

WORK-LIFE BALANCE AMONG EMPLOYEES IN INDIA: A STUDY OF TWO EDUCATIONAL ORGANIZATIONS

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ABSTRACT

Global importance of work-life balance is today well-known as it optimises production without a sense of any deprivation, indicating compatibility between work domain and life (personal/ familial/ social) domain. Imbalance between the two is generated by various factors located in the work and the non-work domain of employees. Organizations use various strategies for balancing the two in the life of their workers so that their work productivity is not hampered. These strategies carry costs in various terms. More important is the way strategies are implemented for well-being of their employees. The paper, therefore, attempts to shed light on the status of work-life balance in two organizations; namely, Assam University and National Institute of Technology in Silchar town of India's Assam state. The analyses are based on the data collected during May-August 2018 from a stratified random sample of 236 employees drawn from the two organizations.

Keywords: Work-life, Balance, Employees, Organizations.

INTRODUCTION

Importance of work-life balance is now generally accepted all over the world. When work-life balance is maintained judiciously it helps both employers and employees. It optimises the production without a sense of any deprivation. An incompatibility between work domain and life (personal/ familial/ social) domain occurs for various reasons. First, excess work-load may compel a worker to deny the time required for discharge of responsibilities towards his/ her personal, familial and social activities. This may affect worker's personality development, his/ her relationship with the family and/ or social adjustment. Consequently, it affects efficiency, productivity and sincerity of the worker at his/ her work place. Second, an employer may extract services from his/ her workers improperly, without compensating their sacrifices involved in. This may generate discontent amongst the workers, making them less co-operative with the organisation or bringing down their productivity or efficiency due to over work or less payment and/ or low standard of living. Third, now-a-days, there prevails a consensus that

workers must have social security and other protective umbrella against occupational hazards. Fourth, the employers should provide proper incentives to get better work productivity and give due recognition to contribution of workers. It is, therefore, now, a big issue almost everywhere to take care of work-life balance to manage human resources efficiently. Recent studies acknowledge a shift from 'work- family balance' to 'work-life balance' in many organisations to include workers who, whether or not parents, desire to balance their work with their non-work activities such as health care, sports, study, travel, worship, family or community service (Kalliath and Brough 2008). Work -family balance is thus a phenomenon of judicious inter-role combination, implying equality of time and satisfaction across multiple life roles. The balance relates to three factors; namely, work & family/life, time, and involvement & satisfaction balance (Greenhaus et al. 2003). In simple words, it is worker's perception of compatibility between work and non-work activities, promoting growth based on his/ her current life priorities (Kalliath and Brough 2008). Demands and pressures of the work and the life domain give rise to work-life balance issues of workers. Women who have increasingly joined workforce in recent times face a lot of challenges as they are still seen as primary caretakers of the home and family; their role is often considered secondary to family roles and comparatively they spend more time on housework, child care and family responsibilities. However, women miss more work for care of both children and elders. This gives rise to conflict between their work and family (Freedman 1988). Work-life balancing generally requires the organizations to adopt five types of strategies (Thornpson2002): (i) time-based, (ii) information-based, (iii) money-based, (iv) direct services and (v) culture-change services. Osterman (1995) pointed out three main reasons for organizations to provide family-friendly practices; viz.,

(i) practical responses, (ii) links to internal labour market and (iii) high commitment work system. Implementing provisions of work-life balance policy requires organizations to bear such policy costs as (i) direct costs of policies like paying for subsidies, (ii) costs of staff and space like cost of childcare takers, space for childcare facilities, (iii) cost of equipment like ICTs to facilitate work from home), (iv) cost of work-life balance policy formulation and implementation, (v) disruption costs like employees availing leave and (vi) temporary reduction in productivity from disruption (Thornpson 2002). In case of dual-earner couples Hammer et al. (1997) found strong crossover effects of work- family conflict for, both, men and women and a worker's work- family conflict level significantly predicted his/her partner's work- family conflict level. There is found more prevalence of work-to-family conflict than family-to-work conflict and vice versa in many studies (Wesley and Muthuswamy 2005; Baral & Bhargava 2010). With the changing scenario of workers' well-being policies in the developed world the developing countries like India have also been improving protective policy measures for their workers. In India the policy of liberalization, privatization and globalization introduced in 1991 paved the way for corporate investment on large scale from big private organizations from

