

A STUDY ON WORK LIFE BALANCE OF EMPLOYEES AT L&T INFRA ENGINEERING

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

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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External Examiner

DECLARATION

I **REVATHI U G (Reg.no.41410254)** hereby declare that the Project Report entitled “**A Study on work life balance of employees at L&T INFRA ENGINEERING**” done by me under the guidance of **DR. D. VELUMONI (Internal guide)** and **S. Prakash (External guide)** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:06.05.2023

PLACE: CHENNAI



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SIGNATURE OF THE CANDIDATE

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ABSTRACT

The work-life balance is the term used to describe practices in achieving a balance between professional work and family work. The demands and pressure of work make it difficult to stretch time for balancing work-life activities. The work-life balance is a key factor in terms of the success of employees. Availability of work-life balance facilities to employees witnessed a phenomenal growth between the late eighties of the 20th century and early years of the 21st century. The main challenges in professional life were found to be extended/odd working hours, travel time between home and workplace and participation in additional jobs and assignments. In personal life, the main stresses were the guilt of not being able to take care of self and family. Most employees prefer flexible timing as well as an environment conducive for work at the office.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Work life balance of late has become an essential concern for employee being comfortable. Organizations work to increase their profit and in turn emphasize the process of production. In order to increase profit in the long run, organizations need to focus on the effective management system of the overall organization. Human resources in this context is the vital of all the resources which the organization needs to focus on the effective management system of the overall organization. Employee well-being and fulfillment are the other key components on which the growth of an enterprise depends.

Work-life balance refers to the level of prioritization between personal and professional activities in an individual's life and the level to which activities related to their job are present in the home. The absolute work-life balance is open to discussion. Freethinker Paul Krassner said that anthropologists often define happiness as having little or no differentiation between an individual's personal and professional. Work-life balance is a typical issue due to the increased amount of technology that removes the importance of physical location in defining the work-life balance. Previously it was impossible to take work home and so there was a clear line between professional and personal.

In today's world every successful employee has to pass through the dilemma of work life balance in personal and professional life. An important portion of employees' effective time is spent at the workplace. Any issue either at the workplace or in the family will definitely disturb the overall performance so it is necessary to address the various factors related to work and family which can directly or indirectly affect the overall performance of employees and job satisfaction in the company. Thus Work-life balance is about effectively managing the juggling act between paid work and other

activities including spending their time with family. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as an important factor and want to introduce the work life balance strategies, plans and formulate policies to enhance the employee morale, productivity and motivation. Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity.

In fact it is to work productively and improve the personal life at the same time. The work life balance practices achieve retention of the employees. This paper educates the more options for employers and employees to link work life balance practices for effective organizational magazines, reports and studies were mentioned for the conceptual framework of the study and personal performance. This study is based on primary sources of data and to some extent secondary sources. Various refereed books, journals and literature on the subject, newspapers. To know the perception level percentage method included in the questionnaire with close end options. Questions have covered demographic factors like age group, designation, years of working, family size etc.

The analysis is carried out on the basis of socio economic profile and general perception towards the personal and professional life. This study tries to distinguish the work life balance issues in L&T INFRA ENGINEERING. Work-life balance is a mix of interactions among different areas of one's life, the advantages and limitation associated with that balance/imbalance can affect multiple degree of society. The issue of work-life balance has to spread throughout the business community for decades and companies have responded with work-life programs to address the issues raised by their employees. According to a study by the Families and Work Institute (1991), the most powerful predictor of corporate family friendliness is change, such as reduce in size, because the company sees work- life balance initiatives as a way to keep workers. Another explanation, however, might be that during times of organizational change, corporate culture becomes more capable of being extended.

Stress is a common feature of a poor work-life balance. In the information economy mental stress has been identified as a significant economic and health problem, causing by understanding need of employees to do more in less time. A major issue in the work-life balance debate is where responsibility lies for ensuring employees have a good work-life balance. The general feeling is that employers have a responsibility to the health of their employees; apart from the stressed-out employees, moral responsibility are less productive and more likely to make errors. The majority of the interviewees described their jobs as exhausting, highly demanding and chaotic and they seemed to take for granted that working long hours was necessary for their professional success. While the details of every individual case differed, our study suggested a common mental process that consistently helped this group of professionals to change the way they worked and lived for the better.

At a high level, our research showed that achieving better balance between professional and personal priorities boils down to a combination of reflexivity or questioning assumptions to increase intentional role redefinition and self-awareness. Importantly, research suggests that this is not a one-time fix, but rather, a cycle that we must engage in continuously as our circumstances and priorities evolve.

1.2 THE ORIGIN OF THE IDEA OF WORK-LIFE BALANCE

In the 1800s, during and following the industrial revolution, industrialists and unions alike agreed that workers needed a day off. This later became a two-day 'weekend'. But in those days, 'work' was mostly manual, and once workers left the site, they also left their work behind. They were genuinely able to rest, away from work, without having to think about it or worry about what might be going on in their absence.

1.3 TIMES HAVE CHANGED DRAMATICALLY

The phrase 'work-life balance' is rather more recent in origin. It was probably first used in the UK in the late 1970s, and in the US in the mid-1980s. It has, however, taken on a new meaning with the recent technological changes that have made it possible for workers to stay in touch 24 hours a day, seven days a week. Smart

phones, remote working technology and the like have meant that, even on holiday, people find it hard to 'switch off' and genuinely rest, and the complaint is often that people are expected to be 'on-call' at all times, without being allowed to have a life outside work.

1.4 IMPORTANCE OF WORK LIFE BALANCE

Broadly, Maslow says that people have needs, which had to be met in order. Before anything else can be considered, basic physiological needs such as food, water, and shelter must be provided. After that, people need to feel safe, and then to be loved and belong to a group.

They then move on to issues of self-esteem, cognitive needs, and aesthetic needs, and finally, at the top of the pyramid, there is self-actualisation, or achieving your full potential as a human being.

What this means in practice is that work provides for basic needs: money earned provides food, and shelter, and a regular income means safety. Work also allows people to belong to a group and doing well at work boosts self-esteem. The lower levels are all largely met through aspects of working.



CHART 1.1 Maslow's Hierarchy of Needs.

At the top of the pyramid, however, are needs which are hard to meet with work alone, and this is where lifestyle choices, and having time for leisure, become important. This explains partly why a work-life balance is a relatively modern concept because you truly do need all the basic needs to be met before you have time or energy, *or need*, to worry about aesthetics or self-actualisation.

1.5 ACHIEVING A WORK-LIFE BALANCE

A Suggested process

Achieving a work-life balance can be a challenge, but these ideas should help you to make a start: What is the nature and scale of the problem. Before you can make things better, you have to understand the problem. Try keeping a diary for a week, and set out how much time you spend on each activity, both at work and outside. That will give you an idea of your current work-life balance. You may also find it helpful to separate chores, including driving children to activities, and 'fun'. Once you can see how your life separates into work and 'other', and into chores and fun, you can start to work out how to make changes to improve the balance.

1.6 IDENTIFY THE IDEAL SCENARIO

In many ways, this process is a bit like strategic thinking. First you need to know where you are, then where you want to be. Think about how you would like your life to look.

- What would be the ideal balance between work and home?
- How would you like to spend your time?
- What changes do you need to make to get from 'now' to 'future'?

Look at your current situation and at your ideal scenario. Identify three to five key changes that will help you to move from 'now' to 'future'. For example, if you have identified that you want to confine weekend overtime to an hour in the evening on Sunday night, then what do you need to do to achieve that.

1.6.1 Concrete Steps that You Could Take Include

- Telling your colleagues that you will not be checking emails at the weekend.
- Putting an out-of-office notification on your email to remind people;
- Putting your work phone and computer away somewhere during the weekend. If your work emails come to your personal Smartphone, then remove the account, or get a dedicated phone for work; and
- Telling your family what you intend so that if they catch you checking emails, they can remind you.
- If you have enough time outside work, but you feel that it's all swallowed by chores, then steps to take might include:
- Working out whether you can afford to have a cleaner.
- Asking your spouse, and if appropriate, children, to do more chores, and agreeing a reasonable split or Rota and Identifying one day per week which is 'chore-free'. During Pandemic Situation

1.6.2 During Pandemic Situation

All the employees face the challenge of finding the right work–life balance. The ability of employees to deal with successful combining of work, family responsibilities and personal life is crucial for both employers and family members of employees. Work–life balance not only means an even distribution of time between work and private life, but rather flexibility in being able to work in the professional field, while maintaining the time and energy to spend on personal life. According to scientific and practical research, one of the tools for work–life balance is remote working, but it must be borne in mind that the COVID-19 emergency situation for employees who have minor children changed the everyday life of private life, responsibilities, and timing. Considering that the emergency situation has encouraged the use of remote working,

which has the tendency to increase, it is essential to facilitate/ensure work–life balance for employees, regardless of employment type and form of working hours.

When working remotely, employees tend to disregard work schedule, because it is difficult to distinguish between working hours and free time, which can lead to a deterioration of employees' psycho-emotional state and increased tension. In such a situation, it is important for the employers to support the employees both in the organization of remote working and in providing psycho-emotional support, what in general enhances the work–life balance of employees. As a result, employers obtain increased work efficiency and productivity, improved employee's health, higher motivation, and strengthened loyalty of the employee, etc. The scientific research methods that were used in the research are monographic method, content analysis, survey, data processing with SPSS to determine the mutual independence of the data from the questionnaires

1.7 ROLE OF HR DEPARTMENT IN WORK LIFE BALANCE

Human Resource Development (HRD) Department can play a very crucial role in implementing policies that aid in reducing work stress and work-life imbalance. Few initiatives that HR can bring forth are listed below.

- Reduce unnecessary burden of fixed timings at work. If some of the work can be done even at home during office hours, enables the professionals to do so.
- Job share where you dovetail your work role with a partner or colleague.
- Short-term or interim roles working full time but a month here and a month there depending on the individual contract.
- Reduce bureaucracy unnecessary time spent on procedural issues like approvals should be reduced.
- Allow women employees to work from home especially during pregnancy and immediately after child birth.
- Providing child care facilities can help retain employees. Facilitating fun and relaxation parties and fun at workplace can provide some relief to the

professionals. Also leave options for travelling with family and compulsory offs after fixed time of continuous work should be implemented.

1.8 INDUSTRY PROFILE

Infrastructure is the ground for cultures to thrive and businesses to prosper while infrastructure projects have become bigger and more complex there are opportunities for employees to innovate and influence change, accelerate their designs, by bringing the collective knowledge of experts to reach a high level of detail through design automation and collaborative engineering so they can demonstrate their mastery of complex infrastructure and secure their place as a premium provider in a competitive market. Civil infrastructure systems involve the design, analysis and management of infrastructure that supports human activities, such as electric power, oil and gas, water and wastewater, communications, transportation and the buildings that make up urban and rural communities. These networks deliver essential services, provide shelter and support social interactions and economic development. They are society's lifelines.

The field of civil infrastructure systems builds on and extends traditional civil engineering areas. Rather than focus on individual structural components or structures, civil infrastructure systems emphasize how different structures behave together as a system that serves a community's needs. Problems in this field typically involve a great deal of uncertainty, multiple and competing objectives, and sometimes numerous and conflicting constituencies. They are often spatial and dynamic. The technical aspects of infrastructure engineering must be understood in the social, economic, political and cultural context in which they exist. Technical aspects must also be considered over a long-time horizon that includes not just design and construction, but also maintenance, operations, performance in natural disasters and other extreme events and destruction.

"Expanding investment in infrastructure can play an important counter cyclical role. Projects and programs [are] to be reviewed in the area of infrastructure development, including pure public private partnerships, to ensure that their implementation is 5

expedited and does not suffer from [the] fund crunch.” Mr. Manmohan Singh, Indian Prime Minister, (quoted in newspaper reports, October, 2008)

India’s economy is big and getting bigger. PricewaterhouseCoopers estimates that India will become the world’s third largest economy by 2050. Liberalization of government regulations and a deliberate strategy on the part of the Indian Government to promote infrastructure spells opportunity for E&C companies. Nearly all of the infrastructure sectors present excellent opportunities, with roads and highways, ports and airports, railways and power standing out as particular bright spots, with staggering sums of investment planned. Public private partnerships (PPPs) are gaining in importance, and are benefiting from government support – targeted PPP participation is US\$150 billion. Companies experienced in structuring these types of deals should be able to use their expertise to good effect in the Indian marketplace. Operating in India requires a thorough understanding of the local market. Companies need to do their homework in order to understand a host of tax and regulatory issues before bidding on projects or setting up operations. Whether or not a permanent establishment is created, how onshore versus offshore services and supplies are managed in a particular contract, and indirect tax implications can all have a major impact on the bottom line. Further, foreign players are likely to need to identify promising local companies, then make a case for a profitable partnership, in order to achieve a win-win situation in India. Still, there is a strong rationale for many E&C companies to invest in India sooner, rather than later. Not only are there substantial opportunities now, but establishing relationships and a presence in the market can help to ensure continuing project potential over the medium- and long-term. Looking ahead, we believe that it is imperative that infrastructure development occurs in a sustainable manner, in India and around the globe, if the impact of climate change is to be slowed to broadly acceptable levels. The Indian Government must maintain a commitment to ensuring that rapid growth does not happen at an untenably high environmental cost, and infrastructure projects will play a key role in ensuring the success of ‘green growth’. Those E&C companies taking a holistic

approach to building a sustainable infrastructure will have a strong competitive advantage.

