

A STUDY ON WORK LIFE BALANCE OF EMPLOYEES AT KERVE TECHNOLOGIES LLP

Submitted in partial fulfillment of the requirements for the award of

Bachelor of Commerce

by

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**DEPARTMENT OF BUSINESS
ADMINISTRATION
SCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Praisia Catherine J (40740250) who carried out the Project Training at "Kerve Technologies LLP" under our supervision for a period of 3 months from January 2023 to March 2023.

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PRAISIA CATHERINE J

ABSTRACT

The work life balance is considered to be a key factor in terms of the success of employees. The goal of this study is to review theoretical literature on work-life balance as its impact on t organization work. The research work sought to examine extensively whether there is a relationship between labor flexibility and production efficiency, relationship between employer-employee and increased productivity, work climate and turnover rate, and lastly job protection and retention of employees. The study therefore suggested that labor stability, employer-employee relationship, work atmosphere and job protection have a positive impact on improved production quality, increased efficiency, employee turnover rate, retention of employees. The results showed that when workers perceive a work-life imbalance, they respond negatively, and that management should implement work-life balance strategies to enhance employee performance. It has been inferred from the research results that the work-life balance is of considerable importance to modern work organizations.

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S.NO.	PARTICULARS	PAGE NO.
1.	WLB – Work life balance	1
2.	PM – Project manager	5
3.	LLP – Limited liability partnership	7

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION ON THE STUDY OF WORK-LIFE BALANCE OF EMPLOYEES

The term simply means maintaining a balance between the professional and personal life and not sacrificing either of them. Life includes giving them to family members, pleasure, leisure time and spiritual development. The concept of work life balance has stemmed from the fact that an individual's work life and personal life may put forth conflicting demands on one another and the demands from both the domains are equally important. Work-life balance refers to maintaining the balance between responsibilities at work and at home. Work life balance is one of the most challenging issues being faced by the women employees in the 21st century because of the type of roles they play at home and the spillover of personal life over work life.

Employees in the present time prefer job between that entail the content of flexibility. Working people including dual career couples require availability of time at different points in different stages of their career to meet different personal and social needs. Resultantly, working people struggle to strike balance between working hours and personal obligations. Organizations in abroad appear to quite alarmed about Work-Life Balance, organizations in India have started realizing the urgency of the need of Work-Life Balance and taking the needed steps. Consequences of good Work-Life Balance benefit the organization in a variety of ways as improved performance, increased productivity, augmented employee's satisfaction and happiness, sound well-being, enhanced organizational image, improved employee retention, reduced cost, reduced stress and improved quality of life and so on. Likewise, the consequences of poor WLB can be a low level of morale and motivation, increased number of grievances, work-family conflict, productivity level, poor organizational image, poor quality of work life, poor quality of life and so on.

Work-Life Balance does not mean an equal balance. It means the capacity to schedule the hours of professional and personal life so as to lead a healthy and peaceful life. It is not a new concept. It emphasizes the values, attitudes and beliefs of women regarding their age to work in organizing and balancing their work and personal life. When a woman achieves a successful work-life balance, she has job satisfaction and becomes highly committed and productive and succeeds in her career. But, in certain cases the women is not able to succeed due to incapability in balancing her work and personal life. She is unable to set her priorities. As a result she withdraws from her work due to simple reasons like taking care of her children, aged in laws/parents, and other family pressures.

If the man is able to share some of her responsibilities, she would be successful women. A survey in the UK reveals that the majority of the women has had successful WLB, because their husbands shared an equal partnership both in professional and personal life. With the advancement in technology, and education and revolution in the industrial sector, there has been a little change in Indian men too. Both the partners need to schedule their working hours and personal hours so that they lead a professionally and personally healthy life. The women should also educate her children to share responsibilities to make life better and fruitful.

1.2 INDUSTRY PROFILE

Technological disruption in the app development industry is impacting almost every industry and region today. Regardless of the industry, most companies today need a mobile app to stay in front of prospects and customers and do business with them

The companies of top app development companies not only include the companies based in USA or UK but include the top app development companies based in India as well. India recently became the fastest-growing market for apps in the world. These Indian app development companies hold the expertise that meets global standards and that motivates them to go global. In the next section, we look at how the app development industry is growing in India.

In the last few years, there has been a significant increase in the overall revenue generation from mobile apps on both Google Play Store and Apple App Store by **Indian app developers**. Additionally, the country has the greatest number of downloads across both platforms.

If we were to base the judgment solely on the revenue earned from the apps, then the most popular app category amongst Indian users is social media apps, which feature apps, such as Facebook, and Instagram and this is followed by messaging apps such as WhatsApp. However, the rankings change when the app categories are listed based on the number of downloads.

Another surprise was music apps finishing sixth with a 50 % share of the overall app downloads. Less of a surprise was finance and banking apps finishing seventh. The remaining overall app downloads were shared between different app categories, which included news apps, healthcare apps, travel apps, and more.

An important thing to know and understand is that the top mobile categories in India differ slightly on the Apple App Store and Google Play Store.

For example, while both the Apple App Store and Google Play Store had entertainment as the most popular app category in India, the rankings of many other app categories differed on these platforms.

Vice versa The third most popular app category on iOS was educational apps with over 1,90,000 downloads whereas for Android it was Business apps with over 1,67,000 downloads. Lifestyle apps were the fourth most popular app of iOS. On Android, the fourth most popular app category was music & audio apps with more than 1,64,000 overall downloads. Utility mobile applications were the fifth most popular app categories on iOS while entertainment apps ranked sixth with over 1,20,000 downloads.

1.3 COMPANY PROFILE

Kerve Technologies LLP is an app development company specializes in designing and building mobile applications for a variety of platforms and devices. These devices include: Mobile devices, Wearable technologies, Tablets and more, because of the nature of the app development process, the top Android and iOS app developers can be found scattered across the globe, from California in the USA to Europe and South East Asia. In many cases, these companies split their office between multiple locations. For instance, they may open headquarters with sales and marketing, let's say in US, and its design and development arm somewhere in India or Eastern Europe (think Ukraine, Belarus). On the other hand, there are strong agencies that are wholly located in India and Latin America too, and the UK always has a good proportion of the top app developers. This guide rounds up the best app development companies from multiple geographies. To cut your googling that maybe painstaking, we chose for you companies with a proven track record and a diversified portfolio; most of the top app development companies here can code for iOS, Android, Windows Mobile or go cross-platform and build a hybrid app.

We looked at the strength of their UX/UI design and their willingness to dabble with new tech like wearables, AR, VR, Blockchain, Amazon Alexa and conversational bots. Finally, we did not discriminate by size, as small studios can compete with larger companies on all quality metrics.

1.3.1 APP DEVELOPMENT PRICING AND COST

The price of an app can vary massively depending on how complex the app is, on whether it's just Android or iOS, if it's native or hybrid and especially on the developer you choose. Costs also change according to country and here we see the range from ₹825 – ₹4130 an hour in India to ₹4,950 – ₹10,320 an hour in India.

1.3.2 HOW MUCH DOES IT COST TO DEVELOP AN APP

It depends on a wide variety of factors, from the type of app and it's features and the developer you choose. The lowest price point hovers around ₹33,02,580, while larger apps can cost as much as ₹1,03,20,570. Some estimates for an Uber-like app go up to ₹2,47,69,365. In this guide, we break down the cost of app development to show you where the money goes. A good tool to estimate an approximate cost for your app idea can be found [here](#).

1.3.3 DEPARTMENTS

1.3.3.1 BUSINESS ANALYST:

A Business Analyst or BA is someone who, as the name suggests, will conduct a business analysis at the initial stage of a project. They will analyse the business requirements and help set the right goals so that the approach to development is **optimal** for your unique case.

1.3.3.2 PROJECT MANAGER:

A Project Manager or a PM, is responsible for managing the entire mobile app project and ensuring it is completed on time, within the agreed upon budget and quality.

1.3.3.3 UI/UX DESIGNER:

A UI/UX Designer plays a crucial role in the mobile app development process. This person is the one that'll make your end product intuitive, user-friendly, and attractive.

1.3.3.4 QA ENGINEER:

Lastly, a Quality Assurance Engineer, QA Specialist, or simply Tester, is an imperative mobile app team member. This is a professional who, as the name suggests, is responsible for the quality of your solution.

1.4 STATEMENT OF THE PROBLEM

The statement of problem for the research is “A comprehensive study on work life balance of employees at Kerve Technologies LLP”

1.5 NEED FOR THE STUDY

Work-life balance means different things to different people and different things at different stages of life. The commitment of employees can make the difference between those companies which compete in the market place and those which cannot. Employers who can best combine the requirements of their business for flexibility with the needs of employees and potential employees will be well placed to succeed. Employees may have their own reasons for preferring one pattern of working time to another. Meeting both the employees and overall business needs requires a significant commitment from senior management. Each workplace should tailor its work/life policies to suit their own particular needs and corporate culture. This ‘best fit’ should be done with frequent consultation with employees.

As with other health and safety programs, for work/life initiatives to be successful and sustainable, both employers and employees must take responsibility for making the program work effectively. An evaluation or feedback system should also be part of that process. A program dealing with work/life issues could, for example, be part of a complete health and safety program. However, it should not take away resources or distract addressing other health and safety concerns or hazards that may be present in the workplace. It is very important to remember that for many workers balancing work/life demands is just one of the many challenges they face on a regular basis. While most people would agree that these issues should be addressed, they may not know where they can be resolved. So this research is the need of the hour and it will be more helpful for the organizational.