abroad, on the one hand, and their competitive spirit for increase of production inspired them to provide protective policies for workers, on the other hand. In the changing business environment all organizations in India are striving hard to increase productivity while workers are also demanding facilities and benefits to live with rising standards. Therefore, improving workers' well-being policies has become a necessity of various organizations for better productivity. With their size, resources and stability the government organizations in India call for examination of the workers' wellbeing policy measures they have provisioned in the time of structural economic changes. Therefore, this paper seeks to examine and analyses the status of work-life balance in two government (educational) organisations in India; namely Assam University, Silchar (AUS) and National Institute of Technology, Silchar (NITS). These are the organizations funded by the central government, i.e., Government of India and are autonomous in character. Assam University is a residential central university of different branches of conventional education, having affiliated graduate and post graduate degree colleges, and National Institute of Technology is a residential deemed university of technical education. The two organizations have a good number of employees, broadly, divided into two categories; viz., teaching and non-teaching, occupying different positions in a hierarchy of ranks. Both the organisations have a fairly developed infra-structure and have their own employees to make the infra-structure work. The employees comprise teaching and non-teaching staff.

THE METHODOLOGY

Documentary and empirical (oral) data were collected from two organizations and their employees respectively. Documents such as ordinances, Acts, statutes and regulations, employees' lists, etc were collected from the organizations and their websites while oral responses of employees of various levels were collected to understand the practice of work- life balance among them in the organizations. Assam University and National Institute of Technology, both, constituted the universe of the study while the employees of various levels in these two organizations were taken as units of study for data collection and analysis. The oral responses were collected, during May - August 2018, by administering a pre-tested interview schedule to a sample of 236 respondents, 194 from Assam University and 42 from National Institute of Technology, drawn from, both, the teaching and non-teaching employees, totalling 874 in the two organisations. Though both the organizations are central universities, the Assam University has a greater number of employees than the National Institute of Technology. It was decided to draw a 25% sample of the employees at the cadre/ position/ department/ branch./ section level in the two organisations by using stratified random sampling method, constituting the main sample of 236 respondents. To draw the sample the teaching and the non-teaching employees were classified into their cadres/ ranks within an academic department and section of administration respectively under different schools of studies and branches of administration and

then lottery method was used to select the requisite number of the units for inclusion in the sample. However, while drawing the sample from the different strata and sub-strata it was found that in many cadres/ positions in the departments/branches/sections there was only one employee and therefore s/he was taken as a unit in the sample. This increased the size of the sub-samples of certain cadres/ positions in the certain departments/ centres/ branches/ sections and these sub-samples therein are sometimes much more than 25% of their population. On the other hand, in a few cases there was faced no response problem as well from the respondents and therefore ultimately they had to be dropped from the sample to proceed for the study.

The Respondents

To understand the role of character in work-life balance the socio-economic characteristics of the respondents are delineated hereunder.

1. Nearly two thirds (64.4%) of the respondents across the organisations belong to middle age group. This concentration in this middle age group is more pronounced with 65.9% in the AUS, while the corresponding figure in the NITS is 57.1%. This indicates that the organisations received services from those who are experienced and have physical fitness. The NITS is better poised for administration as 72.7% of its non-teaching employees are in this age group. The lowest age group (18 - 35 years) has 21.2% of the employees across the employee categories and the organisations. But NITS has 35% of its teaching employees in this age group. In the old age group (56-65 years), there are found 14.4% of the employees.
2. Pre-dominance of male employees (76.2%) among the respondents is visible in the two employee categories of the two organisations as about one fourth (23.7%) of the total respondents are female. However, the percentage of female respondents in NITS (30.9%) is greater than that of their counterparts (22.1%) in AUS. Thus, over three fourths (76.2%) of the respondents are male, by and large, across the categories of the respondents and the two organisations and the rest are female, comparatively more in NITS.
3. About three fifths (58.4%) of the respondents of these two organisations hold PhD degree, including 18.2% of the non-teaching respondents from the AUS. Respondents belonging to the teaching employees' category of AUS are ahead of their counterparts in NITS as 94% of them having the degree as compared to 94% of those from the NITS.
4. About two fifths of the respondents (39%) have monthly income of more than Rs. 80,000/- (high income level). Two fifths (37.9%) of the respondents are in the income bracket of Rs. 50001/- – 70000/- (medium income level) and the rest (22.7%) are in the income bracket of Rs. 20001– 50000/- (low income level). Thus, in terms of income, the

respondents are more or less comfortably placed.

