

Worklife Balance And Employee Well-Being of Sales Executives In Automobile Industry

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ABSTRACT

In the present world, work-life balance is gaining special attention from employers as well as employees. Especially for sales promotion employees the ability manage their sales targets and to lead a peaceful personal life is a tough job. The evenness between family life and working life and social interactions has a significant contribution on individual well-being. The study examines the relationship between work-life balance and employee well-being. The employee well-being is measured using satisfaction with job and life. The structured questionnaire was given to 70 employees and total of 57 surveys were returned with complete response representing a response rate of 81 percent. Varimax with Kaiser normalization method is used to rotate and finalise the four dimensions. The four dimensions are Family-work concerns, Work-family concerns, internal conflicts and Anxiety. The results confirmed that work-life balance is a positive predictor of job satisfaction.

KEYWORDS: *Work-life balance, Job satisfaction, Life satisfaction, Employee well-being, Sales executives*

INTRODUCTION

In the present world, work-life balance is gaining special attention from employers as well as employees. Twofold career families have generated a progressively diverse workforce and immense necessity of employees to manage their work and personal lives (Baral and Bhargava, 2011). Work and life balance leads to imperative consequences such as employee attitudes towards their organizations and positive orientation towards life. Especially for sales promotion employees the ability to manage their sales targets and to lead a peaceful personal life is a tough job. The evenness between family life and working life and social interactions has a significant contribution on individual well-being (Eurofound, 2013a: 91). Hence, individuals who want to have a proficient career also desire to spend quality time with their family or friends. Previous researchers have proposed that Work-life balance facilitates the employees to handle their work and personal life roles (Baral & Bhargava, 2011; Thomas & Ganster, 1995) and as well affect their work attitude and behaviours such as job satisfaction (Kossek & Ozeki, 1998), organisational commitment (Grover & Crooker, 1995) and intention to quit (Lobel & Kossek, 1996).

The level of contentment of the workers directly affects their performance in the organization. One of the crucial factors that affect the behaviours of the employees in the workplace is the perception of working satisfaction, which is termed as job satisfaction. Researchers have confirmed that current approaches in employment provisions are disintegrating the levels of job satisfaction and are directly harming the physical and emotional health of workforces (Kenny et al., 2000). The latest trending work practices and express technological progresses are shifting the nature of several occupations (Cooper, 1999). Hence it is necessary to understand the level of impact of work-life balance on job satisfaction.

Life satisfaction assesses a person's overall valuation of their life state of affairs (Erdogan et al. 2012). It also specifies the subjective appraisal of a person's happiness which is one of the primary indicators of wellbeing (Newman et al., 2014). An individual after completing the education spends all their time in the career which they want to build and sustain. Hence it is necessary to find whether the balance they can maintain between work and life has an effect on their life satisfaction. Thus this study examines the effect of Work-life balance on wellbeing of employees through job satisfaction and life satisfaction.

REVIEW OF LITERATURE

Lockwood (2003) have studied the employee's ability to balance stress, work and life responsibilities which is directly associated with workplace problems like motivation, morale, productivity and absence. Personnel professionals need to

understand the necessity of developing work life balance strategies in order to retain proficient employees with company knowledge and morale. Employers attempt to implement programs that provide employee assistance which may reduce the stress level of employees. It is the role of personnel managers to communicate with employees regarding the planning strategies which will enhance employee responsibilities and as well the overall health of organisation. Smithson and Stokoe (2005) have studied the concepts, gender equality, flexible work timings and work-life balance. Researchers, academicians and top management professionals often discuss about the association between work-life balance and flexible work timing and their impact on organisation. Nowadays in workplace, gender neutral language is more common irrespective of industry. But still we used the term, generic female parent in relevancy to work-life balance and variable timing nonetheless participants habitually maintain that gender makes no distinction inside their organization. The authors have discussed about the engagement of work-life balance and variable timing within a common context which may lead to enhancement of gendered practices.

White et. al. (2003) have studied the effect of high-performance human resource practices and employee working hours on work-life balance. The study was conducted on national level among British employees who were working between 1992 and 2000. To yield high performance, the employees are forced to work for long hours which obviously affects the work-life balance negatively. Another interesting result proved by the authors is that dual earning couples have better work life balance than single earning members. And also having dependent children does not impact the work-life balance of employees nowadays. Finally, they have proved that when an organisation follow high performance practices, it tend to lose focus on work life balance policies.

Beauregard and Henry (2009) have theoretically studied the effect of work-life balance practices followed by organisations which help in enticing talented applicants and as well decrease the level of work-life conflicts among existing workers. The authors have suggested that organisational performance can be enhanced through work-life balance practices such as community exchange process, betterment of productivity, increased cost cutting and drop in turnover. However, the national context, the managerial support provided by the leaders and the employee level of job will play a moderating role.

