

**FACTORS INFLUENCING WORK LIFE BALANCE WITH  
REFERENCE TO THE EMPLOYEES OF PUNJAB STATE  
POWER CORPORATION LIMITED**

Thesis Submitted for the Award of the Degree of

**DOCTOR OF PHILOSOPHY**

**In  
MANAGEMENT**

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**LOVELY PROFESSIONAL UNIVERSITY  
PUNJAB**

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## DECLARATION

I declare that the thesis entitled “Factors influencing Work Life Balance with reference to the employees of Punjab State Power Corporation Limited.” has been prepared by me under the guidance of Dr. Shikha Goyal, Associate Professor, Mittal School of Business, Lovely Professional University, Phagwara. No part of this thesis has formed the basis for the award of any degree or fellowship previously.



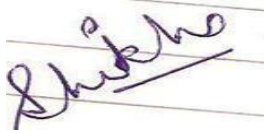
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## **CERTIFICATE**

I certify that Er.Surinder Paul Sondhi has prepared his thesis entitled “Factors influencing work life balance in reference to the employees of Punjab State Power Corporation Limited.” for the award of Ph.D. degree of lovely Professional University, Phagwara under my guidance. He has carried out the research work at Mittal school of Business, Lovely Professional University, Phagwara.

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A handwritten signature in purple ink, appearing to read 'Shikha', is written over a set of three horizontal lines.

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## ABSTRACT

The concept of work-life balance, as defined by the NFC ( National Finance Commission) for the development of work-life balance, pertains to an individual's equilibrium between their professional commitments and personal life pursuits. Achieving this balance encompasses satisfaction across all life aspects, encompassing both personal and professional spheres. Within the familial context, diverse family structures such as nuclear families, dual-earning parents, and single parenthood contribute to the complexity of meeting family obligations, posing challenges to individuals. Notably, the duration spent at work significantly influences this balance; prolonged working hours not only impact health adversely but also strain familial relationships, leading to accusations of neglect. Constant pressure from job and family responsibilities causes serious health problems such as stress, sadness, anxiety, heart disease and weight loss (Anjum, et al. 2019).

Gender disparities further complicate the issue, especially with women increasingly joining the workforce while continuing their roles as homemakers. Juggling home responsibilities often impedes women's career progression, as they prioritize families over professional pursuits, sometimes resulting in pre-mature retirement. This gendered dynamic adversely affects productivity and efficiency, albeit men also face challenges in balancing work and professional life, albeit with differing causes.

The inability to fulfill work responsibilities can encroach upon personal life, underscoring the necessity for individuals to prioritize both aspects equitably for proper work-life balance. Addressing this, this study aims to explore challenges encountered by both genders in achieving work-life balance and assess potential gender variations in this regard. Additionally, this study seeks to identify health implications and family conflicts stemming from imbalances, recognizing their broader impact on individual well-being and workplace productivity.

There is a cordial relation between gender and balance in work-life which have the conflicted results. There are various studies indicate that women have more balanced work-life. On the other hand, there are many types of researches make opposites point of view.

While previous research has explored gender-related disparities in work-life balance, conflicting findings abound. Factors such as age, marital status, education,

tenure in service, income and job role also influence work-life balance. Notably studies have predominantly focused on specific sectors, overlooking others like the government power sector due to various constraints. Within sectors, differences in roles and levels of employment further shape perceptions and experiences of work-life balance. For instance, technical cadre employees in continuous-process industries like power sector often face unique challenges due to their demanding schedules.

The review of literature revealed that the studies on work life balance have been sector specific as well as role specific. Most of the studies have been conducted in banking sector, hotel industry, education sector or even in private sector. Government power sector is still remained untouched due to certain constraints. The reason behind that employees belong to various levels of working. Technical employees are affected by different factors of work life balance than non-technical employees. Some work life balance factors may be common. Similarly, Class-1 employees have different priorities than Class-4 employees because of educational level or income or tenure in service. Supervisory staff have five days week and they have time to enjoy the week end and spend time with family members. Technical employees have no week end but they avail weekly compensatory rest because power industry is continuous process industry. Human life is dependent upon power so the technical employees' services are deputed for 24X7 hours. Whatever may be the weather, they have to restore power supply even in odd hours. They have to even perform in shift duty to give uninterrupted power supply. So they have less time to enjoy with family due to difference in rest day and rest time. There is huge income difference between different levels employees. The role and responsibilities assigned are different for different level. There are so many wings where different kind of duties have been assigned. So, working level and stream of work was taken as strata while deciding the sample size.

Addressing these research gaps, the study sets out objectives including understanding the role of demographic variables on work-life balance, examining existing policies and practices affecting work-life balance, analyzing employees perceptions of these policies, identifying factors impacting work-life balance, and recommending strategies to enhance work-life balance within Punjab State Power Corporation Limited.

For the present study, to start with, a review of literature had been conducted to deepen the background knowledge and strengthen the area of research. After systematic review of literature, a mixed method approach was incorporated in the research study that combines qualitative and quantitative methods. The literature study provided a complete overview of the methodology of previous investigations, which contributed to identifying methods for the research. In the current research study, the quantitative data collection method has been used which is the popular technique for primary data collection through survey instruments such as questionnaire, personal interviews and focus group discussions (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015). Essential data collected for this study is through questionnaire and qualitative method. Data analysis and interpretation were accomplished by incorporating research results from both techniques so that words bring meaning to numbers and numbers give accuracy to words (Johnson et al., 2004; Teddlie et al., 2006). This study is exploratory in nature, in which data is collected through several methods.

There are 32984 permanent regular employees working on different levels in Border Zone, North Zone, South Zone, Central Zone, West Zone, Hydro Power Stations, Thermal Power Stations and Head Office Patiala in Punjab State Power Corporation Limited with the experience of more than 5 years. The reason is that the employees with less than 5 years experience are working on probation period with minimum pay scale. The survey was conducted on 700 employees (both males and females) including technical and non-technical employees including Managers, Executives, Coordinators, Senior Managers and Head of Departments of different levels. Sample size of 700 employees was taken by using Raosoft's online sample size calculator. Ratio proportion method was used for further collection of data.

A Pilot study had been conducted by taking responses from 105 respondents (15% of the sample size) to check the validity and reliability of the questionnaire and found ok. After the pilot study, final scale was checked for internal consistency and certain modifications were made before the actual data collection process. During the pre-testing procedure, respondents were encouraged to comment on any statement that they considered unclear to them and they are unable to respond. Questionnaire was designed in English and

Punjabi Languages so that every respondent can understand clearly and send the true and actual response. 5-points Likert scale was used to examine the responses toward various parts of the questionnaire. Part–A of the questionnaire consists of eight demographics namely, age, gender, marital status, educational qualifications, length of service, level of working, annual income and stream of work, with multiple options from which one related option should be selected by the respondents. Part-B of the questionnaire consists of 18 statements related to policies and practices implemented in Punjab State Power Corporation Limited regarding Work-Life Balance. Responses were taken from the respondents on 5-point Likert scale (1= Not at all Aware, 2= Slightly Aware, 3= Somewhat Aware, 4= Moderately Aware, 5= Extremely Aware). The awareness level of respondents about policies and practices related to work-life balance was checked .

Part–C of the questionnaire consists of 36 statements about the policies and practices regarding work-life balance to check the agreeableness of the respondents. Responses were taken from the respondents on 5-point Likert scale (1= Strongly Disagree, 2= Disagree, 3= Neither Disagree, nor Agree, 4= Agree, 5= Strongly Agree). Part-D of the questionnaire consists of feedback and Suggestions in which three open ended questions were added to the uniqueness and content of the research project. As some older employees working in the level of class-3 and 4 were illiterate or having less educational qualifications. They are unable to read and write anything. So questionnaire was developed in bilingual i.e. English and Punjabi to take fair response from the respondents. The Questionnaire was posted in Google Sheet also in which 103 responses received from Class-1 and 2 employees only.

Cronbach's alpha Value Reliability Test, Factor Analysis by KMO Value. Bartlett's test of sphericity, Data reduction Technique, Exploratory Factor Analysis ( EFA), Confirmatory Factor Analysis ( CFA), Cross-tabulation, Chi Square Test, Model Fit, Logistic Regression techniques etc. were used in this study for achieve the objectives of the study.

**The study aimed to fulfill the following objectives by:**

1. Role of demographic variables on work–life balance of the employees in Punjab State Power Corporation Limited was determined by transforming the

data recoded at different levels in Microsoft office excel 365 by applying statistical techniques such as Frequency tables. Cross-tabulation, Chi Square test and Logistic regression techniques had been used to assess the role, association and impact of the demographic variables on Work-Life Balance of the employees in Punjab State Power Corporation Limited.

2. Examination of current policies and practices related to Work-Life Balance by applying Cross-tabulation and Chi Square test techniques.

3. Analysis about the perception of employees towards the policies and practices implemented in Punjab State Power Corporation Limited had been done after checking reliability of measuring instrument. KMO and Bartlett's test of sphericity, Model test of fit and Factor analysis. Exploratory Factor Analysis (EFA) and Confirmatory factor Analysis (CFA) applied in this study and identified six factors which depicts the perception of employees about Work-Life Balance related policies and practices. These identified factors are Career Development Policies (CDP), Organizational Policies (OP), Recreational Policies (RP), Engagement Policies (EP), Family Care Policies (FCP) and Financial Policies (FP). Their impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited had been found by applying Logistic Regression technique using SPSS V-26 version and AMOS-26.

4. 'Employees Development Policies' (Odds ratio = 2.154; CI= 0.828 – 2.590) has two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. 'Organizational Policies' (Odds ratio=1.985; CI=0.847 – 2.523) have two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employee, who do not have Work-Life Balance. 'Recreational Policies' (Odds ratio=1.779; CI=0.880 – 2.479) has 1.8 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited then the employees, who do not have Work-Life Balance. 'Engagement Policies' ( Odds ratio=1.643; CI=0.858 – 2.428) have 1.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. 'Family Care Policies' ( Odds ratio=1.726; CI=1.043 – 2.513 ) have 1.7 times more impact on employees having Work-Life Balance

in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. 'Financial Policies' (Odds ratio=1.541; CI=0.810 – 2.372 ) have 1.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**5.** Identification of the factors affecting Work-Life Balance of the employees in Punjab State Power Corporation Limited had been done after checking the reliability of measuring instrument. Ten numbers of factors had been identified namely Family Environment, Socialization, Transformation, Scientific Development, Organizational Support, Career Development, Stress Management, Scheduling, Time Management and Participative Management from the data by using AMOS-26 and SPSS V-26 version. The association and impact of the above identified factors on Work-Life Balance of the employees in Punjab State Power corporation Limited had been checked by applying Chi Square test and Logistic Regression using SPSS V-26 Version.

Before proceeding with regression analysis, Hosmer and Lameshow test had been applied to investigate whether the data is fit to run the test. In addition, Cox & Snell  $R^2$  and Nagelkerke  $R^2$  tests have been applied for testing goodness of fit of the said model. In this study NFI , RFI, CFI, GFI, TLI, IFI and AGFI values were found more than 0.8 which showed factor analysis model was fit and values are within permissible level.

'Family Environment' has 6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

'Socialization' has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

'Transformation' has 5.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

'Scientific Development' has 5.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Organizational Support’ has 5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Career Development’ has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Stress Management’ has 7.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Scheduling’ has 3.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Time Management’ has 3 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Participative Management’ has 2.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

6. On the basis of outcomes of the analysis, various suggestions for employers, employees and Governments had been recommended for amendment in existing adopted policies and formation of new policies to enhance Work-Life Balance of the employees in Punjab State Power Corporation Limited.

Limitations of the present study as cited below are based on the methodology adopted for the study, sample, instrument used, research design used and scope for future research was carved accordingly:

1. The study is based only on the geographical boundaries of Punjab.
2. The Study has considered only one organization i.e. Punjab State Power Corporation Limited,. Therefore the results of the study cannot be generalized to other public sector companies as well as private power companies existing in country.
3. The number of offices and various cells visited during the survey is limited due to cost and time constraints. The employees posted on delegations to different departments like Bhakra Beas Management Board, Punjab Mandi

Board, Chandigarh UT services, and other Govt. departments were excluded from research.

4. This research is restricted to Public organization, It can also be carried out in private organizations. There is also a need for proper knowledge and socially acceptable responses.
5. The responses given by the respondents are not free from personal biasness,
6. Number of respondents in current research is 700, which represents only part of the entire population.
7. The respondents might have concealed accurate information because of the fear of their exposed identity.
8. All the statistical tools used in the study for analyzing the data, suffer from their inherent limitations.
9. The study is restricted to Work-Life-Balance, which is only one aspect, but the analysis can take other factors like Work environment, work commitment, etc.
10. The study is conducted in Punjab so the results of the study cannot be generalized in other states of country.
11. The study was cross-sectional and the response was received at a particular point of time. The data for the study was collected from June, 2022 to February,2023. Therefore, if the data will be collected in future, the results of the present study may show somewhat variation or different.
12. The present study was in the Indian context used a cross-sectional design. So future studies may focus adopting longitudinal research design.

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# **Chapter-1**

## **WORK-LIFE BALANCE**

### **1 Introduction**

'Work-Life Balance' phrase was initiated in the United Kingdom after 1978 and in the United States after 1984. In the last phases of the Industrial Revolution, persons are overburdened with labour. The average British worker worked for 14 to 16 hours daily and six days in a week. These hectic work hours have social, mental and health repercussions, particularly for working parents having young children. Labour reformers raised the voice till the United Kingdom decided to reduce the work hours for lady workers. On the same time, the US began keeping track of its workers' working hours and found that they are working for more than 100 hours in a week. These lengthy work time put the nation's health and safety in danger. After long of protests by the workers, US Government changed the Fair Labor Standards Act. The Govt. amend the act by giving approval of 40-hour work in a week on October 24, 1940. This initial step was for providing more rest breaks to workers on duty. The term 'Work-Life Balance' was initiated in the 1982 as a component of the Women's Liberation Movement. This movement was struggled for women's flexible scheduling and maternity leave. However, males are socially free to pursue their career ambitions without concern for housekeeping and childcaring. Working women are expected to maintain household and childrearing duties in addition to their employment. Women felt some little relief or advancement toward work-life balance despite having expressed these requirements.

Deepthi Sinha (2013) explored that work-life balance was considered as sole prerogative of women but new studies have nullified this gender based perception of work-life balance. It is equally important for men and women. The employees, who are favourable toward organization's efforts to support WLB also indicate as the pride of organization and have greater job satisfaction. Daily Achievement and Enjoyments are two key concepts of work-life balance. Work-life balance problems are mostly linked with role overload, work-family interference and family-work interference and care giving strain.

Kirchmeyer (2000) defined Work-Life Balance by generating fulfilling experiences throughout all stages of life that require a balanced allocation of personal resources across disciplines, such as effort, time, and commitment.

Grzywacz and Carlson (2007) explored that the notion of Work-Life Balance should take into account, how a person's balance or lack thereof affects their environments at home and at work. The agreement between a person and their role-related partners in the work and family domains over role-related expectations is known as Work-Life Balance. Individuals' impressions of expectations reviewed and approved with their work and family roles, are used to express Work-Life Balance. As a result, it reframes Work-Life Balance as focusing on role-related performance rather than psychological dimensions.

According to the National Framework Committee for developing Work-Life Balance, Work-Life Balance is a person's equilibrium between personal and professional life. Work-Life Balance encompasses one's satisfaction in all phases of life, whether personal or professional. Dual-earning parents, single parents, nuclear families, and spouses who work in different regions are examples of family contexts that affect Work-Life Balance. It has made challenging for workers to meet all his family obligations. An individual's time on job is a crucial element of the Work-Life Balance. Constant pressure from job and family responsibilities causes serious health problems such as stress, sadness, anxiety, heart problems, and weight loss (Anjum et al., 2019).

Generally, women prioritize family before the job, and they leave the workforce owing to emotional difficulties. It has a devastating effect on their production and efficiency. The challenges of efficiency and productivity are not unique to women, men also confront the same challenge, but the causes may differ from those of women.

Work-Life Balance is problematic as a worker's inability to fulfil the responsibilities in the workplace impacts their personal life. To achieve spiritual growth and satisfaction, each individual must labour according to his or her particular requirements.

The world has entered in Information Technology age. Numerous current trends describe the phenomena of work, showing a change due to the advancement of technology, which enables employees to keep their lives by utilizing various technologies such as laptops, email, mobile phones, and computers. Computers

are now widely employed in space exploration, food manufacturing, banking, and communication. For its professionals, India has stood up to the global standards set by globalization. Employees prefer employment that provides more freedom. Work-related pressures can interfere with personal life. In the last three decades, business schools have realized the importance of understanding human behaviour and have introduced people skill courses to many curriculums. Positive social relationships at work are linked to less stress and fewer quitting intentions (Humphrey et al., 2007).

Employee satisfaction is critical to an organization's future success. Work-Life Balance is thus pushed as a strategic business strategy and incorporated into the company culture. Work-Life Balance is explained as the capacity of employees to perfectly balance their professional and personal lives to complete their life tasks. Work is an issue of survival. Work-life balance is about fostering supportive and healthy work environments that allow individuals to balance work and personal obligations. Personnel and organizational efforts must be made to balance two roles in one's life. Else, it might cause burnout, poor performance, absenteeism, lack of dedication, and stress-related issues.

Only by successfully meeting individual needs can an organization achieve its goals. Satisfying individual needs increase employee loyalty towards the concerned organization to prioritize Work-Life Balance.

Work-Life Balance is the hrm idea that increases an organization's output by increasing employee efficiency. In this setting, the concept of 'Work-Life Balance' is vital. The current research examines the factors affecting Work-Life Balance, particularly concerning Punjab State Power Corporation Limited.

### **1.1 Statement of the Problem**

A major challenge for managers, staff, and business owners is gaining better work-life balance, which requires juggling between both professional and personal obligations. However, achieving Work-Life Balance is a problem for top management and the employees working on all levels. Today's uncertain and fast-paced corporate world makes it difficult to maintain Work-Life Balance. Our links to the outside world grow through new technologies and social media. The organization demands more and more from employees, and the employees feel more pressure to deliver, leading to more extended working days and less time at home. In today's world, an organization's responsibility in promoting the Work-

Life Balance of their employees is very difficult. Every organization provides suitable ways for its workers to attain Work-Life Balance. Many employees juggle personal and professional life, causing stress-related health issues. Work-Life Balance-related policies organizations adopt have become increasingly attractive to existing and new employees. Motivating the employees to care for themselves can help the organization and society. Today's personnel have too much work but need more time to enjoy. Work-Life Balance has been developed to encompass issues and programs to assist employees with time management. Today's workers need improved time management to spend quality of time with the family members and friends.

Moreover, in late 1980s, Gender-neutral Work-Life Balance was becoming more and more important. Work-Life Balance must be achievable for men and women in equal measure. Despite these developments, there remains a difference between workers' and Human Resource Experts' views on Work-Life Balance. A survey conducted in February 2015 demonstrated that 67 per cent of HR experts feel that the staff have attained Work-Life Balance. Flexible work arrangement is a well-liked strategy used by businesses to assist their staff in achieving a positive Work-Life Balance. Employees can alter their schedules in place of working between 9 a.m. to 5 p.m. Work starts from 10 a.m. to 6 p.m. and 7 a.m. to 3 p.m., with minimum planning or approval required before hand. There are some disadvantages to this. Some argue that this method transfers the time units and needs to address the essential requirement for good enjoyable time. Other experts have remarked that flextime is enticing for new workers attainment. It may also cause reduction in pay, career sluggish, or even dismissal for junior workers.

Then comes digitalization. Digital integration creates a barrier between work and life, creating a hurdle in the freedom gained by the flextime. Regularly, employees use their flexible scheduling to remain connected to the office via the Internet. It is getting increasingly difficult to differentiate between work and personal life. Since technology and our everready lifestyle are not going away anytime soon, it is even more challenging to draw a bar between work and life.

## **1.2 Significance of the Study**

Work-Life Balance is increasingly a hot topic because it benefits both employers and employees. Work-Life Balance can significantly enhance a person's quality of life and significantly give impression in the society. Flexible time allows

professionals to balance potentially conflicting duties within their families without giving choice between work and family (Ralston,2010). Work-Life Balance benefits an employee's health. Stress levels drop dramatically at an average pace. People get more satisfaction and self-actualization from their careers and life. Work-Life Balance is every day's achievement and pleasure (Jim Bird, 2010). The company must aid its employees. Employees today expect their employers to care about their Work-Life Balance and overall health.

