

Exploration of work Life Balance of Ex- Servicemen Employees in Kerala- With Special Reference to VRS taken Ex-Servicemen Personnelin Kerala

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ABSTRACT

In the past, the Indian army men, who were created a boundary for the socially acceptable jobs like teaching, nursing, banking etc. But they are stepping in to various jobs like conductors, etc. The crucial responsibility of men to manage their family is a hurdle when they are doing with their professional jobs. Quote the words of Clark (2010) “work- life balance is the satisfaction and good functioning of an employee at work and at home with minimum of role conflict.” Considering this premise, the study aims to understand the variables contributing to balancing work life and personal life of Ex-Servicemen employees.

Methodology: This paper is the outcome of secondary research followed by qualitative research by the different work life balance scale by Clark 2000, Greenhaus (2003) and Udai Pareek and Surabhi Purohit (2010).

Findings: Based on the research and the review of literatures evidence that satisfaction of 12 factors mainly leads to work life balance.

Practical Implication: The study emphasizes that creation of balance between family life and official life and they have to achieve the variables relating their dual life career.

Originality/ Value: This paper understands the variables relating to work life balance of Ex-servicemen employees. It is a base for future research studies.

Key words: Work life balance, satisfaction, VRS (Voluntary Retirement Scheme)

INTRODUCTION

Work life balance is gaining ever-changing world. Proper work life balance accelerates the working staff to create better terms with the officials, relieving the stress in the work place, increasing morale and better team work. The employees face greater strain to balancing between the two spheres of life. It does not mean an equal balance. In the light of past studies, workers do not have time for the private life feel disappointed and divert attention while they are on the job. So, the work life balance means that the amount of time consumed for job compared with the amount of time expend for the personal life. It lies only in making perfectly confident to adjust your life and work as your needs and wants make different. Every human being has strong desire to attain balance between the dual lives. But the ultimate solution is only up to you. It is depended upon the extent of ability to handle the problems related to your social life and personal life.

The job in army is in tough service field. They serve the society for the upliftment of needy and the poorer. VRS taken Ex-servicemen do their duty day and night by sacrificing their family obligations. They are less in number, so they add up the duty over and over. Hence, the obligations to the family and responsibilities to the profession are in conflict manner. It will generate work life balance problems.

LITERATURE REVIEW

S. Padma and M. Sudhir Reddy (2013), *“Role of Family Support in Balancing Personal and Work Life of Ex-servicemen Employees”*. The study conducted in Andhra Pradesh for identifying the work life balance of VRS taken Ex-servicemen personnels. They found that, the support from family members will help the employees for balancing their official life and family life.

S. Subha and K. Devika Rani Dhivya (2014), *“WorkLife Balance among VRS taken Ex-servicemen in Coimbatore District – An Empirical Study.”* The study undertakes at Coimbatore district. They examined that the VRS taken Ex-servicemen were dissatisfied with the quality of work life and they go through the problems of their family and their own problems.

Sakthivel Rani Selvarani and Kamlabhan (2011), *“Work Life Balance Reflections on Employee Satisfaction”*. This study analyzed the relationship between job satisfaction and work life balance of IT professionals in Tamilnadu, India. The research found that high correlation exists between job satisfaction and work life balance.

J. S. Dhanya and D. Kinslin (2016), presented *“A Study on Work Life Balance of Teachers in Engineering Colleges in Kerala”*. The study carried out in the place of Trivandrum, Cochin and Calicut in Kerala. They explained that for improving more knowledge and ability in their profession they need to spend more hours every day. Work family spill over, work family conflict and work family facilitation are the way to identify work life balance. Work life balance can be improved by reducing the work family conflict. Work family spill over and work family conflict are positively correlated.

K. Santhana Lakshmi and S. Sujatha Gopinath (2013) prepared a study on *“Work Life Balance of Ex-servicemen Employees”- with reference to Teaching job as faculties*. The study conducted in Tamilnadu. They conclude that the teaching staffs suffer from work life balance issues.

K. Thriveni Kumari and V. Rama Devi (2015), *“A Study on Work Life Balance of Ex-servicemen employees in Selected Service Sectors”*. The study carried in Bangalore city. The service sectors including in the study are Banking, Insurance, IT, BPO, Healthcare sectors. The study explored that the levels of work life balance of Ex-servicemen staff in service sectors of the study are different.

