To Study the Relationship between Work Life Balance Practices and Organization Commitment.

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Abstract

Work-life balance is a vast construct which comprises of career, ambition, health, lifestyle, family and leisure. In the present dynamic era of competition with unlimited work i.e. multitasking. If human resource the most vital asset of the organization is not addressed in proper approach there is a need to study why employees fail to fully commit themselves in their job leading to non-performance. The construct Work-life balance is the bed rock or foundation towards the concept of organizational commitment and also a strong predictor of organizational commitment. Thus, clearly showing the two-way relationship between employer and employee compared to the above listed constructs: work-life balance and organizational commitment. Committed employees are psychologically attached to their organization and highly concerned with their job with a grand passion for the success of their employer, going extra mile beyond the defined roles and responsibilities. With the above mentioned hitch here arises the desire to study the hot topic of discussion among the research community work-life balance practices which act as companion to the employees of the organization leading to efficient & effective work productivity. The aim of this study is to observe the relationship between work-life balance practices and organizational commitment.

Keywords: Work-life balance, Organization Commitment, Work Life Balance Practices, Marital Status, Gender

I. INTRODUCTION

Human capital is one of the chief assets for the company to develop, survive and grow. Companies invest a great deal of time and expenditure in order to coach and build up human capital. Thus, losing such assets becomes detrimental state of affairs. Studies showcase that services such as creating & offering a healthy work climate i.e. work life balance, encouraging them to take part in discussions, providing career enhancement opportunities which leads to increase in employees organizational commitment and with this organizations are able to create employees who are performers and working towards the goals of the organization.

However to minimize the negativisms, it is necessary to provide a healthy working environment. Employees who face an imbalance between their family and work life, they tend to drop their commitment towards the organization. Employees have to exhibit a interactive role which consist of both personal & professional life. They have to display and balance between both the lives. The demand for work life balance practices by employees is expending at rapid way. Thus, work life balance,its practices and organizational commitment becomes a burning topic to study, examine & analyze. When examined from this point of view, work life balance has a significant importance in which the organizations benefit from its employees in the utmost possible mode. The employees who maintain a balance between the personal & work life contribute positively to their work.

This study aims to examine the relationship between the work life balance practices & organizational commitment.
1.1 Work-life balance

In the 80s people believe that work and life are the two separate aspects. But after 90s researchers prove that the both are the two sides of a coin. One affects the others directly as well as indirectly. A person can be satisfied only when if he is able to maintain a balance in his personal life i.e. family and his professional life i.e. work. There are various studies related to work-life balance in the both public and private sector. Work-life balance can be defined as “time allocation with a judgment between personal and professional life”. One should allocate right amount of time to both personal life and work life according to the demand. As different person have different needs, someone have to pay more attention to his work while someone have to pay more attention to his family, as if someone have disabled children and dependents parents. So one can judge better than anyone about his priorities or needs. Companies also have their responsibility toward their employees to help them managing their work-life balance by providing sound work-life balance polices. This study focus on the various work-life balance practices followed by various IT companies like TCS, WIPRO, HP, ACCENTURE etc.

1.2 Organization commitment

Organizational Commitment is of nature in which feeling of employees both intellectually & emotionally to be loyal towards their organization in which they work. It is a characteristic which shows devotion, honesty & sincerity which are inculcated in employees towards the particular course of action in organization. Organizational Commitment is a power to preserve the employees in their organization. Organizational Commitment have been defined by the following authors :- Morrow (1993) “organizational commitment is an attitude reflects feelings such as attachment, identification and loyalty to the organization as on object of commitment”. Cohen (2003) “Commitment is a force that binds an individual to a course of action of relevance to one or more targets.” Commitment in an organization is entirety of internalized normative pressures to act in a way that meets organizational goals and interests (Mckenzie & 2001).

II. REVIEW OF LITERATURE

Meyer and Allen (1991) developed a commitment model in 1991. It has three component viz. 1. Affective commitment 2. Continuance commitment 3. Normative commitment. Affective commitment means an arrangement in the personal and organizational values, which makes employee emotionally attach with the organization. The continuous commitment is an outcome of an intension of time and work loss that arises when the employee leave the job. They describe normative commitment to be “a sense of responsibility to carryon employment”. Internalized normative viewpoint is duty and obligation makes individuals thankful to carry on membership in the organization.

Maxwell (2005) in his research which he carried out in various organization in Scotland, United Kingdom at various level in the various department by comparing women and men’s work-life balance. He concluded that work-life balance practices are more important for women managers and the work –life balance related applications can enhance employee abilities to work fast and up to the organization expectations.

As women have more family responsibility as compare to men. They face various emotional and mental challenges which can be overcome by the various polices started by companies like to support motherhood and as a housewife’s.

Tayfun A and Catir O (2014) analyze a positive relation between work-life balance and organizational commitment. They also find out the impact of work-life balance on organizational commitment of nurses work in Ankara. By their findings they suggested that the organizations must have perfect work-life balance practices to sustain work-life balance in the organizations for organization commitment. Organization commitment is highly dependent on work-life balance. Any employee who is having a balanced work-life can do better than others working in the organization. And these employees are highly committed towards their organization.
Gulbahar et al. (2014) find in their study that there is a positive relationship between work-life balance and organization commitment of employees with helpful staff. They suggest that any organization which has supportive work-life balance culture has employees with high commitment level. Organization must have flexible working hours, work from home and other work-life balance practices which should be equal for everyone regardless of gender and experience within the organization. Any organization which boost work-life balance in principle will earn the benefit of highly committed employee and hence productivity which is the ultimately goal of any organization.