1.9 COMPANY PROFILE

1.9.1 Overview

Larsen & Toubro is an Indian multinational engaged in EPC Projects, Hi-Tech Manufacturing and Services. It operates in over 50 countries worldwide. A strong, customer-focused approach and the constant quest for top-class quality have enabled L&T to attain and sustain leadership in its major lines of business for over eight decades.

We are engaged in core; high impact sectors of the economy and our integrated capabilities span the entire spectrum of 'design to delivery'.

Every aspect of L&T's businesses is characterized by professionalism and high standards of corporate governance. Sustainability is embedded into our long-term strategy for growth.

The Company's manufacturing footprint extends across eight countries in addition to India. L&T has several international offices and a supply chain that extends around the globe.

1.9.2 The Company



CHART 1.2 L&T Infra Engineering Company logo.

L&T Infrastructure Engineering Ltd. is one of India's leading Engineering Consulting firms offering superior technical services in transport infrastructure. The company has extensive experience both in India and Globally, delivering single point 'Concept to

Commissioning' consulting services for infrastructure projects like airports, roads, bridges, ports and maritime structure including environment, transport planning and other related services.

Established in 1998 as L&T-Ramboll Consulting Engineers Limited, the company became the wholly owned subsidiary of L&T in September 2014. Today, L&T Infra Engineering is an independent corporate entity managed by a Board of Directors. The company enjoys complete freedom to set and pursue its goals with the advantage of drawing, as and when required, on the six decades of technical and managerial prowess of L&T Infrastructure Engineering Limited.

Managed by a Board of Directors, the day-to-day operations are mandated to a Chief Executive, ably assisted by a Chief of Operations.

L&T Infra Engineering has invested heavily in Cutting-edge Technology that not only delivers solutions faster but are well tested to stand the multitude of challenges of the future.

Driven by a "Client First" philosophy, L&T Infra Engineering is particular about ensuring best-in-class work practices to deliver timely solutions to clients that are appropriate & implementable. The organization is committed to ensuring high ethical standards and protection of the intellectual property of its clients. Only licensed software is used by the organization.

1.9.3 Vision & Mission

Mission - To achieve and sustain excellence in providing consultancy services to clients worldwide by providing appropriate solutions and timely deliverable and thereby exceeding clients' expectations.

Vision - To be rated among the top 5 consultancy firms in country. To be six-hundred people strong workforce by the year 2025.

1.10 SERVICE PROFILE

1.10.1 Departments & its Services

L&T Infra Engineering is structured under Three Departments – Ports & Environment, Bridges & Metros, Roads & Airports each headed by a Department Head. Teams of highly qualified, experienced and motivated professionals' man these departments. The organization offers a stimulating and creative work environment with emphasis on continuous training.

At L&T Infra Engineering, the large and well-organized team of experts works in a seamlessly integrated manner – across departments, functions & physical locations. The VPN connectivity offers one touch video conferencing among all the offices and removing the limitations of geographical location of people.

1.10.2 Roads & Airports Department

Transportation infrastructure is the backbone of our economy. The Roads and Airport Department takes pride in adopting a professional approach to all its clients for delivering on time, cost effective, quality outputs while balancing the complex factors of economics, safety and environmental and social issues.

The Department includes in its fold capabilities concerning.

- Roads and Highways
- Airports
- Transport Planning and Traffic Engineering
- Spatial planning
- Advisory Services

For all the above sectors, the Department offers a wide range of services including Feasibility Studies, Detailed Project Reports, Pre-bid Services for Contractors and PPP project bidders as well as Detailed Engineering Designs for Project Promoters, Concessionaires and EPC Contractors. Services have also been provided as Lenders' Engineers. The Department's experience covers services for projects in developed and developing countries, which are tailor made for the respective requirements. The Department operates with state-of-the-art techniques in a fully computerized environment and is well equipped with access to modern hardware and software such as MX, Civil 3D, Inroads, Nova Point Professional, Power Rail Track, PATH PLANNER, HDM-IV, CUBE, VISSIM, Arc GIS, N-Logit and AutoCAD etc. Apart from the regular human resources, the Department maintains a panel of experts in various allied fields such as Architecture, Electrical, Utilities and Specialized Pavements etc. who can be engaged in projects based on specific requirements.

Roads & Highways Sector

Roads & Highways Group has vast experience in designing the various types of roads such as Rural, Urban and Hill roads, Highways & Expressways. It also has considerable expertise in the development of internal roads within industrial/ residential townships, Airports, Sea ports etc.

The following services are offered under this Group.

- Pre-feasibility Studies
- Preliminary Project Report (PPR)
- Detailed Project Report (DPR)
- Detailed Engineering Design
- Pre & Post Tender Engineering Services

- Project Management Consultancy (PMC)
- Owner's Engineering Services
- Independent Engineer (IE)

The Group provides integrated design solutions with optimized provisions for alignments, pavement design, bridges, flyovers, grade separators, drainage works, wayside amenities, road furniture, signage & markings and toll plazas.

The group uses state-of-the-art software such as MX, Civil-3D, Inroads, Nova Point Professional, and PATH PLANNER, Arc-GIS, AutoCAD and Micro station. Some of the major Projects undertaken by the group include Detailed Designs for Chennai ORR (Phase-1), Nellore-Chilakaluripet Road, Pimpalgaon-Nashik-Gonde Road and Detailed Project Report for Kottayam-Cherthala Tourist Highway. Our pool of engineers, technical and other staffs are uniquely experienced in their field of expertise and are ever willing to extend their assistance to clients as and when the need arises.

Transport Planning Sector

The Group provides full spectrum of Consulting Services in the areas of Transport Planning and Traffic Engineering covering the following services:

- Comprehensive Mobility Plan (CMP)/Comprehensive Traffic & Transportation Study (CTTS)
- Ridership Studies for Mass Transit Systems
- Planning of Public Transport Systems
- Multi-modal Integration Plans
- Transit Oriented Development (TOD) Studies

- Transport Modeling & Simulation Studies
- Traffic Impact Studies
- Traffic Engineering & Management
- Parking Studies
- Pre-tender & Post-tender Traffic Studies for Highways
- Economic and Financial Appraisal
- Transport Policy Formulation

The Group has experience in urban and regional transport studies. It has carried out CMP/CTTS/Ridership Studies for Hyderabad, Nagpur, Sangli-Miraj-Kupwad, Daman and Dadra & Nagar Haveli etc., and Bus procurement studies for Gaya, Begusarai, Munger, Rajgir towns. Traffic assessment on Kalpasar Dam has been one of the major regional transport studies.

The group has a dedicated team for travel demand modeling in use of the state of the Software i.e. CUBE, VISSIM, Arc GIS and N- LOGIT etc. Our work in Transit oriented development along the Chennai Metro has received much appreciation. It has involved in preparation of Multi-modal Integration Plans for West Suburban Rail line in Chennai.

The group has worked with several developers for assessing the traffic impact of large residential, commercial and industrial developments. It has vast experience in Pretender /Post-tender traffic studies for BOT Road projects having studied over 100+ National Highway/State Highways Sections.

Airports Sector

The Airport Group is well equipped to advise Clients from early stages of Site Selection to Concept Development to Detailed Engineering Designs for civil works of airside and landside facilities. The Airports Group has provided consultancy services for the detailed design of various components of the airport such as

- Master grading of entire airport area
- Air side facilities including runways, taxiways, aprons, service roads and emergency access roads Comprehensive storm water drainage network for the entire airport area
- Land side facilities including access roads, rotaries, grade separators, roads around buildings, car parking etc.
- Approaches/access ramps/forecourt structures to passenger terminal building

Designs have been successfully provided for prestigious projects like the Bengaluru (Devanahalli) and Hyderabad (Shamshabad) airports for their massive development. This group has also developed several Pre-feasibility Reports and Techno Economic Feasibility Reports for minor and major airports such as Multi-modal International Passenger and Cargo Hub Airport at Nagpur (MIHAN) and Taj International Aviation Hub (TIAH) at Noida.

The group has a panel of national/ international consultants specialized in various aspects of airport planning and design whose assistance can be selectively drawn depending upon the needs of a specific project.

Spatial Planning Sector

The Group has the knowledge and expertise in the fields of Regional, Urban, Industrial and Special Area Planning with Transport, Social & Environmental aspects as vital inputs. This is done through a multi-disciplinary in-house team of Urban &

regional Planners, Transport Planners, Environmental Specialists, Infrastructure Specialists, Engineers and Financial Analysts.

The team of experts in this Group ensures in-built sustainability in development concepts through social, environmental and economic dimensions and exploits the benefits of technological advancements in the development plans.

The Group has carried out landmark studies in providing Conceptual to Detailed Master Plans for Growth Corridors, Special Economic Zones (SEZ), Special Investment Regions, Industrial Parks, Industrial Clusters, Tourism projects and Studies for Densification and Land Utilization.

Railways Sector

This group has vast experience in designing railway bridges. We have experience right from survey, fixing alignment and design of embankment up to the detailed design of bridges, ROB's and RUB's. We have designed bridges across major rivers such as Brahmaputra, Ganga, Sharavathi, Cauvery across length and breadth of the Indian railway. We have also done several port connectivity projects such as Gangavaram port, Krishnapatnam port, Dhamra port and the ongoing Nargol port as also for multi-modal international hub airport at Nagpur. LNTIEL have vast experience in designing multiple level bridges for road cum rail projects for railways.

For the Dedicated Freight corridor project of Indian railways, we are designing alignment and bridges for the combined package 1&2 in western corridor.

Some of the Land mark projects are

- Design of Viaduct at NH 31 Munger
- Rail cum Road Bridge across River Brahmaputra at Bogibil near Dibrugarh in Assam

- Design of ROB & RUB at Railway level crossing at Road No.68 near Nandnagari
- Design of bridges in package 1& 2 of western corridor, DFCC

Types of Structures:

- Steel & Concrete
- Road Under Bridge
- Road Over Bridge
- Bridges Carrying DFCCCL Loading

Advisory Services

Building on the extensive expertise and experience in addressing technical issues associated with infrastructure projects undertaken by LNTIEL, the Group provides advisory services in project structuring, procurement and project implementation covering

- Viability studies for Project Development • Project Structuring • Policy Review and Interventions
- Legal Review and Framework
- Domestic and International Marketing
- Project Procurement / Transaction Advisory Services
- Pre-tender assistance to Private Developers
- Assistance to Lenders during pre and post project development stages

The Group provides these services to Government Organizations, Private Contactors & Developers and Financial Institutions – offering a unique combination of expertise in technical and advisory services to the client through professionally oriented approach.

1.10.3 Ports & Environment Department

Ports and Environment department provides Comprehensive range of services which enables concept to commission of port projects and other marine projects. The department caters to two sectors namely Ports and Marine Structures and Environmental Studies (Follow the link to know more about each of these sectors). The range of services

- DPR & Master Planning of Ports
- Numerical Model Studies & Coastal Structures
- Tender & Detailed Engineering
- Environmental Studies
- Project Management Consultancy
- Complete Development of Greenfield Ports

The department is capable of providing services from concept to commissioning of Container Terminals, Ro-Ro Berths, Bulk Terminals, Liquid Terminals, LNG Terminals, Shipyards, OSV Facilities, Intakes and Outfalls, etc., irrespective of the size of the projects. The services offered cater to every phase of project implementation – from pre-feasibility studies to master plan including modelling and assistance in surveys and investigations, getting environmental and statutory clearances, bid process management and tender engineering, dredging, reclamation,

ground improvement, detailed engineering, PMC services, inspection and rehabilitation works.

Lntiel's contribution to Ports, Shipyards, Marine structures and Environment Impact Assessments have made their mark on environmentally sustained economic development over the entire 7000 km coast-line of India and important international locations as well.

Unique perspectives

We play full spectrum of roles in the life cycle of marine projects like Owner's Engineer, Contractor's EPC consultant, Independent Engineer, Lender's Engineer, Proof Consultants, EIA Consultants, Project Management Consultant to suit the developer's requirement. State-of-Art

This is a reflection of the synergy of one of India's largest and most experienced teams with cutting edge hardware & software. The team uses state-of-art software such as STAAD-Pro, MIKE21, TELEMAT systems, SWAN, CORMIX, BREAKWAT, GEOSLOPE, PLAXIS, OPTIMOOR, GRL Weep, L PILE, Clarkson Register, etc., to model and simulate various physical and environmental conditions and structural responses for optimum planning, design and management of facilities. LNTIEL is one of the few consultants with its own Ocean Engineering and Waterways Modelling Software and experts to operate and interpret them.