Rashmi Bharti and Uma Warriar (2015), *“Impact of Emotional Intelligence on Work Life Balance in Indian IT Sector”*. The study found that emotional intelligence has a significant relationship with work life balance. Social needs and team work has impact on Emotional Intelligence. Personal needs and time management has also significant relationship with emotional intelligence. Compensation and benefits and type of work having relationship with emotional intelligence which means that work life balance having significant relationship with emotional intelligence.

Debjani Guha and S Srividhya (2018), Illustrates *“A Study on Work Life Balance of Advocates in Pune”*. Through this study they explained that both men and Ex-servicemen are equally balancing their personal life and professional life.

RESEARCH METHODOLOGY

It is the result of secondary research. The study attempts to identify the contributing factors of work life balance. The tool adopted for the study;

- 1, Clark (2000)
- 2, Greenhaus, Collins and Shaw (2003)
- 3, Uday Pareek and Surabhi Purohit (2010)

Clark (2000), “Work Life Balance is the extent to which individuals are equally engaged in and equally satisfied with work and family roles.” As per his suggestion five factors to measure work life balance. They are;

(A) Role conflict (B), Work satisfaction (C), Home satisfaction (D), Family functioning (E) Employee citizenship

Role conflict: - Work family conflict and family work conflict are included in role conflict. Both determines how work interferes or conflicts with family and vice versa. It reflects the degree to which the responsibilities from the family and work are inconsistent.

Work satisfaction: - If an employee having a positive attitude towards their job, there will be a high work satisfaction. Whereas an employee having a negative attitude towards their job, there will be dissatisfaction from their work.

Home satisfaction: - For improving the satisfaction among the family members, utilize maximum possible time with their family. Celebrate happy moments with the family, to give proper care and support to family members, satisfy the needs and wants of the family.

Family functioning: - Functioning of family in the right track success will automatically come. Family members are the pillars of each family. A mutual and trusted faith and relationship between the members will promote smooth functioning of the family.

Employee citizenship: - Employees are the citizens of the country. Consider they are as a citizen and thereby providing freedom and benefits as they reside. The management gives privileges to them and treats them to satisfy their needs.

Greenhaus, Collins and Shaw (2003), “Work life balance as the extent to which individuals are equally self-engaged in and equally satisfied his or her work role and family role. They identified three components to measure work life balance. Viz;

(A) Time (B) Involvement (C) Satisfaction

Time: - It relates the amount of time spent at work with the amount of time spent on home and family activities. Without the proper parity between time consumed for work and family life will leads to family problems, official problems.

Involvement: - This evaluates the involvement in work compared to involvement in family. Involvement in both spheres is important. Absence of one creates mismatch in other side.

Satisfaction: - It measures the satisfaction from work and satisfaction with family. A satisfied person is beneficial to the family, friends, colleagues, and society.

Balance can be explained as, **Time balance:** - In this, an equal amount of time are devoted to work and family. Time is gone everything is gone. So, right balance can be maintained in the way we use the time.

Involvement balance: - Whereby an equal level of psychological involvement in work and family roles exists. Everything is done without the application of mind is worthless.

Satisfaction balance: - It depicts an equal level of satisfaction is derived from work and family roles. Happy mind is a base for doing all the work neatly. If an employee is satisfied he can do all the works thoroughly whether it is in their family or in the office.

Udai Pareek and Surabhi Purohit (2010) ,developed a work life balance model. It contains 36 items with 6 dimensions and each dimension includes 6 questions. Out of 6 questions 3 questions were reverse scoring.

The six components are = (A), Social needs, (B), Personal needs, (C) Time management, (D) Team work (E) Compensation, and benefits, (F) Work

Social needs: - It implies the needs related to cater to the social requirements which include religious functions, family ceremonies etc. If anyone cannot fulfill these needs she is isolated from the society and creates distress among the individual.

Personal needs :- It refers to taking care of daily family routines, giving concern and support to family members, keeping track of financial needs, going for family trip, maintaining health by doing meditation, morning/ evening walk and exercises. Absence of these needs create disappointment and dissatisfaction headed for work life imbalance.