1.6 SCOPE FOR THE STUDY

- This study speaks about the WLB of employees in Kerve Technology LLP.
- It covers the working environment, relationship with colleagues, working hours and stress.

1.7 OBJECTIVES OF THE STUDY

- To determine the factors that impact the employees work-life balance.
- To know how to maintain a balance in work life and personal life.
- To study the existing system of work-life balance of employees in Kerve Technology LLP.

1.8 LIMITATIONS OF THE STUDY

- Some employees were reluctant to fill the questionnaire.
- Due to work overload efficiency of employee's decreases as the time passes.

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION TO REVIEW OF LITERATURE

The literature on Work-life balance with different prospective are studied and available, in recent years, there has been an increased interest in work family interface in the human resource management literature, especially regarding the sources and outcomes of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. Greenhaus and Beutell (1985) and Greenhaus et al. (1989) examined the antecedents of conflict between family and work, Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective on organizations responses to work-family issues. In addition, Campbell and Kennard (1994) have studied the effects of family responsibilities on the work commitment and job performance of women. The work-family issue is even further expanded to address the relationship of business-marriage partners (Foley & Powell, 1997).

Rebecca Bundhun quotes in —The National (2019), an Abu Dhabi National Paper¹¹ that —Women and men generally have a different perception of what the "life" part of the balance involves. For women it tends to be devoting more time to family, while for men it is spending more time pursuing personal interests. She also quoted the paper of Dr Katy Martenot, a research fellow at the INSEAD School in Abu Dhabi with his words that —work-life balance is not simply about equally dividing the time spent on one's work and personal life, but establishing a harmony that reflects an individual's priorities¹². So, this allows for acceptance of the happy workaholic or the satisfied stay-at-home mum or dad. "How can we measure or evaluate work-life balance? The best indicator would be that it should feel right," she said.

Hyman and Summers (2014) classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies , policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life , domestic responsibilities are still conducted primarily by 1 women irrespective of their employment status. Researcher Vloeberghs (2002) revealed that there is a need for a practical instrument to measure the present situation of work- life balance. However, as revealed by the researchers Eikhof et. al. (2007), the current work-life balance policies are narrow-minded in terms of addressing the needs and aspirations of employees but there is need for its realization as reflected in Emerald article, Human Resource Management International Digest, which emphasized that the employers are realizing for its responsiveness and take incentive in trying to meet employee expectations for flexible benefits that help with their work-life balance.

Miller (2011) emphasized that earlier the work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of the working personals. However, restrained effects of the increase in average length of life over the last 80 years may be associated with certain changes in work- life history as more people reach the older ages with their health to permit them to enjoy leisure and image of the retirement years. In-spite of that changing view of marriage like relationships also affects work-life balance as many women are no longer expecting lifelong partners, and consequently they stress the importance of acquiring skills and qualifications as stated by researcher Lewis et al. (2009) whereas in contradiction to the above Milkie and Pelota (2010) stressed that happier marriages are related to a greater sense of success in balancing work and family.

Myrtha Casanova (2019) highlighted in the work that companies and organizations in Spain are not aware of the effects and impacts of work life balance. 67% of organisations and companies in Spain do not give priority to the idea of work life balance. On the other hand, all those companies that do feel work life balance is worth considering have implemented many work life balance policy and prioritized it as well.

Helen De Cieri (2012) This article indicates that work life balance is the only way one can get an valued and ethical employees at workplace in a time where labour market is filled with competitions. All those HR policies and practices give importance to the organisations along with the employees these results in a holistic development of both; organisation and HR.

Stephen P. Robbins (2013) the focus of this paper is on the employees state of mind and situations. As employees at work place worries about personal/family problems and think (at times over think) about their work related issues at home. Also, now everyone is realizing that work load is somewhere directly or indirectly taking off their personal as well as mental peace. People are recognizing that they are not happy about it. Organizations that fail to achieve work life balance do not attract and sustain employees who are highly skilled and motivated. Reason for work life conflicts as shown by many researchers is because of work life imbalance and not the time pressures or deadlines. It is only because of the psychological influence and interference of work into family domain and vice-versa. This paper also states that every organization must start spending more time on work life balance than spending on time management issues.

Hymans & Summers (2014) highlighted many major difficulties which are associated with the empirical implementation of work life balance. Some of these implementations which fails to practice are lack of formalization of policies at institutional level, unequal adoption across various sectors and organizations, restricted employee's involvement in decision making

Focussing only on business needs and profits rather than on employees, and shockingly even till date the domestic responsibilities are still on the head of women irrespective of their employment status.

Fleetwood, (2017) due to demographical, societal and cultural changes that have made individuals to face the difficulty of finding balance between their personal lives and their work. Different motives have fostered this challenge such as changes in the labour market due to women incorporation, the existence of dual career couples and the individuals' desire to achieve higher levels of quality of life through enjoying free time and leisure activities.

(Halrynjo, 20019). According to Martínez and Vela (2002), when the traditional values are lost and the gender roles are not so clearly separated, individuals may experience more difficulties in balancing their work and their non-working life: men trying to fulfil their family responsibilities who try to perform in the job as others without family responsibilities, and women interested in developing their professional career while feeling that house and child care are their own duties. For all the above, understanding the individuals' need of balance between work and personal lives has become one of the pivotal concerns of work and family academics. Work life balance is defined in the literature as the 'individuals' ability, with independence of age and gender, of finding a life rhythm that allow them to combine their work with other responsibilities, activities or aspirations'

(Felstead, Jewson, Phizacklea & Walter, 2012). When employees cannot find balance for their work and non-working life, they experience an inter-role conflict. The role conflict may be Work-Family-Conflict (WFC) Or Family-Work-Conflict (FWC). Work Family Conflict has been defined as a type of inter-role conflict wherein some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work situation.

Family-work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible. Workplace characteristics can also contribute to higher levels of WFC. Researchers have found that the number of hours worked per week, the amount and frequency of overtime required, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture increase the likelihood that women employees will experience conflict between their work and family role specially in a country like India where still such kinds of problems persist, Females are still not given freedom and if they are allowed to work, the conditions at the workplace are still not as comfortable and flexible as compared to Anglo-Western Countries, Because of which females have to face problems either at their workplace or at their Home. Family and personal role, includes caring for children, the sick or the elderly, non-caring domestic work (cleaning, cooking, laundry, etc.), consumer work (shopping) or home maintenance.

(Collins, 2007). According to Hyman, Baldry, Scholarios and Bunzel (2003), individuals' pressures of life have increased dramatically over the last decades generating tension and complexity in the household life of workers, particularly when both members of the couple work and there are dependent children or elderly to take care of. Personal role also demands time for leisure activities, resting or social life. On the one hand, the labour role demands employees highly committed to their organizations, which is translated into managers' expectations for their employees to work long hours and prioritizing work over personal life.

(Hyman et al., 2003; Hughes & Bozionelos, 2007). Furthermore, over the last years of economic uncertainty, organizations have faced challenges derived from the financial crisis, organizational restructuring and intensive competition in the business environments which have fostered 24 hour services that negatively affect WLB of employees.

Technological advancements such as teleworking make employees to be available for the organizations even during their 'holidays' or 'weekends'. Moreover, due to the economic crisis and perceived insecurity in the labour market, employees feel they need to demonstrate their commitment to their organizations by a continual presence at the workplace

Albertsen et.al (2008), studied the relationship between work hours and worklife balance and Found a strong association between larger numbers of work hours and lower levels of work life Balance amongst women. For men, the results were less conclusive, while for gender-mixed Groups, an association between overtime work and lower levels of work life balance was strongly Supported. It was found that nonstandard work hours had a negative influence on work life Balance and some evidence suggested that it had a negative influence on children's well-being And on marital satisfaction

Murphy & Doherty (2011), revealed that it is not possible to measure work-life balance in an Absolute way, because personal circumstances influence the way this is perceived. Long hours And presenteeism form "part of job" when accepting a role at higher level. However, modern Technology has helped this to some extent by allowing senior managers to be accessible instead Of having to be present in office.

Jane et.al (2004) have explored relationships between work-life balance, work non-work conflict, Hours worked and organizational commitment concluded that, although graduates seek work/life Balance, their concern for career success draws them into a situation where they work Increasingly long hours and experience an increasingly unsatisfactory relationship between home And work. The article discusses the causes and potential consequences of this predicament and in Particular how work non-work conflict is linked to hours worked the state of the psychological Contract and organizational commitment.

It highlights the role of organizations' policy and Practice in helping to manage the relationship between work and non-work and the development Of organizational commitment through support for younger employees' lives out-of-work and Effective management of aspects of the psychological contract.

Clarke, et al (2004), From the very beginning it is important to understand that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in Order to maintain an overall sense of harmony in life

Schermerhorn (2013) revealed that Work-Life Balance is the ability of a person to balance the demands of work with their personal and family needs. According to Delecta (2011), Work-Life Balance is defined as the ability of individuals to fulfil their work and family commitments, as well as other non-job responsibilities. According to Robbins and Coulter (2012), work-life balance programs include resources for parent and child care, health and welfare of employees, relocation and others. Where many companies offer family-friendly benefits that employees need to balance life and work, which includes flex time, job sharing, telecommunicating and others.

