Work-Life Balance of Working Couples in Organized and Un-Organized Sectors

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Abstract:
In recent times the importance of work life balance is felt very seriously. In case of working couples the topic is more important as both are working and at the same time they have to look after the family responsibilities also. In the present paper we have tried to comprehend work life balance issues related to working couples only. During the compilation of data precautions have been taken to include the information related to working couple only. In the present study both organized and unorganized sector have been included for better understanding of the topic. In all 11 variables were identified after making pilot study and taking the opinion of experts. The study found that most of the cases the respondents are not able to manage work life balance and more in case of unorganized sectors.

Key words: Work-life balance, working couple, organized sector & unorganized sector

1. An Overview

Today the upcoming challenge for any organization is to develop the required capabilities to attract, stimulate and maintain a highly trained, flexible to organization culture and adaptive to change workforce. Every organization is based on the concept of "going concern". And for this organizations have to survive in the increased competitive market. Hence organizations incorporate and develop the existing work-life balance strategies that cater to diverse aspirations of workforce. Work-life balance has emerged as a major theme during the last two decades, which witnessed a substantial intensification of work caused by economic uncertainty, organizational restructuring, and increase in business competition (Green, 2001; Millward et al., 2000). The prolific change in the organization's environment has mandated the organizations to demand more working hours and higher levels of commitment from its employees. And with the alteration in demography, society and culture over the last few decades has made it difficult for individuals to find proper, if not perfect, balance between their work and personal lives. The possible reasons that could be cited for the increase in work-family conflict could be many including increased participation of women in the workforce, changes in employment conditions (work hours, incentives etc,), role expectations from family, more dual career couples, an increased presence of work in the personal lives of individuals and individual's or couple's desire to have a enhanced quality of life by enjoying their free time and leisure time activities.

Work life balance is the phenomenon which can be expressed as an individual's ability to prioritize work and household responsibilities meticulously such that none of the aspects(work and life) overpower each other and the individual is able to put in not only quantitative but also qualitative inputs in both the aspects of life . Work-life balance can be expressed as the capability of individuals (despite of gender, age, marital status, children) to combine work and family responsibilities in a successful manner. "Work" is all those activities that are related to individual's employment for which the individual is paid. "Work" is different from "life" as life refers to non-work activities which comprises of time spent in leisure activities and with family. In the context of Work life balance it is often argued that, balance does not mean giving equal weight age to both the aspects of life, but rather having an acceptable and stable relationship between the two. And this desired point differs from every individual considerably as demands of employers and needs of employees are dynamic and changing. In the present era work life balance is the need of, both, men and women as the work is shared more equally between the two unlike earlier times.

The increased participation of women in the workforce is a symbol of economic and social development but in male dominated hierarchical societies women have to juggle between their society endowed roles of mother, daughter, sister, wife, care taker etc. with their own career aspirations and ambitions. Women have to still take charge of the responsibilities like cooking, shopping, elder care, child care and other daily household chores. Amidst this juggling, women need meaningful support from family and organizations in order to balance family and work. Similarly men at senior levels have to work for longer hours than the office hours with the advancement of information technology. Senior managers are expected to be 'on call' even after work or on weekends. The work life balance strategies of an organization should not be only focused on working women or working mothers but it should be inclusive of the needs of the diverse workforce and for both men and women.

2. Objective of the Study
- To understand various factors that causes disturbances in work life balance of working couples
- To suggest various remedial measures in this direction.

3. Limitations of the Study
- The study is limited to selected organized and unorganized sector of Odisha only.
- The sample size is limited to 90 only and the views expressed by the participants may not represent the universal view.
- The period of study is for 2 months, i.e November 2013 and December 2013.

4. Research Methodology
In support to the objective of the research there is a primary research through questionnaire administration method in the field through stratified random sampling method covering the employees working in organized and unorganized sector. Total 174 questionnaires were served and 90 responded, which consists of 41 female respondents and 49 male respondents. The response rate was 51.72%. 11 variables considered and Likert scale method used with closed end option.

5. Respondents' Perception with Regard to Work-Life Balance of Working Couples
To measure the perception level of the participant of organized and unorganized sector with reference to work life balances of working couples, the various variables identified are Level of exhaustion directly links to work-life balance, Working hour having direct impact on work-life balance, Demography influences the work life balance, Social support plays an important role on work life balance, Positive and family friendly organizations plays an important role on work life balance, Job satisfaction having positive effect on work-life balance, Multiple roles lead to stress and health related problems, Support from children helps in managing work life balance, Flexi working arrangement helps to manage work life balance, Couple working in same profession and same organization helps in managing work life balance and Trust/ sense of belongingness to the organization having an important role in work life balance. In this regard we have been assigned as +3,+2,+1,0 and -1 for the responses of the respondents " Completely agree", " Agree", " Neutral, " Disagree" and " Completely disagree" respectively. Final scores for each feature are calculated by multiplying the number of response by the weights of the corresponding response.