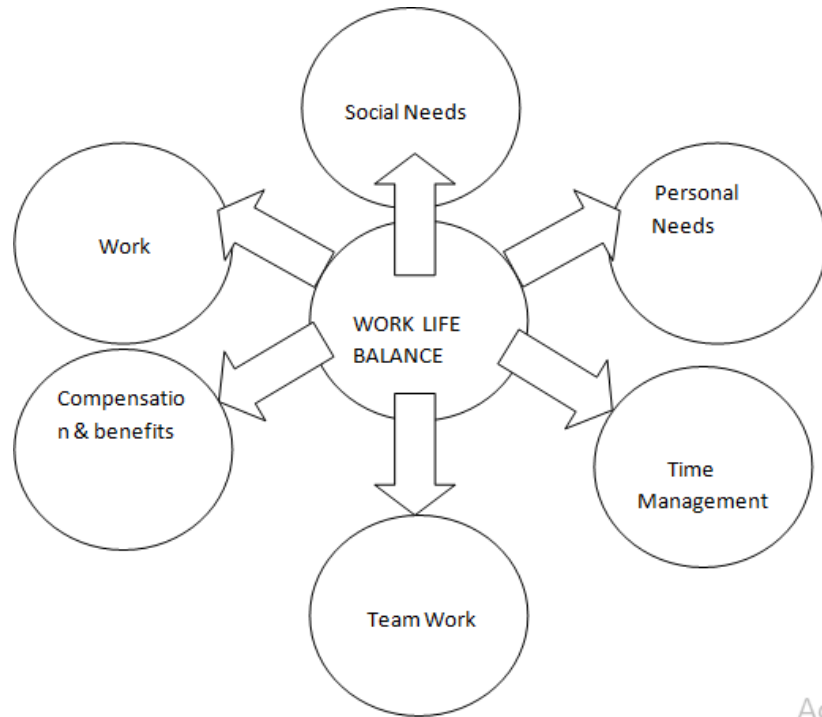
Time management: - It means that we know time affects human life in any situation whatever it may be. So, how the employees utilizes their time is important. How they divide the time for their profession and for their personal life. When they cannot prioritize and proper use they fall in work life imbalance.

Team work: - It stands that working culture and working environment will decide the working style of the employees. Union is strength. Good team unity will increase job satisfaction and it has a spillover effect on family life.

Compensation and benefits: - It consists of financial part of work. Cash contributing from the work is an inevitable factor for improving work life balance. It also includes benefits and privileges provided by the organization. Reimbursement and

compensation for extra will lead to raise work if balance. Absence of monetary satisfaction will reduce the productivity of the employees and also create frustration in the mind of the employees.

Work: - Finally it's the „work“ itself. The types of work also contribute work life balance. The nature of job performed affects the work schedule of the employees. This in turn leads to work life balance. The pride an employee takes from her job creates happiness and satisfaction. Poor performance in job impacts the peace situation in their family.



Act

Work Life Balance Model FINDINGS

This study found that reducing the role conflict will leads to improve work life balance. There is a negative relationship between work life balance and role conflict. Achievement of work satisfaction and home satisfaction will develop work life balance. There is a positive relationship between satisfaction and work life balance. Appropriate functioning of family will contribute to attain work life balance. Employee citizenship also leads to create work life balance.

The study identified that time balance, involvement balance and satisfaction balance to generate work life balance. Identical time dedicated to both work and family. Indistinguishable psychological involvement in the professional life and personal life, it will increase work life balance. The same level of satisfaction obtained from family life and official life leads to enhance work life balance.

The study also indicates that first 3 components are related to personal or family aspects and the rest 3 components are deals with work aspects. Satisfaction of personal needs and social needs boost up work life balance. Proper management of time raises the level of work life balance. Good team work creates satisfaction of workers it also leads to create happy mood and the satisfied mind generate work life balance. Compensation and benefits help the employees to satisfy their personal needs. Type of work or the nature of work will determine the level of work life balance. In nutshell, VRS taken Ex-servicemen face work life balance problems as they are being Ex-servicemen .

CONCLUSIONS AND PRACTICAL IMPLICATIONS:

In summary, the employees surrender their family life for their professional life and the lopsided trade off generate work life imbalance. The study highlights the importance of knowing the requirements of balance between official work and personal life.

Employees should take these results into account to design and offer a set of practices that fit well with employees needs and wants as such contribute their professional life and family life. Having more satisfied employees which can be

translated into better performance in their official work which in turn leads to improve work life balance.

LIMITATIONS AND FUTURE RESEARCH

This article is not free of limitations. First, the fact that the data are taken from secondary sources, which means that we could not participate in the design of the questionnaire the type of measure applied in the study. This may constitute an appealing avenue for further research. It can be done by using primary research methods and by a comparative study of employees in different institutions.

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