A company that meets these objectives and gives exceptional career opportunities can significantly increase employee job satisfaction. Companies are finding new ways to guarantee their employees enough personal and family time. Employees are motivated when they believe their employer is making an extra effort to maintain a healthy Work-Life Balance. Motivated employees increase the productivity and contribute to a happy workplace. Happiness and fulfillment can never be obtained if one works hard at a job but does not love it. These findings will help employees, organizations, and scholars understand work-life balance. The study's recommendations will greatly assist companies in designing successful Work-Life Balance programs that satisfy their employees. Work and family life share a direct relationship. The study examined the numerous facets required to comprehend how one influences the other. Our professional lives can either improve or diminish our family lives. Our home life can positively and negatively affect our habits, attitudes, and results at work. Long and restrictive work hours, stress at the workplace, and over-involvement in work, for instance, may cause discomfort inside the family domain, disengagement from family obligations, and negatively impact an individual's life quality.

In the family domain, however, numerous resources acquired from one's work function, like income, social support, and job autonomy from coworkers and bosses, can influence one's experiences and well-being. Similarly, a person's home and family life can help strengthen or improve their work-life quality by providing several helpful resources. With more women in the workforce and conventional gender roles blurring, both women and men face the everyday task of balancing family and work commitments to fulfill the demands of their families and company. Women and men can balance their job and family obligations if they understand the work-family interface. Individuals and their companies can decide the most efficient approaches to eliminate family-work interference and

improve family-work enrichment by understanding the family-work links. These findings can be utilized by HR experts and training workers, professionals, and various decision-makers to create policies and programmers that promote a higher quality of life for employees.

### **1.3 Scope of the Study**

India's expanding industries help it gain global recognition. The power corporation's contribution to the Indian GDP ensures sustained growth. It provides a global power solution. It has helped many individuals worldwide connect with the rest of the world. In this context, the firm has enormously improved employees' work-life balance, benefiting power industry. The report includes employees/workers working for Punjab State Power Corporation Limited. This research examines the determinants influencing the Work-Life Balance of the Punjab State Power Corporation Limited employees, and stress-related issues of the workers. Work-Life Balance will only perform if organizations properly assess their employees' needs and assist them in achieving Work-Life Balance.

### **1.4 Objectives of the Study**

The main objective of this study is to assess the Work-Life Balance of employees working in Punjab State Power Corporation Limited. This work is performed using the following further objectives:

1. To understand the role of demographic variables on the Work-Life Balance of the employees in Punjab State Power Corporation Limited.
2. To examine the current policies and practices affecting the Work-Life Balance of the employees in Punjab State Power Corporation Limited.
3. To analyze the perception of employees towards policies and practices implemented in Punjab State Power Corporation Limited for maintaining their Work-Life Balance.
4. To identify the factors affecting the Work-Life Balance of employees in Punjab State Power Corporation Limited.
5. To examine the impact of identified factors on the Work-Life Balance of the employees in Punjab State Power Corporation Limited.
6. To recommend the various policies/new model for improving the Work-Life Balance of the employees in Punjab State Power Corporation Limited.

## **1.5 WORK-LIFE BALANCE: AN OVERVIEW**

Building a positive working atmosphere provides companies with a competitive advantage. Creating an environment where employees feel valued and engaged boosts their sense of purpose and meaning (Nair & Vohra, 2009). Positive organizational scholarship, or organizational behaviour, is a rapidly growing topic of organizational behaviour study. This study investigates how organizations enhance human strengths, resiliency, and vitality and unleash employee potential. According to academics, a disproportionate amount of Organizational Behaviour management and research practice has been committed to recognizing what is wrong with companies and individuals. They appraise their abilities in response. Optimistic experts of the organization have already studied the concept Work-Life Balance, which encourages employees to focus on their strengths rather than weaknesses. It encourages firms to look at their employees' strengths rather than their weaknesses in the future (Roberts et al., 2005). Providing outstanding ethical leadership and encouraging individuals to behave with integrity might influence future employee choices to act ethically (Mayer et al., 2009).

Organizations establish a favourable, ethically healthy climate to ensure productive personnel with minimum ambiguity regarding right and wrong behaviour. Every organization performs poorly due to a lack of innovation and change mastery. Determining whether or not to close down or take dramatic measures to resolve difficulties has become vital. An organization's employees can spark creativity and development or be a huge roadblock. Flexible, unpredictable jobs require employees to upgrade their knowledge and skills constantly. Employees in the 1960s and 1970s went to work Monday through Friday for 8 or 9 hours. Employees assert that the distinction between work and non-work time has become less distinct, resulting in personality problems and stress (Major et al., 2002).

Modern technologies and social media enable technical professionals to operate remotely from their homes. Dual-career couples struggle to balance obligations to their spouse, kids, parents, and friends. Plenty of single parents, as well as employees with dependent parents, need help to balance work and family obligations. Work increasingly intrudes on personal lives, which annoys employees.

Recent research shows that employees seek employment that allows them to work from home to handle work-life problems better (Casper et al., 2004). Most college and university students used to get a career that balanced personal and professional life. It becomes the principal career ambition; people want both 'a life' and 'a job.' To gain and hold the motivated and skillful employees, today's firms aim to help the workers to attain Work-Life Balance. For example, Google offers financial aid to its employees who adopt children. It reimburses legal bills and adoption agency and professional fees as life support. Employees get parental leave and take-out perks. It has helped the workforce a lot (Google, 2010). OB guides employees and managers in establishing jobs and workplaces that help businesses deal with work-life problems. Employees like jobs that provide training, independence, variety, and control. (Barling, et al. 2003).

## **1.6 Theories of Work-Life Balance**

Work-Life Balance is a struggle for employees because work and life are interrelated. No paradigm or opinion is universally acceptable in WLB (Pitt-Catsouphes et al., 2006). Theoretical frameworks for Work-Life Balance include compensation, spillover, resource drain, congruence, enrichment, work-life conflict, facilitation, segmentation, ecology, and integration (Morris & Madsen, 2007). The detail is given below:

### **1.6.1 Spillover Theory**

Henty Sidgwick and John Stuart Mill, two 19th-century economists, established the theory of spillover effects. One domain's experience influences another domain's experience, increasing the similarity between the two (Rothbard & Dumas, 2006). Many studies have been conducted on this subject (Edwards & Rothbard, 2000). The majority of research on work-life balance employ this theory. The needs for balancing one's personal and professional lives are explained by spillover theory. The lines separating family life and work are nonexistent. Individuals frequently transfer their feelings, attitudes, and behaviors from one area to another. If an employee is dissatisfied with their work effort or experiences psychological distress at work, they could carry that unease into their homes. Because they spend so much time at work, having a happy workplace can have a favorable impact on other aspects of positive (helpful) or harmful (problematic) spillover might occur.

Many work-family studies employed the spillover theory (Zedeck & Mosier, 1990). Spillover refers to transferring positive emotions from one sector of life to another. This process occurs within an individual but throughout multiple realms of existence. Spillover has two different meanings (Edwards & Rothbard, 2000) (a) The positive relation between work and life satisfaction and values (Zedeck, 1992); and (b) the transfer of abilities and behaviours across both the roles (Repetti, 1987). Spillover may be positive or negative.

Grzywacz & Marks (1999) referred to negative spillover as Work-Family Conflict and positive spillover as a Work-Family Enrichment. It empirically validates positive and negative spillover from work to family and family to work. The spillover is positive if there is a fundamental resemblance between what takes place in the workplace and other environments. Spillover may be harmful if there is an inverse association between work and non-work. The study (Williams & Alliger, 1994) concluded that working parents are more likely to carry work-related emotions to home than family feelings to the workplace in the organization.

### **1.6.2 Compensation Theory**

According to this hypothesis, employees attempt to make up for shortcomings in one area by making up for them in another. Workers who are struggling at work might search for good experiences at home to make up for bad ones.

Pleasant experiences in another compensate for negative experiences in one domain. (Schultz et al. 2010). The compensation strategy refers to an effort to compensate for deficiencies in one position by increasing participation in a different role (Edwards & Rothbard, 2000). For example, an unhappy worker prioritizes family over a job, reallocating human resources (Edwards & Rothbard, 2000)—classified compensation into Supplemental and Reactive. For example, more than positive experiences at work is needed and must be sought from home. Reactive compensation happens when a bad work experience leads to a good home experience. (Tenbrunsel et al.1995) stated that employees with low-income family elements are more interested in work.

### **1.6.3 Resource Drain Theory**

The Resource Drain Theory proposes moving resources from one area to another. Time, Money and Attention are few resources in original domain. Resources can be shifted from one domain to another (Edwards & Rothbard, 2000). The amount

of resources accessible in the initial sphere is decreased as resources are moved from one to another. The finite nature of resources is the reason for this.

#### **1.6.4 Enrichment Theory**

According to Enrichment Theory, experiences obtained from emotive or instrumental sources assist in developing other domains in life. According to enrichment theory, work and life are mutually enhancing to the extent that experiences in one job increase the quality of life in the other (Greenhaus and Powell, 2006). Experience in one work role helps to improve the quality of other life roles and vice versa. This theory is also called Enhancement Theory. This theory explains that the relationship between work and family life have positive impact on each other.

#### **1.6.5 Congruence Theory**

This theory states that variables not exactly linked to family or work roles can have impact on the stability of several roles. Throughout a good link between work and family situations, congruence is established. Childcare facilities, Flexible working time are provided at the workplace. The congruence theory discusses how non-work or family variables influence other roles in one's life. According to spillover, personality qualities, behavioural patterns, sociocultural pressures, and hereditary forces, all influence work-family congruence.

#### **1.6.6 Segmentation Theory**

According to the segmentation idea, work and life are distinct realms (Edwards & Rothbard, 2000). Work and life realms have been distinct since the Industrial Revolution. Work and Family domains exist separately from each other and there is no relationship between these two domains. Experience in one domain cannot affect experience in other but factors in one domain can affect the other.

(Piotrkowski, 1979) stated that employees repress work-related thoughts, feelings, and behaviours in personal domains. This notion asserts that family and work are separate worlds with zero connection (Rothbard & Edwards, 2000).

#### **1.6.7 Facilitation Theory**

According to facilitation theory, participation in one area leads to and promotes engagement in another. It encompasses skills, resources, experiences, and information (Grzywacz, 2002; Rothbard & Edwards, 2000). Facilitation happens when social systems automatically use available tools to solve problems. Work-

Family facilitation is bidirectional as it involve the facilitation of family to work and vice versa ( Rincy & Panchanatham,2014).

### **1.6.8 Integration Theory**

Family and work domains could be merged and have a strong relationship. There is no way to distinguish between two areas (Edwards & Rothbard, 2000). Work-life and community-life balance can be achieved through adaptable and permissible limits. According to Clark (2000), integration theory introduces different aspects, like a community within WLB Concepts. Since all stakeholders, including employees, workers, and communities, are equal partners in the construction of a comprehensive model of WLB, the term integration is used. (Googins, 1997) found that including all parties and taking responsibility might produce good results in both business and life.

### **1.6.9 Ecology**

The ecological hypothesis argues that WLB is achieved by joining work and life qualities such as a person, context, process, and time (Grzywacz & Mark,2000). This concept emerged in 'person-in-environment theory,' which emphasizes that the environmental, social, and physical environments that communities and individuals live in are interconnected in dynamic ways. (Pitt -Catsouphe et al. 2006).

### **1.6.10 Inter-role Conflict Theory**

Inter-role conflict theory refers to the circumstance in which meeting one domain's expectations makes meeting another's demands more difficult. Role conflict creates incongruence of demands from various roles and thus diminishes the sense of job satisfaction ( Keeton et. al. 2007). Work-life balance denotes least role conflict that brings one's satisfaction and good functioning at work and at home. Dubbed incompatibility and opposition theory in literature was used to explain number of conflicts associated with time, role pressure, and particular behaviour because conflict in families and business is associated to professional success and stage, self-identification using roles, role silence moderates the relationships, therefore, related to the conflict level, which is most vital when related with non-compliance, and the external support also related to conflict level. Role conflict denotes problems related to dual roles, such as paid employment and family responsibilities. Too many obligations in one area will make it tough to cope with other areas. Consolidating multiple jobs will also

produce pressure/ stress/ strain trouble coping with other domains, which may result in a work-life imbalance. In addition to conventional theory, contemporary theory explicates several theories about Work-Life Balance.

#### **1.6.11 Identity Theory**

A person's identity is tightly tied to the role he/ she plays (Serpe & Stryker, 1982). A closer association with the family domain increased time spent with the family. In contrast, a closer association with the job role increased time spent at the workplace (Edwards & Rothbard, 2003). A person's function in a given area will be determined by his or her personality. Individuality will cause individuals to assume additional duties and devote more attention to a specific domain, family, or job life. Overall evaluation refers to a person's general evaluation of their life circumstances (Clarke et al., 2004).

#### **1.6.12 Component Approach**

Components' perspective on work-life balance focuses on the equilibrium as a principal developmental concept (Edwards & Bagozzi, 2000). It addresses the balance in the scheduling of time, happiness, and involvement.

#### **Conflict versus Facilitation**

**Conflict:** Engagement in one role is more difficult than engagement in another. Reduced involvement and participation in one domain will result in involvement and participation in another area.

**Facilitation:** It illustrates how one function is helped by the abilities, knowledge, and chances obtained in other activity (Frone, 2003). Experience, expertise, and possibilities obtained in one area will make it easier to manage other domains

#### **1.6.13 X and Y Theory**

The modern manager can delegate responsibilities, develop confidence in team members, and inspire them to provide their best ideas and work. There are instances when management is more concerned with strict rule enforcement and micromanagement of output than leadership. The academic management world has designated these distinct management styles as X and Y theories which are applicable in the workplace.

#### **Theory X vs. Theory Y Managers**

Because workers have historically received a flat exchange of time and effort for pay, workplace incentives have typically been based on the fear of losing employment, the earning potential from increased productivity, or the submission

to managerial dominance in exchange for advancement. Theory X supervisors will likely feel that staff is not motivated by fear and requires regular guidance. These managers are more prevalent in entry-level positions, where efficiency and process are valued over autonomy and innovation. However, they can be found at any corporate level and industry.

The managers who subscribe to Theory Y are inclined to assume that the worth of their contributions inspires employees. They advocate a more coordinated conduct, basing their leading on trustworthiness, helping initiating problem-solving, and managing by giving resources, opportunity, and overview to the workers to perform the roles effectively.

Whereas X manager would threaten termination to motivate workers to function on weekend and Y manager could award an interim leading position to any employee that volunteers to work on weekend. Whereas an average X manager may enforce tough hours of working, Y manager may set a bar for workers while entrusting them with how and when to complete the tasks.

#### **1.6.14 Ladder Theory**

According to this view, work-life balance is similar to a story with two sides. Two legs make up the WLB ladder. Right leg pertains to an individual's responsibilities both to the business and to oneself. The left leg is focused on issues pertaining to the organization's viewpoints, such as employee rights and obligations. Maintaining the ideal work-life balance requires both legs to be equally vital (Bird, 2006).

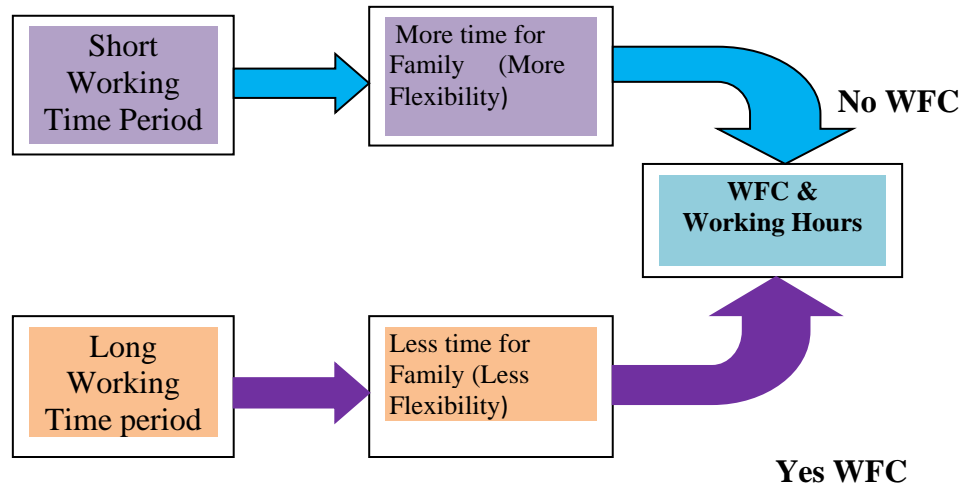
### **1.7 Models of Work-Life Balance**

Numerous WLB models are implemented in various organizations in modern period. The following models of WLB are described:

#### **1.7.1 Working Hours Model (WHM)**

WLB's WHM, as illustrated in Figure 4.1, was proposed by (Alam et al., 2009). It places a premium on the connection between lengthy work hours and work-family conflict. It claims that work-family conflict results in emotional weariness at the individual level and may result in the loss of female talent at the organizational level. Women managers find it challenging to sustain WLB in the organization due to the increased working hours, i.e., 9-10 hours. It has been established that extended work hours result in Work-Family Conflict (WFC). Reducing work period to 6-8 hours results in a stronger WLB among female employees. Thus,

WHM believes that the business should provide women employees with 5-7 working hours to support them in having a Work-Life Balance, thereby increasing organizational production.

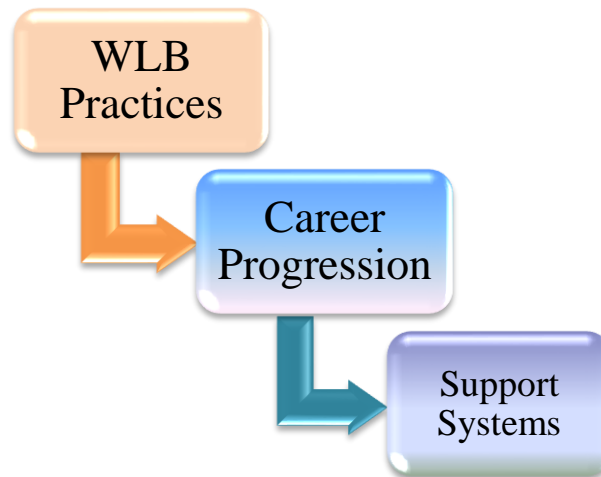


**Figure 1.1 Working Hours Model**

Source: WHM of work-family conflict Alam et al. (2009)

### 1.7.2 Career Progression Model (CPM)

WLB's CPM, as shown in Figure 1.2, was introduced by (Asiedu-Appiah et al., 2014). This model indicates that if a business has many female employees, Work-Life Balance policies must be implemented. WLBP's, such as providing initiative for future studies, research, and creative career progression opportunities, assist female employees in achieving WLB by increasing workplace satisfaction, employee retention, career growth, and morale retention. It contributes to the reduction of absenteeism and employee turnover. It is determined that there is a high correlation between childbearing, child care, and career advancement for female lecturers. Reduced WLC enables organizations to achieve a more healthy, productive, and motivated staff. As a result of this model, the organization should create more effective WLB policies to achieve desired performance and improve WLB among female employees.



**Figure 1.2. Career Progression Model.**

Source: CPM proposed by Asiedu –Appiah et al. (2014) as cited in Swathi et al. (2015).

### **1.7.3 Emotional Exhaustion Model (EEM)**

Emotional Exhaustion Model (EEM) of Work-Life Balance provided by (Yavas et al., 2005), inter-role conflict occurs due to WLB imbalance, which results in poor job performance and increased employee turnover. Emotional weariness is a significant factor in the achievement of WLB. Gender has a role in mediating the association between emotional tiredness and job outcomes. The horrors of emotional weariness can be averted using a more gender-specific method.

### **1.7.4 Work Commitment Model (WCM)**

Work-Life Balance as a WCM was proposed by (Azeem & Akhtar, 2014). It emphasized the crucial part that job satisfaction and Work-Life Balance play in helping workers become more committed to their organizations. They emphasized that job satisfaction and Work-Life Balance are opposites. Both are inextricably linked; one cannot exist without the other. Work-Life Balance cannot be accomplished without the help of organizations.

### **1.7.5 Job Satisfaction Model (JSM)**

The Job Satisfaction Model of Work-Life Balance was proposed by (Nikkah et al., 2013). It indicates that both professional and personal lives positively affect job satisfaction. Individual and organizational factors are inextricably tied to employee work satisfaction and well-being. It concluded that job satisfaction is positively correlated with Work-Life Balance. The organization should bring

them up with better WLBP to establish a vital Work-Life Balance among the workers.

