS

1. Do WLB is having an effect on Employee loyalty?

2. Will a good Work Culture lead to Employee loyalty?

3. Does Organizational Support and Initiative towards WLB practices lead to less turnover?

RESEARCH METHODOLOGY

Based on the extensive literature review, Questionnaire was constructed with 5 dimensions namely Work Culture, Organization initiative for WLB, Organization and Superior Support, Work Life Balance and Employee Loyalty. 205 Primary data was collected from the employees of selected manufacturing units of Tiruchirapalli city which is located in Central Part of Tamilnadu. Trichy is II tier city which is being considered as manufacturing hub in the state. Based on the Purposive sampling method primary data was collected. Descriptive, Correlation and Multiple Regression tools have been used by the researcher in the study.

Table 1

DIMENSION	NO OF ITEMS	CRONBACHE ALPHA VALUE
WORK CULTURE	4	0.641
ORGANIZATION INITIATIVE FOR WLB	3	0.784
ORGANIZATION AND SUPERIOR SUPPORT	8	0.617
WORK LIFE BALANCE	6	0.647
EMPLOYEE LOYALTY	5	0.660

The Cronbache alpha reliability values are shown in the table 1. Normally, the value which is above 0.5 indicates the internal consistency is better for the collected data. Here, all the five dimensions cronbache value are ranging between 0.6 to 0.8 and it shows the collected data set is having good internal consistency (See Table 1).

Table 2

Descriptive Statistics			
	N	Mean	Std. Deviation
WORK CULTURE	205	3.8341	0.6078
ORGANIZATIONAL INITIATIVE (WLB)	205	3.626	0.7921
ORGANIZATIONAL AND SUPERIOR SUPPORT	205	3.6049	0.61235
WORK LIFE BALANCE	205	3.9366	0.47376
EMPLOYEE LOYALTY	205	3.7824	0.61683

The Mean scores generated for all the dimensions. High mean score was observed for the dimension "Work Life Balance " with the score of 3.8341 "Work Culture" stands Second. The Dimension "Employee Loyalty have the mean score of 3.7824, Organizational Initiative has 3.626 and "Organizational and Superior support has the mean score of 3.6049 (See table 2)

Table 3

Correlations		WORK CULTURE	ORGANIZATIONAL INITIATIVE (WLB)	ORGANIZATIONAL AND SUPERIOR SUPPORT	WORK LIFE BALANCE	EMPLOYEE LOYALTY
WORK CULTURE		1				
ORGANIZATIONAL INITIATIVE (WLB)		.487**	1			
ORGANIZATIONAL AND SUPERIOR SUPPORT		.152*	.462**	1		
WORK LIFE BALANCE		.175*	.297**	.350**	1	

EMPLOYEE LOYALTY		.347**	.312**	0.06	.249**	1
HYPOTHESIS		**H1**	**H2**	H3	**H4**	
**. Correlation is significant at the 0.01 level (2-tailed).	*. Correlation is significant at the 0.05 level (2-tailed).					

A Strong Inter-Correlation is observed between all the dimensions. However, there is no relationship between Organizational and Superior support and Employee loyalty. The r value is 0.347 (p<0.000) for EL and Work Culture. The obtained r value is 0.312 (p<0.000) between Organizational Initiative (WLB) and EL. Between EL and WL the observed r value is 0.392 which is significant (p<0.000). There is no relationship between EL and Organizational & Superior Support (r=0.06, p=0.392 >0.000). Hypothesis H3 is rejected

Table 4 FACTOR ANALYSIS -TOTAL VARIANCE EXPLAINED

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.289	19.496	19.496	2.478	11.262	11.262
2	2.487	11.305	30.800	2.467	11.214	22.475
3	2.235	10.161	40.961	2.430	11.044	33.519
4	1.519	6.905	47.866	2.403	10.921	44.440
5	1.472	6.690	54.556	1.572	7.146	51.585
6	1.135	5.160	59.716	1.467	6.666	58.252
7	1.018	4.625	64.341	1.340	6.089	**64.341**

The KMO value obtained is 0.730, which shows the data set is eligible for varimax rotation and the total variance accounts to 64.341. Factor 1 contributes 11.262, Factor 2 contributes 11.214 ,Factor 3 accounts to 11.044 , Factor 5 contributes 10.921. Factor 5,7 and 7 contributes 7.146,6.666 and 6.089 respectively. (See table 4)

VARIABLES UNDER FACTOR SCORE 1

I feel emotionally attached to the organization

I will recommend my friends/ relatives to join in this organization

Company is not pressuring the employees to meet out the production and they have strategy to get the work done on time.