5. With regard to occupational status of parents, the respondents in NITS with both the parents employed is almost double (14.3%) of the respondents in AUS (7.7%). About one third of the respondents are having the advantage of either one of their parents or both of them are employed. They have an advantage over the remaining two-thirds of the respondents in the sense that they have less familial obligations to meet in comparison of the latter. Less familial obligations keep them less busy in thinking over what they get for what they put forward in the form of service. Satisfaction is largely a state of mind, a subjective concept, which may be attained in relative sense. When there is less anxiety and satisfaction, there is more favourable a condition to attain work-life balance.
6. Most of the respondents (87.2%) consist of individuals from mainly two religions, although numerically Hindus are preponderant. The non-teaching respondents have greater share from other religions than the teaching respondents. Of the respondents, individuals belonging to General Castes remarkably constituted larger (61.4%) portion. In AUS the General Castes Category respondents constitute 40.5% while in NITS they account for 58.3%. The employees from other religious beliefs in the two organisations are found very less.
7. Over four fifths of the respondents (80.9%) in the organisations belong to nuclear family and only 19% belong to joint family. Nuclear family is preponderant in both the organisations across the two categories of the respondents.
8. Over three fourths of the respondents (77.1%) belong to small family (0–4 members), while 18.6% belong to medium-size families (5–8 members) and 4.2% have large size family (above 8 members).
9. Of the families of respondents 95.7% are constituted by the small and the medium size families. In the backdrop of this, when one finds that 93.2% of the children of the respondents belong to this small and medium size families, one can tell what magnitude of the proportion of dependents is in the population of respondents. On the whole, respondents are aware of the implications of large number of children. This is evident from the fact that 32.6% of the children of respondents are having their presence in families with a single child, while 49.6% of the families have two children.
10. There is a wide numerical gap between male and female respondents in these two organisations. The female employee respondents account for less than one fourth (23.7%) of the total respondents from the organisations. There is pre-dominance of male (76.2%) employees among the respondents in the two organisations.
11. Overall, most of the respondents are highly educated, middle aged and are of general caste. The family they belong to are mostly nuclear and small in size. They are well poised to strike a work-life balance.

The Work-life Balance

Balance, or imbalance, between work and life is determined by many factors found in both the domains - work place and non-work domain. Impact of these factors also differs from time to time and individual to individual. Besides, circumstances and characters of individuals also differ, hence, causing differential impact of the factors on individuals. The various factors which determine various patterns of relationship between work and life include job satisfaction in terms of remuneration and incentives given to non-work domain activities, the number of daily hours spent by an employee at work, the subsequent grievances dealt by the employee, the support provided by the organisation to ease the assigned responsibility, the motivation from the organisation infused to maintain a better work-life balance, meeting the responsibilities of employees at home without any hindrance from the employers, the time spent at the work place, ways of looking at the work- life balance and employees' assigned work and its meaningfulness. These various factors from the two domains of employees' life provide several dimensions for combining these two domains and socio-economic circumstances and individual's character add to the complexity of the combinations of work and life which employees make for satisfaction and enrichment in both the domains of life. However, broadly there are found two combinations; namely, (i) work-life balance and (ii) work-life conflict. Nonetheless, degree of balance or conflict has also variations within these two combinations of work and life. This means that though broader patterns of the combinations show only balance or conflict between work and life, there is every possibility of co-existence of balance and conflict in two or more dimensions of work-life combinations. The factors influencing work-life combination in the study are mostly related to work and family. It is either work intervenes in family or family intervenes in work. It seems that personal and social lives of the respondents are not clearly separable from their familial life. Before one embarks upon the path of analysing the work-life combinations it enquires into the level of job satisfaction that exists among the employees. Therefore let the discussion be taken up with job satisfaction among the respondents.