Sakthivel D and Jayakrishnan J concluded in their study that work-life balance and organization commitment are positively related to each other. Work-life balance is an indicator of organization commitment. Because work-life balance plays a crucial role in the employee’s performance and also in their personal life. Employee’s work-life balance and organizations commitment are found to affect organization yield. Thus organization should take initiative to make their employees life more balanced and give preference to their personal life also. If Organization takes step to improve employee morale, commitment, and job satisfaction through sound work-life balance practices. It will expend their capability to become the employer of choice as well as it will help to retain talent.

III. WORK LIFE BALANCE POLICIES & PRACTICES

Work life balance practices existing in the major organizations listed below:

3.1 TCS
TCS offers a range of choices to its employees to balance their personal and work life.

Employee Engagement Activities
TCS have a policy named as “Maitree”, which encourages work-life balance through this policy. This is an exclusive policy which supports all employee engagement activities. Various clubs like Music & Theatre Club, Adventure and Trekking Club, Health Club, and Community Social Club. These clubs organize different activities like aerobics, yoga, dance class, music competitions, sports activities, NGO visits, for TCS employees. In the above mentioned activities Family Day is celebrated in which families of TCS employees are also invited. It created a sense of togetherness between the families of employees and also the employees of TCS.

Flexible Work Environment
This is the next practice which is followed by TCS where its offers a flexible work environment in which the employees are given the option to work from home or they can also work on part time basis. TCS have a policy for its female’s employees where they have an option to go for sabbatical leave and also they have an option to take break off from work for a provisional period due to family commitments and rejoin work later. Employees also have an option in which they can even take benefit of job-sharing arrangement to divide the workload.

3.2 WIPRO LIMITED
Wipro Limited an Indian Multinational IT Consulting company headquartered in Bangalore and with its worldwide operations & presence with its employee strength was 158,217 in the FY 2014-15.(1) It also offers and inculcate ample practices in its work environment.

Flexi Work Culture
To name a few Crèches for small children, Maternity Benefit with extended leave of absence and sabbaticals are offered to every Wiproite.
Social Activities & Employee Wellness

A variety of Corporate Social Responsibility activities are organized under the ‘Wipro Cares’ initiative gives deep thought to the balanced diet, best exercises for the body to one self fit. To enable work life balance Wipro’s focus is on both the emotional and physical wellness of the employee.

3.3 IBM

Mobile work environment

It allows the employees to enhance their ability and effectiveness by providing tools to use at any location, be it a customer office, airport, IBM’s mobility workstations or home. Employees in discussion with their team mates and managers can decide on their working hours schedule which would aid the employees in balancing their responsibilities towards work and family needs.

Child Friendly Employer

IBM holds a partnership between IBM and ‘Your Kids R Our Kids’ in which high quality pre-school and day care solution are delivered. This partnership offers: The Infant program, The Nursery and The after School Program. Holiday camps are also organized where the children of employees of IBM are fully occupied and engaged when the employees are at work.

3.4 Google Pvt. Ltd.

Employee Friendly Employer

This Company is majorly known for its healthy work culture. The concept of family-friendly has been deeply immersed in the heredity of Google. It offers freedom to its employees in terms of flexible working hours, no uniform to be worn by the employees, employees can work from station they wish to even from canteen as well, and they have maximum flexibility in terms of work and what they would like to do.

3.5 HP

Flexible Work Atmosphere

HP majorly offers an option to young mothers employees to work on part-time basis or flexible hours system. This enhances in delivering a better work-life balance to the female employees.

3.6 Accenture

Team Building

The work culture and environment in Accenture enables its employees to cooperate with each other. It encourages its employees to work with energetic & vibrant people thus fostering a healthy work life balance. Accenture also organize workshops on constructing valuable networks and managing work/life balance.

IV. RESEARCH OBJECTIVES

1. To study the relationship between organization commitment and work-life balance.
2. To study the various work-life balance practices followed by IT companies.
3. To study the impact of work life balance on organization commitment.

V. RESEARCH METHODOLOGY

This research paper seeks to analyze the organizational work-life balance practices and their impact towards the organizational commitment. The data for this study was collected from the secondary source which includes the various research studies which reflected the relationship between the work life balance practices and organization commitment related to the top performing organizations in IT sector.
VI. CONCLUSION

Work life balance practices address balance between the work & life thus leading towards the attainment of committed employees of the organization. Employers ensure that the initiatives and programs launched should meet and balance then professional & personal life of the employees. Today most organizations have wide variety of setups to stay in touch. The above exploratory study conducted in the major IT companies and these are also the bulk hires in the IT community. The study showcased the following initiatives taken & practiced at these places are:

1. Offering childcare assistance and on-site crèches
2. Maternity profit
3. Flexible working time
4. Allowing staff to work from home
5. Self managed & self tracking - employees manage their own work in a suitable pattern and timely to deliver best outputs
6. Social Activities & Employee Wellness

VII. Limitations

1. The study was restricted to the Top IT organizations in India.
2. The study is conducted on IT industry. Hence it is difficult to examine the relationship of Work Life Balance practices and organizational commitment across further industries.
3. The major factor was time limit.

REFERENCES