Ramadhani (2013), other components can be done with the provision of bonus (benefits), health and fitness facilities, assistance for the care of children and their parents who are elderly and provide a policy of leave for reasons of illness. The aim is for employees to have the opportunity to be able to balance the demands of work with household responsibilities

(Greenhaus and Allen, 2010 in Helmle, Botero, and Seibold, 2014). Work-life balance has been determined in several ways. For example, Clark (2000) in Helmle, Botero, and Seibold (2014) describe work-life balance as the level of satisfaction individuals feel when they can function at work and at home with minimal role conflict. Grzywacz and Carlson (2007) in Helmle, Botero, and Seibold (2014) define work-life balance as meeting expectations regarding roles negotiated and shared between individuals and partners regarding their roles in the work and family domain. Greenhaus and Allen (2010) in Helmle, Botero, and Seibold (2014) define work-life balance as the extent to which individual effectiveness and satisfaction in work and family roles are compatible with prioritizing individual life roles at a particular point in time. Empirical findings show that individual perceptions of work-life balance are related to job satisfaction, family satisfaction, life satisfaction, family function, and organizational commitment (Allen et al, 2010; Carlson et al, 2009 in Helmle, Botero, and Seibold, 2014).

Kelly et al. (2014) in a study, in many organizations the flexible work arrangements are only available to some valued employees (Kelly and Kalev, 2006) and employees might suffer from penalties for such practices. (Glass 2004, Leslie et al. 2012, Wharton, Chivers and Blair-Loy, 2008) signifying a lack of employers' willingness to practice such policies. Telecommuting can be defined as "work arrangements in which employees perform their regular work at a site other than the ordinary workplace, supported by technological connections" (Fitzer, 1997, p.65)

Das (2016) mentioned that in the banking sector, workers especially women in the cash have to work in pressure in order to complete account balancing which takes long hours leaving them stressed; the study also pointed out that managing daily household activities, child rearing and looking after the other family members were the prime factors which resulted in stress among female employees in the bank. Hence, these social factors causing stress are likely to have a negative impact on job satisfaction.

Chiaburu and Harrison (2008), mentioned that since co-workers highly influence employee attitudes and their support is associated with job satisfaction, hence, organizations must pay more attention so that these relationships could be enhanced for better organizational outcomes. A survey done on employees for performing a study on employee satisfaction among the major commercial banks in Kenya revealed that only 12% felt that reward system used affected their performance and affected the organizational growth, whereas significant proportion (39%) felt that feedback and support of their supervisor plays a pivotal role to enhance their motivation levels (Onzere, 2011). Hence, organizational support is reckoned to be crucial to improve motivation and satisfaction level of workers.

Barrera (2007) defined the concept as employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employees' lives. This definition clearly puts the responsibility of achieving balance on both the employer and the employee. However, some authors define it in a way that the responsibility of achieving balance is placed on the employee, e.g. Kirchmeyer (2000:80) defined it as "achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains". Greenhaus, Collins and Shaw (2003:513) also define it as "the extent to which an individual is engaged in and equally satisfied with his or her work role and family role."

Haar, Russo, Sune and Oilier-Malaterre (2014) posit that it is an individual's assessment of how he balances multiple life roles effectively. All these definitions reveal that WLB is an interface of work and family, and many scholars have illustrated that the concept of work embraces the setting of formal tasks to be undertaken by employees in a bid to accomplish goals (e.g. Helmle, Botero, &Seibold2014; Semlali&Hassi,2016) and life is shown to relatively encompass an assortment of numerous activities which most often do not associate with work, for example activities such as house chores and childcare, in which case work-life balance is accomplished

when there is existing harmony between work and life. For the purpose of this study, the definition by Barrera (2007) will be adopted.

(Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman, & Wurtz, 2016). On the other hand, it is worthy to emphasize that the benefits of work-life balance can enhance both the life quality of employees and the effectiveness of the organization. Therefore, it is also essential to note the fact that, there appears to be limitless explanations of work-life balance, but all appear to be in agreement that work entails a group of formal tasks completed by an individual or group while occupying a given job position and that life comprises a group of activities not associated with work such as household chores, care of elders and care of children.

E. JEFFREY HILL, BRENT C. MILLER, SARA P. WEINER, JOE COLIHAN (2006)

Millions of employees now use portable electronic tools to do their jobs from a “virtual office” with extensive flexibility in the timing and location of work. However, little scholarly research exists about the effects of this burgeoning work form. This study of IBM employees explored influences of the virtual office on aspects of work and work/life balance as reported by virtual office teleworkers (n = 157) and an equivalent group of traditional office workers (n= 89). Qualitative analyses revealed the perception of greater productivity, higher morale, increased flexibility and longer work hours due to telework, as well as an equivocal influence on work/life balance and a negative influence on teamwork. Using a quasi-experimental design, quantitative multivariate analyses supported the qualitative findings related to productivity, flexibility and work/life balance. However, multivariate analyses failed to support the qualitative findings for morale, teamwork and work hours. This study highlights the need for a multi-method approach, including both qualitative and quantitative elements, when studying telework.

Clark (2008) in his border theory of work life balance stated that work-life balance is influenced by physical factors (office space), temporal factors (hours spent on working) and psychological borders (thinking pattern) between work and family settings. He proposed two approaches for employee's wellbeing the first is keeping work and life separate and second is integration of work and family. The adaptability of the approach depends on the profile of the employee.

(Marks and McDermid, 1996). Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm. The importance of helping employees achieve a balance between the demands of their work and their home lives has been emphasized. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives.

Friedman and Greenhaus (2000) argue that conflict between work and family has real consequences. It significantly affects the quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work-role, and the need to choose between two apparent opposites—an active and satisfying career, or marriage, children, and a happy family life. Work and family balance, in a way, deals with the role balance of an individual both at home and work. Work-Life Balance Programs (WLBP) developed by employee friendly organizations can be a good solution to solve the problems of work-life balance. WLBP have been found to increase employee control over time and place of work.

Elena Martinez-Tola, M Luz de la Cal, Mertxe Larranaga & Yolanda Jubeto (2019):The survey is conducted among 502 private companies which poses more than 20 employees in Gipuzkoa to study the relationship between the characteristics of organizations and work-life balance policies implemented in the organization.

It is noted that service sector is providing much more work life balance measures while comparing the manufacturing sector. Though the nature of business is different in each sector, the organizations should value the WLB measures. In the modern era, companies have taken steps to form WLB measures and policies. But the effective implementation is questionable in private organizations. The women work force voices to improve the WLB systems

Xiaoxia Sun,(2019): The study is conducted among the hospitality and tourism entrepreneurs to analyse their work-life balance pattern. Many of the entrepreneurs shifted to the business area. Leaving their family in the city and having business in some other area really has a psychological impact. Though they are happy with their work by balancing the work and life by having trustable employees. They have appointed close relatives and friends as the authorities. By the way, business is not the work but it's a life-style. Those who can manage this life-style positively can have greater benefits than running his/her life as a employee in an organization. The study discusses about the boundary management tactics of lifestyle entrepreneurs. The tactics are a) temporal, b) physical, c) psychological tactics.

Peter Holland (2019) ; The study is conducted in the health care sector, 2983 nurses responded through the online survey. Work load determines the intention to leave the job as well as the perception of organization's welfare activities towards the employees. The study focuses the implementation of High Involvement Work practices (HIWPs) in the organization. The objective of HIWP is to abolish the negative mind set of the professionals by systematic manner. The work load is a negative factor of work-life balance. Managing the work load effectively will pave the enhanced work behaviour.

Michel. (2019): The study analysed from the data collected by 'The Barua working time survey' from twenty thousand and thirty(20,030) employees all around the nation. This study results with lot of suggestions and output . The researchers can overview this research work to study various factors which impact the work-life balance.

A model is framed in this study, termed as 'Latent class analysis model with indicators & outcomes). Indicators:1)Shift-work 2)week-end work 3)Overtime 4)Overlong working hours 5)Frequent changes in working hours 6)control over beginning/end of workday 7)control over a few hours off. Outcome:1)Subjective health 2)Satisfaction with work-life balance. C-Latent class.

Elena Martínez-Tola, Luz de la Cal, Mertxe Larranaga,Yolanda Jubeto,(2019): The study is conducted in five hundred and three private organizations, Gipuzkoa, Basque and the analyze is done with two hundred and ninety three valid respondents. The aim of the study is to evaluate the relationship between company's characteristics and WLB policies implemented in the organizations. The co-aim is to analyse the gender equality in treating with the WLB policies. The study reveals that 70% of the companies are giving flexible working hours(reduced working hours, part time& holiday flexibility). Service related companies are showing a good ratio of implementing work-life balance measures where the female workers percentage is very low. The industries such as beverages, food and tobacco which pose high percent of women employees seem that they have implemented low level of WLB policies. Long run organizations made agreement with the male employees for the clear utilization of welfare policies.

Corinna Brauner, Anne M. Wohrmann, Kilian Frank, Alexandra Michel (2019): The control on working time helps the workers to manage the personal demands & work and so to promote health and WLB. Work life balance is influenced by 1)shift work 2)weekend work 3)overtime 4)overlong working hours 5)frequent changes in working hours control over beginning and end of work day 6) control over few hours off 7)subjective health 8) size of organization 9)satisfaction.

Silva Karkouliau, Jordan Srour, Tala Sinan (2016): The problems faced by employees either in family or work will directly impact the work performance negatively. Jobs stress also creates conflicts among employees.