Judge et al., (2001) have conducted both quantitative and qualitative analysis on job satisfaction and job performance relationship. The seven qualitative models on job satisfaction was studied. Based on the controversial results from various studies, a new meta-analysis was directed with a sample of 312 from the population of 54,417. The results suggest that job satisfaction and job performance have a very weak relationship.

Rani & Mariappan (2011) have examined the relationship between job satisfaction of employees with work-life balance. The components which are considered in the study are recognition, payments, career opportunity, job tasks, relationship with supervisor, benefits, work-life balance and job satisfaction. Employees working in IT industry are included in the study. The results verified that job task, benefits, work-life balance and supervisor relationship are the positive indicators of employee satisfaction.

Ernst Kossek&Ozeki (1998) have examined the model which includes work-family conflict, policies, job satisfaction and life satisfaction. The study has verified that consistently negative association exists between work-family conflict and job and life satisfaction. Whereas family-work conflict has a weaker association with satisfaction. The authors have concluded that the association mentioned above is stronger for female employees rather than male employees. The work-life balance policies did not show much of association with satisfaction or conflict components.

Adams, King & King (1996) have empirically examined work-family conflict and social support. The authors have tested the relationship between work-family conflicts, instrumental support from family, emotional support, job involvement, family involvement, job satisfaction and life satisfaction. The study was conducted on 163 employees with at least one dependent family members. The authors have proved that the association between work and family has greater effect on job satisfaction and life satisfaction, and as well the involvement shown by the employees in work and family duties intervene this association. The association between personal and work is concurrently characterised by engagement and encouragement. When employees experience greater level of interference from personal life, then they tend to encounter lesser level of instrumental and emotional support from family and vice-versa.

Morganson et al., (2010) have studied the variance in job satisfaction, work-life balance support and inclusion based on their job location. The data was collected from 578 employees working in any one of the following location, main office, satellite office, client office or home. MLR analysis is used to analyse the data. The authors have suggested that employees who work in main office and from home experience similar level work-life balance support and job satisfaction. The employees who work from main office experience higher levels of job satisfaction, workplace inclusion and work-life balance support.

Newman et al., (2015) have studied the association between perceived supervisory support, perceived organisation support (POS), job satisfaction and life satisfaction. The data was collected from 393 nurses working in Chinese hospitals. The results verified that job satisfaction mediated the association between perceived organisational support and life satisfaction. But in the case of perceived

supervisory support, it directly affects life satisfaction rather than through job satisfaction.

Soomro, Breitenacker & Shah (2018) have examined the association between work-family conflict, family-work conflict, work-life balance, employee performance and job satisfaction. The study was conducted on 280 teaching faculty members of Islamabad and series of linear regression analysis was used to analyse the data. The results obtained verified that work-life balance and work-family conflict positively predicts worker's performance. The relationship between family-work conflict, work-family conflict and work life balance on employee performance is moderated by job satisfaction.

Baral and Bhargava (2010) have studied the association between organisational interventions for work-life balance, job outcomes and work-family enrichment. The organisational interventions considered for the study are work-life benefits and policies, work-family culture, job characteristics and supervisor support. The job outcomes studied are organisational citizenship behaviour, affective component of organisational commitment and job satisfaction. The proposed model of the study is to find whether work-family enrichment mediates the relationship between all interventions and job outcomes. The sample deliberated for the study are 216 employees in managerial level working in IT organisations of India. The results verified that job characteristics positively predicted all the three job outcomes whereas supervisory support and work-family culture positively predicted affective commitment and job satisfaction. The work-life benefits and policies did not predict any of the job outcomes. Work-family enrichment was completely predicted by job characteristics and supervisory support. Work-family enrichment intervened job characteristics and all job outcomes. The association between supervisor support and affective commitment is intervened by work-family enrichment.

Kanwar, Singh & Kodwani (2009) have assessed the effect of burnout and work-life balance on employee satisfaction in job. The proposed model was tested on employees working in IT and ITES industry. The construct burnout was measured in three dimensions namely exhaustion, meaninglessness and de-motivation. The results projected that work-life balance positively predicts job satisfaction whereas exhaustion, demotivation and meaninglessness adversely predicted job satisfaction. Work-life balance is the major contributor towards job satisfaction for both IT and ITES employees. The employees working in IT experience lesser level of work-life balance and as well job satisfaction and elevated level of demotivation, exhaustion and meaninglessness than ITES employees. Concurrently, male employees are subjected to higher level of job satisfaction than female employees.