6. Calculation of Respondents' Perception: Ideal and Least Scores
Ideal scores are calculated by multiplying the number of respondents in each category with (+3) and product with total number of attributes. Least scores calculated by multiplying the number of respondents in each category with (-1) and the product with number of attributes in the questionnaires.

Category	Equation	Ideal score	Equation	Least score
Male (organized sector)	27X11X3	891	27X11X-1	-297
Female (organized sector)	24X11X3	792	24X11X-1	-264
Male (un-organized sector)	22X11X3	726	22X11X-1	-242
Female (un-organized sector)	17X11X3	561	17X11X-1	-187

Table 1

7. Analysis of Data

| Variables	Aggregate Score			
	Organized sector		Un-organized sector	
	Male	Female	Male	Female
Level of exhaustion directly links to work-life balance	65	60	64	51
Working hour having direct impact on work-life balance	74	58	63	51
Demography influences the work life balance	70	56	65	49
Social support plays an important role on work life balance	56	69	62	50
Positive and family friendly organizations plays an important role on work life balance	70	61	61	49
Job satisfaction having positive effect on work-life balance.	71	69	62	50
Multiple roles lead to stress and health related problems	67	67	65	51
Support from children helps in managing work life balance	63	59	57	48
Flexi working arrangement helps to manage work life balance.	70	65	61	50
Couple working in same profession and same organization helps in managing work life balance	77	52	62	51
Trust/ sense of belongingness to the organization having an important role in work life balance	68	61	64	50
Total Scores	751	677	686	550
Ideal Scores	891	792	726	561
Least Scores	-297	-264	-242	-187
No of respondents	27	24	22	17

Table 2
Source: Annexure A, B, C & D
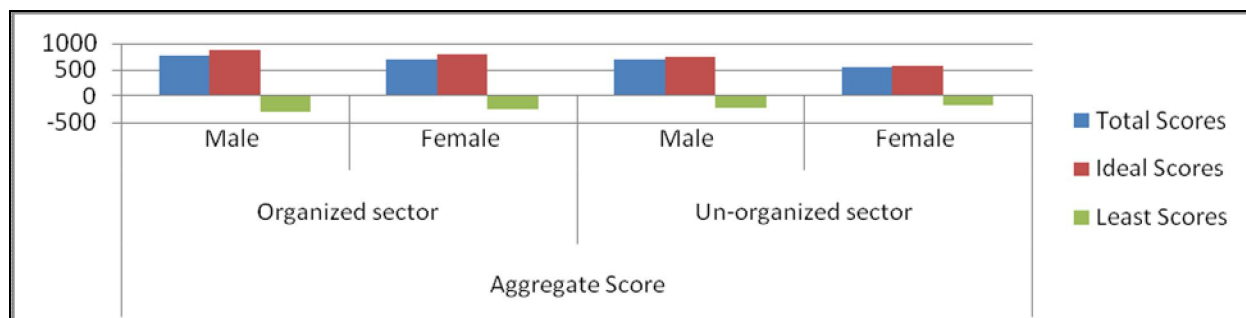
Figure 1

8. Interpretation

In the present case the ideal score of the respondents of male and female of organized sector and un-organized sector are 891,792, 726,561 and the total score or actual scores are 751, 677, 686 and 550 respectively. In no case the total scores are near to least score. The percentages of total score to ideal scores are 84.3%, 85.5%, 94.5% and 98.0%. The support base is high for the variables in the unorganized sectors. It seems that all the working couples of organized and unorganized sector having problem with work life balance but more in case of un-organized sector.

9. Concluding Remarks

An organization's efforts to retain its best, employees either men or women, can be many like providing adequate transport system, childcare facilities, shortened work hours for a day, a leave for vacation, Some hours off in a day without pay etc. Most of the time an employee's ability is judged on the basis of his/her visible hours of work in the office. An employee leaving the workplace on time is perceived to be less committed. Hence such views or a belief has to be changed and managers in the organizations should value or appraise an employee on the grounds of results achieved rather than visibility at work. These strategies when adopted in the HR policies of the organizations will reduce employee occupational stress and burnout, increase performance and productivity, increased job satisfaction, enhanced organizational commitment. These factors will reduce labour turnover and absenteeism.

Work and life are two of the important aspects of human existence. If work gives a sense of pride and value to a person than life gives a sense of belonging. And fortunately these two aspects are not gender specific as they have been part of human life since its inception. working couples are the examples of such human beings who want to enjoy these endowments fully and having a better quality of life and also giving better education and better life to their children and immediate family too. Hence organizations, society and the couple themselves can work unanimously towards attaining the common goal of work life balance.