Women who are married always tend to have good relationship with their husband, failure in this perceptive affect the psychological level of women. The favourable relationship in the family life motivates the employees to grow in their carrier life. Women always face great challenges to balance their family and work place due to gender biases in the organization

Patricia C. Meloa, Jiaqi Ge, Tony Craig, Mark J. Brewer & Ines Thronicker,(2018):

An interesting study has made related to pro-environmental behaviour Vs work-life balance. Pro-environmental behaviour means the personal commitment towards the environment sustainability. To overcome the environment challenges in recent days, there should be a level increase in pro-environmental attitude. It should be accepted because of the busy life, the workforce show constraints in PWB. This study is conducted to learn the relationship between a)proenvironmental behaviour b)environmental selfperception & c)work-Life balance. The major factors determining the level of pro-environmental behaviour relate to individual's approach towards the a) environment, b)age, c)educational achievement, d) family income and e) Child care/young children. Pro-environmental behaviour boundary with twenty one behaviours relating to a)home energy, b)personal transport,c) recycling and d)shopping. The study also concludes that environmental self-perception has a strong relationship with PEB(strong environmental behaviour).

Nuria Matilla-Santander, Cristina LidónMoyano,Adrián González-Marrón, Kailey Bunch, Juan Carlos Martin-Sanchez, José M. MartínezSanchez, (2019):The study is conducted to analyse the relationship between the work life balance and job satisfaction impact with working hours. Comparatively, women are more exhausted because of the long working hours. There is a great relation between working hours and WLB.Women like to choose part-time jobs to take care their children and family. In self employed category, the level of relationship between working hours and WLB is low, because of the chance of work prioritize according to the necessity. Poor work-life balance leads for absenteeism and health issues.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A Research design is simply the frame work or plan for a study is used to guide in collecting and analyzing the data. It is a blue print that is followed in completing a study. The Descriptive research design is used for research. 'Descriptive research design is a type of research design that aims to systematically obtain information to describe a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem rather than the why;

Research instruments:

An organized survey has been set up to get the significant data from the respondents.

The poll comprises of an assortment of inquiries introduced to the respondents for their reaction. The different kinds of inquiries are utilized as a part of this overview are:

- ◆ closed ended questions
- ◆ multiple choice question

3.2 SOURCES OF DATA

Data can be gathered from two places: internal and external sources. The information collected from internal sources is called “primary data,” while the information gathered from outside references is called “secondary data”

3.2.1 PRIMARY DATA

Primary data means original data that has been collected specially for the purpose in mind. It means someone collected the data from the original first hand. Data collected this way is called primary data.

3.2.2 SECONDARY DATA

Secondary data is the data has been already collected by and readily available from other sources. When we use statistical method with primary data from another purpose for our purpose we refer to it as secondary data. It means that one people's primary data is another person's secondary data. So that secondary data is data that is being used. Such data are more quickly obtainable the primary data.

- Published printed sources
- Books
- Journals/periodicals

3.3 STRUCTURE OF QUESTIONNAIRE:

The questionnaire had 20 items. It consists of ten statements about work–life balance where the options for answers were either 'agree', 'sometimes' or 'disagree'. The details of few added statements to get a better clarity in the study on work life balance in the married working women of Pondicherry are as follows: Four statements on the demographic details of the respondents namely Age group, Number of Children, Profession of Spouse and Industry/Sector the respondent is working in. Five general statements with the options 'yes' and 'no' to answer: -1) I am able to balance my personal and professional life well. 2) As a working woman, my biggest challenge is work-life balance. 3) There is a strong relationship between work-life balance and quality of life. 4) I feel that better work-life balance in my life can guarantee me a better quality of life. 5) In general, my level of satisfaction towards my Quality of life is good.

3.4 SAMPLE SIZE

The study was conducted among the employees at Kerve Technologies LLP with a sample of 112 employees was selected using Convenient Sampling.

3.5 SAMPLING TECHNIQUE

When you conduct research about a group of people, it's rarely possible to collect data from every person in that group. Instead, you select a **sample**. The sample is the group of individuals who will actually participate in the research.

To draw valid conclusions from your results, you have to carefully decide how you will select a sample that is representative of the group as a whole. The type of sampling used for research is **Convenience Sampling**.

3.5.1 CONVENIENCE SAMPLING

A convenience sample simply includes the individuals who happen to be most accessible to the researcher. This is an easy and inexpensive way to gather initial data, but there is no way to tell if the sample is representative of the population, so it can't produce generalizable results. Convenience samples are at risk for both sampling bias and selection bias.

3.6 PERIOD OF STUDY

The study duration was January 2023 till March 2023 during which i collected data, statistical analysis at Kerve Technologies LLP.

3.7 ANALYTICAL TOOLS

The tools used for data analysis in the research is Simple percentage.

3.7.1 SIMPLE PERCENTAGE ANALYSIS

Simple percentage refers to a special kind of ratio. These were used to describe relationship; they reduce everything to a common base and there by allow meaningful comparisons to be made.

Formula for simple percentage:

$$\text{SIMPLE PERCENTAGE} = \frac{\text{TOTAL NUMBER OF RESPONDENTS}}{\text{TOTAL NUMBER OF SAMPLE}} * 100$$

CHAPTER 4

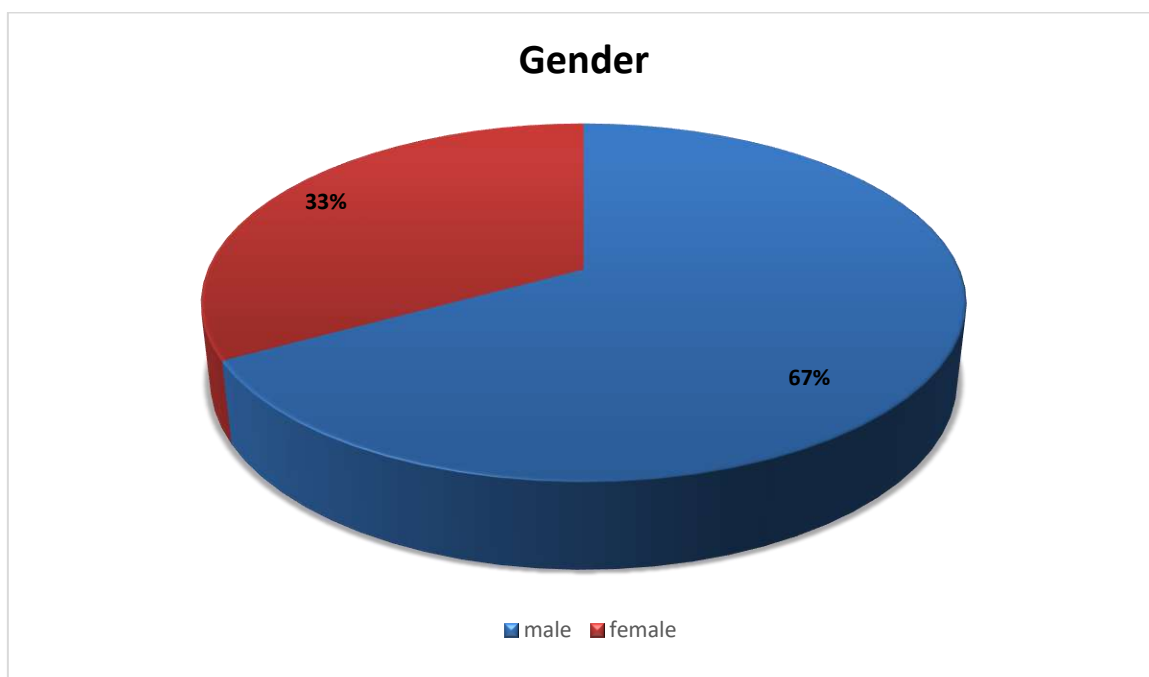
DATA ANALYSIS AND INTERPRETATION

Data interpretation refers to the implementation of processes through which data is reviewed for the purpose of arriving at an informed conclusion. The interpretation of data assigns a meaning to the information analyses and determines its signification and implications. Data interpretation is the process of filtering Valuable information from large amount of data sets. The collection can be represented in various forms such as Bar graphs, line charts and tabular forms and other similar forms.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF GENDER