Registrations & Empanelment

The Ports & Environment Department is Registered/empaneled with Ministry of Shipping, India; NABET; State Maritime Boards of India; Funding Agencies; World Bank; Asian Development Bank; African Development Bank and other public and private sector agencies. This is in addition to LNTIEL's registration/empanelment with North-India, NHAI, & other agencies.

Ports & Marine Structures Sector

Port Planning

The Port Planning group has vast experience in planning Greenfield Ports and Specialized Terminals. It has got a team of experts working in Traffic projections, Vessel size analysis, Port Layout and Master plan, planning of entrance channels, dredging studies, Navigation studies and handling systems for a complete port on an individual terminal such as dry bulk, liquid bulk, container and break bulk cargo and also conducting Financial Viability Studies and Project Structuring

Numerical Modelling

LNTIEL is one of the very few consultancies organization having its own Ocean Engineering and Waterways modeling software and highly qualified personnel to Simulate and interpret the results of the software. It has the latest software's in the field of Mathematical Modeling for conducting various studies including Shore-line Evolution, Wave Tranquility, Sedimentation, Dredge Spoil Disposal, pollutant dispersion and Hydrodynamics. Software used include: Mike21, Telemac, SWAN, ACES, Cormix and In-house Software

Investigations, Surveys and Physical Model Studies

LTIE assists clients in carrying out investigations and surveys to effectively cater for the concerned project requirement by preparing specifications, identifying suitable agencies, providing supervision and reviewing the results. These include field surveys, laboratory tests, physical modeling and navigational simulation.

Bid Process Management

Provides Front End Engineering and Design, Tender Engineering, Preparation of Tender Documents, Drawings and BoQs, Tender Evaluation etc.

Detailed Engineering

This group is specialized in the Design of all types of Marine Structures including Berths, Jetties, Mooring Dolphins, Slipways, Shipyard water front structures, Reclamation bunds, and other structures like Intake and Outfall Systems for Power plants and Desalination Plants. Capable of providing timely and cost-effective solutions for various Contractors and Concessionaries adopting value engineering principles in the best tradition of the company.

Breakwaters

This group is involved in the planning, preliminary engineering and detailed design of different types of Breakwaters and shore protection measures. The group also provides assistance in conducting physical model studies.

Maintenance & Rehabilitation.

Monitoring and maintenance of structures is very important for the life of the structure. Accordingly, LNTIEL is involved in visual inspection of structures, under water Videography and NDT testing for identification of damages. Subsequently LNTIEL is also involved in providing solutions for rehabilitation.

Environmental Impact Assessment

LTIEL provide an extensive range of environmental services to enable the clients to get timely clearances.

Project Management Consultancy

Excellent team of Site Engineers with sound knowledge of marine environment, Construction of Marine structures, Contract Management, Quality Assurance etc. LNTIEL has provided PMC services for projects involving Piled Structures, Diaphragm wall structures, OSV facilities, Slipway, Outfitting Jetty, Securing Dolphins,

Dredging Projects, Reclamation Projects, Ground Improvement works, Backup area development.

Environmental Impacts

Ports and Environment Department caters to this Sector. The Environmental Management Team provides extensive services to a wide range of clients to help them to meet the country's environmental regulations. In that context all regulations, policies, standards, codes etc. are designed to attain at least a minimum quality or standards in our actions for achieving sustainable development.

Sustainable development on the other hand is the net effect of economic viability, social acceptability and finally the environmental sustainability. The Environmental Management Services are destined to achieve all these by means of best practices in combination with the project specific needs. It has a distinctive approach to the ENVIRONMENT – characterized by expertise, knowledge and passion, and founded on high ethical standards and a holistic business philosophy. This approach and the whole hearted determination to exceed expectations ensure that it produces imaginative, exacting and sustainable solutions for every project.

LNTIEL has a full team of professionals (coordinators and experts). The skills of these coordinators and experts are continuously enhanced to suit the latest requirements of the market. Services of an eminent panel of expert consultants (Empanelled consultants) are also available to LNTIEL. Further, the quality improvements as a part of QCI-NABET and their accreditation are expected to add additional business both in terms of higher returns and business opportunities. Unlike ISO Certification, the stringent NABET certification is actually removing all odd consultants leading to the precipitation of very few qualified consultants in the market. The process is expected to take a couple of more years as finer tuning is required in this process.

Apart from these, LNTIEL also does various other environmental management services such as Environmental Monitoring Projects.

LNTIEL has been accredited by QCI-NABET for Twelve sectors

Various sectors that have been covered under Environmental Management are the following.

- Ports, harbours, break waters and dredging
- Thermal power plants
- Industrial estates/ parks/ complexes/ Areas, export processing zones (EPZs), Special economic zones (SEZs), Biotech parks, leather complexes
- River valley projects
- Highways
- Air ports
- Mining of minerals including Open cast only
- Offshore and onshore oil and gas exploration, development & production
- Synthetic organic chemicals industry (dyes & dye intermediates; bulk drugs and intermediates excluding drug formulations; synthetic rubbers; basic organic chemicals, other synthetic organic chemicals and chemical intermediates)
- Common municipal solid waste management facility (CMSWMF)
- Building and construction projects
- Townships and Area development projects
- Roads and Airports

Environmental Management Services

Most of the Environmental consultancy services requested by clients have been for meeting regulatory compliance under National and State legislations. Other than breaking the legal hurdles in their growth plans, there had been very few serious seekers for genuine Environmental Management solutions. The QCI-NABET accreditation is expected to open up numerous growth opportunities both in terms of higher compensation, business volume and the number of clients. So far till date no 21 visible changes (no change in crucial fee part) other than increased enquiries are seen in the Business scenario.

With a much bigger team of qualified senior and middle level professionals from diverse fields as defined and explained in QCI-NABET, LNTIEL will be in a position to take projects from international funding agencies like ADB, World Bank, etc. For these agencies, other than meeting simple regulatory compliance, preparation of comprehensive operational EMPs is the core document to be prepared. LNTIEL is in a position to prepare Operational EMPs for operational sing the various mitigation and environmental enhance measures in to the project at respective stages (preconstruction, construction and operational phases). The core Idea of our strength and nature of working is provided in our EIA brochure that can be accessed through the link provided. The more elaborate and specific details of our work experience and the strength of our core team are provided in the capability Statement of the LNTIEL environmental team.

1.10.4 Bridges & Metros Department

The Bridges & Metros Department works in the following three major sectors:

- Bridges & Structures
- Metros & Mono Rails
- Railways

The department offers complete structural solutions for infrastructure projects. With state of art facilities and software such as STAAD Pro, MIDAS and various in-house programs, we have designed bridges which are complex and elegant – for Highways, Railways and Airport runways. This department has nearly 150 technocrats in the field of bridge engineering including geotechnical experts.

Our experience includes integrated design of metro stations for Bangalore and Hyderabad Metros. We also have considerable experience in carrying out international projects. We have team of experts who have vast experience in providing solutions for bridges/viaducts in congested urban areas. The solutions provided are economical and constructible. It is important that urban infrastructure always be elegant and merges well with the cityscape. This is well demonstrated in all the structures we have designed – may it be the simplest of flyovers like mini flyovers in Chennai or be the complex long viaducts like Nashik elevated corridor. Bold usage of structural forms is evident in the structures designed by us. For instance, usage of curved soffit box girder for Lajpat Nagar flyover, three tower pylon for Patna Cable stayed bridge, Spine and Wings for wide decks in approaches to Mumbai airport and along ring road in Delhi and Externally strutted box girders for Nashik elevated corridor. With its presence in city offices viz. Delhi, Mumbai and Hyderabad, we are well equipped to service the requirements of clients all over the country.

Metros & Monorails Sector

As with global trends, in transportation systems, Metro rail, Mono rail and Mass rapid transportation system are becoming a norm in every major city in India due to rapid urbanization and congestion of roads.

“A decade of “Concept to Commissioning” stage experience

LNTIEL have years of experience in metro rail projects. LNTIEL has knowledge in using international codes such as UIC, EURO Code and AASTHO and Indian codes.

LNTIEL has expertise in planning and design of metro station building both elevated and underground stations. LNTIEL designed long viaducts using segmental construction technology and designed long span bridges up to 83m using both steel and concrete bridges. Construction methodology followed for long span bridges is balanced cantilever method using both precast and cast-in-situ segments. LNTIEL carried out rail structure analysis as per UIC requirements and detailed designs for viaduct and station buildings. LNTIEL has provided services to EPC contractors, owners and concessionaire. LNTIEL is one among the leading consultants most sought-after metro projects.

Some of the Land mark projects include

- Delhi metro rail project
- Bangalore metro rail project
- Chennai metro rail project
- Mumbai monorail project
- Project Management Consultancy
- Hyderabad metro rail project Types of Structures:
- Metro Station
- Metro Viaduct – Standard & Long spans
- Metro ROB's & Mono rail Viaduct

Bridges & Structures Sector

LNTIEL is involved in the design of road bridges, flyovers and elevated corridors passing through busy urban areas. LNTIEL has vast experience in designing river

bridges with different kind of foundation systems and different types of superstructure to suit the construction methodology. In urban areas, the construction becomes difficult with many constraints, such as maintaining the traffic and accommodating UG utilities. The well qualified resources of this sector have specific experience in identifying the constraints, giving the best and easily workable solution 24 to the client. Value addition in overall economy of material and construction cost is our hallmark.

This sector has close interaction with the highway team right from the planning stage itself, so that a comprehensive solution is offered to the client. For an urban area, aesthetics of a bridge is of equal importance as the functionality it offers. This is well appreciated by the experienced engineers of the sector and is evident from various prestigious urban projects handled by the sector.

Some of the Land mark projects are

- Elevated Expressway Pimpalgaon – Nasik – Gonde Project
- Panipat Elevated Corridor Project
- CSIA Forecourt-Structures, Mumbai
- Extension of Secondary Runway at Chennai Airport
- High Level Bridge Across River Watrak In Gujarat, India
- Rail cum Road Bridge across River Brahmaputra
- Third Narmada bridge
- Karwar kundapur River bridges

Types of Structure

- Elevated corridor & Flyovers, River Bridges
- Long Span Bridges
- Cloverleaf
- Grade Separator
- Underpass & Subways
- Forecourt Structures for Airport
- Runway bridges 25
- Pedestrian & Pipeline Bridges

Railways Sector

This group has vast experience in designing railway bridges. We have experience right from survey, fixing alignment and design of embankment up to the detailed design of bridges, ROB's and RUB's. We have designed bridges across major rivers such as Brahmaputra, Ganga, sharavathi, Cauvery across length and breadth of the Indian railway. We have also done several port connectivity projects such as Gangavaram port, Krishnapatnam port, Dhamra port and the ongoing Nargol port as also for multi-modal international hub airport at Nagpur. LNTIEL have vast experience in designing multiple level bridges for road cum rail projects for railways.

For the Dedicated Freight corridor project of Indian railways, we are designing alignment and bridges for the combined package 1&2 in western corridor.

Types of Structures

- Steel & Concrete
- Road Under Bridge
- Road Over Bridge
- Bridges Carrying DFCCCL Loading

Some of the Land mark projects are

- Design of Viaduct at NH 31 Munger
- Rail cum Road Bridge across River Brahmaputra at Bogibil near Dibrugarh in Assam
- Design of ROB & RUB at Railway level crossing at Road No.68 near Nandnagari
- Design of bridges in package 1& 2 of western corridor, DFCC.

1.11 OBJECTIVE OF STUDY

This project is designed mainly to Study a work life balance of employees in L&T INFRA ENGINEERING to provide suggestions to improve the work life balance of the employees.

1.11.1 Primary Objective

- To study the work life balance of employees at L&T INFRA ENGINEERING.

1.11.2 Secondary Objective

- To study the socio, economic and demographic profile of the respondents.

- To assess the work-life balance of the respondent.
- To evaluate the level of impact work has on the respondent's personal life.
- To what extent respondents can have personal space and self-time without any interference with the work.
- To suggest measures that could improve the respondent's mental, emotional, social, and financial well-being in a work setting.

1.12 NEED FOR STUDY

- Work-life balance is an important aspect of a healthy work environment. Maintaining work-life balance helps reduce stress and helps prevent burnout in the workplace.
- Work life balance means different perception of 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 marketplace and those which cannot.
- 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.
- It is very important to remember that for many workers balancing work and life demands is just one of the many challenges they face on a regular basis.

1.13 SCOPE OF STUDY

- The scope of the study is identified after and during the study is conducted.
- The main scope of the study was to put into practical the theoretical aspect of the study into real life work experience.