## **1.8 WORK-LIFE BALANCE PRACTICES**

In many organizations today, Human Resources Department focuses on various WLBP to assist employees in achieving WLB in their professional and personal lives. Numerous policies have been implemented by various organizations, including flexible work time, job splitting, job switching, part-time employment, remote working, well-being programs, parents care facilities, conveyance facility based on working hours, stipends, work tours, health awareness programs, free diet, work from home, leave benefits and flexible work time in the workplace.

(Konrad and Mangel, 2000), defined WLBP as extended maternity leave, a gradual return to work, on-site or near-site day care, invisitors trainings, flexibility, job switching, , emergency child care, sick days of child care and sick childcare. (Osterman, 1995) proposed similar policies are as follows:

### **1.8.1 Compressed Work Week**

The worker puts in the usual or required number of hours over the course of one or two weeks, then compresses those hours into a smaller number of working days, enabling them to work longer (Enterprise One Insights, 2006). It is suitable for staff members, who avoid interacting with consumers directly on routine everyday basis or for organizations, where many workers carry out the similar duty. Thus, the An organization can raise employee morale and loyalty while reducing stress, staff turnover, and absenteeism.

### **1.8.2 Family Leave**

With the help of family leave, employees can fulfill family commitments while spending a lot of time away from the office. (Wise & Bond, 2003).

### **1.8.3 Job Sharing**

Job Sharing is a family-friendly trend that has been embraced in a variety of ways to respond to the apparent demands to deal with unemployment difficulties in some nations. (Gunnigle et al., 1998).

### **1.8.4 Job Splitting**

Tasks are distributed equally among staff members, So employees benefit from job splitting after completion. As a result, the employees' skills are effectively utilized. Even while some overlap could be beneficial to the staff, it requires less coordination.

### **1.8.5 Compressed Working Hours**

It entails condensing work weeks, i.e., scheduling work hours into 4 to 5 days per week or 8 to 9 days fortnightly. The rescheduling involves working 10-hour days instead of five eight-hour days. Thus, they can take advantage of bonus hours, which may consist of a half-day or a full day off. This method saves money on transportation and traffic while allowing workers to spend time with family or on vacation. Employees can work in groups and finish tasks within predetermined time frames. It has several drawbacks also. The staggered hours result in a predetermined daily schedule. It reduces an accumulation of traffic and extra time to workers to achieve Work-Life Balance by enhancing childcare facilities and other amenities.

### **1.9 WLB theories established with Management adoption policies**

These ideas get their ability to explain from different organizational theories. The theories are explained as follows:

#### **1.9.1 Institutional Theory**

Institutional theory facilitates management's adoption of various Work-Life Balance policies to adhere to societal normative demands such as ability, capability, possession and company size.

#### **1.9.2 Situational Theory**

According to (Felstead et al., 2002), adopting aspects affecting the organization increases profitability and productivity and helps in resolving issues such as personnel recruitment and retention.

#### **1.9.3 Organizational Adaptation Theory**

The organizational adaptation theory elucidates how businesses adjust to internal environmental aspects such as work procedures, senior management values, female staff representation, and skill levels.

#### **1.9.4 High Commitment Theory**

This idea connects the organization's strategic human resource management goals to WLB practices to promote employee commitment.

## **1.10 ORGANIZATIONAL SKILLS AND HEALTHY WORK-LIFE BALANCE**

Work-Life Balance becomes significant in an organizational idea, when it is required to channel properly employer and employee energy between personal and professional lives. Businesses can use numerous WLBP inside their organizations to boost employee morale, productivity, efficiency, dedication, and loyalty resulting in the effective attainment of Work-Life Balance. Various facets of Work-Life have been clarified as follows:

#### **1.10.1 Diverse Work Places**

Workplace diversity refers to employees' abilities, skills, perspectives, and individual traits such as age, gender, race, ethnic origin, and abilities that affect employee performance. The organization's policies and practices must prioritize diversity management. In India, the primary problem for middle-aged managers is that their organization primarily comprises youth. These adolescents are primarily from urban and rural origins and include first-generation, second-generation, and third-generation workers. As a result, middle-aged managers often need help comprehending the motivations and desires of a varied workforce. Human resource managers are responsible for developing multilingual training materials and providing dual-career spouses with work-life benefits. The ageing of the workforce is a significant concern for human resource management. Many firms are confronted with challenges related to the skill and ability loss caused by the retirement of efficient workers, many workers' obligations for elder care facilities (Stephen et al., 2013).

#### **1.10.2 Impact of Behavior on Work-Life Balance**

Today's dynamic workplace requires individuals to go above and beyond their responsibilities. Discretionary behaviour is not required by workers, official position description but positively impacts the emotional and interpersonal settings of the organization's workplace. Thus, in today's organization, employees, who exhibit good citizenship behaviours assist others by volunteering additional work and avoiding unnecessary work disputes, which contribute to attaining a perfect Work-Life Balance. The employees engaged in 'Withdrawal Behavior' have a detrimental effect on the organization, ranging from missing meetings to absenteeism and turnover to arriving late to work. Withdrawal behaviour is a collection of acts employees engage in to distance themselves from the organization (Stephen et al., 2013).

#### **1.11 Job Attitude's effect on Work-Life Balance**

Numerous studies have demonstrated that individuals with a enjoyable working day result in a happy mood atmosphere at home and vice versa (Ilies & Judge, 2002). Individuals, who have a unpleasure working day, have difficulty unwinding after they leave the office (Rau, 2004).

While people emotionally carry their work home, the effect usually wears off the next day. Employee attitudes significantly impact the organization by reflecting underlying values and self-interest. These frequently exhibit a powerful correlation with the behaviour. Employees' overall job satisfaction would more accurately predict his general behavior (Harrison et al., 2006). Numerous studies suggest that work and family conflicts are the critical sources of stress for the workers in the firm (Amstad et al., 2011).

The person-organization fit theory explains why people are drawn to organizations that offer or align with their personal beliefs and why they used to leave organizations, that are incompatible with their ideals and personalities (Schneider et al., 1995). Job rotation among employees can help alleviate monotony, boost motivation, and promote a healthy Work-Life Balance among the employees in the organization.

Additionally, This is used to cause interruptions when employees are required to work with and acclimatize to new employees. The primary disadvantage of flextime is that it is irrelevant to every position or employee in an organization. It works effectively for clerical activities requiring little connection with persons outside the employee's area. There are more realistic alternatives. Additionally, research shows that those with a greater desire to keep their professional and personal life distinct are less likely to take advantage of the organization's flextime choices (Shockley & Allen, 2010).

### **1.12 Organizational Culture and Work-Life Balance**

An organizational culture is an established system that members use to set their company apart from competitors (Schein, 1996). The organizational culture reflects a shared perception held by the organization's members. Individuals from diverse backgrounds and positions used similar terminology to characterize the organization's culture (Meyerson & Martin, 1987). 'Organizational Climate' refers to members' common perceptions of their company and work environment (Denison 1996 and James et al. 2008). One meta-analysis discovered that psychological climate significantly affects workers' level of job satisfaction,

loyalty, inspiration, and involvement in the organization's job performance across dozens of samples (Carr et al., 2003). A positive organizational atmosphere has been associated with increased customer satisfaction and the financial success of personnel (Schulte et al., 2007). Work-Life Balance exists when a person works in a favourable organizational atmosphere. It directly motivates individuals to resolve conflicts and maintain team cohesion.

### **1.13 The Conflict between Work and Personal Life**

Work-family conflict initially investigated in nineteenth century. In this time period, Industrial revolution posed a threat to the employees' present interaction between personal and professional life. (Lavassani et al. 2014).

### **1.14 Work-Family Conflict Theories**

Two hypotheses underpin work-family conflict. Boundary and border theories are the underlying theories of work-family conflict.

#### **1.14.1 Theory of Boundaries**

According to boundary theory, life is divided into two interrelated components: work and Family. Workers are assigned distinct tasks and responsibilities within each department (Lavassani et al., 2014). Due to the interdependence of the portions, two roles cannot be performed concurrently. Individuals must participate in role transformation between job demands and expected roles within the individual's family system. Sometimes locations are important for both work and non-work activities. Employees can avoid work-related stress and obligations intruding into their personal lives and vice versa by setting clear boundaries. According to Ashforth, Kreiner, and Fugate (2000), this is the prevalent theory of social grouping that focuses on outcomes like the meanings people assign to their homes and places of employment as well as ease of use and conversion rates between domains.

#### **1.14.2 Theorizing about Borders**

Border theory takes this a step further by examining the influence each segment has on the others. It attempts to provide methods for resolving conflict and achieving equilibrium between personal and professional life. Workers can opt to tackle these components differently, alternating between work and family roles (demonstrating boundary theory), or merge the segments to achieve work-family balance (Lavassani et al., 2014).

### **1.15 Forms of Conflict**

Work-family conflict is bidirectional. There exists a contrast in Work-Family Conflict and Family-Work Conflict.

#### **1.15.1 Conflict between Work and Family**

Conflict within work and family arises when obligations and experiences at work conflict with family obligations.. Examples include long and hectic schedule, overloading of work, job stress, workplace conflicts between individuals, prolonged travelling, Switching careers, or uncooperative management in an organization.

#### **1.15.2 Conflict between Family and Job**

When Family experiences and commitments interact with work life, such as care of kids, responsibility of parents and elder care, personal family disputes, and no support of family members, the person is affected. The dispute between Family and work will likely result in unlikely employee productivity.

Work-Family Conflict and Family–Work Conflict are classified into Conflict based on time, strain and behavior. Time Conflict introduced when there is a conflict between the time requirements of job and family obligations. Strain conflict exists when pressures in one responsibility affect efficiency in another. Behaviour conflict implies an inconsistency between the behaviours required for the two roles (Greenhaus & Powell, 2006). Although the Work-Family Interface (WIF) and Family-Work Interface (FIW) is significantly associated and interrelated, WIF has received greater attention. Workaholism is associated with work-family conflict, as an individual's job priorities may collide with family obligations.

#### **1.16 Measures Taken by Organizations to Reduce Work-Life Conflict**

Employers have grown increasingly mindful of the stress and strain that employment may impose on workers' relationship with the firm in recent years. Companies have recently begun to treat their staff as persons with professional and personal lives. Implementing family supportive strategies and policies that increase work-life balance has become a reality to decrease pressure from workers in work and home situations. Organizations and their workers get benefits when their physical and psychological health is treated similarly to their intellectual skills. Now a days, to maintain a competitive edge in the economy, firms strive to promote themselves as WLB supportive employers (Mescher & Samula, 2009). Organizations that respect WLB have been able to recruit new personnel and

retain existing employees by improving job performance, increasing staff morale, and increasing employee identity. Work-Life Conflict can be resolved by instituting family-friendly atmosphere workplace, including Child care, parent care, sick leave, and health insurance policies (Waldfogel, 2001). Organizations can give one site child care services and income for families that enrol their child in a child care centre.

#### **1.16.1 Stress**

(Hans Selye,1936) expressed the term 'Stress' to explain it biologically as the body's non-specific response to any pressure or change. His research sparked interest in the effects of stress on brain processes. He defined stressors as events that cause an organism's psychological and physiological response. It can be characterized as a negative or positive state affecting human beings in general that responds to a stressor and has a bad or good effect on the individual's mental or physical health and well-being. Health has long been recognized as a composite of psychological (thoughts, emotions, and behavior), biological, and socio-economic (socio-environmental and cultural) components (Pijus, 2017)

#### **1.16.2 Work-Life Balance and Stress**

Stress in the modern world is caused by a variety of factors, including financial insecurity, job insecurity, constant performance measurement, a shrinking workforce, increasing demands for instant information or response, difference between personal and professional life responsibilities, unachievable targets, the drawbacks of cyberspace technology, and the depression state of affairs in many parts of the world.

According to Academics and Researchers (2007), Stress results from the overwhelming strain that appears difficult to control. A person experiences stress when they are presented with an opportunity, a demand, or a resource that is related to their aspirations. The result is considered unclear and significant in one's life (Schuler, 1980).

Although stress is frequently mentioned in a negative light, it is not always detrimental in and of itself; it can also have a beneficial impact on an one's life (Cavanaugh et al., 2000). It has been treated as an opportunity for employees to overcome it. The intense workload and deadlines frequently create difficult situations for employees, but after they reach their goals, they promote employee happiness and quality. Thus, they can maximize their performance level by

completing difficult jobs. Today's world is competitive and progressive, and organizational change is unavoidable. Adapting to change is a difficult task. Stress is primarily self-inflicted. Specific individuals confront it, adapt to it, react positively, and are motivated to benefit from it. Others used to reject and behave adversely toward them when they were under stress.

### **1.17 Types of Stressors**

While stress can be motivating, excessive Stress damages our health and productivity at work. A practical stress management approach can help mitigate stress, such as absenteeism, disability, poor communication skills, strained relationships at work, and decreased productivity.

#### **1.17.1 Stress**

Stress serves an evolutionary purpose: the desire to defend oneself via our nervous system's intrinsic 'fight or flight' response. When fighting for survival, Stress triggers the release of adrenaline, which enables us to fight. Not all sources of stress are negative stimuli; specific sources of Stress, such as promotion to a new position, are positive events, even if they impose a more significant strain on working hours or work quality, resulting in additional stress.

#### **1.17.2 Eustress**

Eustress is a stress that we encounter. If we do not address the accompanying stress, the sources of Eustress can become distressing. The best approach to address this issue is to manage ourselves positively to prevent the wrong sources of Stress. Eustress can be triggered by a new job, the addition of new tasks to an existing post, the promotion to supervisory status, or the leadership of a new project.

#### **1.17.3 Distress**

Distress is an external, typically transitory source of severe physical or mental strain that results in various health problems and significantly influences the lives of employees and organizational operations. Layoffs, budget cuts, peer pressure, and an unfavorable work environment cause it. People who are more emotionally invested in their company are more likely to turn psychological stress into improved focus and effectiveness. In contrast, workers with low obligations give poor performance in stress. In high stress level, the workers with a large organizational support perform better in their roles than those with low organizational support. Conflicting demands and resource limitations result in

stress. Demands imply responsibilities, commitments, uncertainties that individuals encounter, and workplace pressures. Individual resources are those that they control.

#### **1.17.4 Stressors**

The sources of stress are critical in today's organizations because employees who struggle to meet targets damage their home lives and generate mental strain and health difficulties, resulting in no balance between personal and professional life. The underlying issues must be addressed to achieve Work-Life Balance. Workers in various levels face the variety of stressors in his professional and personal life.

#### **1.17.5 Environmental Factors**

Environmental unpredictability affects the organizational structure design, affecting the stress levels of the organization's employees. Indeed, uncertainty is the primary reason people struggle to adapt to organizational changes (Rafferty & Griffin, 2007). Environmental uncertainty is classified into three broad categories:

1. Economic insecurity.
2. Potential uncertainties.
3. Uncertainties in technology.

The repetitive expansions and contractions of company activity affect job opportunities and the organization's overall productivity. Contraction puts employees under Stress over unemployment due to the organization's decreased revenue and may result in layoffs. Even if the organization is still waiting to experience revenue declines, analysis of future projects may reveal revenue declines, forcing them to dismiss staff pre-emptively or, at the very least, suspend all hiring processes for the time being. It might make employees worried about their future careers and personal obligations.

A shift in the dominant political parties produces political uncertainty or regime uncertainty. As a result of the new regulations and policy formulations affecting many elements of business, entrepreneurs and CEOs endure Stress in running their organizations smoothly. Political insecurity results in economic risk due to the uncertain future direction of government policies, which raises risk premia and causes businesses and individuals to lag in spending and making productive investments (Baker et al., 2011). It increases the uncertainty associated with monetary or fiscal policy and the tax or regulatory environment. It results in a shift in company priorities.

Technology uncertainty arises from a lack of knowledge about emerging technological approaches, which causes employee stress and threatens their professional survival shortly. The advancement of new robotics, automation, procedures, and technology renders employee skills and experience useless in the future. Information technology businesses take these difficulties more seriously because most modern software is updated near-daily. It benefits organizations while also posing a threat to their personnel. As a result, they must adapt to changes to survive in the world. It contributes to Stress in a large number of people who are more reliant on technology-based jobs.

### **1.18 The Role of the Employer in Work-Life Balance**

According to recent studies, an overwhelming majority of employees embrace the concept of Work-Life Balance. 'Equal Opportunity Employer' concept has practically become a legal requirement. On the other hand, it is viewed as a compulsory necessity for them in terms of talent retention and productivity in all industries.

The authors believe that it is prudent to embrace worker-friendly methods at a time when attrition is a big concern in all sectors. Employers can help employees achieve Work-Life Balance by implementing a variety of programs that appeal to them and meet their needs.

### **1.19 Work-Life Balance Strategies**

Budgeting time both in and out of the workplace is one of the most crucial tactics for establishing Work-Life Balance. At work, time should be efficiently scheduled, including time for oneself in the calendar, as well as time for family and friends. At least three days a week, leaving work on time, working late is unavoidable at times. However, schedules should be adjusted so that three days per week, one can leave on time. Interruptions and distractions must be managed. It is beneficial to stay focused while at work and to carefully budget time. Planning a block of time during the day when you don't have any meetings and can focus on activities with minimum interruptions boosts productivity. Look into the possibility of working from home: Within the organization, flextime options should be considered. This could be a good option if it's available. Use the weekend as little as possible: It is possible to schedule time off. Activities such as a weekend vacation or just anything pleasurable might be planned with family and friends. Time away from the office should be valued.

### **1.19.1 Work Routine**

Many businesses are rethinking how they do business, asking employees how they might make their lives easier, while still getting the job done. Duplicative duties are eliminated, other workers are reassigned new position which is suitable for telecommute and flexible schedule and in search of the methods to save the time. Many organizations are now adopting alternative work arrangements such as flextime, job sharing, telecommuting, shortened work schedules, and compressed workweeks. Daily flexibility, which allows workers to manage their work schedule and fix their duty hours as long as the objectives are achieved, and the task is completed, is at the first priority of the list of job-finders' requirements and is being applied by organizations to recruit qualified individuals. Part of the process is training managers and supervisors to understand how setting measurable goals and focusing on results will allow them to create a flexible workplace while also making them more successful managers.

### **1.19.2 Creating Work Culture with Trust**

One of the biggest barrier to people working from home was outdated employer distrust and uncertainty. It was a common misconception that if an employee couldn't be seen, they weren't working, which was false. Organizations can build the atmosphere of trustworthiness to provide better Work-Life Balance for their employees. For example, an employee who had to go to work for an hour each way was sacrificing two hours of their time. Why not give them those two hours back by allowing them to work remotely if they are just as productive and happy at home?

### **1.19.3 Don't Hesitate**

This is another one of those tactics that are far most difficult to implement than it appears. Asking for assistance or help at work may be intimidating. Most individuals are afraid of appearing stupid if they ask for help at work. To get advice or a partner for work that needs to be accomplished, use email or internal communication channels. When the employee seeks assistance or a leader seeks feedback at work, it doesn't have to be awkward. They both necessitate a degree of vulnerability, yet they result in far most understanding and rewards than one might expect.

#### **1.19.4 Make fun a Priority**

Having fun is essential to completing the job properly. Happy employees are less inclined to miss work, are more productive when at work, and contribute to a more pleasant workplace atmosphere. Because employees are not overwhelmed and worried by the schedule, they are more likely to be happier and more productive in job, when feel like achieving a positive Work-Life Balance. Prioritizing fun make work enjoyable with making time for pleasure while they are not at work. Not only will employees find that this leads to a happier and more satisfied existence, but it will also help them achieve a healthy Work-Life Balance.

#### **1.20 Balance: Key point**

Of course, striking a Work-Life Balance isn't always simple. It may take some planning and trial-and-error before an employee feels like having a good balance that suits the employee. It will look different for everyone, based on his/her social life, family, favourite pastimes, and what matters most to you both at work and outside of work. The most essential thing is to find a balance that one like and that works for both the employee and employer.

Having leaders, who understand, support, and model Work-Life Balance as an employer, on the other hand, can enhance retention rates and overall job satisfaction. Even more importantly, leaders who prioritize flexibility and Work-Life Balance can boost efficiency and help the organization meet its objectives.

#### **1.21 Individual Benefits of Work-Life Balance**

A more clear and hopeful approach, more clarity in performance, work completion on time, and Intra-individual and inter-individual conflicts between work and family roles are at a lower level. More job satisfaction means more personal contentment and good health.

