

A STUDY ON WORK LIFE BALANCE AND ITS IMPACT ON SMALL AND MEDIUM ORGANIZATION IN SELECTED MANUFACTURING SECTOR UNITS WITH RESPECT TO NAVI MUMBAI

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Abstract : The main purpose behind conducting the study is to investigate the impact of job satisfaction on work life balance among different manufacturing sector units. The study has been undertaken among small and medium organisation of various manufacturing sector units with reference to Navi Mumbai. A sample comprises of 25 small and 25 medium organisations has been chosen from manufacturing sector units of Navi Mumbai. The selected method for sampling in this research is Random sampling method. Questionnaire is the tool used for collecting data for the research. The data was analyzed by using SPSS. Chi-square test has been applied to draw the results of the study. The findings suggest that there is no impact of HRM practices on job satisfaction as regards to work-life balance on small and medium organisation which prove H01 hypothesis whereas there is association between Work life balance and size of organization in accordance to hypothesis H12. Results of the study is helpful for manufacturing sector units as well as small and medium organisation to get better understanding about relationship exist between job satisfaction and work life balance thus contributing toward their performance and productivity improvement.

Keywords: Work- Life Balance, small and medium organisations, Job Satisfaction, manufacturing sector units, HRM practices.

INTRODUCTION

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. (By Melissa Abercromby) Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers and communities. Introducing appropriate employment policies that encourage a healthier work/life balance for employees can bring real benefits to the business. The importance of job satisfaction is fairly evident from a description of the importance of maintaining morale in any industry. If a worker is not satisfied with his work then both the quantity and quality of his output will suffer. If his job satisfaction increases then there is an improvement in both the quality and quantity of production. Factories in which the workers are satisfied with their work are also characterized by a high morale.

LITERATURE REVIEW:

Yutaka Ueda (2012) focused on The Relationship between Work-life Balance Programs and Employee Satisfaction with respect to Gender Differences in the Moderating Effect of Annual Income. This study found that Work Life Balance program comprehensiveness is greater for higher-income employees

than for lower-income employees. He has also pointed out that Female employees had significantly higher WLB satisfaction and job satisfaction than did male employees. In contrast, male employees worked with significantly higher mean numbers of other employees, had more years of employment, and had more annual income. WLB program comprehensiveness is also higher for male employees than for female employees.

There are two type of attitude toward the job one is positive other is negative. (Abdul, Ismail, & Jaafar, 2010). It is an established fact around the globe that a person have positive attitude toward job if he has high level of job satisfaction whereas a personal have negative attitude toward job if he is dissatisfaction from the job. People use the term employees' attitude mostly as an interchangeable word to satisfaction of employees from their job (P.Robbins & Coulter, 2004).

Rice (1985) emphasized the relationship between work satisfaction and Quality of people's lives. The study contended that work experiences and outcomes can affect person's general Quality of life, both directly and indirectly which effects on their family interactions, leisure activities and levels of health and energy.

Galinsky et al (1991) discussed on work life balance policies which are the values, which attract prospective employees and are tools for employee retention and motivation. The study found that one should also keep in mind that new generation employees evaluate their career progress not only in terms of lucrative job assignments but also in terms of their ability to maintain healthy balance between their work and non-work life.

Komal Saeed & Yasir Aftab Farooqi (2014) conducted a study in Gujarat to analyze the Relationship between Work Life Balance, Job Stress and Job Satisfaction among University Teachers. Data is collected from 171 university teachers through questionnaire. Data is analyzed through Correlation, Regression and Descriptive analysis. The research results indicate that Relationship between work life balance and job satisfaction is found significant and of moderate positive nature which mean increase in Work Life Balance will result in increase in Job Satisfaction.