- The study on work life balance throws light on the balance maintained by the employees between their work and lifestyle.
- Work and life are the two most important priorities of any person and problems arise when there is an imbalance between these two.
- If work and life are not properly balanced it can adversely affect each other and can increase job dissatisfaction, affect family relations, stress related diseases and productivity of the firm.
- The study can help the organization in improving the work life balance of employees and thereby advance their overall performance and production.
- When the firm takes more care about the work life balance of the employees, they may improve the performance and thus the profit of the firm increases.
- Therefore, it is important to have a research study on work life balance of employees.

1.14 LIMITATIONS OF STUDY

- As respondents are busy at work, it is difficult to communicate with them directly and gather more information.
- In some cases, respondents might have given wrong information because the questionnaire was circulated through email.

CHAPTER 2

REVIEW OF LITERATURE

The study by Francene Sussner Rodgers (1992) with the sample consisting of employees of 20 Fortune 500 companies; 28 percent of the men and 53 percent of the women reported that work-family stress affected their ability to concentrate at work hence revealing that more than half the women and almost a third of the men reported that work/family stress affected their ability to concentrate on the job. Life at work seems so difficult for working women.

Tsigilis, et al., (1994) expressed that there is negative relationship between job satisfaction and burnout reflecting that higher burnout results in lower job satisfaction and vice-versa.

M. Collins & Jason D. Shaw (2003) suggested that an equally high investment of time and involvement in work in work and family would reduce work-family conflict and stress thereby enhancing an individual's quality of life. And so it goes without saying that married women of this era can have a healthy quality of life only when work-life balance is maintained making the topic of work life balance for working women, the need of the hour.

According to the study of Spherion (2003), there were 96 percent said that an employer is more attractive when it helps employees meet family obligations through options such as job sharing, flexible time or telecommuting. Perhaps most important, the survey found that workers who take advantage of the work-life balance options their employers offer are 20 percent more likely to stay with their employer for the next five years. Work-life balance is a concern not just for women, but also for men who are tired of missing out on the rest of life. The challenge of work/life balance in our society is unlikely to disappear. Identified and discussed as follows are four work/life balance trends. Awareness of these trends will place the

human resource professional in a position to better educate management and work closely with employees. The increase in mobile technology, cloud-based software and the proliferation of the internet has made it much easier for employees to be 'permanently' at work, blurring the distinction between professional and personal. Some commentators argue that Smartphone and 'always-on' access to the workplace have replaced the authoritarian control of managers.

Sturges and Guest (2004) describe work-life balance as “satisfaction and good functioning at work and at home with a minimum of inter-role conflict, and posit that, at times it is characterized by the absence of unacceptable levels of conflict between work and non-work demands. It follows that when the demands of the work and non-work domains are mutually incompatible, conflict may occur, and it is for this reason, that a lack of balance between work and non-work is commonly conceptualized as work/family conflict or work/non-work conflict.

Geurts, Taris, Kompier, Dijkers, Van Hooff, and Kinnunen (2005) sees “work-home interaction is a process in which an individual’s functioning and behaviour in one domain, such as “home”, is influenced positively or negatively by load reactions that work demands that require too much effort are associated with the building up of negative load effects that spill over to the non-work domain. It is thus more difficult to recover sufficiently at home from the effort one has expended in the work role. This lack of sufficient recovery increases the possibility that demands from work could potentially harm psychological health and create negative work-home interaction.

Karatepe and Mehmet (2006) based on their studies reported that work-family conflict increased emotional exhaustion and decreased job satisfaction among the frontline bank employees.

A Study by Hughes and Bozzoneles (2007) on bus drivers pointed that work-life imbalance was not only a source of anxiety for the respondents but also was

the major source of dissatisfaction. In addition, the participants made a clear association between problems with work-life balance and withdrawal behaviors, comprising turnover intention and absenteeism due to sickness which was not genuine.

Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) studied the 12 weeks walking event in enhancing the wellness of the employees walking event in improving the health and well-being of employees. The result highlighted that the health promotion activities have favorably impacted on the well-being and welfare of employees and the service delivery.

Eaton, Marx and Bowie (2007) in their study said that wellness program has favorable impact on the physical and mental health of the employees thus increasing the service delivery of the company and achieving the health and objectives of their organization.

Siw et al., (2008) highlighted the significance of exploring the relationship between work-family interaction and burnout over time. Their findings have shown bi-directional causal paths, i.e., both work family interaction and burnout may be either antecedent or outcome, resulting both loss and gain spirals as suggested by Conservation of Resources (COR) theory. Employees viewed that infringement of work responsibilities and pressures into their personal lives affected health adversely.

T Kalliath, P Brough (2008) although the term work–family/life balance is widely employed, an agreed definition of this term has proved elusive. Instead, an array of definitions and measures populate the literature. The variety of work–life definitions and measures provide limited value for both the theoretical advancement of the construct and for practical human resource (HR) interventions. In this article, we review six conceptualizations of work–life balance found in the literature: (1) multiple roles; (2) equity across multiple roles; (3) satisfaction between multiple roles; (4) fulfillment of role salience between multiple roles; (5) a relationship between conflict

and facilitation; and (6) perceived control between multiple roles. Based on our review of this research it identifies the two primary features of the work–life balance definitions and propose a new definition of this construct.

Taylor & Francis (2010) this study reviewed methodological choices (sampling frames, constructs investigated and measures used) in 245 empirical work-life balance papers published in a range of discipline-based peer-reviewed journals between 1987 and 2006. Results show that work-life balance studies need to establish greater consistency between the conceptualization of constructs and the operationalization of measures. There is also scope for well-designed field experiments to establish clear causal relationships between variables. Sampling choice in previous literature is somewhat constrained and may be enhanced by targeting single and same-sex parent families, manual and lower-skilled service workers, and employees providing eldercare. Researchers should also be more transparent in providing rationales for their choices of organizations or group lists used to target respondents. The findings have significant implications for understanding, interpreting, and utilizing the contemporary work and family literature.

Jyothi & Jyothi (2012) highlighted that **human resources policies intended to help employees balance their work and family lives can positively affect performance, organizational commitment and employee willingness to go the extra mile on behalf of their employers.** A healthy balance between family and job leads to higher job satisfaction and contribute to enhancing employee performance.

Bradburn (1969) (as cited in Dodge, Daly, Huyton & Saunders, 2012) defined wellbeing as being present when an individual is high in psychological wellbeing, where an excess of positivity (positive affect) predominates over negative affect. In contrast, Shah and Marks (2004) argued that wellbeing is more than just positive affect (happiness, feeling satisfied), with feeling fulfilled and developing as a person an equally important aspect in defining wellbeing. Diener et al. (1999) extend the definition of wellbeing even further by defining wellbeing as subjective (thus the term

subjective wellbeing, {SWB}) more specifically as consisting of three essential interrelated components: life satisfaction, pleasant affect, and unpleasant affect.

Vijaya Mani (2013) has revealed the major factors influencing the Work Life Balance of Women professionals in India such as role conflict, lack of recognition, organizational politics, gender discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support.

Silva Karkouljian, 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 favorable 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.

Suzanne C. Smeltzer, Nancy C. Sharts-Hopko, Mary Ann Cantrell, Mary Ann Heverly, Nancy Wise & Amanda Jenkinson, (2017): The research is conducted in Villanova University College of Nursing by the grand from the Robert Wood Johnson Foundation to evaluate the innovation in education technique. Meanwhile, they have analyzed the level of WLB among the teaching faculties engaged in doctoral programs. To analyze the WLB, the factors considered are 1)Passion for work 2)Positive attitude 3)Degree of self-efficacy 4)Demonstration of regular writing habits 5)Ability to work with colleagues 6)Effective internal coping skills 7)Ability to let go of "other" things to have time for scholarship 8)Acceptance of professional mentorship 9)Professional focus 10)Results orientation 11)Ability to multitask 12)Understanding of how workload relates to the ability to be engaged in scholarship 13)Engaged in scholarship through professional career 14)Orientation to short-term and long-term goal 15)Congruence of individual priorities with the school's/ institution's goals/ priorities 16)External locus of control 17)Lack of clarity of one's

focus or program of research. This research paper will help the authors who are interested to do their research in education field. The psychologies of the teaching faculty have heaved in this study.

Verena Hofmann & Nicola E. Stokburger, (2017): The study is conducted in hotel industry with three phases of empirical studies by referring the theory of emotional labor. 1) First study result: Emotional dissonance affect WLB negatively. 2) Second study result: The study discuss about employee's WLB perception. Job satisfaction has great influence on work life balance. 3) Third study result: Imbalance in WLB results in poor job satisfaction and work commitment. This study also discuss about the findings of other authors in hospitality industry. The term "Emotional labor" is conceptualized in the study by Hoch child, (2006); Emotional labor means, managing the emotions and feelings of labors effectively. The study investigation shows that there should be a regular practice of emotional labor to retain the employees in effective manner.

Patricia C. Meloa, Jiaqi Ge, Tony Craig, Mark J. Brewer & Ines Thronicker, (2018): An interesting study has made related to pro-environmental behavior Vs work-life balance. Pro-environmental behavior 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) pro- environmental behavior b) environmental self- perception & c) work-Life balance. The major factors determining the level of pro-environmental behavior 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 behavior boundary with twenty one behaviors relating to a) home energy, b) personal transport) recycling and d) shopping. The study also concludes that environmental self-perception has a strong relationship with PEB (strong environmental behavior).

MJ Sirgy, DJ Lee (2018) An integrated conceptualization of work-life balance involving two key dimensions: engagement in work life and non-work life and minimal conflict between social roles in work and non-work life. Based on this conceptualization we review much of the evidence concerning the consequences of work-life balance in terms work-related, non-work-related, and stress-related outcomes. It then identifies a set of personal and organizational antecedents to work-life balance and explains their effects on work-life balance. Then it describes a set of theoretical mechanisms linking work-life balance and overall life satisfaction.

A Vasumathi - International Journal of Services (2018) Work life balance of women employees has been outlined up in view of its increased popularity with the major objective to have prosperity of society. WLB is a major concern for women employees in today's scenario, as extended work hours in the organization pulls women employees' productivity and time which they actually meant to devote to their family sphere. it has reviewed the literature on work life balance (WLB) of women employees with regard to significance of WLB, theories of WLB, determinants of WLB, facilitators of WLB, coping strategies of WLB, WLB and performance and finally, consequences of WLB. In this article, it has dealt the various aspects of work life balance through the review of existing literature.

Elena Martinez-Tola, M Luz de la Cal, Mertxe Larranaga & Yolanda Jubeto (2019): The survey is conducted among 502 private companies which pose 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 analyze 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 behavior. Organization has a greater part to analyze the work-load carried by the employees. Effective measures of HIWP will help to manage the work-life balance in the organizations. Corinna Brauner, Anne M. Wohrmann, Kilian Frank.

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.

Alexandra Michel (2019): The study analyzed from the data collected by ‘The Baua 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 analyze 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.

P Bhende, N Mekoth, V Ingalhalli(2020)The purpose of this article is to unearth the dimensions of quality of work life and work–life balance and to find the impact of the quality of work life on work–life balance. Data have been gathered from 89 managers of public and private sector banks in India using a convenience sampling method and analyzed using principal component analysis and multiple regression analysis. Both qualities of work life and work–life balance are multidimensional constructs. Results

indicate that the productivity dimension of a work–life balance was influenced by all dimensions of quality of work life except grievance redress. Further, the skill deployment dimension was predicted by all three dimensions of quality of work life. However, none of the quality of work life dimensions had any relation with the efficiency dimension of work–life balance. The study will help managers to ensure employee productivity and skill deployment by enhancing the quality of work life. The study has relevance for employee welfare and organizational output. The study has unearthed new dimensions in quality of work life and work–life balance and has established new relationships.

Kristy S.Chunta (2020): The study is conducted among the nurse leaders to evaluate the barriers of joy in workplace and work-life balance. The study suggested implementing IHI's four step model to measure the barrier factors of job in work place. Nurses have to maintain and manage a complex role on a daily basis. They have various responsibilities such as managing the staff, coordinating the staff, managing patient, managing family roles, meeting the expectations of the organization and enhancing productivity and outcomes. IHI's four step model addresses the first step with two questions a)'what matters to you' b)'state your work-role purpose?'. This is the question to realize the short term and long term goals. This will help the employee to move favorably beyond the obstacles. Step two is identifying the barriers related to workplace joy.