#### **1.22 Organizational Benefits of Work-Life Balance**

The usefulness of Work-Life Balance to organizations have increased productivity, lower staff turnover rates, knowledgeable workers, lower recruitment, training, and turnover costs, higher rate of return on investment in training, lower absenteeism, and a healthier and safer work environment. Employee loyalty will be higher pace. A higher level of dedication to the job means a lower incidence of sick leave and rate of absenteeism. A positive and better image leads to increased productivity and brand image.

### 1.23 PUNJAB STATE POWER CORPORATION LIMITED: AN OVERVIEW:

Punjab State Power Corporation Limited (PSPCL) was incorporated as a company on 16<sup>th</sup> April 2010 vide notification Number 1/9/08-FB (PR) 196 Dated 16-04-2010 with CIN No.: U40109PB2010SGC033813. It is the electricity generating and distributing company of the Government of Punjab state in India. It was formerly known as Punjab State Electricity Board (PSEB) which was unbundled by the Government of Punjab into two companies on 16 April 2010 as Punjab State Power Corporation Limited (PSPCL) and Punjab State Transmission Corporation Limited (PSTCL). PSPCL was incorporated as company on 16 April 2010 and was given the responsibility of operating and maintenance of State's own generating projects and distribution system. Power sector units which are SEBs have become essential Public Utilities (EPUs) in the form of various companies with the implementation of Indian Electricity Act-2003.

**Table 1.1 Information about Punjab State Power Corporation Limited**

Organization	Government-owned Corporation
Industry	Electric power generation and distribution
Founded	16-04-2010
Headquarters	Patiala, Punjab, India
Key people	Er. Baldev Singh Sran (Chairman Cum Managing Director)
Products	Electricity
Owner	Government of Punjab
Number of employees	39997

Source: [www.pspcl.in](http://www.pspcl.in)

### 1.23.1 Organizational Structure of Punjab State Power Corporation Limited

Punjab State Power Corporation Limited is administered by Board of Directors. The overall in charge is Chairman-cum-Managing Director, who directs and control the working of the company. There are 7 No. of Directors of different wings named Finance, Commercial, Distribution, Administration, Human Resources, Generation and WSS. Principal Secretary (Finance) and Principal Secretary (Power) are 2 No. ex-officio members. 2 No. Independent Directors are nominated by Government of Punjab. The Generation wing has Hydro power generation stations at Ranjit Sagar Dam, UBDC Hydro Projects, Mukerian Hydel Projects, Shanan Hydro Power Station and Anandpur Hydel Projects. It has Coal based Thermal Power stations at Lehra Mohabbat and Roopnagar. In Distribution sector, the whole state is divided into 5 No distribution zones named Border, North, West, Central and South. The main office of Punjab State Power Corporation is situated at Patiala. There are 32984 numbers of regular employees working in Punjab State Power Corporation limited at various levels.

**Table 1.2 Department Wise number of employees in Punjab State Power Corporation Limited**

Sr No.	Zone	Number of Employees
1	Border Zone	5277
2	North Zone	3568
3	West Zone	4959
4	South Zone	5764
5	Central Zone	2796
6	Hydro Power Stations	748
7	Thermal Power Stations	1749
8	Main Office Patiala	8123
	Total Regular Employees	32984

Source: [www.pspcl.in](http://www.pspcl.in)

## 1.24 Working Levels

**Table 1.3 Class Wise number of employees in Punjab State Power Corporation Limited**

<b>Sr No.</b>	<b>Working Level</b>	<b>No. of Regular employees</b>
1	Class-1	1765
2	Class-2	5913
3	Class-3	21569
4	Class-4	3737

Source: [www.pspcl.in](http://www.pspcl.in)

## 1.25 Work Environment

Obtaining information from Punjab State Power Corporation Limited staff and the personnel department took much work. Employees are always looking for solutions that will allow them to be satisfied in their work and personal lives and strike a balance between them. The disruption in Work-Life Balance among employees was caused by the daily increase in workload, shortage of staff, and adoption of performance criteria in Punjab State Power Corporation Limited requirements. The fact that technical staff has no set work hours and all executives are available on call 24 hours a day, seven days a week, for emergency duty has resulted in a pressured life, an unhealthy lifestyle, insomnia, hypertension, and an unbalanced professional and personal life. Their field job has become so sophisticated that, despite adopting new procedures, some employees still need help to cope with adopted new technologies and accept them. The language used for office orders is common, and there needs to be more unity in command, resulting in many misunderstandings. So, there is a strong need for research into Punjab State Power Corporation Limited employees' Work-Life Balance, to identify the factors affecting their Work-Life Balance and to develop and implement various coping policies to help them overcome the difficulties and challenges they feel in work and to improve their Work-Life Balance.

## 1.26 Employees' perspectives

Employees handle their organizational and personal life depending on the environment at the workplace. The working environment significantly impacts

how the employees feel about the job. Working in a happy environment can boost mood, increase productivity, and stimulate the employee. Overall, a positive environment is essential for Work-Life Balance. Employees are more motivated to learn, be safe, and accomplish their goals in a great work environment. These work environments are perfect for a productive workforce since they inspire employees to give their best effort. Companies that prioritize their culture foster employee development and create a safe, joyful work environment for their staff. Various aspects contribute to a positive working environment. It is crucial to recognize the typical characteristics of this environment so that it can be a check for the organization's present or future employment.

### **1.27 Need and Scope of Study**

Most research studies on Work-Life Balance have been done in International Context, and almost negligible studies are found in the Indian context in Power Sector. The study regarding Work-Life Balance concerning Power Sector was conducted in India just now. Power sector units, SEBs, have become Essential Public Utilities (EPUs) in the form of various companies with the implementation of the Indian Electricity Act-2003. Punjab State Electricity Board bifurcated in Punjab State Power Corporation Limited (PSPCL) and Punjab State Transmission Corporation Limited (PSTCL), formed on 16th April 2010. 32984 employees are working in various classes in Punjab State Power Corporation Limited. In addition, the employees belong to different categories, w.r.t. gender, age, educational qualification, income, marital status, tenure in the organization, workstream, and level of working. However, significant studies have yet to be undertaken by the researchers in Punjab state Power Corporation Limited to examine the employees' Work-Life Balance. So the present study will attempt to comprehensively examine the status of Work-Life Balance, analysis of various policies and practices adopted by Punjab State Power Corporation Limited for maintaining Work-Life Balance, factors influencing the Work-Life Balance of the employees, the relationship between independent variables and dependent variables and recommend the beneficial measures to improve the Work-Life Balance of the employees. Getting the information from employees and the personnel department in Punjab State Power Corporation Limited was complicated. People are always searching for options that allow them professional and personal life satisfaction and balance. The daily increase in workload, scarcity

of staff, and implementation of performance standards in PSPCL requirements caused a disturbance in the Work-Life balance among employees. The worsened fact that technical employees have no fixed hours for work and all executives are bound 24x7 to emergency duty caused stress, unhealthy lifestyle, sleeplessness, hypertension, and unbalanced professional and personal life. Their fieldwork becomes so complicated that even with new techniques, some employees need help with these technologies and still need help to adopt them. The language used for instructions is not universal, and there needs to be more unity in command, creating so much confusion that affects their personal and professional lives. So there is a strong need for study on the Work-Life Balance of Punjab State Power Corporation Limited employees to find the factors affecting their Work-Life Balance and to form & implement various coping policies to overcome the difficulties & challenges faced by them at the workplace and to enhance the Work-Life Balance.

## **Chapter -2**

### **REVIEW OF LITERATURE**

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*"Besides providing a foundation for the problem to be investigated, the literature review can demonstrate how the present study advances, refines, or revises what is already known" (Merriam,1988)*

The present chapter highlights the systematic review of the studies conducted in India as well as in other countries of the world.

#### **2.1 Studies on Work-Life Balance**

A detailed systematic literature review has been undertaken to arrive at a clear understanding of the construct from a holistic point of view. This chapter examines the mechanics of the Work-Life Balance construct from various angles.

Work-Life Balance (WLB) is an emerging problem in Human Resource Management (HRM) that aims to create a better balance between work responsibilities, powerful management, and the outside of work enjoyment. Work-Life Balance is a crucial responsibility that every employee must fulfill. Employees must handle their personal and professional lives appropriately. Various types of research have been conducted in this sector. Past research literature has been produced from various perspectives, including age, gender, marital status, family status, workplace flexibility, workplace culture, social support, work-life programs, and employee stress concerning WLB. WLB presentation has been explored on a systematic literature review basis. In the past few years, there has been a substantial increase in research into the dynamic and complex nature of Work and Life (W&L) challenges. It has a direct impact on people's daily lives. Along with this growth, more and more people are paying attention to these issues.

The idea of work-life balance refers to how one should balance their personal and professional lives. Work–Life Balance is frequently used in contemporary research. Work-Life Balance is the idea that work and non-work activities may coexist and help one's current priorities advance. (Karatape, O.M. & Bekteshi, L.2008).

The idea of 'Work-Life Balance' aids in creating a balance or equilibrium where they may each contribute equally to their respective spheres of life and work. Studies on WLB date back to the 1960s. Although the concept of 'Work-Life

Balance' did not emerge in the UK until the 1970s, researchers have been investigating the convergence of the two areas since the 1970s under various names, notably work and family conflict as well as job stress. It was primarily imagined as a management branch to create working conditions allowing manufacturing enterprises to achieve the highest possible output levels. It is a commonly discussed phrase in political and social discussions, and different civilizations have different thoughts about proper balance between work & personal Life (Deepthi, 2013).

New Zealand is top ranked country in the world in achieving Work-Life Balance. People are working for 26.3 hours per week there. India is 43 ranked country in which average working hours per week is 31.9. New Zealand has index score 79.35 while India has 44.32 out of 100.

For all businesses, attracting and keeping talented, competent and efficient staff has become a major requirement in order to benefit from their effective, efficient and wholehearted performance. Organizations look for the skillfulness of workers, which will be possible when workers will have personal and professional life balance. The organizations give various programs, workshops and facilities to attain the better work-life balance. Therefore, organizations are implementing some policies to make the workers feel pleasant atmosphere at workplace to build good relationships on and off their job. Because of various demographic factors, change in workplace, family structure, hectic work schedule, and changing technology and environment, individuals can resist changing anything in performance and personal life. They have to fulfil commitments toward work and life. So this concept explains how to manage Work-Life Balance and it also explain negative impact of imbalance.

There are numerous advantages to work-life balance for both businesses and employees. Workers are more motivated, live in harmony, and are ready to seize possibilities for advancement. They also enjoy greater health and well-being. Conversely, companies that provide support to their staff members get the rewards of higher output, enhanced brand recognition, and employee loyalty (Norena-Chavez & Thalassinis, 2022).

In the COVID-19 Pandemic age, workers are choosing remote work more frequently in order to save money on traveling and attain work-life balance, according to Amah (2023). In the future, a hybrid work style will be prevalent.

Various tools for improving work-life balance, including working time reduction, flexible work practices, parental leave, the introduction of new work forms and a hybrid work style ( Burkhard, 2022).

According to Tymon et al. (2011), individuals can achieve job success if they prefix valuable short-term and long-term objectives, increase their ability, and interaction with their supervisors. For employees to achieve their short and long-term goals, which are clearly defined and without confusion, they should be provided with a happy and comfortable working environment that allows them to communicate with management directly if a problem arises in achieving their goals.

Sugandha (2014) explored the topic of Work-Life Balance from the employees perspective primarily selected from the banking and insurance sectors in her research titled 'An exploratory study of WLB among banking and insurance sector employees'. There was considerable research on employees from several banks and insurance companies in the Delhi, Chandigarh, and Haryana regions. By considering demographic variables like age, gender, region, and the organization or firm type they work, the research analysed the disparities in workers' perspectives of their Work-Life Balance. The outcomes of the research show a clear division based on characteristics like age, industry and the type of organization. Specifically, the division may be divided into various categories. It is explained that WLB is not a structure but a process and mentioned several essential WLB practices.

According to Murphy and Doherty (2011), WLB is difficult to quantify precisely because it includes personal variables; consequently, employees must keep their personal and professional lives distinct. Because the human element is dynamic and unpredictable, there should be a proper separation between the work and personal spheres to prevent work-life conflict.

Miller (1978) reported that the average worker starts their day at the age of 20 and works until the age of 62 years. However, in the past, the average worker started their day at 16 and worked until the age of 70 years. As a result, the evolution of the perfect WLB will directly correlate with the average lifespan over the past 80 years. In the past, people might reach advanced ages while still maintaining a level of health that allowed them to enjoy the image of retirement and leisure.

Osman VIAZ et al. (2023) claim that the workers were able to sustain a contemporary work-life balance. In general, there are no appreciable differences in work-life balance between genders, married status, having children, and status. Those over 51 exhibit a better work-life balance than respondents between the ages of 22 and 30.

According to Reynolds (2005), Work and life conflict is a more significant cause of Work-Family Conflict (WFC). Personal & Family Life only interrupts work for a few hours, but when work interrupts, it lasts a lifetime. When work becomes excessive or uncontrollable, it interrupts the personal life, making WLB impossible. Employees must have to perform their duties promptly and effectively to avoid such type of conflicts.

According to Rasdi et al. (2009), the manager's career performance depends on four interconnected factors. These factors are Managerial Competence, Personal Setting, Individual Qualities, and Organizational Concepts. These factors have the potential to affect the manager's career performance significantly. A pleasant personal environment with outstanding unique traits and corporate principles facilitates excellent advancement in the career.

According to Scott-Ladd, B., & Chan (2004), the only path to boost workplace contributions and involvement is to include employees in decision-making. It results in improved productivity among staff members. The use of a participatory work style has been shown to have a considerable positive influence on the performance and attitude of employees. They would be more loyal and committed to the organization, which will, in turn, lead to an improvement in their level of productivity, when they have the sense that they are a part of it.

According to Barnett and Hyde (2001), Female workers, who play more than one role in life have less stress and have higher confidence than those who play less roles. Participating in various tasks may help people avoid self-reflection, which can cause anxiety, depression, and social isolation. When women are active in multiple duties, they may not have enough time to think, and they may enjoy happiness and excitement as they complete their responsibilities in life.

According to D. Dawley et al. (2010), employee turnover is lead by a conflict between management and personnel. Employee turnover has a substantial effect on the organization's performance and its survival in future. The organization

must establish a stable and positive work environment to prevent a mismatch between management and employees.

According to Hayley Dunne (2007), there is increasing evidence that a strategic approach to attracting, selecting, developing, and retaining employees is necessary for the twenty-first century. Finding and having highly qualified employees is a problem for all organizations.

According to Murphy (2003), the loss of intellectual resources due to the superannuation of relevant individuals is a worldwide challenge. Employees are the organization's most valuable assets, and its job is to meet their requirements to achieve its objectives. He intended that retaining current workers by addressing their requirements might attract fresh, qualified individuals to organization, which is profitable for the growth of business.

According to James M. Levin and Brain H. Kleiner (1992), controlling employee turnover & absenteeism has resulted from analyzing Employee Performance (EP) & Employee Behavior (EB) to identify better changes suggesting job discontent.

According to Nancy R. Lockwood (2003), the Work-Life Balance serves a vital purpose and benefits to both workers and employer. It leads the organizations to reduce absenteeism, raising productivity, and maintaining business learning during challenging financial periods. The organization can design and impose more effective WLB Policies to help employees to attain Work-Life Balance. It has a wonderful influence on employees performance within an organization.

In his study, Clutterbuck (2003) highlighted that a heavy workload results in absenteeism, low employee stability, less innovation, and ethics at work violations. Shorter maternity leave absences arise from a more effective WLB policy inside a corporation. Employees want to work in a comfortable environment with a manageable workload within the allocated time limit. The organizations should adopt and implement WLB policies that enhance employees' mental well-being, increasing their productivity at work and home.

Buddeberg, Stamm, and Klaghofer (2008) asserted in their study that Work-Life Balance is the harmonious blending of one's work and personal lives, is a primary objective for the freshers. Young people must be provided with satisfying career options and other amenities to attain perfect Work-Life Balance.

Rebecca (2009) asserted that working males and females have different viewpoints on life. Females dedicate more time to family, while males devote

more time to personal pursuits. To have a successful life, women are perpetually anxious about their familial responsibilities and obligations, making them tenser than men. Men who are more relaxed with women's domestic responsibilities are less stressed and devote more time to their interests than women.

Ray and Miller (1994) explored the association between social support, home/work stress, and burnout in their research. They identified a strong coordination between family-friendly workplaces and other variables such as employee earnings, abandonment, satisfaction in job, and professional dedication. A manager, who creates and maintains a healthy work environment leads to less employee turnover, increased productivity, and enhanced organizational commitment.

Moore (2007) in his study concluded that many managers need help to attain Work Life Balance. There are numerous differences between managers and employees, including attaining objectives, coordination, and oversight. Similarly, they must fulfil the responsibilities of their families

Tausig and Fenwick (2001) compare younger and senior employees. Older employees have greater Work-Life Balance than their younger counterparts because they apply various approaches for combining work and life. Older employees have more life experience with numerous issues in multiple aspects of life than younger employees. Hence, they are better in managing the perfect balance between their professional and personal lives and the requirements of their jobs than their younger colleagues.

In his longitudinal study, Bardwick (1986) found that WLC (Work-Life Conflict) does not happen in the later lives of employees because they have reached a professional level. Adding additional labour does not improve outcomes. Throughout their careers, the organization must reduce its employees' burden to a manageable level.

As per Maxwell (2005), those born after 1969, or "Generation X," previously desired a style of life that included personal life leisure, independent of other obligations, and so worked in companies with better WLB arrangements. They choose companies with better WLB policies which make them able to balance work and family responsibilities.

As per Wang and Shi (2010), a person's age affects the amount of W&L stress they experience throughout their lives. Due to their broader experiences in life,

older-generation employees experience less stress than their younger individuals. Consequently, individuals have the mental strength to resist pressure using the most effective approaches.

According to Hall and Richter (1988), women's employment rates are on par with those of males, but women are perpetually preoccupied with domestic matters. Women are more concerned with family issues and concerns than men, and they experience more stress than males in many facets of life and work. Organizations should provide improved facilities to alleviate women of such life concerns.

According to Martins, Eddleston, and Veiga (2002), WLC interferes with women's work happiness, but men only experience negative consequences later in their careers. Women are more susceptible to WLC because they are burdened with job and life commitments, allowing them to focus on their careers earlier than men.

Surena and Sabitha (2011) intended in the research that the influence of working hours on the work-family conflict does not affect work-family enjoyment. W&L division and family help women to balance their professional and family responsibilities successfully. Women are better able to properly manage their career and family responsibilities thanks to work-life segmentation and family support. To be effective in their WLB, individuals must prioritize their professional and familial responsibilities.

Niharika and Supriya (2010) concluded in their article titled "Gender Difference in the Perception of WLB" that dual-career couples confront WLC and that it is better to accept flexi-time, childcare facilities, and part-time work to remedy this. Creating a pleasant work environment is an effective method for increasing WLB. A WLB among the company's employees is enhanced through WLBP and a better work environment.

Laursen (2005) proved that both men and women agree that a good working environment is essential for developing a WLB. An organization that provides a formal, friendly work environment motivates employees to work hard, be loyal, and be completely engaged in their tasks, which boosts EP and decreases stress and workplace issues.

Hogarth et al. (2000) asserted that women believe that childcare facilities are required to reach WLB, consequently preventing stress about the care of their children. Women in the workforce frequently worry about their home

responsibilities, especially those affecting their children. If businesses provide crèche facilities, they can avoid several family concerns associated with child care. By providing such amenities, companies help employees feel less stressed, positively impacting their life and career progression.

According to Harrington's (2001) essay "Health impacts of shift work and prolonged hours of work," shift work can negatively impact the health of both men and women. Taking care of oneself in life is, therefore, an important notion. Shift work and extended work have negative impacts on one's health, and to counteract this, employees must practice self-care techniques that are most suited to them to avoid future health problems.

Martins, Eddleston, and Veiga (2002) indicate that when a person marries, their family life precedes their work life. It is vital to consider that when a single person has many obligations and enjoys a life of independence with fewer family responsibilities. Due to their dual roles in life, the duties and obligations of married employees are multiplied. Therefore, employees must make numerous sacrifices to attain a WLB, as the family always takes precedence over their professional lives.

According to Hall and Richter (1988), it is observed that there is no division between professional and personal life and there is no challenge faced on work place. This is challenging to differentiate between family and job, but it is essential to attain WLB; otherwise, WLC may develop, causing frustration and other problems in one's life. Flexibility and permeability are two dimensions of boundaries. Flexibility describe the physical time and permeability leads to workplace and working hours may be changed. Boundaries are created by individual and by work and home setting. People use an anticipatory transition style when go from home to work and discrete transition style when returning work to home. People make transitions daily and evening transitions from work to home are different for men and women.