RESEARCH METHODOLOGY

The data for this study was collected from the sales executives of automobile industry. The instrument included a cover letter which informed the respondents about the perseverance of the study. Taking part was voluntary and were informed that their responses would remain unrevealed and confidential. The structured questionnaire was given to 70 employees and total of 57 surveys were returned with complete response representing a response rate of 81 percent. The demographic profile of the respondents are tabulated in Table 1

Table 1: Demographic profile

Variables	Frequency	Valid Percent
Gender:		
Male	34	59.6
Female	23	40.4
Age:		
18-25 years	18-25	13
26-40 years	26-40	34
41-55 years	41-55	10
Educational Qualification		
Under Graduate	26	45.6
Post Graduate	31	54.4

RESULTS

The data is analysed in two phases using IBM SPSS version 21. The first phase determines the dimensions of work-life balance. The second phase determines whether work-life balance has an effect on well-being of employees.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.716
Approx. Chi-Square		313.606
Bartlett's Test of Sphericity	df	120
	Sig.	.000

The results of the exploratory factor analysis are tabulated as follows. The Table 2 depicts KMO and Bartlett's test. The results conclude that the data is sufficient to run the test. The KMO value (0.716) being greater than 0.6 and significant value being less than 0.05 has confirmed the same.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.050	31.560	31.560	5.050	31.560	31.560	2.680	16.747	16.747
2	1.774	11.089	42.649	1.774	11.089	42.649	2.393	14.955	31.702
3	1.420	8.874	51.524	1.420	8.874	51.524	2.389	14.931	46.633
4	1.302	8.140	59.664	1.302	8.140	59.664	2.085	13.031	59.664
5	.941	5.883	65.547						
6	.902	5.638	71.185						
7	.790	4.935	76.120						
8	.701	4.382	80.502						
9	.654	4.088	84.591						
10	.618	3.862	88.452						
11	.469	2.933	91.385						
12	.397	2.481	93.866						
13	.322	2.015	95.880						
14	.278	1.740	97.621						
15	.223	1.397	99.017						
16	.157	.983	100.000						

Table 4: Rotated Component Matrix

	Component			
	1	2	3	4
WLB 1	.756			
WLB 2	.655			
WLB 3	.646			
WLB 4	.598			
WLB 5	.544			
WLB 6	.517			
WLB 7		.675		
WLB 8		.675		
WLB 9		.637		
WLB 10		.561		
WLB 11			.822	
WLB 12			.798	
WLB 13			.670	
WLB 14				.829
WLB 15				.630
WLB 16				.590

Principal Component Analysis method was used to extract the dimensions. The 16 items of work-life balance (WLB) are confined to four dimensions. And these four dimensions explain 60% of WLB. The values are reported in Table 3.

Varimax with Kaiser normalization method is used to rotate and finalise the four dimensions. The four dimensions are Family-work concerns, Work-family concerns, internal conflicts and Anxiety.

The second phase of Data analysis was conducted using simple linear regression analysis. The results are depicted in Table 5.

Job satisfaction = $\alpha + \beta_1$ Work-life balance

Life satisfaction = $\alpha + \beta_1$ Work-life balance

Table 5

Model	Dependent Variable	β Coefficient	Standard Error
1	Job satisfaction	.404**	.153
2	Life satisfaction	-.185	.096

Effect of Work-life balance on Job satisfaction

R, the multiple correlation coefficient, specifies the significance of prediction of the predicted variable. In model 1, R value of 0.404 indicates work-life balance is a good predictor of job satisfaction. R², coefficient of determination, represents the level of variation in predicted variable explained by predictor variable. In this model, 16.30% of variance in job satisfaction is explained by work-life balance. The significant ($p < 0.000$) predictor of job satisfaction is work-life balance with beta value of 0.404 which means work-life balance is a positive predictor of job satisfaction.

Effect of Work-life balance on Life satisfaction

The model is not significant with p value greater than 0.05 ($p = 0.169$). Hence we conclude that work-life balance does not predict life satisfaction.

CONCLUSION

From the study it is clear that employee work life balance in sales executives of automobile industry is upright, but there is a gap from employee satisfaction to company. Work-life balance programmes offer a win-win situation for employers and employees. While the employee may perceive work-life balance as the dilemma of managing work obligations and non-work responsibilities, work-life balance from the employer's point of view encompasses the challenge of creating

a supportive company culture where employees can focus on their jobs while at work. In whichever way it is viewed, the existence of effective work-life balance programmes in an organisation will do both the employee and employer good. For the employer, work-life initiatives create positive employer branding, promote being an employer of choice, foster organizational citizenship, and support diversity initiatives. For the employee, there is lesser stress, increased happiness, motivation, and productivity, and a better chance of reaching both personal and career goals satisfactorily.

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