Jodie Raffi, Megha K. Trivedi, Lucile White, Jenny E. Murase. (2020): The study is conducted among the women dermatologists in Texas to analyse the impact of mental health due to imbalance in work- life. Eighty five percent of the respondents are married. As the respondents are in health care field, generally dermatologists are overloaded with responsibilities. They are facing lot of challenges because of the challenges in medical career. To balance the work-life, majority of them have recruited household to help in their daily life. It is also suggested to give importance to exercise and good hours of sleep. The stress created because of the routine and work-load has direct impact on mental-health. Personal awareness in

self- managing and prioritizing the work will help to stabilize professional and personal life. Generally, physicians face challenges in balancing work and life. Now modern technology results advancements in medical field. Managing the health-records electronically and maintaining automated way of work may reduce the workload. Twenty five percent of the respondents reported that they get sleep for less than six hours and they are struggling to manage the stress level.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. METHODOLOGY

Research is defined as careful consideration of study regarding a particular concern or problem using scientific methods. According to the American sociologist Earl Robert Babbie, “Research is a systematic inquiry to describe, explain predict, and control the observed phenomenon. It involves inductive and deductive methods”.

The Methodology of the study is based on both primary data and secondary data. The primary data collected through well-framed and structured questionnaire to elicit the well-considered opinion of employees in L&T INFRA ENGINEERING. Random sampling methods have been used to collect the responses from the employees in the company.

3.2 RESEARCH DESIGN

Research design is the framework of research methods and techniques chosen by a researcher. The design allows us to home in on research methods that are suitable for the subject matter and set up the study up for success. The design of a research topic explains the type of research. The design used for studying the Work life balance of employees in the workplace is **Descriptive research**.

Descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes. The research design should be carefully developed to ensure that the results are valid and reliable. In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research.

3.3 AREA OF STUDY

The Study has been conducted in Chennai district of Tamil Nadu have been purposively selected for the present study. The Employees working in L&T INFRA ENGINEERING have been selected by adopting sampling technique.

3.4 PERIOD OF THE STUDY

The present research study is related to “A study on Work life balance of employees at L&T INFRA ENGINEERING”. The survey lasted 5 months.

3.5 DATA COLLECTION

This study is based on questionnaire methods. Primary data were collected from both men and women respondents in L&T INFRA ENGINEERING. The total population was 366. The total number of sample size was 121.

3.6 METHOD OF DATA COLLECTION

Primary data

The primary data is that data which is collected fresh or first hand, and for first time which is original in nature. The Primary data has been collected from Personal Interaction with employees. The primary data has been collected from 121 respondents.

Secondary data

The secondary data are those which have already collected and stored. Secondary data easily get those secondary data from records; annual reports of the company etc. will save the time, money and efforts to collect the data. The secondary data have been collected from books, journals, browsing through the internet and so on.

3.7 SAMPLING

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

Convenience sampling, otherwise known as availability sampling, is a method that relies on data collection from population members who are conveniently available to participate in study. The researcher using such a sample cannot sufficiently generalize about the total population from this sample because it would not be representative enough. A sample of 121 employees has been selected using a convenient sampling method.

Sampling Design

Sampling: convenient sampling method

Sampling Size: 121 employees

Tool Used for calculations: spss

3.8 TOOLS FOR ANALYSIS

STATISTICAL TOOLS

CHI SQUARE

A chi-squared test, also written as X2 test, is a statistical hypothesis test that is valid to perform when the test statistic is chi-squared distributed under the null hypothesis, specifically Pearson's chi-squared test and variants thereof. Pearson's chi-squared test is used to determine whether there is a statistically significant difference between the expected frequencies and the observed frequencies in one or more categories of a contingency table. Chi-square is a statistical test used to examine the differences between categorical variables from a random sample in order to judge goodness of fit between expected and observed results.

$$\chi^2 = \sum (O_i - E_i)^2 / E_i,$$

ANOVA

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help you to figure out if you need to reject the null hypothesis or accept the alternate hypothesis. One-way or two-way refers to the number of independent variables (IVs) in your Analysis of Variance test.

- One-way has one independent variable (with 2 levels). For example: brand of cereal,
- Two-way has two independent variables (it can have multiple levels). For example: brand of cereal, calories.

F= Mean sum of squares between the groups (MSB)/ Mean squares of errors (MSE).

T-TEST

A t-test is any statistical hypothesis test in which the test statistic follows a student's t-distribution under the null hypothesis. It is most applied when the test statistic would follow a normal distribution if the value of a scaling term in the test statistic were known (typically, the scaling term is unknown and therefore a nuisance parameter). When the scaling term is estimated based on the data, the test statistic—under certain conditions—follows a student's t distribution. The t-test's most common application is to test whether the means of two populations are different.

$$T = \frac{x_1 - x_2}{\sqrt{\frac{s_1^2}{N_1} + \frac{s_2^2}{N_2}}}$$

WEIGHTED AVERAGE

Weighted average is a calculation that takes into account the varying degrees of importance of the numbers in a data set. In calculating a weighted average, each

number in the data set is multiplied by a predetermined weight before the final calculation is made. A weighted average can be more accurate than a simple average in which all numbers in a data set are assigned an identical weight.

Weighted average = Sum of weighted terms / total number of terms

PERCENTAGE ANALYSIS

Percentage analysis refers to a special kind of ratio. Percentage is used for making comparisons between two or more series of data. Percentage is used to describe relationships.

Percentage = No. of Respondents/Total No. of respondents = 121.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE – 4.1. SHOWING GENDER OF THE RESPONDENT

GENDER	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Male	74	61.2%
Female	47	38.8%
Total	121	100%

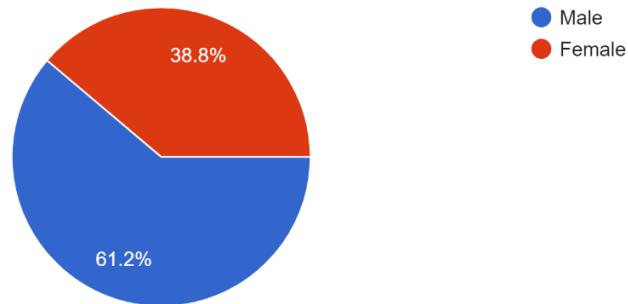


CHART – 4.1 SHOWING GENDER OF THE RESPONDENT

INFERENCES:

Among the following respondents 61.2% of them are male and 38.8% are female. This shows that male is highly interested towards Civil filed.

TABLE – 4.2 SHOWING AGE OF THE RESPONDENT

AGE	NO OF RESPONSES	PERCENTAGE OF RESPONSES
18-25	75	62%
26-23	28	23.1%
34-40	13	10.7%
40-47	2	1.7%
Above 48	3	2.5%
Total	121	100%

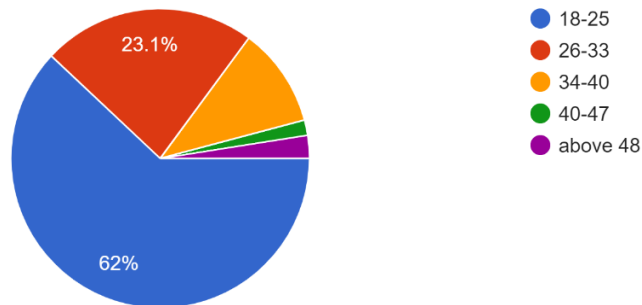


CHART – 4.2 SHOWING AGE OF THE RESPONDENT

INFERENCES:

Above 62% of the respondents are from the age group of 18-25, they are young generation who might be studying or working. These people are showing more interest in Civil filed.

TABLE – 4.3 SHOWING MARITAL STATUS OF THE RESPONDENT

MARITAL STATUS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Unmarried	92	76%
Married	29	24%
Total	121	100%

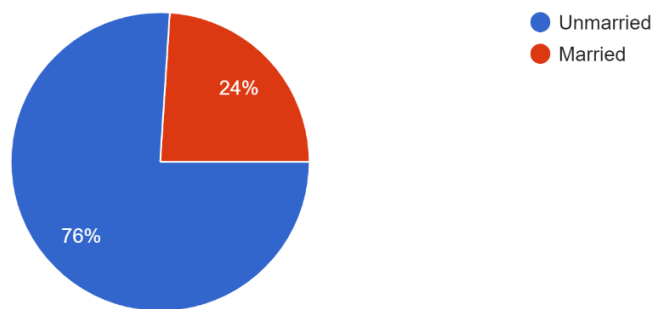


CHART – 4.3 SHOWING MARITAL STATUS OF THE RESPONDENT

INFERENCES:

From the above chart and table 76% respondent were Unmarried and 24% respondent were Married.

TABLE – 4.4 SHOWING EDUCATION QUALIFICATION OF THE RESPONDENT

EDUCATION QUALIFICATION	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Under Graduation	43	35.5%
Post Graduation	52	43%
Professional degree	9	7.4%
Diploma	12	9.9%
Others	5	4.1%
Total	121	100%

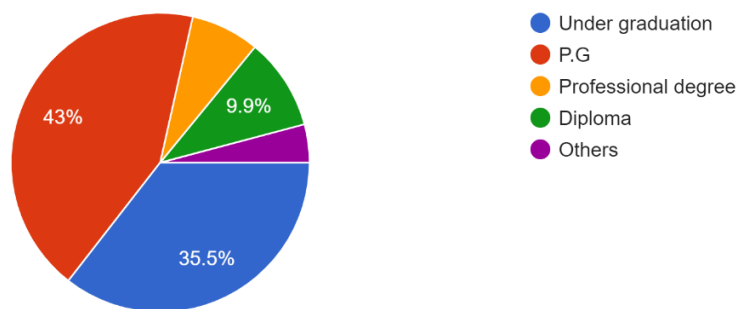


CHART – 4.4 SHOWING EDUCATION QUALIFICATION OF THE RESPONDENT

INFERENCES:

Majority of the respondents are post-graduation students who are likely to be 43%% and the second position backed by under graduation with 35.5% who shows more interest towards Civil filed and 7.4% are professional degree and 4.1% are others.

TABLE – 4.5 SHOWING ANNUAL INCOME OF THE RESPONDENT

ANNUAL INCOME	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Less than 50000	38	31.4%
50000-100000	25	20.7%
100000-150000	14	11.6%
150000-200000	7	5.8%
Above 200000	37	30.6%
Total	121	100%

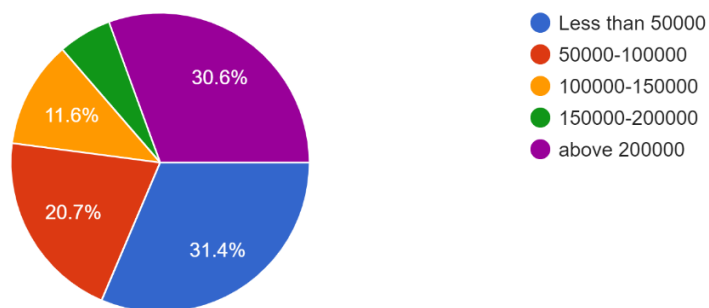


CHART – 4.5 SHOWING ANNUAL INCOME OF THE RESPONDENT

INFERENCES:

From the above table and chart, it is inferred that 31.4% of the respondent's annual income are Less than 50000 and 30.6% for Above 200000 and 20.7% for between 50000-100000 and 5.8% for between 150000-200000 and 11.6% of the respondent's Annual income are between 100000-150000.

TABLE – 4.6 SHOWING RESPONSES ACCORDING TO KNOW ABOUT THIS COMPANY

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Campus	41	33.9%
Websites	22	18.2%
Friends	34	28.1%
Linkedin	16	13.2%
others	8	6.6%
Total	121	100%

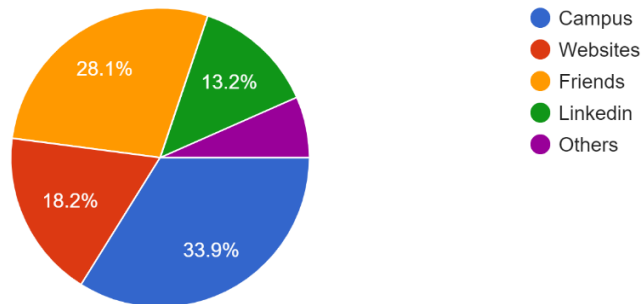


CHART – 4.6 SHOWING RESPONSES ACCORDING TO KNOW ABOUT THIS COMPANY

INFERENCES:

From the above chart and table 33.9% respondents were know the company by Campus and 28.1% respondents were know the company by Friends and 18.2% of respondents know the company by websites and 13.2% of respondents know the company by Linkedin and 6.6% of respondents know the company by others.