Table 4.1 Gender

Gender	Responses	Percentage
Male	75	67%
Female	37	33%
TOTAL	112	100%



Gender 4.1

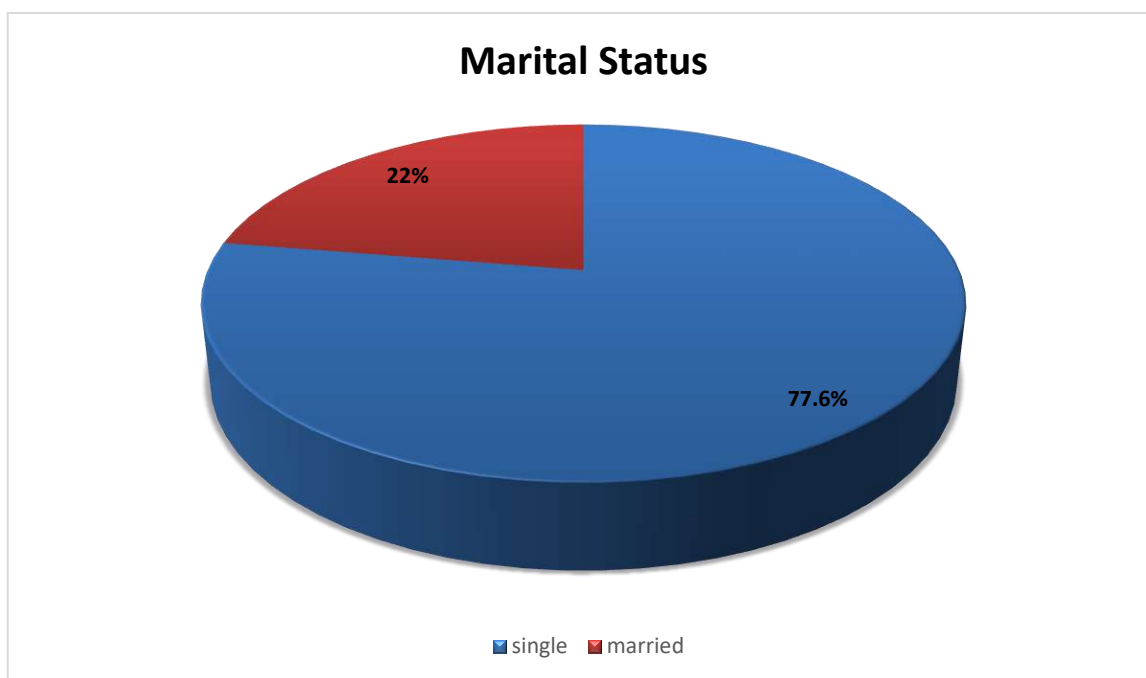
INTERPRETATION:

From the responses it can be seen that out of 100 responses 67% are male i.e., 75 employees and 33% are female i.e., 37 employees.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF MARITAL STATUS

Table 4.2 Marital Status

Marital Status	Responses	Percentage
Single	87	77.6%
Married	25	22.4%
TOTAL	112	100%



Marital Status 4.2

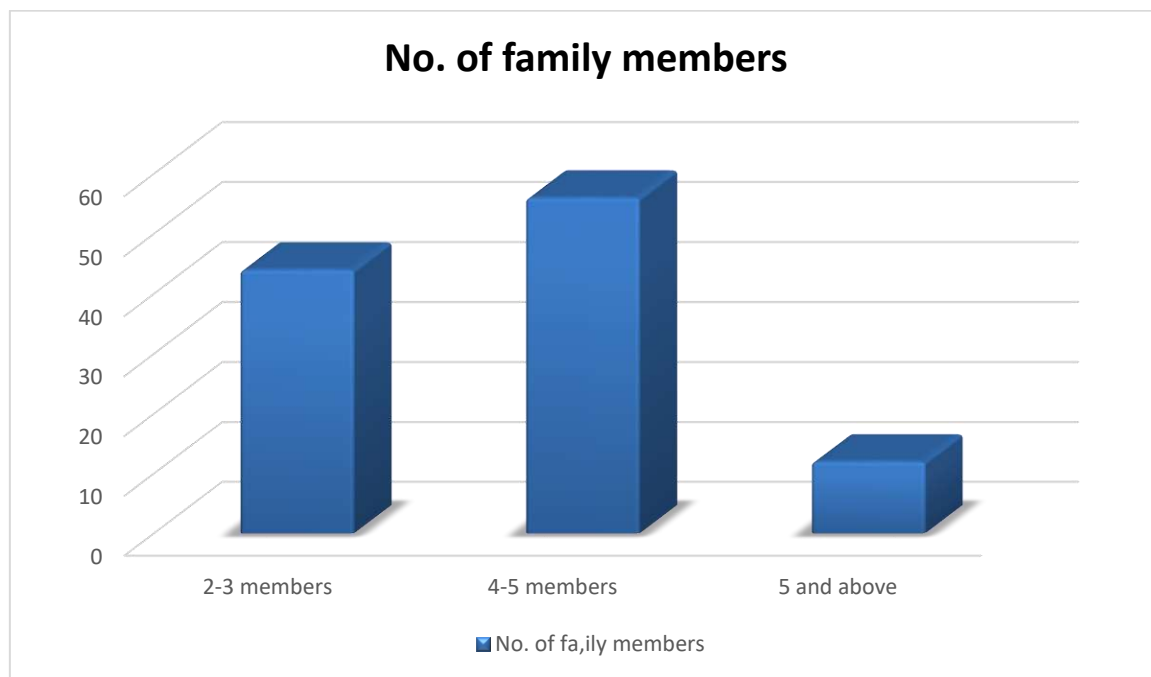
INTERPRETATION:

From the above pie chart, it can be seen that, 77.6% of the respondents are single and 22% of the respondents are married.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF NO. OF FAMILY MEMBERS

Table 4.3 No. of family members

No. of family members	No. of respondents
2-3	44
4-5	56
5 and above	12
TOTAL	112



No. of family members 4.3

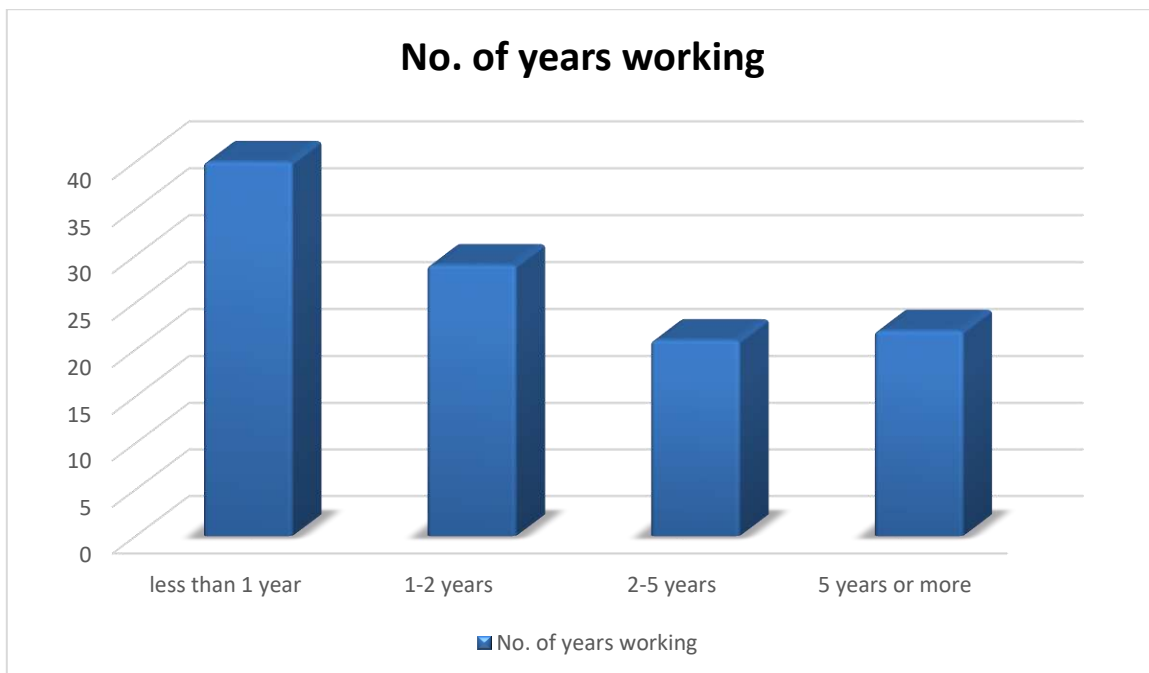
INTERPRETATION:

According to the above graph, 39 respondents have 2-3 family members in their family, 51 have 4-5 and 12 respondents have 5 or more members in their family.

DISTRIBUTION OF RESPONDENTS ON THE BASIS OF TIME PERIOD THEY HAVE BEEN WORKING FOR THE ORGANIZATION

Table 4.4 No. of years working

Particulars	No. of respondents
Less than one year	40
1-2 years	29
2-5 years	21
5 years or more	22
TOTAL	112



No. of years working 4.4

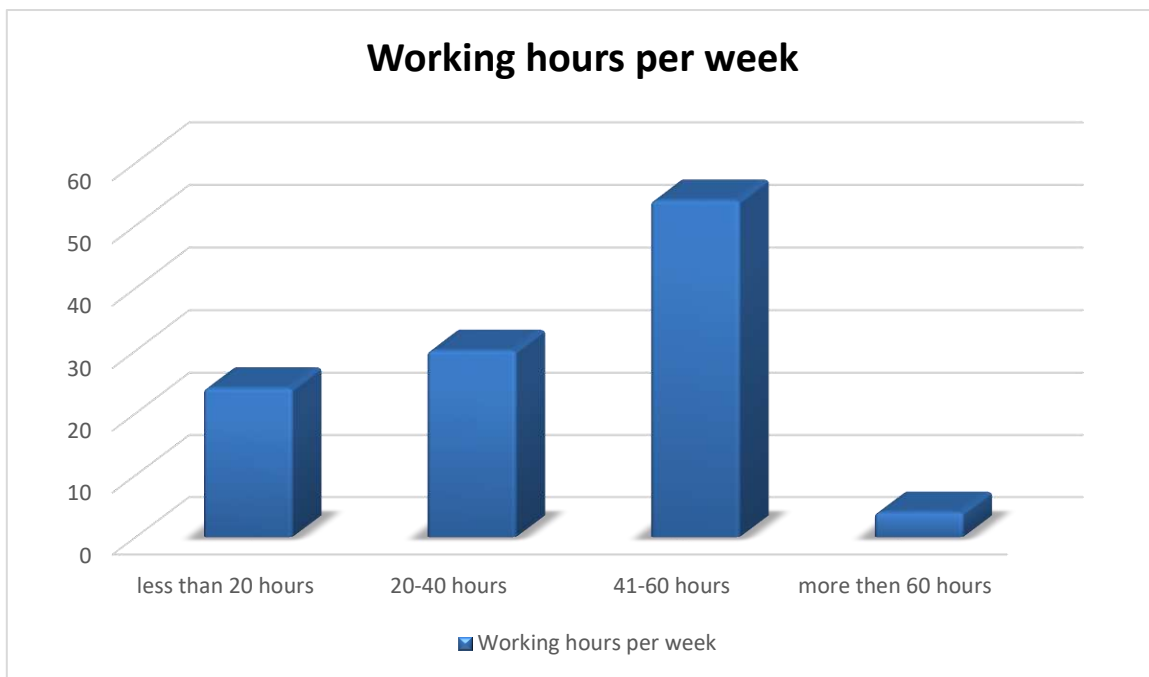
INTERPRETATION:

According to the above graph, 40 of the respondents have been working less than a year, 29 have been working for 1-2 years, 21 working for 2-5 years and 22 have been working for more than 5 years.