Job Satisfaction among the Employees

The term 'satisfaction' itself is very conflicting and subjective as it mostly depends on the mind-set of the person. Some people get satisfaction from a work which he /she likes to do even at very low remuneration. On the other hand, there may be a person who gets satisfied only if he/she is paid high incentives and remuneration. In the study, all the respondents expressed satisfaction with their job and, therefore, it is attempted to indirectly understand how the respondents, the teaching and the non-teaching employees, in the two organisations feel about the job, i.e., what aspect of job makes them satisfied. The respondents identified four satisfying aspects of their job: (i) adequate remuneration (monthly salary), (ii) security of job, (iii)

incentives and (iv) retirement benefits. Different respondents have assigned importance to the factors in different ways. Again, many of them feel that more than one aspect of their job are responsible for their satisfaction and, as such, many of the respondents have reported more than one aspect of job, satisfying them. The following table shows the distribution of the respondents into these satisfying aspects of their job in the two organisations:

Table 1: Satisfying Aspects of Job among the Respondents (Percentage in Parentheses)

Satisfying Aspect of the Job	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total- N=194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Adequate remuneration	13 (11.1)	--	13 (6.7)	--	--	--	13 (9.5)	--	13 (5.5)
Retirement benefits	54 (46.1)	26 (33.7)	80 (41.2)	7 (35)	9 (40.9)	16 (38)	61 (44.5)	35 (35.3)	96 (40.6)
Security of job	101 (86.3)	70 (90.9)	171 (88.1)	18 (90)	20 (90.9)	38 (90.4)	119 (86.8)	90 (90.9)	209 (88.5)
Incentives like LTC, various leave facilities, medical reimbursement, children’s education allowance etc.	101 (86.3)	68 (88.3)	169 (87.1)	19 (86.3)	19 (86.3)	38 (90.4)	120 (87.5)	87 (87.8)	207 (87.7)

The table shows that most of the respondents (88.5%), the teaching and the non-teaching employees, derive their satisfaction from the secured nature of their job in the organisations. Another aspect of almost equal importance in the matter of yielding satisfaction along with the security of job is the incentive, the respondents received from the organisations such as Leave Travel Concession (LTC), Children’s Education Allowance (CEA), and medical expense reimbursement. Retirement (superannuation) benefits such as leave encashment, gratuity, benefits of employees’ group insurance scheme etc bring satisfaction to over two fifths (40.6%) of the respondents. The remuneration/ salary from job satisfies only 5.5% of the respondents - all of them are teaching employees.

The similar patterns are observed across the teaching and the non-teaching respondents and their two organisations. This means that in both the organisations incentives and job security are mainly satisfying the employees in their job. While retirement benefits have also a significant contribution to the job satisfaction among them. However, a very small section (5.5%) of

teachers only seems to be satisfied from the remuneration in their job. In a way, most of the respondents are not satisfied from remuneration/ monthly salary in job, perhaps, due to rising in living standards of family as well as personal life. This does point towards a situation of work-life imbalance, if not conflict, as it may be that the respondents find the remuneration proportionate to their work but not as per the requirement of the desired life. This ambiguity may be understood by knowing their priority to/ importance for family and job with a view to understand the nature of their work-family combination and satisfaction level.

Prioritization between Job and Family

An act of judicious dealing with family and job simultaneously becomes difficult for employees. However, most of them want to strike a balance between the two. Neglecting one and excelling in other is never something which an individual wants as it brings conflict, affecting either of the domains, i.e., work domain and non-work domain. A balance between the two comes with benefit of both the fronts wherein failure in this respect results in deprivation of the workplace from the services or the family from the earner’s contribution. It is not very easy, however, to strike a right balance between the two. It is a common problem almost everywhere in the society. When an organisation grows in size or becomes complex in its working it carries greater possibility of work-life imbalance. This adversely affects the place of work, on the one hand, and the family front of the employees, on the other. Generally there are individuals who tilt more on either of the sides, i.e., work or life. Also there are those who strike some kind of balance between the two. The extreme cases where either job or family is preferred are always less and those where a balance of the activities in one domain is attempted with that in the other are always far more. This situation emerges from the present study, as well. In the study there are respondents who prefer job over family or vice versa or both. In order to understand how job (work) and family (non-work) are being balanced among the respondents. et them be distributed into their preferences of job and family comprising the two domains in the following table:

**Table 2: Priority between Job and Family among the Respondents
(Percentage in Parentheses)**

Domain of More Importance in Employee’s Life	Assam University			National Institute of Technology			Grand Total		
	Teaching	Non-Teaching	Total	Teaching	Non-Teaching	Total	Teaching	Non-Teaching	Total
Job (work) is more important	--	--	--	--	2 (9)	2 (4.7)	--	2 (2)	2 (0.8)
Family (non-work) is more important	4 (3.4)	2 (2.5)	6 (3)	--	3 (13.6)	3 (7.1)	4 (2.9)	5 (5)	9 (3.8)