According to the study by Md-siding et al. (2008) titled 'Relationship between work-family conflict and quality of life,' married people are experiencing more work-family conflict than singles. They treat it harder to manage double roles and separate their professional and life domains, organizations should prioritize WLBP that effectively benefit married personnel.

According to Tausig and Fenwick's (2001) article "Unbinding Time: Alternate work schedules and work-life balance, " children's presence and absence are important for WLB. When a person's responsibilities are increased, the parental role is crucial to the employee's ability to obtain WLB.

According to Blau et al. (1998), Their family role depends on their parental status. Additional responsibilities are required in this scenario. To achieve WLB, employees with parental status have greater obligations than those without paternal position since they must balance their work and family responsibilities.

Jennings and Mc Dougald (2007) claimed that family responsibilities like time constraints, level of duty, family income, spouse support, and life stages are associated to the source of W&L stress. Effective management of these commitments by employees can reduce stress.

Kara. Keyis and O. Kane (2002) asserted in their research that quality, cost, flexibility, and time should not be transferred against one another but should be prioritized simultaneously. Every aspect of home and work must be emphasized for employees to attain WLB and timely task completion.

Flexibility is the most crucial factor that employees aim to achieve in the workplace. It assists people in completing their tasks promptly, arranging their working hours when needed, and prioritizing their work according to its value. Every firm should acknowledge the need for flexible time management as a WLB Policies.

According to Parasuraman and Simmers (2001), men in the organization experience a poorer WLB than women. As the head of the family, men experience less WLB than women.

According to Beltran-Martin et al. (2008), employees with greater job freedom provide better organizational outcomes. They can arrange their working time, objectives, and work patterns to complete the job within the allocated time and create better results for the company.

According to Gilbreath (2004), supervisors significantly impact employee performance because they can exert direct influence. Therefore, supervisors should be focused on assisting employees in achieving a balanced WLB. They have direct contact with the personnel so that they may determine their goals within a reasonable timeframe and resolve difficulties instantly for the organization's betterment.

As per Md-Sidin et al. (2008) 'Social Support' is an unofficial social network that offers practical help, compassion, and sentiments of gratitude to workers. Employees gain a sense of respect, sympathy, and compassion from their working environment, making them feel as though they are one with no differences, resulting in their commitment and dedication to the organization.

Adams and King (1996) demonstrated that increased health and well-being are connected with increased social support. Social support is a factor in achieving WLB among the organization's personnel.

According to Mc Dowell (2010), employee well-being is correlated with job satisfaction, and pleasure stems from an organization's optimal functioning. Effectively optimizing the organization's performance can be facilitated by a gratifying work environment that provides employee happiness.

Martins et al. (2002) argue that Work-Life Conflict can be prevented by establishing a more robust social support network. Social support from the organization enables employees to share the workload, obtain assistance when an urgent family matter arises, and find solutions to immediate problems. Additionally, flextime management encourages employees to avoid work-life conflicts caused by an imbalance between personal and professional domains.

Boles et al. (1997), degree of stress among employees can be decreased by publicly identifying the importance of the employee's family by providing support for issues unrelated to the employee's career.

According to Milliken, Martins, and Morgan (1998), WLB initiatives contribute to social support among the organization's employees. It is essential to implement WLBP so employees' needs can be met.

According to Major and Lauzen (2010), the supportive role of supervisors helps employees avoid WLC and role ambiguity, resulting in a healthy WLB. To achieve a healthy working environment, a supportive supervisor can aid the employees by providing them with the support they need.

According to Purcell and Hutchinson (2007) in their article titled "Front-line Managers as Agents in the HRM – causal performance chain: Theory, Analysis, and Evidence," it is the supervisor who determines the autonomy of the employees and the level of success they attained by performing the assigned work. They should consider the employees when allocating their employees' workloads.

Baral and Bhargava (2010) explained that social support from supervisors improves an individual's psychological resources, such as improved performance and self-assurance in the family domain. In many firms, the supervisor must perform their duties effectively to assist employees in achieving WLB.

Harris (2001) emphasized that open communication, explaining decisions, and discussing problems with employees lead to a productive workforce in a corporation. An excellent communication system is critical for the company's smooth operation. With the adoption of new technology leads to more productivity and save task completion time.

According to Maxwell and McDougall (2004), WLP created a culture of honesty and trust among its employees, allowing them to address personal difficulties and obtain aid from the company. People can share their life's hardships and gain new ideas and viewpoints that differ from ours through effective communication, aiding in the resolution of countless problems for which there are no answers.

According to Ulshafer, Potgeisser, and Lima (2005), the benefits of Work-Life Policies are reduced recruitment costs, training expenses, and increased organizational efficiency. By minimizing the cost incurred by the organization, the employees obtain greater recognition for their job and a higher wage and other incentives that help them gain WLB among the organization's workforce.

Cinnamon and Rich (2010) said a more engaged workforce resulted in a balanced WLB. Employees that are motivated and more engaged at work have a healthy balance in work-life. Employers must provide substantial assistance for employees to fulfil their many duties properly. The importance of the business's participation in the WLB of its employees cannot be overstated. The organization should assign attainable goals to its employees and develop new WLBP that enable employees to achieve WLB.

According to Major and Lauzun (2010), WLB is related to lower organizational commitment, work satisfaction, happiness levels, and increased stress and turnover rate across the board. Integrating such amenities into an organization diverts the employees' focus from their primary responsibilities.

Judge and Colquitt (2004) state that sensitivity to work-family conflicts requires organization-wide participation. The organization's role in giving WLB is essential in determining solutions to many work-related problems that affect employees' lives. If work is accomplished in the organization with the support and

engagement of employers, it can foster a good WLB among the company's employees.

Thornhill and Saunders (1998) claimed that the supervisor's capacity to provide leadership, involve employees in decision-making, effectively communicate, and inspire workers is essential to employee dedication to organization development. The culture of an organization arises from its members. Consequently, it is a complex of individuals from various origins or degrees. An organization's culture comprises people from many backgrounds, and it is the organization's responsibility to create a traditional, balanced culture that facilitates employee advancement and organizational growth. Consequently, numerous large organizations had a dominant culture and many subcultures. The dominant culture of a large organization is the fundamental value that the majority of its members share in common, which gives the organization its distinctive personality.

According to Gorgon and Ditomas (2002), it is challenging to distinguish between organizations with strong and weak cultures. If employees share the same vision and mission, the organization's culture is strong, whereas varied viewpoints result in a fragile culture. Organizational solid culture assists the company in achieving higher productivity, enhanced EP, and WLB among its workforce. The stronger the company's culture, the fewer rules and regulations must be formalized in written documents. Employees are more committed to their jobs since they know their responsibilities and tasks inside the company. In the future, better-cultured organizations benefit from their past successes and the current success of their employees.

In his study, Beus (2010) concluded that the organizational environment affects people's habits. If an organization provides safety procedures, employees, especially those who do not value safety, will embrace them without hesitation. Consequently, it reduces the amount of documented occupational injuries.

Hannan et al. (2003) explored that when organizations undergo significant transformational changes, the survival of employees becomes more tenuous. Change is essential, but the organization's staff cannot afford to undergo continuous alterations. It may occasionally result in employee turnover and the organization's continued existence. Employees with a long-term emotional attachment to their company are more likely to perform better in stressful conditions than those with a short-term commitment and perform poorly.

Wallace et al. (2009) explained that when stress levels rise, employees' role performance improves if organizational support is high, and when support is inadequate, performance decreases. The organization's role in coping with stress conditions is crucial for employees to overcome such crises with appropriate approaches and measures.

According to Rafferty and Griffin (2007), environmental uncertainty is a cause producing stress among the organization's personnel. Individuals must be able to deal with uncertainty to achieve success. Uncertainty is a factor that contributes to several difficulties; therefore, the organization should anticipate the uncertainty and take appropriate steps to avoid such dire scenarios.

In their study, Kivimaki et al. (2006) showed that occupational stress is connected with heart disease. Strain causes stress, resulting in various health problems, including palpitations, breathing difficulties, headaches, and muscle discomfort, leading to heart disease. Workplace stress can cause various illnesses, including high and low blood pressure, breathing problems, itching, rashes, palpitations, headaches, muscle pain, sadness, fear, and anxiety. Self-care methods, such as yoga, breathing exercises, meditation, reading books, and listening to music, are the only means of overcoming such a condition. Employees' overall cost of living is heavily influenced by their level of contentment with their job. A happy worker will always have great things to say about their employer, perform better, be dedicated to their employer, and have opinions aligned with the organization's aims.

McCarthy et al. (2013) asserted that the success of WLB is dependent on managerial support, which is closely tied to the formulation of WLBP. Established WLBP are incredibly beneficial to employee performance, which is always supported by the organization's management. Traditional W&L policies based on modifying employees' working hours, like part-time employment, working remotely, job sharing, and flextime, significantly help employees. It enables individuals to alter their workload to achieve a better Work-Life Balance during whole careers.

Wise and Bond (2003) argued that organizations must meet the requirement of employees to achieve WLB by implementing more effective WLB initiatives. WLB policies, decision-making, and better programs can be developed by involving the employees, improving the organization's growth.

According to Collins and Murray (1996), the negative effect of stress on an organization's personnel is diminished job performance. Burnout / Stress results from dissatisfaction, demotivation, and lack of commitment, which are caused by the organization's unfavourable attitude toward its workers, threatening its future survival. Those with excellent mental health are more equipped to handle high-stress levels, thereby reducing burnout, compared to those with poor mind health. Efficient employees are better prepared to tolerate challenging situations by implementing creative ideas than their low-potential colleagues.

Parkes and Langford (2008) revealed that WLB had no impact on an organization's ability to retain people, but it does help to reduce work-related stress and employee burnout. It assists employees in significantly reducing stressful situations and conditions of burnout. By lowering pressure by creating a robust social network among coworkers, Work-Life Balance can be improved. Social networking enhances the attainment of Work-Life balance for workers. 'Work-Life Balance' is defined as employee happiness and successful performance in home and at work with little role difference. When people successfully combine home and work duties without stress, they can achieve WLB.

Gardiner et al. (2007) suggested that Work and Life research have focused on the elder workforce rather than the millennial, the young employees in organizations, and how elder labour manages the stress in their lives so that it may serve as a model for the millennial generation. The psychological contract refers to the unwritten or implied expectations between employees and employers. An organization's responsibility and obligation consist of a mutual agreement between the employer and employees. It is not physically expressed but implicit between the employer and the employee. Working has been defined as the time a person devotes to a particular job or endeavour. It consists of the time each individual gives to complete their assigned task within the business. With Information Technology, managers can work long hours, even at odd hours, on weekends, and during other non-standard periods. With the introduction of new and innovative technology within the firm, managers find it advantageous to work long hours at the office and at home to meet their deadlines without delay. It is one of the benefits of achieving WLB in an employee's lifetime.

According to Yuile et al. (2012), typical Work-Life Balance research focuses primarily on first-time working parents instead of the entire workforce, as they have personal and professional responsibilities. Working parents must be supported in obtaining WLB. Exciting employment and demanding responsibilities lead to WLB if accompanied by high-quality teammates, compensation packages, authority, or a position. Employees that are motivated and devoted to their work report higher levels of job satisfaction, increase their level of company loyalty, and report having a stronger sense of belonging in the organization, all of which are beneficial. In the past, professionals and managers put in 50 hours of work per week. Employees at the company face one of the most significant challenges: long work hours. They are forced to work longer hours and struggle to meet their other obligations to meet their predetermined goals.

Kahn and colleagues (1964) asserted the "Work-Life Conflict" concept through the role theory, which explained the conflict between family and work duties as an inter-role conflict. Employees must execute multiple roles in their professional and personal lives, resulting in friction between the two spheres. Employees perform several responsibilities, and the way to prevent a difference between personal and professional life is to prioritize each one appropriately.

Goode (1960) published an article entitled "A hypothesis of role strain. American Sociological Review", argued in his scarcity hypothesis that when a person has more obligations to complete, he would have fewer resources to complete other tasks. It is identified in the study that time limits, energy, and commitment are obstacles to fulfilling different roles. Within these limits, the employees must achieve their objectives. Long working time periods make it difficult for workers to keep perfect family relationships and fulfil their obligations. Employees often find it difficult to balance the needs of their personal lives and of the jobs. Large working hours is a crucial factor that positively correlates with WFC and is vital in determining Work-Family Conflict levels. Time period devoted to the jobs by workers affects Work-Life Balance, limiting the time they may commit to personal and professional obligations.

People who work long hours have less time for family and friends, according to Moen and Yu (2000). As a result, Employees may be unable to spend time with their families. Employees need to use a time management strategy to attain WLB. Long work hours lead to physical and mental exhaustion, insomnia, and

depression. There is a correlation between stress and ongoing health problems, including persistent back pain and coronary heart disease. Employees who work excessive hours are more likely to experience health issues, exhaustion, backache, and other disorders. People can enhance their health and WLB with time management, which is more flexible.

Greenhaus and Powell (2006) defined Work-Family Enrichment (WFE) as "the amount to which experience in one job affects the quality of life, particularly performance or affect, in the other role categorize WFC have three conflict sources: time-based, strain-based, and behaviour-based. The significance of each disagreement in the lives of the employees is different. Better Work-Life Balance can be achieved by minimizing the impact of disputes.

Perry-Smith et al. (2000) recognized that software developers are the most crucial employment for future studies of 'Knowledge Workers' who work overtime and endure Work-Life Conflicts. In general, they can discover problems and solutions for pressing issues. The enhancement of WLB in the organization reduces workplace stress. Stress is a phenomenon that must be taken seriously; it can have both beneficial and destructive effects. Positive stress causes good mental support for employees with increased duties and mental well-being, while negative stress can lead to significant health problems. The best way to deal with this problem is to implement policies and programs that help people find a healthy balance between work & personal lives. Younger employees reported poorer jobs than older employees, but they expect more from their jobs, which makes them unhappy at work.

Okpara (2004) explored that job satisfaction may be predicted based on different personal variables, including age and gender. However, not all variables result in the same level of satisfaction. A variety of factors, both personal and professional, influence workplace contentment. A variety of things influence each employee's WLB. Work-Life Balance is linked to QOL (Quality of Life) when allocating significant time, work participation, or job satisfaction among responsibilities.

According to Greenhaus et al. (2003), in their study titled "The relationship between work-family balance and Quality of Life." The QOL considerably impacts the WLB of an organization's people. Employees' WLBs can be improved when they are happy in their roles. Organizations that provide balanced work-life programs increase employee happiness and loyalty (Aryeet al. 2005).

Devi et al. (2012) explored that personality plays a vital part in determining the work-life balance, and there is a substantial correlation between nature and both aspects of Work-Life Balance.

Haidy Browna et al. (2019) explored in the study that organizations in the public and commercial sectors have implemented a number of Work-Life Balance Policies (WLBP) to improve employees' Work-Life Balance. These WLB rules are adaptable and offer leave accommodations as well as alternative work sites.

According to Kofodimos (1993), achieving the Work-Life Balance necessitates prioritizing family time above career, even when this is not in the individual's best interest. Prioritizing work and personal life is the only way to achieve a healthy WLB for employees of an organization.

WLB can be seen as individual orientations across different life roles or as an inter-role phenomenon. It is challenging for individuals to balance the various parts they perform in their lives. Employees pursue WLB by efficiently executing all inter-role duties.

In his paper titled "Work-Life Initiatives: 'Greed or Compassion about Workers' Time," the author questions if the initiatives are motivated by greed or concern. A balanced life is one in which satisfying experiences are obtained in all life domains and evenly distributed across life's realms.

Bielby and Bielby (1989) observed that married working women might emphasize their families "in reconciling work and family identities" in the investigation. The thing that binds married women to their families is crucial. They have to make numerous sacrifices and, through much suffering, balance two occupations in their lives. Organizations with better WLBP can significantly aid people in their pursuit of WLB. Maintaining a balance between work and family in the lives of organization employees is essential. The future growth of an organization and the success of an employee's career are strongly dependent on their ability to strike a balance between work and family.

Deepti Sinha (2013) stated in his study that WLB policies benefit employee productivity and that organizations should treat their workers as valuable assets. Commonly discussed topic in political and social discussion, and different civilizations have different ideas about what makes a proper balance between work & personal life. Increase in number of women employees leads to dual

earning family system. Daily Achievement and Enjoyments are two key concepts of work-life balance. Stress levels are higher in modern times.

According to a recent Department of Trade and Industry (2004) poll, developing an interest in the arts and participating in sports requires a better WLB. Arts & sports activities contribute to employees' physical fitness and psychological well-being, which is the main objective of WLB. In maintaining a balance between work and non-work responsibilities, WLB practices substantially impact employees' lives more than other factors such as age and gender. It considerably reduces the stresses of life and work. WLB is equally essential for men as women. Men used to work more than 48 hours per week than women in the organization. Usually, men worked more significant hours in Organizations than women. As a result, they may need more time to devote to family responsibilities.

Igbinomwanhia et al. (2012) explained that WLB offers a win-win strategy to organizations by delivering a positive employer brand, fostering organizational citizenship for employers, and reducing employee stress, increasing their satisfaction, motivation, and output. Thus, the HR strategy aims to improve WLB by successfully integrating the numerous WLB-related concerns among the organization's personnel. The workday only finishes for several employees when they go home since the rest of the work starts at home. Working mothers who work the second shift return home to take on the duties of wife and mother. Married Women in an organization struggle to reconcile personal and professional commitments because they are entrusted with both.

According to Valcour (2007), WLB has become the most severe problem individuals and organizations face today. It is difficult for dual-working spouses to balance household and organizational commitments. Women worry a lot about how to care for and educate their children, which can lead to stress, anxiety, and other health problems. The secret to a good business strategy is helping workers to balance Work & Life. It can help the organization to get more money.

According to the Mental Health Foundation (2012), work increases susceptibility to mental health illnesses while negatively affecting other aspects of life. WLB are institutionalized mechanisms that assist employees in avoiding WLC. Employees can efficiently achieve WLB by lowering the WLC. WLB has become more critical in organizations over the past 20 years, mainly as the number of families with two jobs has grown. We can't say enough how vital organizational

WLBP is for reducing stress and job dissatisfaction in the modern workplace. Employees benefit from beneficial WLBP because they help them achieve job satisfaction, reduce stress, and create a healthy work environment, which increases organizational productivity. WLBP's success depends on managers' attitudes, who make explicit and implicit decisions about embracing particular practices that either promote or discourage personnel. The manager should be proactive.

Allen (2001) concluded that WLBP significantly impacted incentive distribution, career opportunities, and wage increases. The effects of WLBP on people's job advancement are significant. Many workers have less desire to be considered a "special case" or to expect "special care" after implementing WLBP than their peers. All company employees can access the WLBP, not just a select few. Its goal is to get everyone working for the organization to be WLB. Employees who wanted to get ahead in their careers used the organization's WLBP to help them do so. Those persons who are ambitious and dedicated to their work can increase their performance at work without encountering any discontent if they make use of the readily available WLBP. It can help them successfully navigate their family and professional lives simultaneously.

According to Elloy and Smith (2003), when implementing WLBP, HR should examine the context of workers' everyday lives, not just the hours spent at work. It is more important to consider the employee's life than the time spent working for the organization when constructing WLBP. As a result, HR may develop more robust WLB guidelines for the organization's employees. Not only must WLPs be made available, but they also need to be actively promoted. WLBP should be made with the culture of the organization in mind. The values and ethics of the organization in the creation of WLB policies help to promote Work-Life balance among the employees. When male and female employees are compared, women are happier with their jobs because they do not expect to get as much out of the job market as men. They will be so glad if they can balance their work and family responsibilities well. Women find happiness when they find an effective balance between work and life.

According to Yong Han and Hongdan Zhao's (2012) observations, supervisors' attitudes and training contribute to a healthy balance between their professional and personal lives. Other aspects of the WLB entail rules for a healthy balance

between work and life, accessible public transit, and several welfare amenities. They neither take the higher positions nor care about them because they fear being moved. They mix work and family responsibilities, which leaves them with no time.

According to Masood and Mahlawat (2012), organizations that ignore the most recent trends and demographic characteristics of employee Work-Life Balance can result in lower employee performance. Based on the study, recommendations have been made about workplace flexibility, reducing working hours, leaves & benefits, programs to help care for dependents, and managing the stress of balancing work and family life.