My Present job Facilitates time for my Career Development

I Have Weekend outings with family and my company atmosphere allows me to mingle with my family

VARIABLES UNDER FACTOR SCORE 2

I always get at most support from my manager/superior

I have work support from my work colleagues and team members.

I am given a opportunity to develop my core curricular knowledge (career development)

I am Spending time with my friends\relatives

VARIABLES UNDER FACTOR SCORE 3

Organizations are involved in designing programs that help employees manage work-life role conflict.

I would accept Onsite Assignments or any important works assigned by the Management and i think that is the right way to show my loyalty.

This organization really inspires the very best in me in the way of job performance.

I am extremely glad that I chose this organization to work.

VARIABLES UNDER FACTOR SCORE 4

I am Keeping my health into fit, and spending time in sports and other leisure activities.

I am getting enough sleep and healthy food.

VARIABLES UNDER FACTOR SCORE 5

I am taking care of my family and spending time with them.

I am happy about the time I spend at work and travelling to work.

This organization really inspires the very best in me in the way of job performance.

TABLE 5 MULTIPLE REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685ᵃ	.669	.668	.10984

a. Predictors: (Constant), REGR factor score   7 for analysis 1, REGR factor score   6 for analysis 1, REGR factor score   5 for analysis 1, REGR factor score   4 for analysis 1, REGR factor score   3 for analysis 1, REGR factor score   2 for analysis 1, REGR factor score   1 for analysis 1

The R Square value for the given model is 0.669 which shows the fit of the model (67%). The Seven factor scores, which is derived through vari max rotation of factor analysis is regressed with Employee loyalty (Dependent Variable). (See Table 5) The Predictors of Employee loyalty is tabulated in the next table (See table 6)

TABLE 6 Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.782	.008		493.050	.000
	REGR factor score 1 for analysis 1	.575	.008	.932	74.761	.000
	REGR factor score 2 for analysis 1	.047	.008	.076	6.122	.000
	REGR factor score 3 for analysis 1	.104	.008	.168	13.461	.000
	REGR factor score 4 for analysis 1	.098	.008	.158	12.685	.000
	REGR factor score 5 for analysis 1	.114	.008	.184	14.773	.000
	REGR factor score 6 for analysis 1	-.054	.008	-.087	-6.979	.000
	REGR factor score 7 for analysis 1	-.006	.008	-.010	-.804	.422

a. Dependent Variable: EMPLOYEE LOYALTY

The Variable under Factor Score 1 has the highest beta value of 0.932 which is the highest predictor of Employee Loyalty.The Coefficient of Factor Score 1 is 0.575 which is not significantly differ from zero (p=0.000). The Coefficient of Factor Score 2 is 0.047 which is not significantly differ from zero(p=0.000). The Coefficient of Factor Score 3 is 0.104 which is not significantly differ from zero(p=0.000). The Coefficient of Factor Score 4 is 0.098 which is not significantly differ from zero(p=0.000). The Coefficient of Factor Score 5 is 0.114 which is not significantly differ from zero(p=0.000). The Coefficient of Factor Score 6 is -0.054 which is not significantly differ from zero(p=0.000). The Coefficient of Factor Score 7 is -0.006 which is significantly differ from zero(p=0.422 >0.000)

Y= 3.782+0.575* Factor Score1+0.047* Factor Score 2+0.104* Factor Score 3+0.098* Factor Score4 +0.114* Factor Score 5+(-0.054)* Factor Score5

MANAGERIAL IMPLICATION AND CONCLUSION

After looking into the results which was obtained through the data analysis, the researcher has found that non pressurized job environment, Career Oriented job atmosphere and relaxed work milieu are the strong predictors of employee loyalty. While regressed the variables with employee all the three variables found be very significant in predicting the employee loyalty. However, there is no relationship observed while correlating the Management & Superior support with Employee loyalty. There is a simple logic. Do not pressurize the employees. Just make them understand. Do not put them in trouble. Train them to manage the timings and to troubleshoot the problems. There is no need to force the employees to attain productivity and target. Just provide them autonomy and responsibility. They will show their loyalty as a positive reciprocation. Family outings, weekend team outs are very familiar in Information Technology sector. Make them proverbial in manufacturing sector also. If Service sector is the boon of the economy, Manufacturing sector should also be considered as a backbone of the economy. However, culture like work from home is not possible in the manufacturing sector and flexible timings and week offs would motivate the employees. Those who are with their family would definitely contribute more towards the success of the company. To put it nutshell, WLB practices and initiatives towards WLB will definitely lead to employee's loyalty.

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