Both the domains are equally important	111 (94.8)	73 (94.8)	184 (94.8)	20 (100)	17 (77.3)	37 (88)	131 (95.6)	99 (90.9)	226 (95.7)
Total	117 (100)	77 (100)	194 (100)	20 (100)	22 (100)	42 (100)	137 (100)	99 (100)	236 (100)

The table shows that the most of the respondents (95.7%) consider their work and family equally important for them and they try to maintain a balance between the two. Though, by and large, similar patterns are observed across the two categories of the respondents and the two organisations, 7% of the non-teaching respondents give more importance to either job or family. It is family which receives more importance than job in the life of the respondents because members in families of some of the respondents demand more attention from the respondents. When there is slackness on the part of the administration it is even not difficult for such respondents to take time out for the families from their work hours.

Thus, most of the respondents give equal importance to the work and the family in their life. This is observed, by and large, across the categories of the respondents and the two organisations. However, there are a few respondents (non-teaching) who prefer either of the two. Nonetheless, there is observed a greater importance of family than work among the respondents in the two organisations.

As work and non-work/ life domains are equally attended, a question arises: How do the respondents manage time for both the domains? Conflict between the job or work and the family generally arises when an employee finds it difficult to give the time required for his/her work and family activities. It happens generally due to overload in the work place or, sometimes, due to families' demands and pressures or demands from both the sides, making it all the more difficult for the employees to cope with the pressure created by both the sides. To cope up with these situations employees adopt different ways, resulting in either balance or conflict between the two domains. The time can be managed by withdrawing from work domain and putting it in the family but that gives rise to conflict. Then, family can be given more time by availing leaves as well as utilizing holidays. Generally they avail leave and utilize holidays to give more time to family as found in the present study and it helps in balancing the work and the life. The following table distributes the respondents into these two modes of time management for the family:

Table 3: Modes of Time Allocation for Family among the Respondents (Percentage in Parentheses)

Mode of Time Allocation for Family	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total N-194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Availing Leave	116 (99.1)	75 (97.4)	191 (98.4)	20 (100)	22 (100)	42 (100)	136 (99.2)	97 (97.9)	233 (98.7)
On holidays	97 (82.9)	71 (92.9)	168 (86.5)	17 (77.2)	20 (90.9)	37 (88)	114 (83.2)	91 (91.9)	205 (86.8)

The table shows that most of the respondents (98.7%) avail leave for the family whenever required. Over four fifths of the respondents (86.8%) use holidays in the organisations to give more time to the activities in their families.

Thus, all the respondents across the categories and organisations give time to family activities by availing leave and/or utilising vacations in the organisations. This leaves less possibility for spill-over of stress from the family to the work. The employees get a good number of leaves, holidays and vacations in a year provided by their respective organisation.

Extended Work Hours and Intervention of Family

As discussed earlier, extended work hours have both positive and negative effects as far as work-motivation of the employees is concerned. But more important aspect of this phenomenon is that it invites stress from the family activities and its members. It becomes difficult for the employees to concentrate on the work. Besides, it reduces employee’s productivity if he/she is not motivated properly. The situation in the present study turns into family-work conflict, despite the fact that all the respondents give some time daily to the family or utilize even leaves/ vacations for the family activities. The respondents’ family members still complained or resented about the extended work hours and its spill over impact on the family. On extension of work hours their family members have three types of complaints: (i) less availability at home, (ii) office work done at home as well and (iii) limited financial resources for the family, despite the extended work hours.