According to the findings of Agarwal's (2012) 's study, the efficiency of the Work-Life Balance policies made available by Gujarat Refinery is satisfactory. Everyone, who worked for the company, regardless of age or position, was emphatic in their view that being a part of an organization that supported WLB had a constructive effect on their own life on a personal level. Work-Life Balance principles must be effectively communicated to employees, and awareness activities must be arranged regularly to improve organizational performance. Organizations, particularly academic institutions, should take a holistic approach to the Work-Life Balance of female employees to achieve a success rate. WLB of the employees was carried out at a range of critical corporate organizations in Pune, including banking, education, information technology, and the manufacturing industry. It was found in the study that opportunities for Work-Life balance should be distributed fairly, both within and between workplaces.

Mathew and Panchanatham (2011) stated that Work-Life Balance is essential in determining an employee's overall health and happiness. Due to the demands of their work and the limits of their leisure time, they put their health and the necessities of their private lives on the back burner, which can cause various health issues. It can be detrimental to their health in many ways.

Wattis and colleagues (2013) explored in the study that the childcare requirement still hinders working women." Women who did not have kids reported much higher levels of devotion to their careers when contrasted to women who had kids. At the same time, mothers of young kids revealed significantly greater levels of anxiety & stress at both their places of employment and their homes.

Nirmala (2013) realized, 'The early-life socialization of emotional differences in females results in emotions of weak self-confidence and a diminished sense of perceived self-efficacy in those females.' Women share these worries, but the article fails to address any concerns that are communal or ideological. There is little doubt that women with strong WLB are better equipped to grow professionally and achieve their goals. The WLB is not based on hours worked, travel time, or the organization's atmosphere; it is contingent on various other elements, including climate impacts, physical labour, domestic situations, and different unchanging situations.

According to the research findings conducted by Aggarwal (2015), 'The WLB of employees needs to be maintained in such a way that they continue to be content with the work that they are doing.' Women who have sufficient work should be able to negotiate more flexible work schedules with their employers. If the work is significantly more than what can be accomplished, then the work should be delegated to another employee. Research on Work-Life Balance and the requirements of female workers in the developing countries was conducted by Abubaker and Bagley (2016). The authors also studied the policies adopted to provide a proper WLB for professional women. As a result, these measures positively affected working women's and their families' lives.

Raj and Mahalakshmi (2016) explained in the study that the relaxation activities implemented by organizations cannot relieve the work-related stress of working women. The reason for this is that the work hours in the I.T. industry are flexible, making it difficult to get a good night's sleep and manage their personal and professional time effectively. Working women with higher incomes can combine their professional and personal lives better than those with lower incomes. Working women with higher incomes can care for their families more quickly and suffer less stress at home. This analysis found that the Work-Life Balance depends on the situations of the female employees, who have to deal with long work hours, too much work, and incompetent management.

Tiwari (2017) explored in the study that the employees of private companies are doing a better job than those who work for the government. It was the most important thing that needed to be done to get more women involved in the work.

The study "The factors affecting the Work-Life Balance in women faculty of Arts & Science Colleges in Coimbatore, Tamil Nadu, and India" was carried out by

Sumathi and Velmurugan (2018). The research showed that female employees worked extra hours and took their remaining responsibilities home to meet their obligations within the time limits. It also has been found that a higher wages sometimes leads to attainment of balance between work and life.

M.F. Aroosiya (2018) concentrated on Work-Life Balance, private life, and professional life. It is explored that If women cannot balance their personal and professional lives, it may result in pressure, stress, and adverse health effects. The study revealed disparities in the WLB depend upon demographic characteristics, and the degree of Work-Life Balance is low. Demographic variables have significant impact on work-life balance of the workers.

Parida, S.S. (2016) investigated Work-Life Balance practices and employee benefits. The report examined the rules and procedures that TATA, Intel India, and IBM Australia implemented in their respective efforts. The survey found that public sectors are more interested in adopting Work-Life policies than Government sector. Flexible Working Hours, Work from home, Paid maternity leave, Vacations, Advanced Technology, Child Care Facility, Recreational Activities, Health and Wellness programs,, Paid sabbaticals, Telecommuting, Insurance policies, Alternate work schedule can enhance work life balance of working men and women.

Anand V.V. et al. (2016) investigated the relation and variance of Work-Life Balance among rural employees, worker retention, and satisfaction as outcome variables. Individual characteristics affect Work-Life Balance, and is advantageous to increase productivity. There is close association between demographic variables and WLB. Study factors like Retention and Employees Satisfaction do not vary with demographic factors and there is no significant impact of individual factors on WLB.

Mahesh, B. P. et al. (2016) explored Work-Life Balance Practices and their benefits in this research. The research targets on aspects, Work-Life Balance conditions, Business Units performance, and employee potential. The study revealed that various internal and external factors influence Work-Life Balance, including absences, refresher courses & trainings expenses, and economy. The outcomes revealed some efforts to balance personal and professional life at work.

Chawla, D., & Sondh, N. (2011) stated that Work-Life Balance is influenced by employment autonomy, pay equity and interpersonal friction. The study

concluded that compensation, benefits, and duties should be reevaluated over time to manage Work-Life Conflicts effectively.

According to Rebecca Bundhun (2009), women and men approach Work-Life Balance in different modes. With Females workers, Work-Life Balance entails giving extra time to family, but for male workers, it involves devoting more time to personal and professional pursuits.

In their study, Murphy and Doherty (2011) found that there needs to be an absolute and adequate way to quantify Work-Life Balance. It all relies on the existing circumstances and events and how it is seen, but employees should develop harmony between their professional and personal lives.

Thompson & Walker (1989) found that working women experience more disruptions than men due to their primary caregiving responsibilities for the kids, family members and old parents. Women experience more pressure and distractions than males.

According to Higgins and Duxbury (1992), workplace conflict is the leading cause of work-family issues. In contrast, whenever personal lives interfere with work, their connection lasts only a few hours, and when work interferes with personal life, it causes many changes and worsens matters.

Digitalisation has high impact on workplace, such as enabling new work models with flexible work schedules, changing work content, or increasing workplace control. These changes directly affect, not only work but also their personal life.

Digitalisation either enable or impedes worker's ability to maximize their work-life balance, which in turn fosters or inhibits the social inclusion of some societal groups and reduces/ reproduces social inequalities.

Digitalization generates technological changes for individuals, organizations and societies. Digitalisation directly affect their lives by changing skill requirements, job contents, and the structure of labour market ( OECD, 2019)

Digitalisation permeates all fields of individuals' public, private and personal lives (Heisler & Meier,2020). One of the prominent publicly discussed consequences of digitalization is its impacts on work-life balance. With the implementation of networked digital technologies increase worker's productivity by either enabling them to complete their jobs faster or by taking over tasks through automation, thereby freeing their schedule to complete other tasks. It is an interesting sector for investigating the changes in work-life balance induced by

technological change. New technology can improve the quality of employees' Work-Life Balance significantly (Harteis, 2018).

Modern technologies can either attenuate, exacerbate, or even create social inequalities in the ability of some groups to balance their work-lives and private lives (Abendroh & Reimann, 2018; Carstensen & Demuth, 2020).

Work-life balance has become more salient since the surge in work from home during COVID-19 Pandemic, when a large proportion of firms either voluntarily or by Government decree changed their policies to allow employees to have flexibility over their working hours and work location (Rehnenfuhrer, 2022).

Few types of researches have been done on the issues influencing the Work-Life Balance of power industry workers in public and private firms. Grade 4 to grade 1 technical employees in the government power sector work 24 hours a day, seven days a week, to ensure a continuous electricity supply. Numerous changes and developments in technology, the regulatory commission's involvement, lengthy working hours, and a higher workload have exacerbated the difficulty for many employees in contemporary firms. Due to problems, achieving an equilibrium between family and work has become an essential concern for workers. (Adikaram, D.S.R. 2016; Sayeed & Farooqi, 2014).

## **2.2 Evolution of Work-Life Balance**

The idea of balance between various life domains was introduced by Robert N. Rapoport and Rahona Rapoport in the year 1980 through their chapter titled 'Balancing work, family and leisure: A triple helix model' in the book published by Praeger named 'Work, Family and the Career: New Frontiers in Theory and Research.'

According to Rapoport & Rapoport (1980), every individual, from birth to death, has to undertake three distinct roles, viz. work, family, and leisure simultaneously in life, and each position has its boundaries but is interrelated as well.

According to Erik Devaneyix, until the 1980s, no one addressed 'work-life' balance, but rather 'work-leisure' balance. This concept of balancing labour and leisure dates back to Plato and Aristotle. The origins and etymology of Work-Life Balance is given below.

### **2.2.1 15000 B.C.**

Despite the lack of occupations, there is still employment. Survival necessitates pursuing, stealing, and hunting for food. They must care for their young to ensure

the preservation of the species, regardless of their lack of originality. Our hunter-gatherer ancestors generally worked fewer hours than we do now and invested more time in music, handicraft, storytelling, and housework. It also needed to be clarified if our ancestors distinguished between labour and recreation. Probably for them, it was all just experienced in life.

### **2.2.2 12000 to 10000 B.C.**

Agricultural Revolution enabled many people who acquired unstable objects from discarded rubbish to settle down. Producing goods and raising animals ensured a continual food source, so people did not need to rely on chasing, constructing, and shooting to survive. During the period, spear-throwing superseded agriculture as the most well-known skill. People began to grow around these reliable food sources; not everyone could be an agriculturalist. At that time, work specialization began to flourish. Individuals began to hold solitary jobs. There are farmers, artisans, developers, and soldiers, among others. It was the period when a person's work aligned with his character. It was the time when the difference between 'work time' and 'recreation time' became apparent.

### **2.2.3 350 B.C.**

Aristotle first examined the issue of work and enjoyment modifications in his assumptions. Aristotle's definition of recreation was not exceptionally liberal. He argued that most folks worked not for their enjoyment. Minority of educated people admired it and thus have required energy to devote in higher pursuits. Aristotle's advice for living the best life was to have the difficult work of transforming raw material for the satisfaction of our necessities done by the majority of the population, so that the minority, higher level may participate in craftsmanship, reasoning, and governmental issues.

### **2.2.4 1536 A.D.**

Many individuals treated work as an essential dishonest and stealthy. With the distribution of Institutes of the Christian Religion in 1536, French scholar John Calvin created the 'Protestant work ethic.' While Calvin's theory is very confounded. WLB was coined in 1986. However, the concept dates back to the 1930s.

W.K. Kellogg introduced six-hours shifts in the 1930s to change the three-hour shifts of everyday. New shift time increased the workers' productivity and effectiveness. It was first come into existence in 1970s to balance personal and

personal life. Work-Life Balance became more critical in the 1980s, and many firms implemented Employee Assistance Programmes (EAP) and child care services to help employees to achieve Work-Life Balance. WLB has a crucial affect on women in the organization in 1990s. Various WLBP's favoured women and children. WLBP's adopted in the 1990s failed to achieve WLB due to the absence of appropriate policies to decrease the impact of problems experienced by employees. After the failure of its WLBP deployment in the first year of the 21st century, HRD has focused on WLBP's ( Rama and Das, 2017).

### **2.3 Components of Work-Life Balance**

Jeff Davidson, the Work-Life Balance expert (USA), explored the following components of Work-Life Balance as given below:

1. Self-Management
2. Time Management
3. Stress Management
4. 'Change' Management
5. Technology Management
6. Leisuring Time

#### **2.3.1 Self-Management**

Self-Management of behaviours, thoughts, and emotions will improve Work-Life Balance. Someone with extraordinary Self-Management abilities knows what to do and how to behave in various circumstances. They can stay focused and effective while working from home by avoiding distractions. They know what must be done to reach their fitness objectives, and they do it. From an organizational standpoint, a team's members' capacity for self-management is essential to the efficient operation of a company. Imagine a workplace where most employees struggle to keep focused, organized, and on schedule. That would make finishing projects exceedingly tricky.

#### **2.3.2 Time Management**

These days, people are working, studying, or otherwise occupied all the time but are getting the most out of their time. Most of the time, the employees have a lot on their plates, including school, fees, and extra-curricular activities. These inquiries cause us to pause and reflect. It shows how to follow discipline in a person's life while promoting overall development. One can succeed in all spheres of life if he manages time appropriately by prioritizing the events.

### **2.3.3 Stress Management**

The overall health is in danger if any employee is stressed daily. Stress impacted the physical and mental well-being. The ultimate goal is to live a balanced life that includes time for work, relationships, leisure, enjoyment, and the resilience to tolerate stress and confront difficulties head-on. No permanent solution found for the management of stress.

### **2.3.4 'Change' Management**

Change is the law of nature. Change is always better. The universe is continuously changing. Change management is a collaborative term. Change management is a systematic approach to transforming an organization's aims, mission, or procedures. The primary objective of Change Management is to adopt strategies for effecting Change, controlling Change, and helping people to adapt to Change. When positive Change is applied correctly, it helps to reduce waste and therefore reduce costs. Effective change management helps an organization make intelligent choices. It increases productivity, decreases risks, and helps improve an organization's profitability. It will reduce employees' opposition to the organization while enhancing the change effort's effectiveness.

The main stressors are given below:

- Long working hours and a massive workload
- Employees matters
- Loss of job security
- Low Work-Life Balance

Any change in the working conditions can improve the efficiency of the workers in an organizations. The managers should be more flexible with staff members with parental responsibilities.

### **2.3.5 Technology Management**

Technology will automate information flow in an organization if it is properly managed. The technical team will, in this instance, set up a management information system (MIS) that offers periodic, predefined, and ad-hoc reporting capabilities. The majority of the time, MIS reports summarize or aggregate data to aid in decision-making. Online Analytical Processing (OLAP) and disseminating information to those in need are two information processing tasks that MIS systems are responsible for. This procedure could be costly for a small business;

therefore, decision-makers must determine the return on their investment. Because they notify Management of problems or opportunities that may present or may arise, MISs are also referred to as "Management Alerting Systems." Reports are offered by Management Information Systems (MIS) in a variety of formats. Periodic reports, summary reports, exception reports, ad hoc reports, and comparison reports are some of the report types. New technology adoption by any organization can enhance productivity and make the workman's life easy and safe if training programs and refresher course facilities can be given to employees. It will give a stable Work-Life Balance.

### **2.3.6 Leisure Time**

Leisure is the free time people can spend away from their everyday responsibilities (e.g., work and home tasks) to rest, relax and enjoy life. It is during leisure time that people participate in recreation and sporting activities. Leisure (or free time) is when someone can choose what to do. During the leisure time, the workers are not obligated to be at school or work at a job. During leisure, people can do fun, family, or other non-work activities, such as hobbies. Leisure occurs at three levels, i.e., amusement, recreation, and contemplation.

According to experts, Leisure has added benefits like personal and social growth. It also helps in economic development as it creates employment, goods, and services, increases productivity at work, and combat dissatisfaction, stress, and boredom. So Leisure is very much beneficial for society. There are two types of Leisure, i.e., Personal holidays and Formal leisure time.

#### **2.3.6.1 Personal Holidays**

It is a simple, short-lived, enjoyable, and emotionally fulfilling core workout that requires little to no particular training to enjoy. It is for pleasure or enjoyment. It includes shopping, drinking, playing, relaxation, entertainment, friendly conversation, cardiovascular exercises, informal volunteerism, and sensational stimulation. It is beneficial in the development the maintenance of interpersonal relationships. Well- Being is another benefit of casual Leisure,

#### **2.3.6.2 Formal Leisure Time**

Serious Leisure is the systematic hobby or volunteering activity participants find so substantial and exciting. It is a lifelong process. The study of serious Leisure includes hobbies, volunteer activities, social service projects, and physical activities with which people occupy their free time. A significant personal effort

must be invested in serious Leisure, which develops knowledge, skills, and experience. Self-actualization, self-enrichment, and self-gratification drive it.

A critical benefit of having serious leisure time, especially as one ages, is keeping the mind and body limber. It understood the need for physical exercise, but cognitive abilities like reason, memory, and processing speed generally decline after adulthood. Besides enjoyment, the most apparent benefit of Leisure is to allow our body to recover from stress and activity of daily life. It also provides time to reflect and think through what is happening in our life. Active leisure activities include physical movement and exercise alone or within groups, while passive Leisure involves limited or no physical training.

It also includes better problem-solving, improved work ethics, and enhanced creativity. Leisure activities can improve an individual's physical and mental health and significantly regulate the body and mind, reduce stress levels, and provide a pleasant experience.

In addition to these components, Management of family, their needs, and fulfilling their requirement in the form of finances and time for WLB.

Organizational support might be essential in one's personal and professional life.

### **2.3.7 Organizational Support**

The employees should be aware of the policies and practices related to Work-Life Balance. Throughout the pandemic, many organizations amended their policies to accommodate work from home. It is very critical task to adopt and implement WLB policies. Companies are taking proactive measures to assist workers transition back into the workforce, such as developing training programs and conducting recruitment efforts that focus on young talent.

### **2.3.8 Family Environment**

A family is an essential collection of individuals who are close and frequently in direct contact with one another, share common values, and have a significant impact on one another's lives. (Srivastava, A, & Singh, A. 2022). Thus, A major group's family members have disproportionate impact on one another. The second concept in the definition of a family is responsibilities to one another. Responsibilities concern shared dedication to and responsibility for other family members. Common residence is the definition of third concept of family. The situations and social climate conditions within families make up the family atmosphere.

The development of a child's personality is greatly influenced by the sense of love and mutual support that characterizes a healthy family environment, which is built on a strong connection between the family members. It can encourage youngsters to develop themselves and increase their capability and potential. When a family neglects their children in a hostile environment, this condition adversely affects the child's personality. The loss of a sense of love and family causes bad educational results. They feel neglected and abandoned, which hinders their ability to foster a sense of self-esteem that can benefit themselves and the community around them. Good communication is the second aspect of the family environment. Parents provide good leadership and will introduce rules and relationships with a great sense of responsibility to maintain the children and make a productive family environment (Yogita, K., Srikant, K.2017).

#### **2.4 Different aspects affecting Work-Life Balance**

Table 2.1 depicts a conceptual paradigm of Work-Life Balance. Organizational, personal, and demographic elements all have an impact on Work-Life Balance, and consequently on personal and organizational success.

**Table 2.1 Conceptual Paradigm of Work-Life Balance.**

<b>Organizational Variables</b>	<b>Personal Variables</b>	<b>Demographic Variables</b>
Working practices and policies	Family Support	Gender
Opportunities	Child Care Support	Age
Dispute Settlement Machinery	Recreational facilities	Marital Status
Training	Work choice	Education Qualifications
Leave policy	Physical and mental Stress	Annual Income
Extra Benefits	Creativity opportunity	Level of Working
Well Being Policy	Personal Development	Tenure in Service
Job Stress handling	Social Status	Stream of Work

Rewards and Recognition		
Supervisory Support		
Modern Technology		

Source: Review of Literature

#### **2.4.1 Organizational Factors**

A decent Work-Life Balance requires organizational assistance. Organizations that do not prioritize Work-Life Balance may profit from the hard work and efforts of their employees. On the other side, businesses that value their workers' wellbeing would show it by putting Work-Life Balance first in their programs and policies. (McCarthy et al., 2013).

McCarthy et al. (2016) discovered that such efforts improve workers' Work-Life Balance. In addition, some studies have found that organizational support influences Work-Life Balance by moderating the connections between different determinants and Work-Life Balance (Amarakoon & Wickramasinghe, 2010; Nasurdin & Driscoll, 2012).

In a nutshell, organizational support is significant in regulating and managing Work-Life Balance. On the other hand, Organizations that value the health of their staff would demonstrate support by putting in place initiatives and policies that prioritize Work-Life Balance. (McCarthy et al., 2013).

#### **2.4.2 Personal Factors**

Personal life differs from professional life in several ways. Working individuals struggle to balance their personal and professional obligations daily. Maintaining personal life distinct from work is becoming more challenging as working patterns shift. Personal life includes a person's health, house, personal relationships, hobbies, and interests, among other things. The need for Work-Life balance arises from juggling personal and professional lives.

Achieving Work-Life Balance can be challenging, but it needs the mutual efforts of employers and employees working in an organization. It is critical to stay ahead of the curve when it comes to a new balance in work-life trends. What works for employees today may not work at another time. The head of the organization should maintain the freshness of the Work-Life Balance programs by providing in-demand benefits.

### **2.4.3 Demographic Factors**

Generally, age measures a person's ability to see things in life with maturity. It is defined as people's ability to arrange themselves and everything around them. Teenagers, for example, have found it challenging to combine their academic and family lives. Another complication is that, while discussing Work-Life Balance, there are occasions when employees feel at ease at work, but there are also some occasions when employees do not feel at ease. The issues that may arise include a decrease in productivity and the development of bad feelings at work.