DISTRIBUTION OF HOW MANY HOURS AN EMPLOYEE WORK PER WEEK

Table 4.5 Count of working hours per week

Working hours per week	No. of respondents
Less than 20 hours	24
20-40 hours	30
41-60 hours	54
More than 60 hours	4
TOTAL	112



Count of working hours per week 4.5

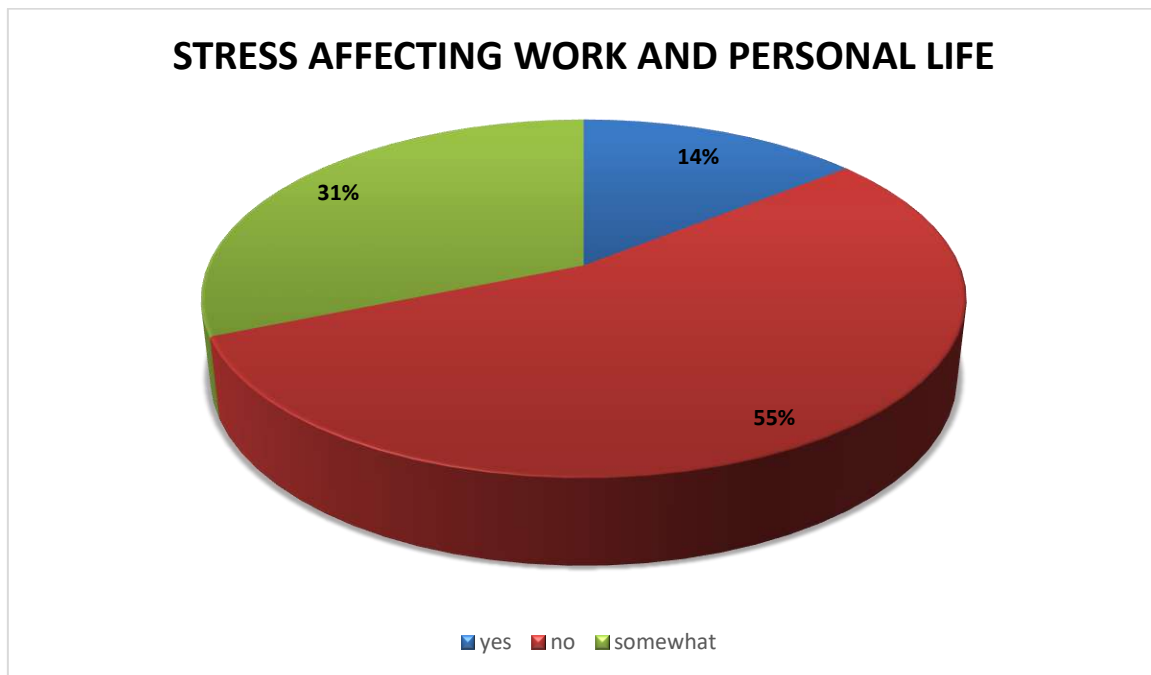
INTERPRETATION:

From the above data it can be concluded that, 24 respondents are working for less than 20 hours per week, 30 respondents for 20-40 hours per week, 54 respondents for 41-60 hours per week and 4 respondents work for more than 60 hours per week.

DISTRIBUTION OF SEEING IF STRESS IN THEIR WORK LIFE AFFECTING THEIR PERSONAL LIFE

Table 4.6 Stress affecting work and personal life

Options	Responses	Percentage
Yes	16	14.2%
No	61	54.4%
Somewhat	35	31.2%
TOTAL	112	100%



Stress affecting work and personal life 4.6

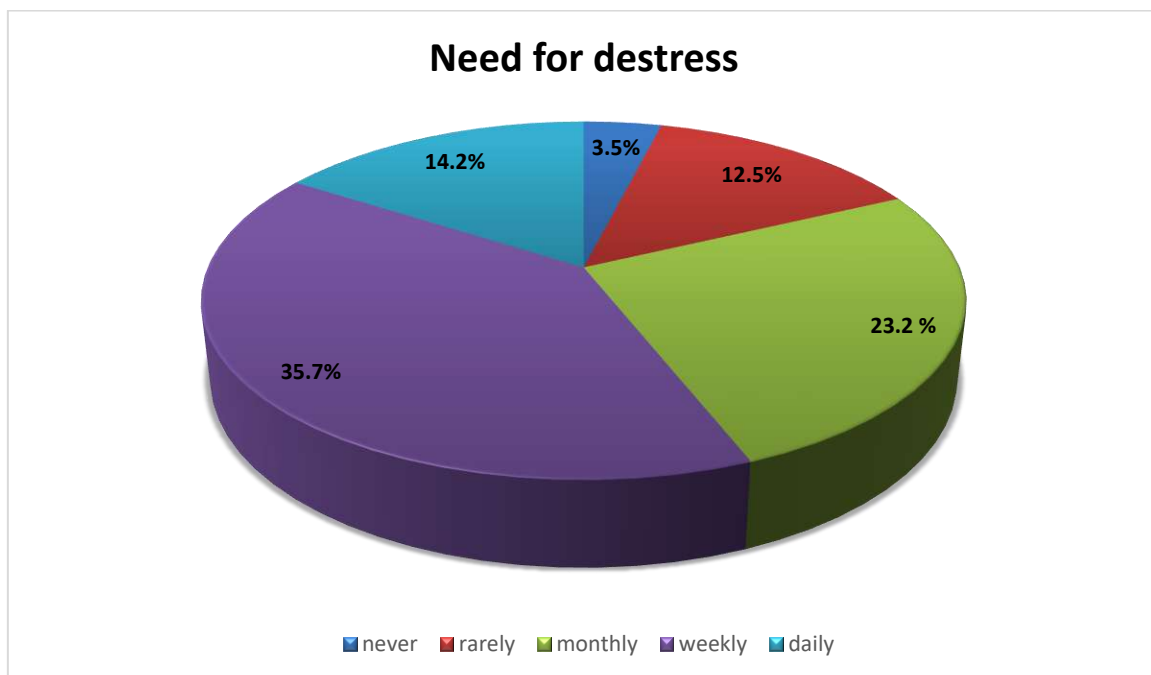
INTERPRETATION:

According to the above data, it is seen that 14.2% of the respondents say that the stress in their work place affecting their personal life, whereas 54.4% of respondents say that the stress in their work life is not affecting their personal life and 31.2% of them say that stress is somewhat affecting their personal life.

DISTRIBUTION ON HOW OFTEN DO THE EMPLOYEES NEED TO DESTRESS

Table 4.7 Need for destress

Options	Responses	Percentage
Never	4	3.5%
Rarely	14	12.5%
Monthly	26	23.2%
Weekly	40	35.7%
Daily	16	14.2%
TOTAL	112	100%



Need for destress 4.7

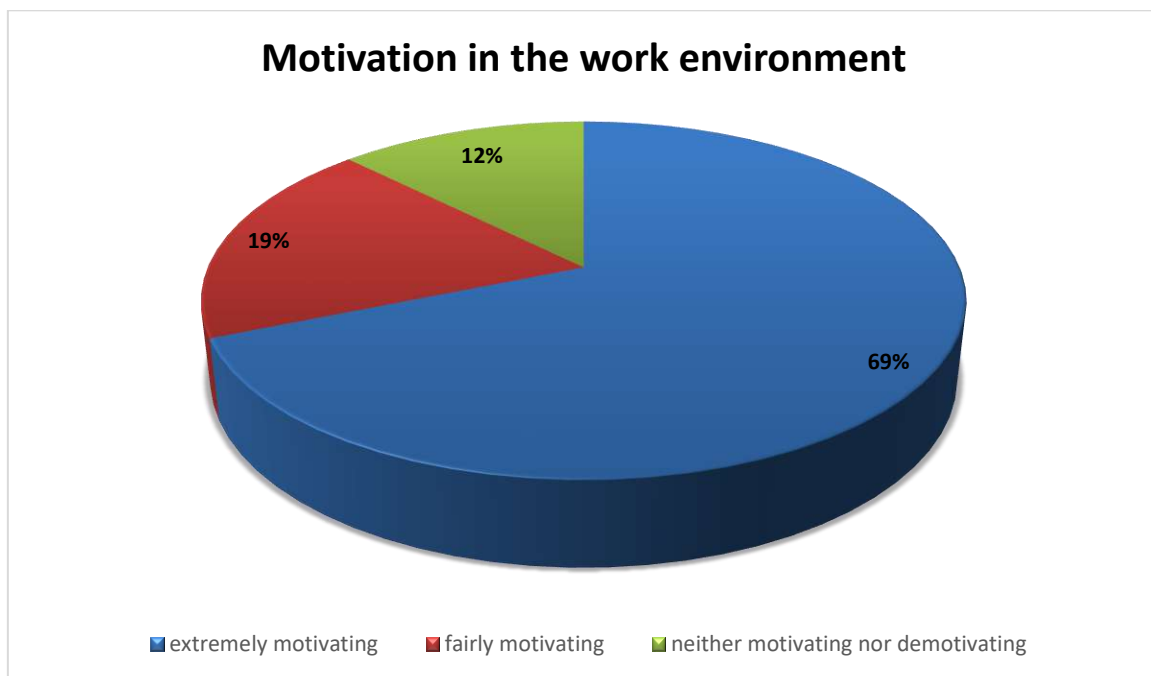
INTERPRETATION:

From the above chart, it can be concluded that, 4% of the respondents never destress, 13% of them destress themselves rarely, whereas 23% of the respondents destress themselves on a monthly basis, 36% of them destress themselves weekly and 14% of the respondents destress themselves on daily basis.

DISTRIBUTION ON HOW MOTIVATING IS THE WORK ENVIRONMENT

Table 4.8 Motivation in the work environment

Options	Responses	Percentage
Extremely motivating	77	68.7%
Fairly motivating	21	18.7%
Neither motivating nor demotivating	14	12.5%
TOTAL	112	100%



Motivation in the work environment 4.8

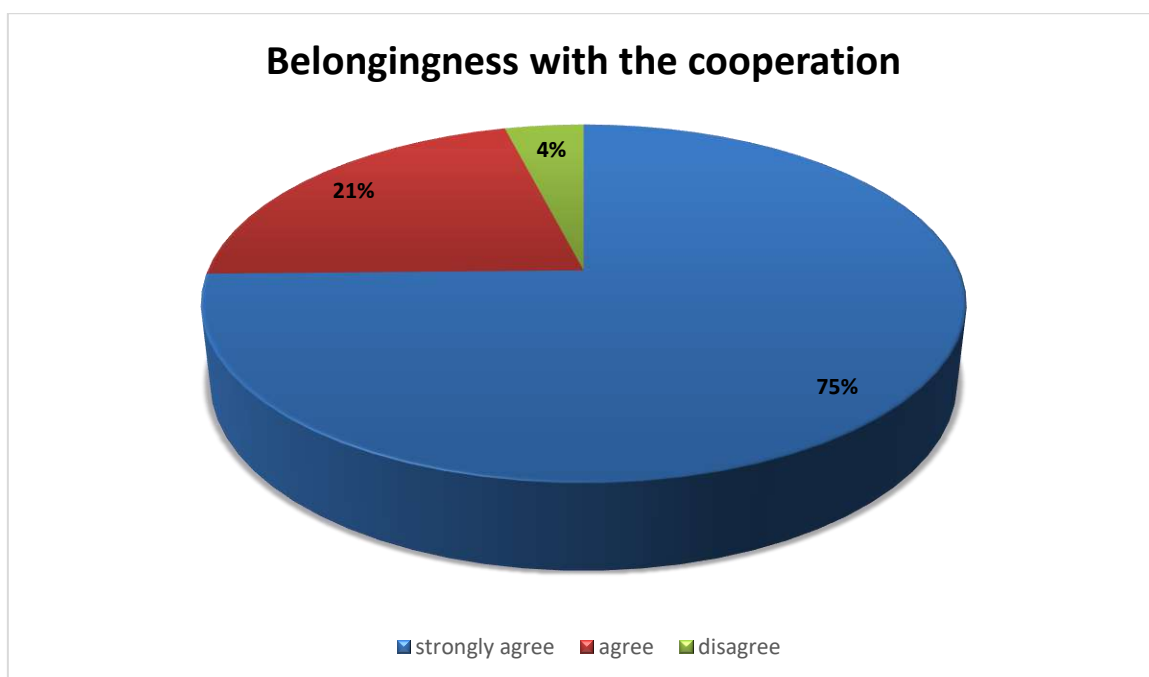
INTERPRETATION:

From the above chart, it can be concluded that, 69% of the respondents feel extremely motivated, 19% of them feel fairly motivated, whereas 12% of the respondents feel neither motivated nor demotivated.

DISTRIBUTION OF SENSE OF BELONGINGNESS INCREASE WITH THE COOPERTATION

Table 4.9 Belongingness within the cooperation

Options	Responses	Percentage
Strongly agree	84	75%
Agree	24	21.4%
Disagree	4	3.5%
Strongly disagree	-	-
TOTAL	112	100%



Belongingness within the cooperation 4.9

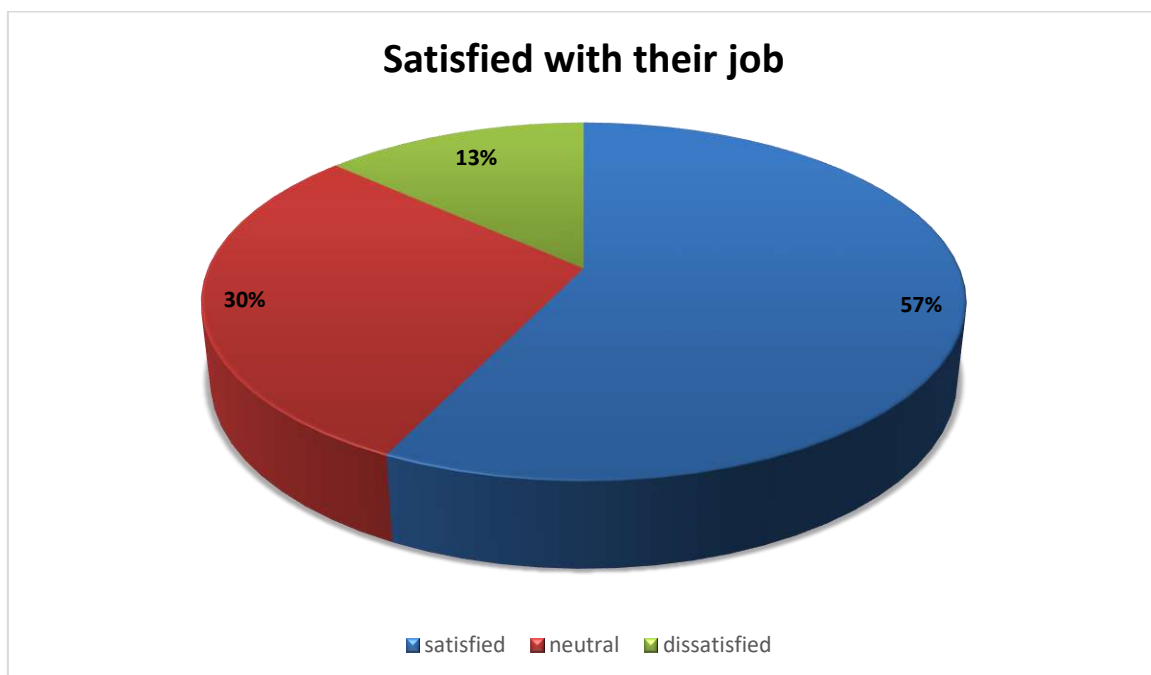
INTERPRETATION:

The above bar graph shows that 75% of the respondents disagree, 21% respondents agree and 4% to strongly agree that the belongingness increase with the cooperation.

DISTRIBUTION OF HOW MANY EMPLOYEES FEEL SATISFIED WITH THEIR JOB

Table 4.10 Satisfied with their job

Options	Responses	Percentage
Satisfied	64	57.1%
Neutral	33	29.4%
Dissatisfied	15	13.3%
TOTAL	112	100%