The following table shows the distribution of the respondents into the types of their family members’ complaints over the extended work hours in the office of the organisations:

Table 4: Family Complaint/Resentment about Extended Work Hours among the Respondents (Percentage in Parentheses)

Type of Family Complaint/Resentment	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total N- 194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Less availability at home	13 (11.1)	--	13 (6.7)	--	--	--	13 (9.5)	--	13 (5.5)
Office work done at home as well	2 (1.7)	--	2 (1)	2 (10)	--	2 (4.7)	4 (2.9)	--	4 (1.6)
Limited financial sources for family	--	21 (27.2)	21 (10.8)	--	5 (22.7)	5 (11.9)	--	26 (26.2)	26 (11)

The above table tells that only a few of the respondents have faced the family’s complaints or resentments over extended work hours. A small section (5.5%) of the respondents complained about less availability of the respondents in their families due to extended work hours. The respondents sometimes do official work at home also, but this has a very negligible effect since only 1.6% of the respondents have reported about it. However, 11% of the respondents have reported financial limitations to meet their family needs. This has been reported by 27.2% and 22.7% of the respondents of the non-teaching category from AUS and NITS respectively. Thus, extended work hours affect a few respondents’ family life.

One has to find out some ways to deal with the complaints from the family in the interest of, both, the work and the family. If the complaints are not resolved and are lingered on, they may disturb the balance between the work and the family. In the study the respondents used two ways to deal with the complaints/grievances from the family: (i) they explained to the family about their professional obligations and (ii) they expressed their helplessness to the family members in redressing the grievances

The following table distributes the respondents into these ways of grievance redressal by them in their families:

**Table 5: Ways of Grievance Redressal in Family among the Respondents
(Percentage in Parentheses)**

Way of Grievance Redressal in the Family	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total-194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Explaining professional obligations to the family	15 (17.9)	--	15 (7.7)	2 (10)	--		15 (10.9)	--	15 (6.3)
Expressing helplessness to redress grievance	--	21 (27.2)	21 (10.8)	--	5 (22.7)	5 (11.9)	--	26 (26.2)	26 (11)

The table reveals that the respondents used two ways to deal with the complaints/ grievances that came up in the families, due to their extended work hours at the work place. Over one tenth (11%) of the respondents admit that they simply express their helplessness in redressing the grievances. Significantly, again, all of these respondents belong to the non-teaching category in the two organisations. The respondents (6.3%) who prefer to explain to the family about their professional obligations they have at work place belong to the teaching category.

Thus, both the categories of the respondents, the teaching and the non-teaching employees, tried to convince their family members about the nature of their work and the requirement of extended work hours, sometimes. This means that they could not make any change in work hours or work schedule and continued with the routine with the expectations from the families to adjust with the emergent situation. Nonetheless, the employer provided support in various ways to increase work pace and to reduce time span of task and to improve professional efficiency of the employees as discussed in the following para.

Out of the two sides, i.e., the family and the employer, one has to understand the intensity of the problem and to do something to adjust accordingly. Any rigidity on the part of the both may wreak havoc to the employee, giving rise to panic in his/her life. Also, it is essential for the employer to facilitate the employees and take supportive measures so that the work does not become a burden for them in balancing their work-life adjustment. In the study the respondents have reported five kinds of support measures taken by their organisations so as to prevent any work-family conflict. Of the respondents 214 reported of some supportive measures taken by their organisations: The employer provided mobile set on demand; provided assistance when

required; installed advance software when required; provided vehicle for communication between office and home; and provided training of the task. The respondents are distributed into these five types of the supportive measures provided by the employer in the following table:

Table 6: Types of Organisation’s Supportive Measures among the Respondents (Percentage in Parentheses)

Type of Organisation’s Supportive Measures	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total-194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Provided mobile on demand	66 (56.4)	22 (28.5)	88 (45.3)	7 (35)	3 (13.6)	10 (23.8)	73 (53.2)	25 (25.2)	98 (42.5)
Provided assistance when required	--	4 (5.1)	4 (2)	--	--	--	--	4 (4)	4 (1.6)
Installed advance software when required	16 (13.6)	4 (5.1)	20 (10.3)	2 (10)	--	2 (4.7)	18 (13.1)	4 (4)	22 (9.3)
Provided vehicle for commutation	103 (88)	77 (100)	180 (92.7)	19 (95)	17 (77.2)	36 (85.7)	120 (87.5)	94 (94.9)	214 (90.6)
Provided Training	--	27 (35)	27 (13.9)	--	--	--	--	27 (27.2)	27 (11.4)

The table shows that most of the respondents (90.6%) received transport facility from the organisations for their commutation to and from the work place. Then, over two fifths of the respondents (42.5%) reported to have got mobile sets from the organisations on demand. Supportive measures taken have also come in the form of providing of assistance (1.6%) like logistic support, installation of software (9.3%) when required, apart from the receipt of training facility (11.4%).