Annexure –A (perception of male in organized sector)- 27						
Attributes	**Perception of the respondents**					
	Completely agree	**Agree**	**Neutral**	**Disagree**	**Completely disagree**	**Score**
	+3	**+2**	**+1**	**0**	**-1**	
Level of exhaustion directly links to work-life balance	19	3	3	1	1	65
Working hour having direct impact on work-life balance	23	2	1	1	0	74
Demography influences the work life balance	21	3	1	2	0	70
Social support plays an important role on work life balance	18	2	1	3	3	56
Positive and family friendly organizations plays an important role on work life balance	22	1	2	2	0	70
Job satisfaction having positive effect on work-life balance.	23	1	1	1	1	71
Multiple roles lead to stress and health related problems	20	2	3	2	0	67
Support from children helps in managing work life balance	18	4	1	4	0	63
Flexi working arrangement helps to manage work life balance.	21	2	3	1	0	70
Couple working in same profession and same organization helps in managing work life balance	24	2	1	0	0	77
Trust/ sense of belongingness to the organization having an important role in work life balance	21	2	2	1	1	68

Table 3
Source: Compiled from field survey

Annexure –B (perception of female in organized sector)- 24						
Attributes	**Perception of the respondents**					
	Completely agree	**Agree**	**Neutral**	**Disagree**	**Completely disagree**	**Score**
	+3	**+2**	**+1**	**0**	**-1**	
Level of exhaustion directly links to work-life balance	18	2	2	2	0	60
Working hour having direct impact on work-life balance	19	1	1	1	2	58
Demography influences the work life balance	17	2	2	2	1	56
Social support plays an important role on work life balance	21	3	0	0	0	69
Positive and family friendly organizations plays an important role on work life balance	20	1	0	2	1	61

	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
Job satisfaction having positive effect on work-life balance.	22	1	1	0	0	69
Multiple roles lead to stress and health related problems	21	2	0	1	0	67
Support from children helps in managing work life balance	19	2	0	1	2	59
Flexi working arrangement helps to manage work life balance.	21	0	2	1	0	65
Couple working in same profession and same organization helps in managing work life balance	17	0	3	2	2	52
Trust/ sense of belongingness to the organization having an important role in work life balance	19	0	4	1	0	61

Table 4
Source: Compiled from field survey

Annexure –C(perception of male in un-organized sector)- 22						
Attributes	**Perception of the respondents**					
	Completely agree	Agree	Neutral	Disagree	Completely disagree	Score
	+3	+2	+1	0	-1	
Level of exhaustion directly links to work-life balance	20	2	0	0	0	64
Working hour having direct impact on work-life balance	19	3	0	0	0	63
Demography influences the work life balance	21	1	0	0	0	65
Social support plays an important role on work life balance	20	0	2	0	0	62
Positive and family friendly organizations plays an important role on work life balance	19	1	2	0	0	61
Job satisfaction having positive effect on work-life balance.	18	4	0	0	0	62
Multiple roles lead to stress and health related problems	21	1	0	0	0	65
Support from children helps in managing work life balance	17	1	4	0	0	57
Flexi working arrangement helps to manage work life balance.	18	3	1	0	0	61
Couple working in same profession and same organization helps in managing work life balance	19	2	1	0	0	62
Trust/ sense of belongingness to the organization having an important role in work life balance	20	2	0	0	0	64

Table 5
Source: Compiled from field survey

Annexure –D (perception of female in un-organized sector)- 17						
Attributes	**Perception of the respondents**					
	Completely agree	**Agree**	**Neutral**	**Disagree**	**Completely disagree**	**Score**
	+3	**+2**	**+1**	**0**	**-1**	
Level of exhaustion directly links to work-life balance	17	0	0	0	0	51
Working hour having direct impact on work-life balance	17	0	0	0	0	51
Demography influences the work life balance	15	2	0	0	0	49
Social support plays an important role on work life balance	16	1	0	0	0	50
Positive and family friendly organizations plays an important role on work life balance	15	2	0	0	0	49
Job satisfaction having positive effect on work-life balance.	16	1	0	0	0	50
Multiple roles lead to stress and health related problems	17	0	0	0	0	51
Support from children helps in managing work life balance	15	1	1	0	0	48
Flexi working arrangement helps to manage work life balance.	16	1	0	0	0	50
Couple working in same profession and same organization helps in managing work life balance	17	0	0	0	0	51
Trust/ sense of belongingness to the organization having an important role in work life balance	16	1	0	0	0	50

Table 6
Source: Compiled from field survey

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