While age is often used to determine one's maturity, gender is frequently used to determine how someone should conduct their life. Male and female roles are established by societal norms and by law. Males are responsible for protecting and providing for their wives, while women are accountable for domestic affairs (Under Marriage Law of 1974 article 34 verse 1). Women's importance in the workplace cannot be overlooked since human demands have expanded, making gender diversity a modern concern. While numerous attempts have been made to ensure that women and men are treated equally, more work still needs to be done.

### **2.5 Research Gaps**

This section explored the research gap revealed through the review of the literature. It revealed that the studies on Work-Life Balance have been sector-specific and role-specific. Most studies have been conducted on the Information Technology sector, tourism, higher education sector, banking sector, MNCs, hospitals, railways, NGOs, etc. The conceptual models and frameworks are developed by organizations keeping in mind the roles and responsibilities of the employees working at all levels to solve the matters related to Work-Life Balance in the organizations. Regarding the power sector, a few studies on Work-Life Balance have been conducted on private power sector. Scarce studies about Work-Life Balance in the Government power sector are found in the literature. In the power sector, the employees work at technical and non-technical levels. They have different priorities as concerned with Work-Life Balance.

An in-depth review of extant literature w.r.t. studies on Work-Life Balance revealed that most studies adopted qualitative research methodology and recommended that future studies adopt a mixed methods approach for developing a robust framework (Seefold,2016). Most past studies relied on a small sample size of around 100-200 employees, including supervisors. They needed help to

fetch the perception of other stakeholders like Peons, Chowkidars, Hawaldars, Gardeners, and Oiler or Cleaners. Hammons and Kellor (1990) recommended that future studies target more respondents working on different levels and streams. Smith and Wolverton (2010) recommended that to get a complete understanding of Work-Life Balance, further studies should survey senior executives, officers, heads of departments, legal advisors, Accounting professionals, Junior Engineers, and Technical employees deputed in field duty. Spendlove (2007) suggested that researchers should use a grounded theory approach instead of borrowing models from other businesses to construct comprehensive and novel models for effective research. Thus the present study worked on the limitations of the previous studies by:

- (1) Adopting mixed methods approach
- (2) Capturing the perception of the employees working on different levels and streams
- (3) Adopting a grounded theory approach to develop Work-Life Balance Framework (WLBF)

The review of literature highlighted the need of assessment tools to ensure the Work-Life Balance. However, more reliable and validated assessment tools in published literature must be found.

The assessment tool needs to be tailor-made based on role profiles. The previous studies emphasized the need to develop and validate work-life assessment tools, which can be customized for various sectors. Hence the present study will address this gap and aim to develop an assessment tool that should apply to all the employees working on different levels and streams. Power Sector Units, SEBs, have become Essential Public Utilities (EPUs) in the form of various companies with the implementation of the Indian Electricity Act-2003. Punjab State Electricity Board bifurcated in Punjab State Power Corporation Limited (PSPCL) and Punjab State Transmission Corporation Ltd. (PSTCL) formed on 16th April 2010. No study has been conducted w.r.t. Work-Life Balance in any company in the power sector in Punjab state and even in India. People are always searching for options for professional and personal life satisfaction. With a day-to-day increase in workload and performance standards, requirements caused a disturbance in the Work-Life Balance among employees. The worsened fact that technical employees have no fixed hours for work and all executives are bound

24x7 to emergency duty caused Stressed life, Unhealthy lifestyle, Sleeplessness, Hypertension, and Unbalanced professional and personal life. Their fieldwork becomes so complicated that even with the adoption of new techniques, some employees are not coping with them and remain unable to adopt them. So, there is a solid requirement to study the Work-Life Balance of the employees in Punjab State Power Corporation Limited to find the factors affecting their Work-Life Balance and to form & implement various coping policies to overcome the difficulties and challenges they face at the workplace. None of the studies categorically pointed out the factors affecting Work-Life Balance and hence the need to investigate these factors affecting the Work-Life Balance of the employees as a result of the literature review. The extant literature review did not identify determinants influencing the employees' Work-Life Balance, the role of demographics on Work-Life Balance, and the employees' perception regarding Work-Life related policies and practices adopted by Punjab State Power Corporation Limited.

## Chapter 3

### Research Methodology

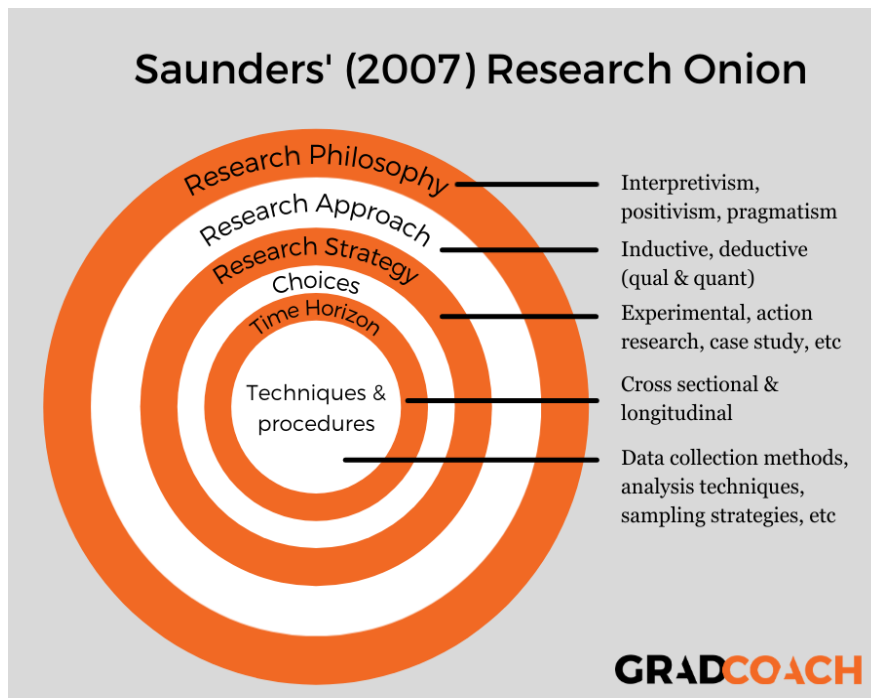
#### 3.1 Introduction

This chapter details the method of conducting the investigation. It talks about what the study and its conceptual outlook are based on regarding ontology and epistemology. By taking a combination of qualitative as well as quantitative methodologies, the project objective can be achieved. These techniques are detailed in their design, data collecting, data analysis, integration, and how they function together. The research methods would involve thoroughly examining the research questions, techniques, tactics, research design, data collection methods (DC) methods, and appropriate data analysis techniques for the project. The study's goal has necessitated using a mixed method (MM) of descriptive research. With the help of both quantitative as well as qualitative analysis of data, the study's goals will be met. Based on Saunders's Research onion model, this chapter is about finding new research ideas. The model contains various layers or processes to be followed while composing the systematic research method part. The layers are as follows: research philosophy, research approach, options, time horizon, and methods & processes.

#### 3.2 Understanding of Saunder's Research

Crotty (1998) stated methodology as *"the strategy, plan of action, processer design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes."* Exploration methods are used to find out different attributes through a literature review. Based on this, a questionnaire has been made that is more organized. As previously stated, this analysis is focused on the onion model developed by Saunders Research. Saunders et al. (2007), outlines the steps in developing the research project. The onion layers provide a complete description of the research procedure when discussing the various processes. There are step-by-step directions for creating a research technique since it may be applied to any research method and in various circumstances.

**Figure 3.1: Saunder's Research Onion Model.**



**Source:** <https://gradcoach.com/saunders-research-onion>.

A research onion (RO) should be used successively from the outer to the interior layers (IL), as per Saunders and colleagues (2012). From the exterior, each onion layer shows a greater depth of the research process (Saunders et al., 2007). The outer layer (OL) should be peeled away before viewing the inner layer (IL), as Saunders et al. equate it to peeling an onion. Working in phases is the only way to reach a goal, and in research, each phase must be completed before moving on to the next. Using the RO structure, the way to get there is to work from the outside to the inside of the onion. One of the first steps is to determine the methodological approach. This is the topmost layer, and it will serve as the foundation for the next step. Third, a research approach is selected, and the fourth completion of the entire project date is set. The fifth step is the identification of the approach for data collection. The RO has multiple advantages, along with the fact that it gives a framework for understanding diverse data collection procedures and a graphical demonstration of methodical research methods. The following are the several phases of the Saunders RO applied in this research:

Step 1: Research Philosophy

Step 2: Research Method/Approach

Step 3: Research Strategies

Step 4: Choices

Step 5: Time Horizon

Step 6: Techniques & Procedures

The term 'Research Philosophy' (RP) refers to a group of assumptions about the nature of a phenomenon to be investigated (Bryman, 2012). It serves the basis for the theory of understanding. It is the main idea of the '*theory of knowledge*'. Furthermore, Research Philosophy may differ regarding the study's purpose and how best to reach these goals (Goddard and colleagues, 2004). They do not differ that much. During the study research, it is essential to consider three fundamental beliefs. *Ontology* is defined as an examination of truth in its most extensive context. For example, it discusses what we know about reality and the thoughts that come to mind when we study it. It helps to understand the difference between what is real and what perceive to be true.

Furthermore, it discusses how it affects people's behaviour. Additionally, it explains how it influences people's behaviour. The ontological approach comprises three philosophical viewpoints: *pragmatism*, *objectivism*, and *constructivism*. As per Goddard & Melville (2004), this strategy aids in understanding reality and the effect it has on our surroundings and the people that live there. Ontology distinguishes between what is truly present and how someone thinks it to be present.

### **3.3 Aims and Objectives of the Research**

The study intends to examine the role of demographic variables on Work-Life Balance of the employees in Punjab State Power Corporation Limited and examine the current policies and practices implemented in Punjab State Power Corporation Limited affecting the Work-Life Balance of the employees. Also, the present work aims to analyze employees' perception of policies and practices implemented in Punjab State Power Corporation Limited for maintaining their Work-Life Balance. It also proposes to identify the factors influencing the work-life balance of the employees working in Punjab State Power Corporation Limited.

### **3.4 Objectives of the Study**

**The following objectives have been framed for the study**

1. To understand the role of demographic variables on the Work-Life Balance of the employees in Punjab State Power Corporation Limited.

2. To examine the current policies and practices affecting the Work-Life Balance of the employees in Punjab State Power Corporation Limited.
3. To analyze the perception of employees towards policies and practices implemented in Punjab State Power Corporation Limited for maintaining their Work-Life Balance.
4. To identify the factors affecting the Work-Life Balance of employees in Punjab State Power Corporation Limited.
5. To examine the impact of identified factors on the Work-Life Balance of the employees in Punjab State Power Corporation Limited.
6. To recommend the various policies/new models for improving the Work-Life Balance of the employees in Punjab State Power Corporation Limited.

### **3.5 Hypothesis formulated and proposed to be tested**

Researchers have focused on various theory building and testing areas based on particular fields of study and expertise. Research frequently uses this technique to connect ideas, variables, or other elements. Formulating an assumption or hypothesis about a population parameter is essential before doing hypothesis research. The sample statistics (questionnaire responses) are then utilized to decide whether or not the hypothesis test query is a testing question suitable for further investigation. This examination should be completed before the research can contribute significant effort to consider the scientific findings. However, excluding hypotheses stated in a hypothesis, hypotheses can take on any form or shape. They must follow a set of guidelines that have been placed below, and they must do so. For experts to disagree on whether or not all of these characteristics should be met is not uncommon but rare. All hypotheses must have the following features to be valid:

1. They should be empirically valid if they are demonstrated to be correct or incorrect in selecting features and constructing a connection between them through empirical evidence.
2. After developing the study questions and conclusion, the tests would be conducted on the hypothesis, including analyzing research subjects, assessing the logic of an argument, and subjecting the hypothesis to decision-making scenarios.
3. A theory can be used to examine both the interactions between elements and the differences across classes regarding an important aspect.

Relational hypotheses establish connections/ relations between variables, while descriptive hypotheses describe the occurrences of variables. Fundamental research aims to create insights and knowledge of events and problems frequently appearing in different organizational contexts, contributing to the overall knowledge of the researcher's desired field. It is the goal of applied research to tackle a specific problem that a business is having.

### **3.6 Research Philosophy**

The assumptions behind the three research philosophy perspectives affect the research approach (Guba, 1990). This last phrase refers to presumptions and notions regarding how knowledge occurs (Saunders et al., 2016). The inconsistent use of *ontological*, *epistemological*, as well as *axiological* categories for quantitative as well as qualitative dichotomy ideas (Collis et al., 2009; Teddlie et al., 2010) presents a critical challenge to the scholars (Mkansi et al., 2012). Ontology is concerned with the reality nature and the possibility of multiple separate realities. The literature suggests two primary ontological perspectives: objectivism & subjectivism.

As per Moufakkir et al. (2010), '*Objectivism believes that social objects exist in reality irrespective of social actors, while subjectivism holds that the thoughts and acts of social actors form social phenomena.*' In other words, epistemology deals with what kinds of knowledge are acceptable and the methods used to acquire and distribute this information (Teddlie and colleagues, 2010). It aims to comprehend '*the definition of the term knowledge, its boundaries & breadth, and constitutes a genuine cover to knowledge*' (Tribe, 2004). Researchers' self-reflection and ideals are at the heart of Axiology, the third school of philosophical thought (Holden et al., 2004; Teddlie et al., 2010).

Interpretivism, positivism, postmodernism or critical theory, critical realism, and pragmatism are the most popular philosophies in management studies and the social sciences (Phillips et al., 2000; Saunders and colleagues, 2016). These are the most commonly discussed philosophies. Instead, they include the most commonly used paradigmatic philosophies across various frameworks. '*Post-positivism*' (Petroski et al., 2011) as well as '*social constructionism*' (Crotty et al., 1998; Alvesson et al., 2009) are extreme forms of interpretivism, and contradictory positivism has been cited as promising paradigms for a variety of research questions. These are called '*extreme interpretivism*' and the '*opposite of*

*positivism.*' Table No. 3.1 highlights the basic philosophies, describing their ontological, epistemological, axiological aspects, and procedural foundations. A proper or inappropriate technique is misleading, as the context, goal, and research goals more accurately determine paradigm appropriateness (Saunders et al., 2016). Most research is conducted from a more practical standpoint (Johnson et al., 2004). From a pragmatic standpoint, experts assume that individuals constantly attempt to adapt to new circumstances. As a result, they are constantly attempting to build on their past knowledge to better fit in with their surroundings (Johnson and colleagues, 2004). Researchers can integrate design elements in methods that meet research goals and difficulties by choosing a non-purist, mixed method (MM) (Johnson et al., 2004).

**Table 3.1 RP Source ( Saunders, et al., 2009)**

<b>Ontology</b> (nature of reality or being)	<b>Epistemology</b> (what constitutes acceptable knowledge)	<b>Axiology</b> (role of values)	<b>Typical methods</b>
<b>Positivism</b>			
Real, external, independent One true reality (universalism) Granular (things) Ordered	Scientific method Observable and measurable facts Law-like generalisations Numbers Causal explanation and prediction as contribution	Value-free research Researcher is detached, neutral and independent of what is researched Researcher maintains objective stance	Typically deductive, highly structured, large samples, measurement, typically quantitative methods of analysis, but a range of data can be analysed
<b>Critical realism</b>			
Stratified/layered (the empirical, the actual and the real) External, independent Intransient Objective structures Causal mechanisms	Epistemological relativism Knowledge historically situated and transient Facts are social constructions Historical causal explanation as contribution	Value-laden research Researcher acknowledges bias by world views, cultural experience and upbringing Researcher tries to minimise bias and errors Researcher is as objective as possible	Retroductive, in-depth historically situated analysis of pre-existing structures and emerging agency. Range of methods and data types to fit subject matter
<b>Interpretivism</b>			
Complex, rich Socially constructed through culture and language Multiple meanings, interpretations, realities Flux of processes, experiences, practices	Theories and concepts too simplistic Focus on narratives, stories, perceptions and interpretations New understandings and worldviews as contribution	Value-bound research Researchers are part of what is researched, subjective Researcher interpretations key to contribution Researcher reflexive	Typically inductive. Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted

**Source: Review of Literature**

The purpose of this study is to analyze the impact of demographic characteristics on Work-Life Balance of the employees in Punjab State Power Corporation Limited as well as the existing policies and practices impacting the Work-Life Balance. In addition, the present work seeks to assess the employees' perceptions of the policies and procedures adopted by Punjab State Power Corporation

Limited to enhance Work-Life Balance. It proposes to determine the aspects that affect the Work-Life Balance of Punjab State Power Corporation Limited employees.

This research utilizes the mixed techniques iteration of an inductive as well as deductive logic of inquiry (LoE) (Teddlie & Tashakkori, 2010), integrating induction (pattern discovery from the comprehensive study), deduction (ethnography & testing hypotheses with questionnaires), as well as abduction (analysis of results of the questionnaire). The overall theoretical model was developed and tested in the deductive (D) – inductive (I) – deductive (D) series, as summarized in Table 3.2.

**Table 3.2 Framework of Study**

<b>Research Stage</b>	<b>Objective</b>	<b>LoE</b>
Stage 0: Systematic Review	Analyze journal articles in a systematic manner	I
Stage 1: Netnography	Identification of various factors empirically	D
Stage 2: Questionnaire	Relationship evaluation & testing	D

### **3.7 Research Approach**

The study's primary focus is on the interaction between factors, depending solely on current information, which may result in the omission of specific phenomena or variables (Confirmation Bias). Due to the research's particular context, Punjab State Power Corporation Ltd, the knowledge used may be too abstract & generalized to be directly applicable to such a peculiar situation. It validates the earlier mentioned lack of academic study on the aspects that understand the role of demographic variables on the Work-Life Balance of Punjab State Power Corporation Limited employees.

Researchers such as Creswell et al. (2003) and Onwuegbuzie & colleagues (2010) support using qualitative research when there is Ltd. knowledge of the subject matter or where it is required to narrow and focus the possible factors. The questionnaire's success depends on its conciseness, completeness (Saunders and colleagues, 2016), and effectiveness in assessing preferences and views (Johnson

et al., 2003). Furthermore, the questionnaire, is the mostly used tool for data collection successfully elicited data from large groups. As a result, the researcher collected data from participants via questionnaires.

### **3.8 Research Strategies**

Based on past literature & research objectives, this research uses mixed-method study that combines qualitative and quantitative methods. As per Creswell, 2009, *'Integrating both approaches in a single study has gained appeal as a method of research which continues to adapt and improve, and mixed methods research is another step forward, combining the benefits of qualitative and quantitative research'*. Mixed methods research has also been regarded as the 3rd type of research because it combines the theoretical and practical strong points of both the methods to take the most valuable and exciting outcomes (Johnson and colleagues, 2007). There are five reasons to combine methodologies, according to Denscombe (2008) as well as Onwuegbuzie & Colleagues (2010), to enhance the precision of data; to combine data to provide a more comprehensive image; to minimize the limitations which come with single-method techniques; to strengthen an analysis through the use of contrasted data; and to implement a single approach as a technique for instrumentation design and sample screening. Johnson and colleagues (2007) & Creswell (2013) note further advantages of merging the two approaches, notably better comprehensiveness. An advantage of conducting one study utilizing multiple methods is that it allows for a wide range of possibilities, such as:

- 1) Using the strength of one approach to substitute for the weakness of another
- 2) Questions that cover a wider area
- 3) A more profound knowledge of research issues
- 4) Numbers are used to make words more apparent, and words are used to describe numbers
- 5) More knowledge and perspective
- 6) Combining practical and theory with bulk of information

### **3.9 Research Choices**

Mixed method technique was used to accomplish goals. It collected essential data for the study through a questionnaire and a qualitative method. Three components of any MM design should be discussed: temporal sequencing, dominance status,

and integration phase (Miles et al., 1994; Johnson et al., 2004). As per timing, it is essential to consider whether or not data collection will be sequential or continual when integrating qualitative and quantitative approaches. Mixed Methods technique include minimum two sequence phases of data collection (QUAL QUAN / QUAN QUAL), with the results of the 1st phase resulting in the preparation of a questionnaire, data gathering, and analysis of data in the 2nd phase. The net results are dependent upon the outcomes of two phases (Teddlie et al., 2006). In this study, an exploratory MM technique is used. Therefore this decision was made given the lack of research and the intention to add additional factors and design an instrument using the data collected (Creswell et al., 2003). The phrase 'dominance status' relates to a study's preference for one approach over depends upon the interests and objectives. The predominant methodological strategy adopted to draw results is quantitative, even though both methods are crucial to the research's performance and support one another (Teddlie et al., 2006).