Thus, the organisations’ support measures have been to facilitate the employee’s communication with the family, his/her commutation between the home and the work place, technological infrastructure improvement and other assistance or professional skill improvement of the employee.

Intervention of Work with Family

Role conflict at work place assumes significance in the context of human resource management. When one is asked to perform a task which he/she is not accustomed to do, or does not conform to his/her own job description, a suspicion creeps into his/her mind about the intention of the employer. It causes stress and tension of the employee with the ultimate effect on his performance of the organisation. In the study, scope of the rise of turnover intention is limited because the most of the employees are having security of job. However, the scope for emergence of any suspicion as to the turnover intended still found because some employees feel at home working at some particular branch or with some particular assignments. When role conflict arises, these employees feel unsecured as they apprehend that their failure to act on multiple roles will invite the wrath of the employer, resulting in inter-departmental transfer or reshuffling and new assignment which may go against the convenience of the employee.

Sometimes, employees are allotted multiple tasks at the work place to carry out and they are asked to do this task urgently. It makes difficult on the part of an employee to execute his/her work whole-heartedly, if he/she is assigned multiple tasks for his position. When there is lack of basic amenities and non-availability of required workforce to accomplish a work it is a matter of concern for employers and they need to resolve this, instead of assigning any additional work, but due to exigencies and the dynamics of the situation they also have to get the works done without delay and therefore, they have to allocate multiple tasks to the employees, overloading employees, thereby. This kind of work pressure creates role-conflict among the employees and high level of stress resulting from the work as well as non-work domain. In the study, a significant portion of the respondents have reported two types of role- conflict among them, due to assignment of multiple roles in the work place: (i) inter-role conflict and (ii) work-family conflict. The following table distributes the respondents into the types of role conflict in the work place:

**Table 7: Types of Role Conflict at Workplace among the Respondents
(Percentage in Parentheses)**

Type of role-Conflict in the Work Place	Assam University			National Institute of Technology			Grand Total		
	Teaching N=117	Non-Teaching N= 77	Total-194	Teaching N= 20	Non-Teaching N= 22	Total N= 42	Teaching N= 137	Non-Teaching N= 99	Total N= 236
Inter-role conflict at work place due to non-availability of required assistance	--	7 (9)	7 (3.6)	2 (10)	--	2 (4.7)	2 (1.4)	7 (7)	9 (3.8)
Work-family conflict due to	34 (29)	36 (46.7)	72 (37.1)	--	--	--	34 (24.8)	36 (36.3)	70 (29.6)

non- fulfilment of demands from family									
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The table shows that only 3.8% of the respondents have any kind of role-conflict at the work place. All of these belong to the non-teaching respondents. It is also worth noticing that those who admitted the existence of the role-conflict have chosen to attribute the cause of the conflict to the non-availability of required assistance (logistic support/man power) from their organisations. None of the teaching respondents face role conflict at work place. Others, less than one third (29.6%), of the respondents have the role conflict due to work domain, attributing the cause of the conflict to non-fulfilment of demands from their non-work domain.

Thus, multi-task allocation creates role-conflict among some of the respondents because the resultant time stressor has spill over to the family, giving rise to demands from the family. This is commonly found across the two categories of the respondents from AUS only. The respondents happen to suffer from inter-role conflict at the work place, due to time and energy stressors in absence of any assistance.

Patterns of the Work-life Balance

From the analyses made above, the following patterns of work-life balance of the respondents are drawn out:

1. 88.5% of the respondents consider that it is the secured nature of their job that yields them the job satisfaction. Again, 87.7% of them also consider that the ‘other facilities’ like Leave Travel Concession (LTC), Children’s Education Allowance (CEA), medical facilities etc. which they get at the work place also constitute another good reason of their job satisfaction. Retirement facilities such as leave encashment, gratuity, employees’ group insurance scheme etc also constitute a significant factor of job satisfaction since over two fifths (40.6%) of the respondents have reported it to be a reason for their job satisfaction. The remuneration is considered adequate for job satisfaction by only 5.5% of the respondents which means most of the respondents lack satisfaction over remuneration paid to them.