TABLE – 4.7 SHOWING RESPONSES ACCORDING TO REASON FOR CHOOSING THIS COMPANY

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Salary	14.8%	21.4%	32.2%	11.5%	29.7%
Location of workplace	23.9%	23.9%	26.4%	9.9%	25.6%
Career development prospect	22.3%	30.5%	21.4%	10.7%	26.4%
Interest in job	28.9%	21.4%	23.9%	11.5%	26.4%
Flexible working hours	20.6%	16.5%	31.4%	15.7%	28.9%
Total	100%	100%	100%	100%	100%

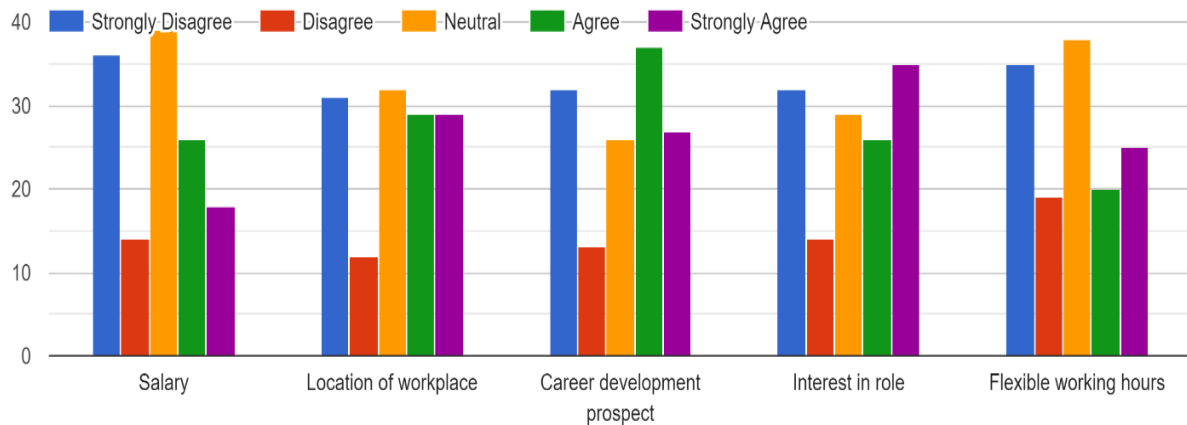


CHART – 4.7 SHOWING ACCORDING TO REASON FOR CHOOSING THIS COMPANY

INFERENCES

Salary: From the above chart and table 32.2% respondents were resulted neutral and 11.5% respondents have disagreed, and 21.4% respondents have agree and Strongly disagree is 14.8% and 29.7% Strongly agree for Salary.

Location of workplace: From the above charts and table 23.9% respondents have agree and 26.4% are neutral in location of workplace and 9.9% respondents have disagree and Strongly Agree is 23.9% and 25.6% in Strongly disagree.

Career development prospects: From the above chart and table 22.3% respondents have strongly agree and 30.5% respondents were agreed, and 21.4% respondents were neutral and disagree is 10.7% and 26.4% in Strongly disagree for Career development prospect.

Interest in job: From the above chart and table 21.4% respondents have agree and 28.9% respondents are strongly agreed, and 23.9% respondents were neutral and strongly disagree is 28.9% and 15.7% is Disagree for Interest in job.

Flexible working hours: From the above chart 31.4% respondents were neutral and 16.5% respondents were Agree and 20.6% respondents were Strongly agreed and Disagree is 15.7% and 28.9% is Strongly disagree for flexible working hours.

TABLE – 4.8 SHOWING RESPONSES ACCORDING TO HOW LONG YOU ARE WORKING IN THIS ORGANIZATION

YEAR	NO OF RESPONSES	PERCENTAGE OF RESPONSES
0-1 years	57	47.1%
2-3 years	24	19.8%
4-5 years	20	16.5%
6-7 years	9	7.4%
More than 7 years	11	9.1%
Total	121	100%

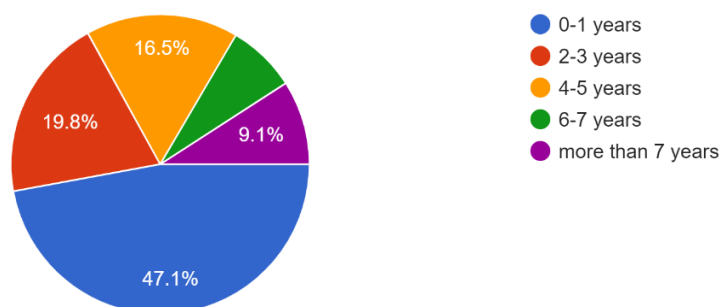


CHART – 4.8 SHOWING RESPONSES ACCORDING TO HOW LONG YOU ARE WORKING IN THIS ORGANIZATION

INFERENCES

From the above chart and table, it is inferred that 47.1% are working in the organization for 0-1 years and 19.8% of the respondents were working in the organization for 2-3 years and 16.5% of the respondents were working in the organization for 4-5 years and 7.4% of the respondents were working in the organization for 6-7 years and 9.1% of the respondents were working in the organization for More than 7 years.

TABLE – 4.9 SHOWING RESPONSES ACCORDING TO HOURS A DAY NORMALLY WORK

HOURS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Less than 8 hours	29	24%
8 hours	34	28.1%
8-10 hours	44	36.4%
10-12 hours	10	8.3%
More than 12 hours	4	3.3%
Total	121	100%

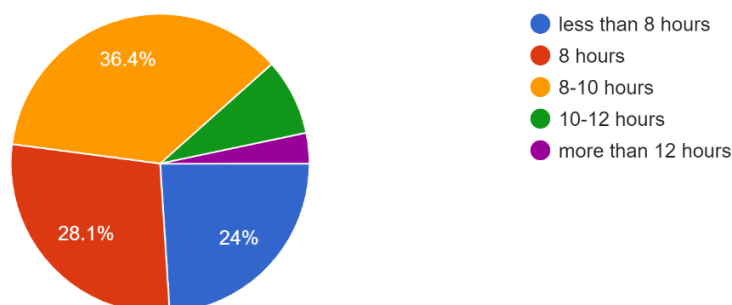


CHART – 4.9 SHOWING RESPONSES ACCORDING TO HOURS A DAY NORMALLY WORK

INFERENCES

From the above chart and table 24% respondents were normally work in a day for less than 8 hours and 28.1% respondents were normally work in a day for 8 hours and 36.4% respondents were normally work in a day for 8-10 hours and 8.3% respondents were normally work in a day for 10-12 hours and only 3.3% were working More than 12 hours in a day.

TABLE – 4.10 SHOWING RESPONSES ACCORDING TO WORK ON WEEK-OFF

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Frequently	27	22.3%
Sometimes	26	22.3%
Occasionally	38	31.4%
Rarely	14	11.6%
Never	15	12.4%
Total	121	100%

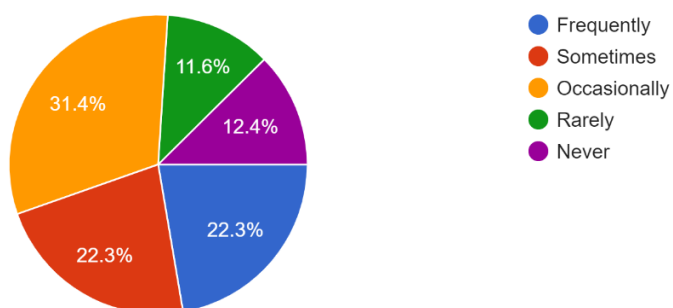


CHART – 4.10 SHOWING RESPONSES ACCORDING TO WORK ON WEEK-OFF

INFERENCES

From the above table and chart 22.3% respondents were work on week-off for both Sometimes and frequently and 31.4% respondents were work on week-off for Occasionally and 11.6 % respondents were work on week-off rarely and 12.4% respondents never work on week-off.

TABLE – 4.11 SHOWING RESPONSES ACCORDING TO I'M HAPPY WITH THE HOURS I WORK BECAUSE THEY FIT WELL WITH MY PERSONAL LIFE.

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Strongly agree	8	6.6%
Agree	33	27.3%
Neutral	47	38.8%
Disagree	15	12.4%
Strongly disagree	18	14.9%
Total	121	100%

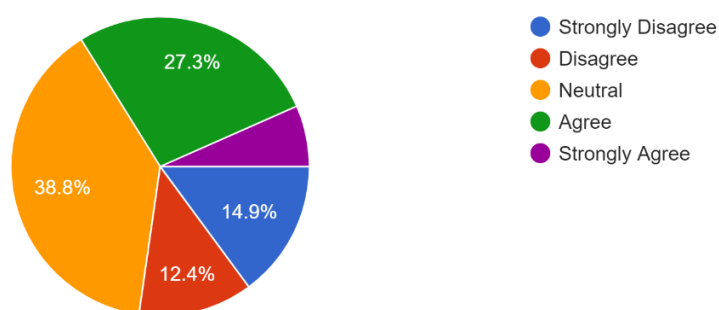


CHART – 4.11 SHOWING RESPONSES ACCORDING TO I'M HAPPY WITH THE HOURS I WORK BECAUSE THEY FIT WELL WITH MY PERSONAL LIFE.

INFERENCES

From the above table and chart 27.3% respondent agree that working hours fits with their private life and 38.8% respondent neutral that they are not sure that working hours fits with their private life and 12.4% respondent disagree that working hours is not fit with their private life and 6.6% respondent Strongly agree that working hours fits with their private life and 14.9% respondent Strongly disagree that working hours is not fit with their private life.

TABLE – 4.12 SHOWING RESPONSES ACCORDING TO TIME YOU SPEND ON DOMESTIC ACTIVITIES

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Less than 2 hours	46	38%
2-4 hours	42	34.7%
4-6 hours	25	20.7%
6-8 hours	4	3.3%
More than 8 hours	4	3.3%
Total	121	100%

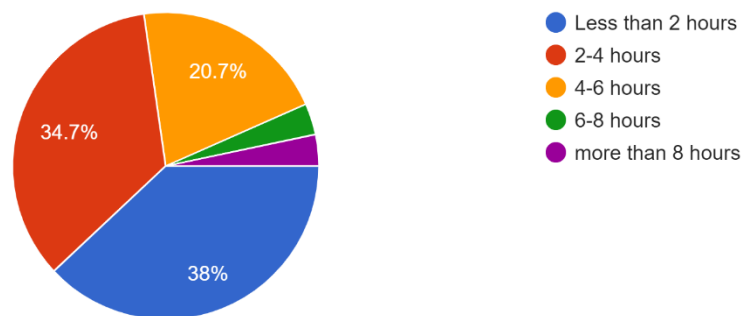


CHART – 4.12 SHOWING RESPONSES ACCORDING TO TIME YOU SPEND ON DOMESTIC ACTIVITIES

INFERENCES

From the above chart and table 38% respondents spend Less than 2 hours on domestic activities and 34.7% respondents spend 2-4 hours on domestic activities and 20.7% respondents were spend 4-6 hours on domestic activities and 3.3% respondent spend on both 6-8 hours and More than 8 hours on domestic activities.

TABLE – 4.13 SHOWING RESPONSES ACCORDING TO USUALLY MISS OUT QUALITY TIME WITH YOUR FAMILY AND FRIENDS BECAUSE OF WORKLOAD

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Strongly agree	22	18.2%
Agree	25	20.7%
Neutral	46	38%
Disagree	12	9.9%
Strongly disagree	16	13.2%
Total	121	100%

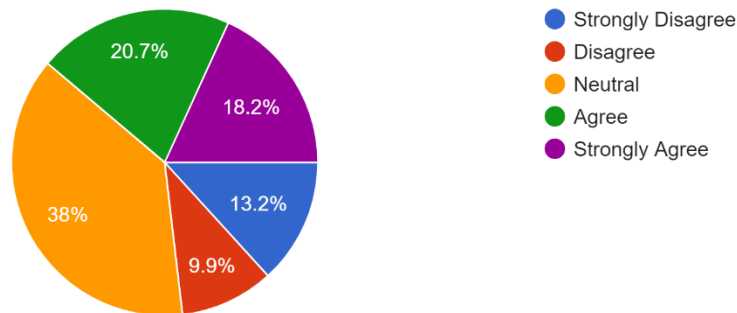


CHART – 4.13 SHOWING RESPONSES ACCORDING TO USUALLY MISS OUT QUALITY TIME WITH YOUR FAMILY AND FRIENDS BECAUSE OF WORKLOAD

INFERENCES

From the above table and chart 18.2% respondents were strongly agree that they are miss out quality time with their family and friends because of work load and 20.7% respondents were agree that they are miss out quality time with their family and friends because of work load and 38%% respondents were neutral that they are miss out quality time with their family and friends because of work load and 9.9% respondents were disagree that they are miss out quality time with their family and friends because of work load and 13.2% respondents were strongly disagree that they are miss out quality time with their family and friends because of work load.