Satisfied with their job 4.10

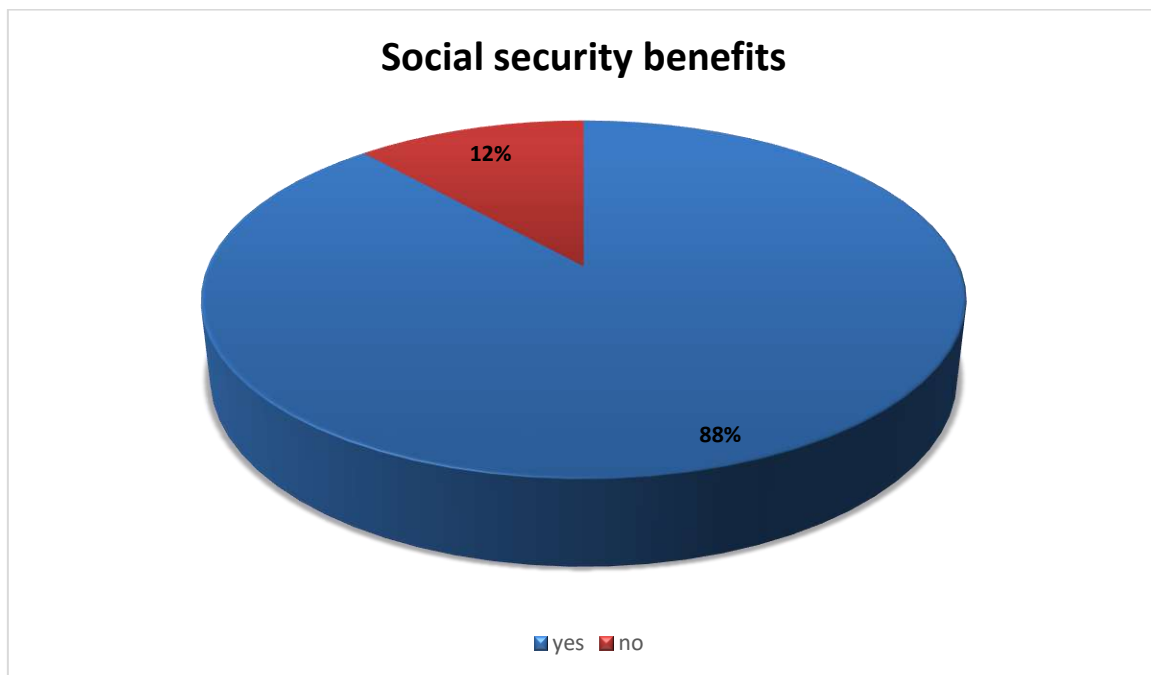
INTERPRETATION:

The above pie chart shows that 57% of the respondents are satisfied, 30% of the respondents feel neutral and 13% of the respondents are dissatisfied with their job.

DISTRIBUTION OF WHETHER THE COMPANY PROVIDES ENOUGH SOCIAL SECURITY BENEFITS

Table 4.11 Social security benefits

Options	Responses	Percentage
Yes	99	88.3%
No	13	11.6%
TOTAL	112	100%



Social security benefits 4.11

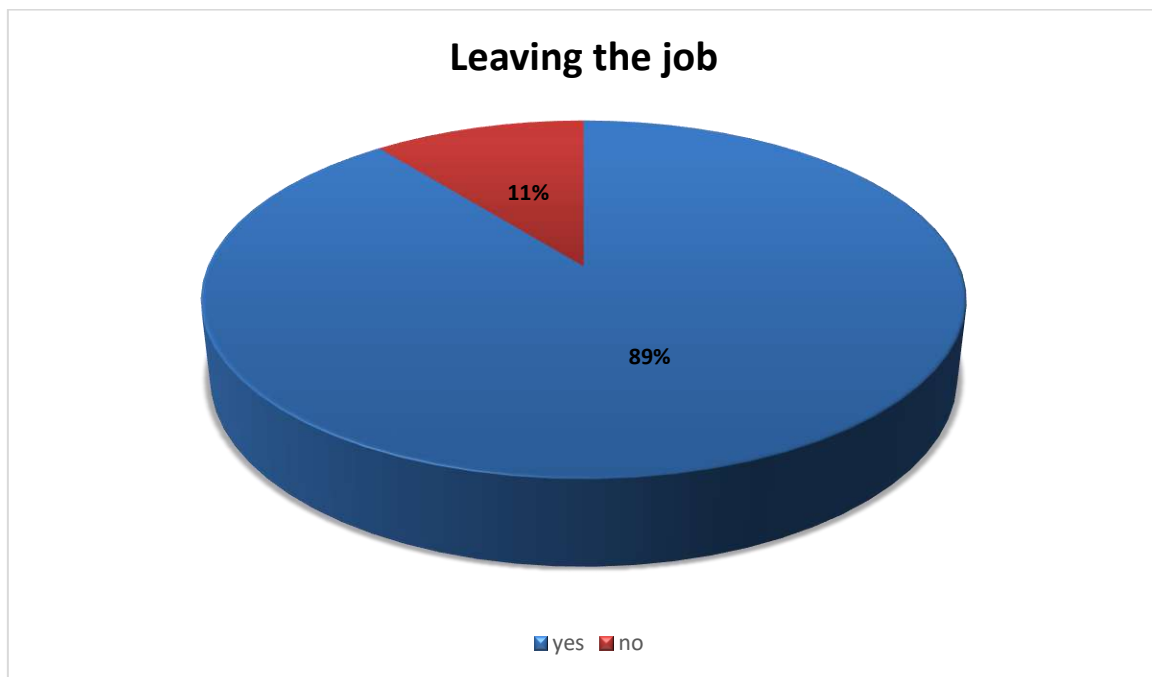
INTERPRETATION:

The above pie chart shows that 88% of the respondents agree that the company provides the social security benefits and 12% of the respondents is not satisfied with the social security benefits.

DISTRIBUTION ON HOW MANY EMPLOYEES HAVE THOUGHT ABOUT LEAVING THE JOB IN THE PAST YEAR

Table 4.12 Leaving the job

Options	Responses	Percentage
Yes	100	89.2%
No	12	10.7%
TOTAL	112	100%



Leaving the job 4.12

INTERPRETATION:

From the above chart we can see that 89% have not thought about leaving the job, whereas 11% have thought about leaving the job.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- According to the survey, majority of employees have unstructured work life balance.
- The employees are aware of the work life balance techniques followed by the company.
- The employees are giving the importance for family and personal commitments.
- According to the survey many of the companies providing the facilities to employees to have good work life balance
- Most of the respondents have been working for less than one year in the company.
- 67% are male i.e., 70 employees and 33% are female i.e., 30 employees.
- 78% of the respondents are single and 22% of the respondents are married.
- 39 respondents have 2-3 family members in their family, 51 have 4-5 and 10 respondents have 5 or more members in their family.
- 14% of the respondents say that the stress in their work place affecting their personal life, whereas 54% of respondents say that the stress in their work life is not affecting their personal life and 31% of them say that stress is somewhat affecting their personal life.
- 4% of the respondents never distress, 14% of them distress themselves rarely, whereas 26% of the respondents distress themselves on a monthly basis, 40% of them distress themselves weekly and 16% of the respondents distress themselves on daily basis.
- 77% of the respondents feel extremely motivated, 21% of them feel fairly motivated, whereas 2% of the respondents feel neither motivated nor demotivated.

- 54% of the respondents are normally work 41-60hours in a week.
- 84% of the respondents disagree, 12% respondents agree and 4% to strongly agree that the belongingness increase with the cooperation.
- 64% of the respondents are satisfied, 33% of the respondents feel neutral and 3% of the respondents are dissatisfied with their job.
- 52.5% of the employees listening music for managing the stress arises from work.
- 88% of the respondents agree that the company provides enough social security and the other 12% don't.
- 11% of the employees have thought about leaving the work in the past year.

5.2 SUGGESTIONS

- Some of the employees are not satisfied with the job environment and working conditions. Job environment and working conditions play a very important role in motivating the employees. so, the organization has to take some more steps to improve the job environment and working conditions.
- Some of the employees are not satisfied with the career-planning program. If an organization wants to retain its employees it must satisfy their innovate aspirations for growth and development of advancement in their career.
- Some of the employees are not satisfied with scope of creativity. If the job is creative then only the employees get more interest on their job. They can innovate new things in their job. Their creativity will be improved.
- Some of the employees are not satisfied with the labor welfare measures provided by the company. Labor welfare measures will improve the morale and increases the feeling of security that will in turn affect the personnel effectiveness in an organization. So, the organization should take measures to improve the labor welfare measures.
- Maintaining the work and personal commitments is very difficult so the company should make a better plan for managing the both commitments.
- The employees can go for recreation facilities, clubs in the organization to reduce boredom.

5.3 CONCLUSION

I have conducted a study on work life balance to know the employee's behavior towards company while maintaining the work life balance and company's practices towards structured work life balance. Most of the companies give more importance to Human Resource of the company, because in modern days all organizations are treating the employees as an asset not as an expense. For the successfulness of the organization employee's contribution is very much more. As firms have conducted an HR accounting practices timely, they are conducting HR audit to examine each and every policy and practice of an organization to remove the negative affected policies and to form and improve the new policies which gives more productivity to an organization.

Hence here I conclude the organizations are taking a corrective action to reduce boredom and to increase the productivity by maintaining the work life balance.

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ANNEXURE – I

QUESTIONNAIRE

Name (optional) - _____

E-mail - _____

Contact no. - _____

Gender

- a) Male
- b) Female

Marital status

- a) Single
- b) Married
- c) Divorced
- d) Widow

How long have you been employed in your current position?

- a) Less than 1 year
- b) 1-2 years
- c) 2-5 years
- d) More than 5 years

How many hours do you work per week?

- a) Less than 20 hours
- b) 20 – 40 hours
- c) 41-60 hours
- d) More than 60 hours

How often do you work overtime or outside normal work hours?

- a) Daily
- b) Weekly
- c) Monthly
- d) Rarely
- e) Never

How often do you need to destress

- a) Daily
- b) Weekly
- c) Monthly
- d) Rarely
- e) Never

How motivating is the work environment?

- a) Extremely motivating
- b) Fairly motivating
- c) Neither motivating nor demotivating

Sense of belongingness increase with the cooperation.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly disagree

Do you feel comfortable and satisfied with your job?

- a) Satisfied
- b) Neutral
- c) Dissatisfied

Does the company provide you the social security benefits?

- a) Yes
- b) No

With in the past year have you thought about leaving the job?

- a) Yes
- b) No