Of the total teaching respondents (86.3%) in the AUS consider ‘job security’ and ‘other incentives’ very important determinants of their job satisfaction, although they unlike their counterparts in the NITS, do not make any discrimination between these two in terms of their importance. These two are equally important to them, but 90% of the respondents in the NITS put ‘security of job’ a little ahead. On the whole, in both the organisations incentives provided in various forms and job security mainly bring job satisfaction among the employees.

2. Of the respondents, most (95.7%) consider work and family equally important for them and try to maintain a balance between job and family. Over one fifth (22.6%) of the non-teaching respondents give more importance to either job or family; it is largely family which receives importance in their activities. This is because members in the families of some of the respondents are more exacting and demanding from the respondents. In a situation of slackness which prevails in the administration these days, it does not become difficult for such respondents to take out time from the work hours for the families.

3. Of the total respondents, 98.7% avail leave for the family whenever required. Over four fifths (86.8%) of the respondents use holidays in the organisations to give more time to the activities in their families. Thus, all the respondents across their categories and organisations give time to their family activities by availing leave and/or utilising vacations in the organisations. This leaves less possibility for spill-over of stress from the family to the work among the employees in the organisations.

4. Of the respondents' families 13 (5.5%) have the complaints or resentments about the less availability of the respondents in his/her family due to extended work hours. The respondents sometimes do official work at home also, but this is a very less as only 4 (1.6%) respondents have reported about it. However, 26 (11%) respondents have reported that financial limitation to meet their family recreation is also a form of family complaints/ resentments. This has been reported by 27.2% and 22.7% of the respondents from the non-teaching category of AUS and NITS respectively. Thus, extended work hours affect a few respondents' family.

5. Of the total respondents, one tenth (11%) have admitted that they simply express their helplessness in redressing their family grievances. Significantly, again, all of these respondents belong to the non-teaching category of the two organisations. The respondents (6.3%) who prefer to explain to the family about their professional obligations at work place belong to the teaching category of employees. Clearly, both the categories of the respondents, the teaching and the non-teaching employees, tried to convince their family members about the nature of their work and the requirement of extended work hours, sometimes. This means that they could not make any change in work hours or work schedule and continued with the routine expecting from their families to adjust in that situation.

6. Of the total respondents, 214 (90.6%) have acknowledged the transport facilities they got from the organisation for their commutation to and from the organisations. Over two fifths (42.5%) of the respondents reported of having got mobile sets from the employers on demand. Supportive measures taken have also come in the form of assistance (1.6%) like logistic support/man power, installation of software (9.3%) when required, apart from the receipt of professional training (11.4%). In all, the organisations' support measures relate to facilitate the employee's

communication with the family, his/her commutation between the home and the work place, technological infrastructure improvement and other assistance or professional skill improvement of the employee.

7. Of the total respondents, only 3.8% have any kind of role-conflict at the work place. All of these belong to the non-teaching respondents. It is also worth noticing that those who admitted the role-conflict have attributed the cause of the conflict to the non-availability of required assistance (logistic support/man power) from their organisations. None of the teaching respondents has role conflict at work place. Others, less than one third (29.6%), of the respondents have the locale of the role conflict to work-family imbalance, attributing the cause of the conflict to non-fulfilment of demands from their non-work domain. This indicates that multi task allocation creates role-conflict among some of the respondents because the resultant time stressor has spill over to the family, giving rise to demands from the family. This is commonly found across the two categories of the respondents from AUS only. On the other hand, the respondents happen to suffer from inter-role conflict at the work place, due to time and energy stressors in absence of any assistance.

CONCLUSION

In both the organisations various incentives including retirement benefits and job security are mainly satisfying the employees in their job. However, a small section of the employees (teachers only) seems to be satisfied with the remuneration in their job while most of the employees seem to be not satisfied with the remuneration/ monthly salary in job, perhaps, due to the rising living standards of their family and personal life. A situation of work-life imbalance, if not conflict, does prevail. Most of them give equal importance to the work and the family in their life. Rather, a greater importance of family than work is a fact among the respondents in the two organisations. The employees have used two ways to deal with the complaints/grievances from the family. To redress grievances they convince their family members about their professional obligations and sometimes they have to express their helplessness to their family members. Multi-task allocation becomes a time stressor for employees and it has spill over to the family as demands arise from the latter. Generally this leads to inter-role conflict of employees in the work place when they get no assistance, even. On the whole, the organizations need to implement various wellbeing policy provisions strictly for employees' satisfaction of life in work place and family for greater productivity.

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