TABLE – 4.14 SHOWING RESPONSES ACCORDING TO DO YOU WORK ON THE SHIFT BASIS

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Yes	44	36.4%
No	77	63.6%
Total	121	100%

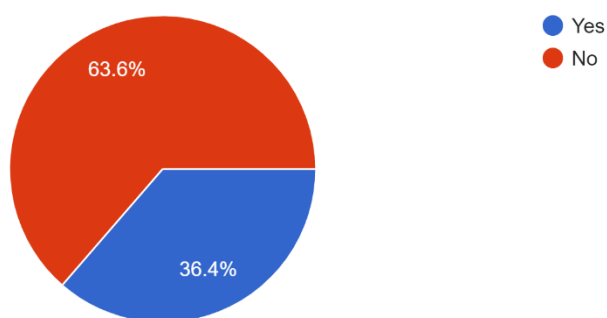


CHART – 4.14 SHOWING RESPONSES ACCORDING TO DO YOU WORK ON THE SHIFT BASIS

INFERENCES

From the above chart and table 36.4% were said yes for work on shift basis and 63.6% respondent were said no for work on the shift basis.

TABLE – 4.15 SHOWING RESPONSES ACCORDING TO FEEL ABOUT THE EFFICIENCY OF THE TIME YOU PUT IN

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Good	49	40.5%
Not bad	17	14%
Average	46	38%
Bad	4	3.3%
Preferably not to say	5	4.1%
Total	121	100%

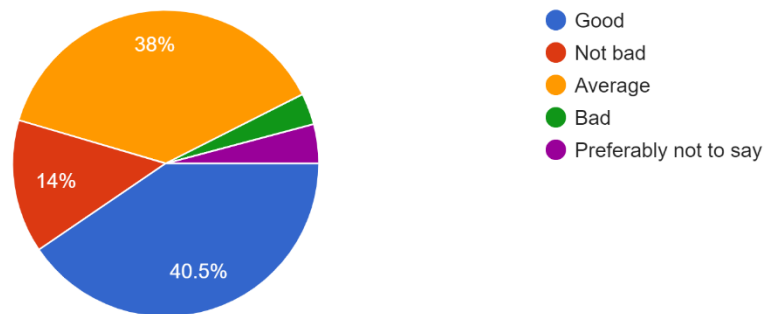


CHART – 4.15 SHOWING RESPONSES ACCORDING TO FEEL ABOUT THE EFFICIENCY OF THE TIME YOU PUT IN

INFERENCES

From the above chart and table 40.5% respondent were feel good about the efficiency of the time they put in work and 14% respondent were feel not bad about the efficiency of the time they put in work and 38% respondent were feel average about the efficiency of the time they put in work and 3.3% respondent were feel bad about the efficiency of the time they put in work and 4.1% respondent were feel Preferably not to say about the efficiency of the time they put in work.

TABLE – 4.16 SHOWING RESPONSES ACCORDING TO OFTEN DOES WORK LEAD YOU TO FEEL WORN OUT OR DOWN

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Frequently	27	22.3%
Sometimes	30	24.8%
Occasionally	38	31.4%
Rarely	12	9.9%
Never	14	11.6%
Total	121	100%

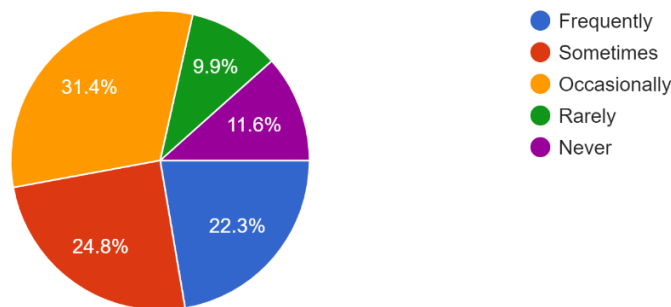


CHART – 4.16 SHOWING RESPONSES ACCORDING TO OFTEN DOES WORK LEAD YOU TO FEEL WORN OUT OR DOWN

INFERENCES

From the above chart and table 22.3% respondent were frequently feel that their work leaves them worn out or down and 24.8% respondent were sometimes feel that their work leaves them worn out or down and 31.4% respondent were occasionally feel that their work leaves them worn out or down and 9.9% respondent were rarely feel that their work leaves them worn out or down and 11.6% respondent were frequently feel that their work leaves them worn out or down.

TABLE – 4.17 SHOWING RESPONSES ACCORDING TO FACTORS MAKING WORK LIFE BALANCE HARDER

STATEMENT	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL
Deadlines & Schedules	15	27	39	14	39	121
Type of Work you do	11	27	41	23	32	121
No of hours you need to work	17	32	39	15	31	121
Expectation of supervisor or manager	21	28	45	22	34	121

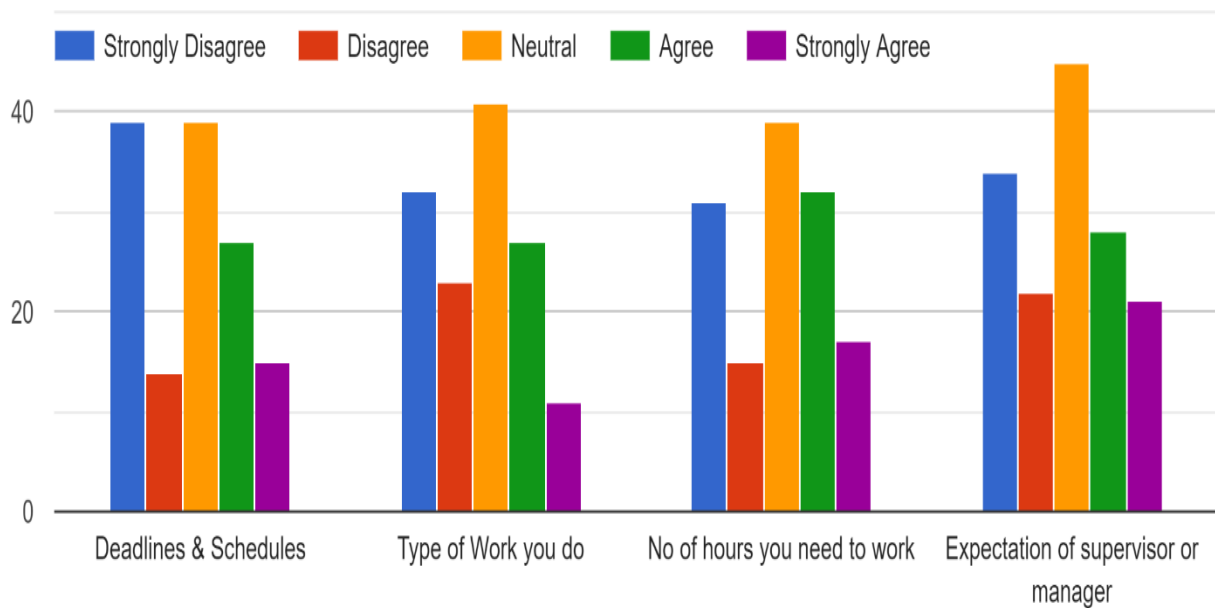


CHART – 4.17 SHOWING RESPONSES ACCORDING TO FACTORS MAKING WORK LIFE BALANCE HARDER

INFERENCES

Deadlines & Schedules: From the above chart and table 22.3% respondents agreed and 32.2% respondents were neutral and 12.3% were strongly agree about the deadlines & Schedules and Disagree is 11.5% and 32.2% in Strongly Disagree for Deadlines and schedules.

Type of work you do: From the above chart and table 22.3% respondents agree and 11.5% respondents were neutral and 9% were strongly agree and Strongly Disagree is 26.4% and 19% in Disagree for the Type of work you do.

No of hours you need to work: From the above chart and table 32.2% respondents were neutral and 26.4% respondents agreed and 12.3% disagreed and Strongly Disagree is 25.6% and 14% in Strongly Agree for the No of hours you need to work.

Expectation of supervisor or manager: From the above chart and table 23.1% respondents agreed and 37.1% respondents were neutral and 17.3 were strongly agree and disagree is 18.2% and 28.3% in Strongly Disagree for the Expectation of supervisor or manager.

TABLE – 4.18 SHOWING RESPONSES ACCORDING TO MANAGE STRESS ARISING FROM WORK

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Sports/Exercise	30	24.8%
Social activities	11	9.1%
Entertainment	44	36.4%
Travelling with family/friends	20	16.5%
Social media	16	13.2%
Total	121	100%

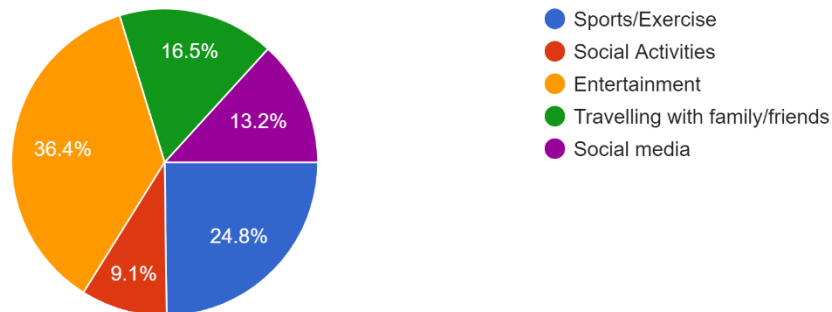


CHART – 4.18 SHOWING RESPONSES ACCORDING TO MANAGE STRESS ARISING FROM WORK

INFERENCES

From the above chart and table 36.4% respondents were select Entertainment to manage the stress arising from the work and 24.8% respondents were select sports/Exercise to manage the stress arising from the work and 9.1% respondents were select social activities to manage the stress arising from work and 16.5% respondents were select Travelling with family/friends to manage stress arising from work and 13.2% respondents were select social media to manage stress arising from work.

TABLE – 4.19 SHOWING RESPONSES ACCORDING TO ORGANIZATION TAKE ANY INITIATIVES TO MANAGE WORK LIFE BALANCE OF ITS EMPLOYEES

OPTIONS	NO OF RESPONSES	PERCENTAGE OF RESPONSES
Very effective	26	21.5%
Effective	39	32.2%
Average	45	37.2%
Not effective	9	7.4%
None of the above	2	1.7%
Total	121	100%

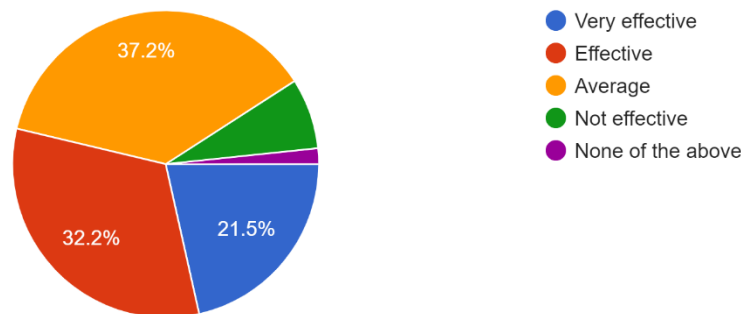


CHART – 4.19 SHOWING RESPONSES ACCORDING TO ORGANIZATION TAKE ANY INITIATIVES TO MANAGE WORK LIFE BALANCE OF ITS EMPLOYEES

INFERENCES

From the above chart and table 21.5% respondents says very effective for the organization take any initiatives to manage work life balance of its employees and 32.2% respondents says effective for the organization take any initiatives to manage work life balance of its employees and 37.2% respondents says average for the organization take any initiatives to manage work life balance of its employees and 7.4% respondents says not effective for the organization take any initiatives to manage work life balance of its employees and 1.7% respondents says none of the above for the organization take any initiatives to manage work life balance of its employees.

4.2 WEIGHTED AVERAGE

TABLE – 4.20 WEIGHTED AVERAGE ACCORDING TO FACTORS MAKING WORK LIFE BALANCE HARDER

Factors	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	$Y = \frac{\sum(W \cdot X)}{\sum W}$
Deadlines & Schedules	W1=5	W2=4	W3=3	W4=2	W5=1	336/15=22.4
	X1=15	X2=27	X3=30	X4=14	X5=35	
	W1*X1=75	W2*X2=108	W3*X3=90	W4*X4=28	W5*X5=35	
Type of Work you do	W1=5	W2=4	W3=3	W4=2	W5=1	327/15=21.8
	X1=11	X2=27	X3=30	X4=21	X5=32	
	W1*X1=55	W2*X2=108	W3*X3=90	W4*X4=42	W5*X5=32	
No of hours you need to work	W1=5	W2=4	W3=3	W4=2	W5=1	352/15=23.5
	X1=17	X2=32	X3=26	X4=15	X5=31	
	W1*X1=85	W2*X2=128	W3*X3=78	W4*X4=30	W5*X5=31	
Expectation of supervisor or manager	W1=5	W2=4	W3=3	W4=2	W5=1	343/15=22.8
	X1=21	X2=28	X3=16	X4=22	X5=34	
	W1*X1=105	W2*X2=112	W3*X3=48	W4*X4=44	W5*X5=34	

INTERPRETATION

It is made evident that the factor No of hours you need to work scores high weightage among the other factors. Therefore, it is found that No of hours you need to work made work life balance harder.

4.3 T-TEST

H0: There is no significant difference on work life balance harder between unmarried and married respondent.

H1: There is a significant difference on work life balance harder between unmarried and married respondent.

Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Mean satisfaction	1	92	2.7554	1.26066	.13143
	2	29	3.2155	1.12147	.20825

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
Mean satisfaction	Equal variances assumed	1.745	.189	-1.757	119
	Equal variances not assumed			-1.868	52.200

INTERPRETATION

From the above table it is found that the P value is $0.189 > 0.05$. Therefore, **H0 is accepted**. Hence, there is no significant difference on work life balance harder between unmarried and married respondent.

H0: There is no significant difference on work life balance harder between male and female respondent.

H1: There is a significant difference on work life balance harder between male and female respondent.

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Mean satisfaction	1	74	2.9054	1.25082	.14541
	2	47	2.8032	1.23352	.17993

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
Mean satisfaction	Equal variances assumed	.104	.748	.440	119
	Equal variances not assumed			.442	99.075

INTERPRETATION

From the above table it is found that P value is $0.748 > 0.05$. Therefore, **H0 is accepted**. Hence, there is no significant difference on work life balance harder between male and female respondent.

4.4 ANOVA

H0: There is no significant difference on work life balance harder among the different age groups of the respondents.

H1: There is significant difference on work life balance harder among the different age groups of the respondents.

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
1	75	2.7367	1.25599	.14503	2.4477	3.0256
2	28	3.1875	1.11311	.21036	2.7559	3.6191
3	13	3.3654	1.14844	.31852	2.6714	4.0594
4	2	1.2500	.35355	.25000	-1.9266	4.4266
5	3	2.0000	1.32288	.76376	-1.2862	5.2862
Total	121	2.8657	1.23998	.11273	2.6425	3.0889

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.863	4	3.716	2.541	.043
Within Groups	169.642	116	1.462		
Total	184.505	120			

INTERPRETATION

From the above table it is found that P value is $0.043 < 0.05$. Therefore, **H0 is Rejected and H1 is accepted.** Hence, there is significant difference on work life balance harder among the different age groups of the respondents. The majority of respondents in the 34–40 age range says that they are finding a work–life balance is more difficult.

4.5 CHI-SQUARE

H0: There is no significant association between how many hours a day you normally work and how much time you spend on domestic activity.

H1: There is a significant association between how many hours a day you normally work and how much time you spend on domestic activity.

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	47.732a	16	.040
Likelihood Ratio	30.241	16	.017
Linear-by-Linear Association	6.014	1	.014
N of Valid Cases	121		

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .13.

INTERPRETATION

From the above table it is found that P value is $0.04 < 0.05$. Therefore, **H0 is Rejected and H1 is accepted**. Hence, there is a significant association between how many hours a day you normally work and how much time you spend on domestic activity.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- Among the following respondents 61.2% of them are male and 38.8% are female. This shows that male is highly interested towards Civil filed.
- Above 62% of the respondents are from the age group of 18-25, they are young generation who might be studying or working. These people are showing more interest in Civil filed.
- In this company 76% respondent were Unmarried and 24% respondent were Married.
- Majority of the respondents are post-graduation students who are likely to be 43%% and the second position backed by under graduation with 35.5% who shows more interest towards Civil filed and 7.4% are professional degree and 4.1% are others.
- It is inferred that 31.4% of the respondent's annual income are Less than 50000 and 30.6% for Above 200000 and 20.7% for between 50000-100000 and 5.8% for between 150000-200000 and 11.6% of the respondent's Annual income are between 100000-150000.
- 33.9% respondents were know the company by Campus and 28.1% respondents were know the company by Friends and 18.2% of respondents know the company by websites and 13.2% of respondents know the company by Linkedin and 6.6% of respondents know the company by others.
- 32.2% respondents were resulted neutral and 11.5% respondents have disagreed, and 21.4% respondents have agree and Strongly disagree is 14.8% and 29.7% Strongly agree for Salary.

- 23.9% respondents have agree and 26.4% are neutral in location of workplace and 9.9% respondents have disagree and Strongly Agree is 23.9% and 25.6% in Strongly disagree.
- 22.3% respondents have strongly agree and 30.5% respondents were agreed, and 21.4% respondents were neutral and disagree is 10.7% and 26.4% in Strongly disagree for Career development prospect.
- From the above chart and table 21.4% respondents have agree and 28.9% respondents are strongly agreed, and 23.9% respondents were neutral and strongly disagree is 28.9% and 15.7% is Disagree for Interest in job.
- From the above chart 31.4% respondents were neutral and 16.5% respondents were Agree and 20.6% respondents were Strongly agreed and Disagree is 15.7% and 28.9% is Strongly disagree for flexible working hours.
- It is inferred that 47.1% are working in the organization for 0-1 years and 19.8% of the respondents were working in the organization for 2-3 years and 16.5% of the respondents were working in the organization for 4-5 years and 7.4% of the respondents were working in the organization for 6-7 years and 9.1% of the respondents were working in the organization for More than 7 years.
- 24% respondents were normally work in a day for less than 8 hours and 28.1% respondents were normally work in a day for 8 hours and 36.4% respondents were normally work in a day for 8-10 hours and 8.3% respondents were normally work in a day for 10-12 hours and only 3.3% were working More than 12 hours in a day.
- 22.3% respondents were work on week-off for both Sometimes and frequently and 31.4% respondents were work on week-off for Occasionally and 11.6 % respondents were work on week-off rarely and 12.4% respondents never work on week-off.

- 27.3% respondent agree that working hours fits with their private life and 38.8% respondent neutral that they are not sure that working hours fits with their private life and 12.4% respondent disagree that working hours is not fit with their private life and 6.6% respondent Strongly agree that working hours fits with their private life and 14.9% respondent Strongly disagree that working hours is not fit with their private life.
- 38% respondents spend Less than 2 hours on domestic activities and 34.7% respondents spend 2-4 hours on domestic activities and 20.7% respondents were spend 4-6 hours on domestic activities and 3.3% respondent spend on both 6-8 hours and More than 8 hours on domestic activities.
- 18.2% respondents were strongly agree that they are miss out quality time with their family and friends because of work load and 20.7% respondents were agree that they are miss out quality time with their family and friends because of work load and 38%% respondents were neutral that they are miss out quality time with their family and friends because of work load and 9.9% respondents were disagree that they are miss out quality time with their family and friends because of work load and 13.2% respondents were strongly disagree that they are miss out quality time with their family and friends because of work load.
- 36.4% were said yes for work on shift basis and 63.6% respondent were said no for work on the shift basis.
- 40.5% respondent were feel good about the efficiency of the time they put in work and 14% respondent were feel not bad about the efficiency of the time they put in work and 38% respondent were feel average about the efficiency of the time they put in work and 3.3% respondent were feel bad about the efficiency of the time they put in work and 4.1% respondent were feel Preferably not to say about the efficiency of the time they put in work.

- 22.3% respondent were frequently feel that their work leaves them worn out or down and 24.8% respondent were sometimes feel that their work leaves them worn out or down and 31.4% respondent were occasionally feel that their work leaves them worn out or down and 9.9% respondent were rarely feel that their work leaves them worn out or down and 11.6% respondent were frequently feel that their work leaves them worn out or down.
- 22.3% respondents agreed and 32.2% respondents were neutral and 12.3% were strongly agree about the deadlines & Schedules and Disagree is 11.5% and 32.2% in Strongly Disagree for Deadlines and schedules.
- 22.3% respondents agree and 11.5% respondents were neutral and 9% were strongly agree and Strongly Disagree is 26.4% and 19% in Disagree for the Type of work you do.
- 32.2% respondents were neutral and 26.4% respondents agreed and 12.3% disagreed and Strongly Disagree is 25.6% and 14% in Strongly Agree for the No of hours you need to work.
- 23.1% respondents agreed and 37.1% respondents were neutral and 17.3 were strongly agree and disagree is 18.2% and 28.3% in Strongly Disagree for the Expectation of supervisor or manager.
- 36.4% respondents were select Entertainment to manage the stress arising from the work and 24.8% respondents were select sports/Exercise to manage the stress arising from the work and 9.1% respondents were select social activities to manage the stress arising from work and 16.5% respondents were select Travelling with family/friends to manage stress arising from work and 13.2% respondents were select social media to manage stress arising from work.
- 21.5% respondents says very effective for the organization take any initiatives to manage work life balance of its employees and 32.2% respondents says

effective for the organization take any initiatives to manage work life balance of its employees and 37.2% respondents says average for the organization take any initiatives to manage work life balance of its employees and 7.4% respondents says not effective for the organization take any initiatives to manage work life balance of its employees and 1.7% respondents says none of the above for the organization take any initiatives to manage work life balance of its employees.

- It is made evident that the factor No of hours you need to work scores high weightage among the other factors. Therefore, it is found that No of hours you need to work made work life balance harder.
- It is found that the P value is $0.189 > 0.05$. Therefore, **H0 is accepted**. Hence, there is no significant difference on work life balance harder between unmarried and married respondent.
- It is found that P value is $0.748 > 0.05$. Therefore, **H0 is accepted**. Hence, there is no significant difference on work life balance harder between male and female respondent.
- It is found that P value is $0.043 < 0.05$. Therefore, **H0 is Rejected and H1 is accepted**. Hence, there is significant difference on work life balance harder among the different age groups of the respondents. The majority of respondents in the 34–40 age range says that they are finding a work–life balance is more difficult.
- It is found that P value is $0.04 < 0.05$. Therefore, **H0 is Rejected and H1 is accepted**. Hence, there is a significant association between how many hours a day you normally work and how much time you spend on domestic activity.

5.2 SUGGESTIONS

- Some of the employees need Knowledge transfer for the particular projects. In particular department the fresher is doing some big projects. They are not experience in that particular project. So, if they get some help from experience person it will be useful for them.
- Some of the employees work for long hours and even on holidays for completing the projects. The distribution of work should be equally done by others.
- Some employees are travelling for long hours if they get work from home for a particular day in a week it will be helpful for them. Travelling for long hours causes more stress to them. It causes some health issues to them. It affects the particular employee work life balance.
- The company also conduct some fun activity for the employees it would be helpful for them to handle the stress.

5.3 CONCLUSION

The study of employee work life balance in L&T INFRA ENGINEERING is a useful topic for opening up a range of familiar. More and more companies are focusing on building and retaining a balanced workforce. Committed professionals have a good chance of finding a company with balanced values, and one which will value the holistic approach. Satisfaction level may be varied from one employee to another it is according to their perception. Career development is one of the main reason employees choosing the L&T groups. Flexible working and work life balance policies can lead to better relations with employees, greater staff loyalty and commitment, motivation, improved employee morale satisfaction and performance, reduced staff turnover and recruitment costs. Managing stress is one of the important factors for the work life balance. Also, flexible working hours can lead to improvements in health and well-being of employees.

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ANNEXURE

QUESTIONNAIRE

A STUDY ON WORK LIFE BALANCE OF EMPLOYEES AT L&T INFRA ENGINEERING

1. Name

2. Gender

- Male
- Female

3. Age

- 18-25
- 26-33
- 34-40
- 40-47
- Above 48

4. Marital Status

- Unmarried
- Married

5. Education Qualification

- Under graduation
- P.G
- Professional degree
- Diploma
- Others

6. Annual Income

- Less than 50000
- 50000-100000

- 100000-150000
- 150000-200000
- Above 200000

7. How do you know about this company?

- Campus
- Websites
- Friends
- LinkedIn
- Others

8. What is the main reason for choosing this company?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Salary					
Location of workplace					
Career development prospect					
Interest in job					
Flexible working hours					

9. Since how long you are working in this organization?

- 0-1 years
- 2-3 years
- 4-5 years

- 6-7 years
- More than 7 years

10. How many hours a day you normally work?

- Less than 8 hours
- 8 hours
- 8-10 hours
- 10-12 hours
- More than 12 hours

11. How often do you work on week-off?

- Frequently
- Sometimes
- Occasionally
- Rarely
- Never

12. I'm happy with the hours I work because they fit well with my personal life.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. How much time you spend on domestic activities?

- Less than 2 hours
- 2-4 hours
- 4-6 hours

- 6-8 hours
- More than 8 hours

14. Do you usually miss out quality time with your family and friends because of workload?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. Do you work on the shift basis?

- Yes
- No

16. How do you feel about the efficiency of the time you put in?

- Good
- Not bad
- Average
- Bad
- Preferably not to say

17. How often does work lead you to feel worn out or down?

- Frequently
- Sometimes
- Occasionally
- Rarely
- Never

18. What are the factors making work life balance harder?

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Deadlines & Schedules					
Type of Work you do					
No of hours you need to work					
Expectation of supervisor or manager					

19. How do you manage stress arising from work?

- Sports/Exercise
- Social Activities
- Entertainment
- Travelling with family/friends
- Social media

20. How effectively the organization take any initiatives to manage work life balance of its employees?

- Very effective
- Effective
- Average
- Not effective
- None of the above