Sobia Shujat et al (1991) studied "Impact of Work Life Balance on Employee Job Satisfaction in Private Banking Sector of Karachi" the study has found that long working hours have negative and weak relation with employee's job satisfaction in private banking sector of Karachi. Long working hours do have much impact on employee's job satisfaction level because employees of Karachi banks have made it a norm to work long hours and give more priority to their job activities than non job activities in their life. The research findings showed that work life balance have not much impact on employee job satisfaction and some factors of work life balance such as employee intention to leave job, work pressure and long working hours have negative relation with employee job satisfaction and work life balance programs and flexible working conditions have positive relation with employee job satisfaction. It is also found out that the organizations can face multiple problems if their workforce satisfaction level is lower.

RESEARCH OBJECTIVES:

1. To study the impact of HRM practices on job satisfaction as regards to work-life balance on small and medium organization.
2. To study the association between work-life balance and size of organization.

HYPOTHESIS:

Based on the above objectives following hypothesis are initiated:

H₀₁: There is no impact of HRM practices on job satisfaction as regards to work- life balance on small and medium organization

H₁₁: There is impact of HRM practices on job satisfaction as regards to work- life balance on small and medium organization

H₀₂: There is no association between WLB and size of organization

H₁₂: There is association between WLB and size of organization.

RESEARCH METHODOLOGY:

The research is based on primary & secondary data. This study used both quantitative & qualitative techniques of data collection. The primary data was collected through quantitative survey through structured interview approach. Random sampling method was adopted to collect data from

employees. A structured questionnaire was used as the tool of data collection. The questionnaire was distributed to 50 employees of manufacturing organizations located in Navi Mumbai. The secondary sources of data collection include book, journals, magazines of related topics of research & the related websites. SPSS is used for Data Analysis.

DATA ANALYSIS & INTERPRETATION:

H₀₁: There is no impact of HRM practices on job satisfaction as regards to work- life balance on small and medium organization

H₁₁: There is impact of HRM practices on job satisfaction as regards to work- life balance on small and medium organization.

OBSERVED VALUES:				
Count of level of score of job satisfaction on small and medium organization	level of score of job satisfaction on small and medium organization			Grand Total
	Upper	Lower	Medium	
Size of organization				
Medium	2	4	19	25
Small	8	3	14	25
Grand Total	10	7	33	50

EXPECTED VALUES:

Level of score of job satisfaction on small and medium organization

Size of organization	Upper	Lower	Medium	Grand total
Medium	5	3.5	16.5	25
Small	5	3.5	16.5	25
Grand Total	10	7	33	50

Chi-Square Value: 0.11 (Calculated p-value), Standard P-Value: 0.05

Since calculated p-value is more than standard p-value, test is accepted, hence Null Hypothesis is accepted. There is no impact of HRM practices on job satisfaction as regards to work- life balance on small and medium organization.

H₀₂: There is no association between Work-life balance and size of organization

H₁₂: There is association between Work-life Balance and size of organization.

OBSERVED VALUES:				
Count of level of score of work life Balance on small and medium organization	level of score of Work life Balance on small and medium organization			Grand Total
	Upper	Lower	Medium	
Size of organization				
Medium	1	6	18	25
Small	8	2	15	25
Grand Total	9	8	33	50

EXPECTED VALUES:

Level of score of Work-life Balance on Small and Medium Organization

Size of organization	Upper	Lower	Medium	Grand total
Medium	4.5	4	16.5	25
Small	4.5	4	16.5	25
Grand Total	9	8	33	50

Chi-Square Value: 0.02 (Calculated p-value) Standard P-Value: 0.05

Since calculated p-value is less than Standard p-value, test is rejected, hence Null Hypothesis is rejected, and alternative hypothesis is accepted. There is association between Work-life Balance and size of organization.

FINDINGS AND CONCLUSION:

The purpose of the study was to identify the impact of HRM practices on job satisfaction as regards to work-life balance on small and medium organization as well as to study the association between work-life balance and size of organization. The findings of the study concludes that there is no impact of work-life balance programs on job satisfaction level of employees in small and medium manufacturing sector units. It also found that there is association between work-life balance and size of organization. Study concludes that work-life balance of employees vary as per the size of the organization.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS:

1. Scope of the study is limited only to the area of Navi Mumbai.
2. Analysis will be given on the basis of information given by respondents.

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