Furthermore, the integration phase is where and when the mix of techniques is applied. Punch (2013) classifies MM combinations into three kinds: combined approaches, information, and results. It was said by Creswell et al. (2003) that integration could happen during the design of the research topic, data gathering, analysis of data, and interpretation of the research. Qualitative methods are used to help design the instrument, and open-ended questions and a space for responses are used on the survey questionnaire to collect data. Data analysis and interpretation were accomplished by incorporating research results from both techniques while explaining research outcomes (Johnson et al., 2004). The term "mixed model" may be more appropriate at this level of integration, as it includes both method number and type (Caracelli et al., 1997; Bazeley, 2004). This study uses the phrase "mixed methods" to include any form of mixing and integration at any level.

According to Jennings (2005), "*A technique is composed of the instrument used to collect and analyze data.*" The study is exploratory, in which data is gathered through several methods. Perspectives and beliefs, as explained by Onwuegbuzie et al. (2009), influence investigation decisions, such as the DC & analysis method. A particular philosophical approach does not constrain pragmatist researchers; therefore, they can use whichever methods work best for their research (Creswell,

2007). We have already mentioned using ethnography, surveys, and qualitative analysis in this investigation.

The primary objective of the existing literature was to look at the current paradigms for current policies and practices affecting the Work-Life Balance of the employees. The literature provided a complete overview of the methodology of previous investigations, which contributed to identifying methods for this research. A MM study's qualitative element contributes significantly. Qualitative research can assist in explaining the situations and contribute to the formation of quantitative measurements, especially when the scope of the measures is limited or subject to change. However, qualitative research, on the other hand, provides more detailed insights and interpretations to quantitative studies (Creswell et al., 2006).

(Kozinets, 1997, 2002). The terms "virtual ethnography," "webliography," "digital ethnography," as well as "cyber-anthropology" are also used (Kozinets, 2012). The first ethnographic investigation was all about watching people so that they could write a complete description of their identities (Geertz, 1973). The gathering and descriptive patterning of data based on numbers & themes can be part of ethnography, but it may also contain analysis & other interpretations (Kozinets, 2015). Netnography is classified into four categories: symbolic, autobiographical, digital, and humanist. Digital ethnography, in contrast to symbolic and auto-ethnography, emphasizes the human function of analysis over computational tools. This technique makes downloading, capturing, and then analyzing online cultures possible. Auto-ethnography follows the ethnographer's networks, private chats, and thoughts, highlighting the ethnographer's active involvement in the investigation. Historians who use humanist ethnography, a particular type of action, use and humanize technology to bring authentic cultures into the virtual world, making them available to more people by social networks (Kozinets, 2015).

In the Internet age, online contact has gained importance as a source of information on consumer and purchase habits (Fang et al., 2016). Millions of people today connect through online network and cyber sphere (La Rocca et al., 2014). Even though these connections occur via the Internet, they still have the same impact. It has become increasingly more work to distinguish between the online and the real. Customers & businesses are increasingly influenced by new

forms of communication technology (Brown et al., 2003; Dholakia et al., 2004; Sun et al., 2006). These firms and products are continually reinterpreted by customers, who voice their opinion and constantly reinterpret their relevance in their lives (Cova et al., 2001). Customer use of the Internet and the development of websites where people can share their flight experiences and rate airlines make this a great place for collecting data (Lacic et al., 2016). By surfing the Internet, the researcher can strengthen his or her search for indicators, frameworks, and conclusions derived from naturally occurring data that the researcher has yet to alter (Kozinets, 2002). Using ethnography is the best thing because it can record the unfiltered speech of the customer, which is more exciting, engaging, and revealing (Taylor, 2000).

Additionally, the data is convenient & accessible, is anonymous by definition, and is trackable with the passage of time (Wittel, 2000; Kozinets, 2002; Dholakia et al., 2004; O'Reilly et al., 2007; Whalen, 2018). Aside from numerous benefits, ethnography has several drawbacks, with inclusion and exclusion difficulties due to the volume and diversity of data, and the unknown informant, which raised doubts regarding reliability and precision, especially on unverified digital sites and constraints (Shin et al., 2018).

### **3.10 Techniques and Procedure**

#### **3.10.1 Data Collection**

The procedure and techniques used to gather qualitative or quantitative data is called data collection method. The quantitative data collection technique has been adopted to collect the data in the current study. It is a fairly common method for collecting primary data through survey tools like questionnaires, in-person interviews, and focus group discussions (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015). The survey with a set of individual, predetermined answers is a closed-ended survey. The main advantage of using close-ended questionnaire is that It allows the participants to clearly and briefly convey their opinions. The use of a 5-point Likert scale makes it simple to evaluate the data that has been gathered using practical instruments. In addition for conducting the study, this research has chosen 700 respondents such as employees, workers, seniors manager, and head of departments so that large number of data could be collected in an effective way. The employees detail is given as under:

**Table No. 3.3 Zone wise number of employees in Punjab State Power Corporation Limited**

<b>Sr. No.</b>	<b>Zone</b>	<b>No. of Employees</b>	<b>Class</b>	<b>No. of Employees</b>	<b>%age</b>
1	Border	5277	Class-1	1765	5.36
2	North	3568	Class-2	5913	17.92
3	West	4959	Class-3	21569	65.39
4	South	5764	Class-4	3737	11.33
5	Central	2796			
6	Hydro Power Station	748			
7	Thermal Power Station	1749			
8	Main Office Patiala	8123			
	<b>Total</b>	<b>32984</b>			

Source : Management Information Report (2020-21)

### **3.10.2 Population**

There are 32984 permanent regular employees working on the different levels in Punjab State Power Corporation Limited ending financial year 2020-21. Category wise detail of employees are given as under:

**Table No. 3.4 Technical and Non-Technical employees in PSPCL**

<b>Class</b>	<b>Total Employees</b>	<b>Technical</b>	<b>% age</b>	<b>Non Technical</b>	<b>% age</b>
<b>C-1</b>	1765	1717	97.28	48	2.72
<b>C-2</b>	5913	4683	79.19	1230	20.81
<b>C-3</b>	21569	15588	72.27	5981	27.73
<b>C-4</b>	3737	1728	46.24	2009	53.76
<b>Total</b>	<b>32984</b>	<b>23716</b>	<b>71.90</b>	<b>9268</b>	<b>28.10</b>

Source : Management Information Report (2020-21)

### **3.10.3 Sampling Frame**

A list or other tool used to specify a researcher's population of interest is called a sampling frame. The sampling frame specifies a group of components from which

a researcher might choose a sample of the intended audience. It consists of a list of all the employees (32984) of Punjab State Power Corporation in all the 8 Nos. wings, namely Border Zone, North Zone, Central Zone, South Zone, West Zone, Hydro Power Stations, Thermal Power Stations and Head office Patiala with work tenure of more than five years. Employees with experience of lower than five years have been excluded as they are on probation with minimum pay.

#### **3.10.4 Sampling Unit**

The employees from different levels having more than five years of working experience have been taken as the sampling unit.

#### **3.10.5 Sample Size**

The survey was conducted among 700 employees (both male and female), including technical and non-technical employees, Managers, Executives, Coordinators, Senior Managers and heads of Departments of different levels by using Raosoft's Formula for sampling.

#### **Raosoft's online Sample Size Calculator**

##### **Margin of Error (E)**

It is the amount of error that can be tolerated in data collection. Lower margin leads to larger sample size. 5% margin of error is a common choice to choose sample size.

##### **Confidence Level**

Confidence level is the uncertainty that can be tolerated. It means that percent of respondents opt for right answer. 90% , 95% and 99% are the typical choice of confidence level . Higher confidence level leads to higher sample size.

##### **Population Size (N)**

Population size is number of people from which sampling will be done randomly.

##### **Response Distribution**

Response Distribution is expectation of results or responses received during survey. Normal distribution of responses will be taken into account. Typical value of response distribution is taken is 50%.

Margin of Error = E

Population Size = N

Fraction of responses : r

Critical Value for Confidence Level  $c = Z(c/100)^2$

$Z = Z\text{- Score value} = (X - \mu) / \sigma$

X= Test Value

$\mu$  = Mean

$\sigma$ = Standard Deviation

Margin of Error (E) = $\sqrt{\frac{(N-n)x}{n(N-1)}}$

$x = Z^{(c/100)^2} r (100-r)$

Sample Size (n) =  $\frac{N x}{(N-1)E^2 + x}$

**Sample Selection:**

Margin of Error	5%	5%
Confidence Level	95%	99%
Population	32984	32984
Response Distribution	50%	50%
Sample Size	380	651

Source: Raosoft's online Calculator

This is the minimum recommended sample size of the survey in the current study. With this sample size, correct responses will be received as per the expectations from whole population. So sample size of 700 respondents (More than 651) has been taken for this study.

Category-wise detail is as given below as per the per centage of the number of employees posted in various categories:

**Table No. 3.5 Category wise Sample Size**

Category	Technical Employees	Non-Technical Employees	Total Employees
Class-1	36	1	37
Class-2	99	26	125
Class-3	331	127	458
Class-4	37	43	80
Total	503	197	700

Source : Raosoft's online formula

**3.10.6 Sampling Technique**

Non-probability and probability designs are two categories under which the sampling technique can be categorized. When using a quantitative research approach and a positivist research paradigm, probability sampling procedures work well. A Stratified Random Sampling technique has been used for the

respondents selection. With the help of a technique called stratified random sampling, participants are chosen for the study with an equal probability of being chosen from a naturally occurring group of people. The strata of the study comprise 8 Nos. wings, namely Border Zone, North Zone, Central Zone, South Zone, West Zone, Hydro Power Stations, Thermal Power Stations, and Head Office Patiala. The ratio proportion method is used for further collection of data.

A pilot study was conducted by taking responses from 105 respondents (15% of the sample size) to check the validity and reliability of the questionnaire and found ok. The prime aim behind the pre-testing is to assess the validity of the questionnaire (Saunders et al., 2007) and to ensure the reliability of the items used in the survey (Cooper & Schindler, 2006). After the Pilot study, slight modifications were made before the actual data collection process took place. During the pre-testing procedure, respondents were encouraged to comment on any statement that they considered unclear, repetitive ambiguous or to which they were not able to respond. In the end, the questionnaire was designed in English and Punjabi languages so that every employee should clearly understand and send a true response.

### **3.11 Details on Tools**

The questionnaire contained multiple-choice questions that allowed the participants to select the suitable possibility. In questionnaire, rating scale questions are included to allow the participants to assess various questions based on their preferences. Questions on 5 point Likert scale have been designed to examine various parts of the procedure. These questions usually elicit five replies ranging from strongly disagree to strongly agree. Open-ended feedback questions have been included to collect any answers that will add to the uniqueness and content of the research project. As a result, a large amount of data may be acquired quickly from a large set of people. The quantitative and qualitative analysis of questionnaire data is more scientific and objective.

#### **3.11.1 Reliability Analysis**

After a pilot study, the final scale was checked for internal consistency. Reliability is a metric that assesses how well a scale delivers consistent results over time (Heir et al., 2010). It can be measured in so many ways. Cronbach's alpha coefficient is the most widely used technique to check the scale reliability. The

value of Alpha ranges from 0 to 1. However, the value of Alpha equal or greater than 0.6 is acceptable ( Malhotra,2002)

### **3.12 Data Analysis**

The researcher will employ a thematic presentation to effectively present the data collected, using pie charts, bar diagrams, charts, etc. It is beneficial to offer data and information simply so that readers may understand it. In an empirical deductive study, statistical analysis is crucial for both the hypothesis test and the data analysis. which includes SPSS V26.0 Version, Cronbach's Alpha Value Reliability test, Factor Analysis by KMO value, Bartlett's test of sphericity, Data reduction technique, Exploratory Factor Analysis (EFA), Cross-tabulation, Chi-Square Test, Model Fit, Logistic Regression, etc.

### **3.13 Statistical Techniques Used in the Study**

The study will use the following statistical techniques for the analysis of data:

#### **3.13.1 Descriptive Analysis**

The study used frequencies and per centages in descriptive analysis to examine the variables. The descriptive analysis is contributed by the tables, which provide whole information about the tabulated data at a single glance.

#### **3.13.2 Chi-Square' Test and Cross-tabulation**

The effects of key demographic variables on the dependent variable will be examined with the help of the 'Chi-Square' Test (Ranganathan & Ramya, 2016). To determine the relationship between two variables, researchers utilize the chi-square test for independence, commonly known as Pearson's chi-square test or the chi-square test of association. 'Cross-tabulation' will be carried out on different categories of employee demographics and work-life satisfaction.

#### **3.13.3 Factor Analysis**

##### **3.13.3.1 Exploratory Factor Analysis (EFA)**

It is a data reduction tool. The components of Scale have been identified using Exploratory Factor Analysis (EFA). EFA is a very useful technique used in the absence of a sufficiently detailed theoretical basis (Churchil, 1979). With the help of factor analysis, the total variables used in the research can be categorized into a fixed number of factors. Factor analysis examines the relationships between variables and condenses their number into a smaller set of factors that describe the initial data. 'Kaiser-Meyer-Olkin' (KMO) and 'Bartlett's Test of Sphericity' are used to examine the association among the variables and adequacy of data for

conducting factor analysis (Nargundkar, 2012). It is applied to test the null hypothesis that the correlation matrix has zero correlations ( Tabachnick and Fidell, 2007). KMO value should be more than 0.5, which is acceptable ( Hair et al., 2010). All these satisfactory assumptions imply that data is found to be fit for factor analysis.

Further Varimax rotation and Principal Component Analysis (PCA) were used to condense the assertions into a small number of variables. The primary goal of the PCA approach is to identify the smallest number of components that would explain the data's maximum variation. ( Malhotra, 2002). Eigenvalues greater than one for a construct and factor loadings of 0.45 or greater ( Ignore Signs) were extracted for analysis ( Tabachnick and Fidell, 2001; Hair et al., 2010). The Rotated Component Matrix extracted factors solution of working conditions, accounted for total variance.

#### **3.13.4 Evaluating Model Fit**

There are many alternatives to check the goodness of the model. The degree to which the estimated model fits the likelihood is indicated by its -2log likelihood value (-2LL). A strong likelihood of the observed results is produced by a competent likelihood model. Its value ranges from (  $-\infty$  to  $\infty$  ).

Nagerkerke  $R^2$  value falls between 0 and 1. It calculates the percentage of the dependent variable's overall variation that the current model's independent variables can account for. Its value means the power of explanation of the model. If its value is  $< 0.3$  means weak, 0.3-0.5 means moderate, and greater than 0.5 means a strong effect on the dependent variable.

#### **3.13.5 Logistic Regression Analysis**

It is a statistical model that predicts the likelihood of an event by making the event's log odds a linear combination of one or more independent factors. Logistic Analysis is estimating the parameters of a logistic model. It is a method for determining the connections between two data components using maths. It makes use of the relationship to forecast the value of one of those parameters based on the other. The odds ratio is interpreted as how many times the variable impacts the other. If a significant value  $p$  is more than 0.05, it means there is an impact of one variable on the other.

Logistic Regression is used to analyze the binary response data. The logistic regression model has no assumptions about the variable distribution in the study.

According to Harrell (2001), “It is a direct probability model because it is stated in terms of  $\Pr\{Y = 1|X\}$  and provides valid estimates, regardless of study design”.

### **(i) Odds Ratio**

The odds ratio serves as a gauge for the degree of correlation between an exposure and a result. It is represented by OR. When contrasted to the likelihood of an event occurring in the absence of a certain exposure, it shows that an outcome will occur with that exposure. It is also known as Prevalence Odds Ratio (POR). In contrast to the probabilities of the outcome occurring without that exposure, it implies that an event will occur with a certain exposure.. Unadjusted OR is a simple ratio of probabilities of outcome in two groups, i.e.  $p_1$  &  $p_2$

### **(ii) Assumptions of Logistic Regression (LR)**

All the statistical techniques work with several assumptions related to the nature of the data and limitations. Likewise, Logistic Regression also has the following assumptions:

1. The Independent variables used in LR may not necessarily have a linear relationship. As it uses non-linear log transformation for the prediction of the odds ratio, it can work with all types of relations.
2. It also works with independent variables which are not multivariate normal. At the same time, it does not require residuals (errors) to have a normal distribution.
3. It does not require homoscedasticity.
4. It can handle both ordinal and nominal data as independent variables.
  - a. It assumes that the probability occurrence of events is 1. i.e.  $P(Y=1)$
  - b. LR requires a correct fit of the model.
  - c. LR requires that all observations should be independent.
  - d. LR assumes that there exists linearity of independent variables and log odds.

### **(iii) The Hosmer-Lemeshow Test**

The Hosmer-Lemeshow test is used to check that data should not conflict with the assumptions of Logistic Regression. This test provides significant evidence of regression model fit. If the p-value is  $\leq 0.05$ , then the Hosmer-Lemeshow test provides a significant p-value and indicates poor model fit within the Five per cent limit.

#### **(iv) Cox and Snell R Square**

A Logistic Regression (R<sup>2</sup>) test helps to measure the strength of association among independent variables and dependent variables in the model. The values of this test are between 0 and 1. Nagelkerke (R<sup>2</sup>) is more common and generally considered a better indicator to illustrate the strength of association.

#### **3.13.6 Confirmatory Factor Analysis (CFA)**

A Confirmatory Factor Analysis (CFA) is adopted to test the hypothesis that a relationship exists between working conditions dimensions and underlying variables. Additionally, it decides whether the model constructions are valid and reliable and assesses if the observed and estimated covariance matrices fit one another (Hair et al., 2010). CFA is also named a measurement model.

#### **3.13.7 Assessment of Measurement Model**

To evaluate the measurement model is the next step. There are two ways to evaluate. Firstly through computing convergent validity in various indices of reliability such as Individual Item Reliability, Composite Reliability (CR), and Average Variance Extracted (AVE) are calculated. Secondly is to assess the Discriminant Validity (Bagozzi and Yi, 1988; Baumgartner and Homburg, 1996).

#### **3.13.8 Convergent Validity**

According to Anderson and Gerbing (1988), By establishing whether or not each indicator's estimated pattern coefficient on its underlying factor is significant, 'Convergent Validity' can be assessed from the measurement model. Convergent Validity is revealed if Average Variance Extract (AVE) extracted is more than 0.50. Convergent Validity can be examined in 4 different ways:

##### **3.13.8.1 Individual Item Reliability**

It indicates the amount of variance in an item accounted for the underlying constructs influencing them rather than an error (Su and Han, 2003; Lu et al., 2007). It is calculated by squaring the factor loadings and as per threshold. It should be more than 0.5 (Segars, 1977). Its value of more than 0.5 indicates that the specified item explains more variance in comparison to the error term.

##### **3.13.8.2 Factor Loadings**

Factor Loading (Standardized Regression Weights) higher value reveals that an item representing one construct converges on some common point. This leads to high Convergent Validity. Standardized Factor Loadings should be above 0.5 and ideally above 0.7 is acceptable (Hair, 2010).

### **3.13.8.3 Average Variance Extract (AVE)**

AVE is the measure of convergence among a set of items representing a construct or factor. The suggested value of AVE is more than 0.5. A less than 0.5 value of AVE implies that more error remains in the item than a variance.

It is calculated as :

$$\text{AVE} = \frac{\text{(Aggregate Total of Standardized Loadings)}}{\text{(Aggregate Total of Standardized Loadings + Sums of Error Measurement)}}$$

### **3.13.8.4 Composite Reliability**

It is the measure of reliability and internal consistency. The recommended value of CR between 0.6 and 0.7 is acceptable. Or higher is ideal ( Fornell and Larcker, 1981).

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter contains the data analysis and results with respect to all the objectives of current research. Results are presented in four sections depicting outcomes. The questionnaire was developed on the basis of the literature reviewed, and proper validation was done by professionals and academicians. The amendments had been done in a phased manner as per their valuable recommendations. A pilot study was done by taking responses from 105 respondents working at various levels and streams. Finally, the questionnaire was developed after certain amendments and corrections. The questionnaire is divided into four parts. Part A consists of eight demographics, namely Age, Gender, Marital Status, Educational Qualifications, Length of Service, Level of Working, Annual Income and Stream of Work, with multiple options from which one related option should be selected by respondents. Part B of the questionnaire consists of 18 statements related to policies and practices implemented in Punjab State Power Corporation Limited regarding Work-Life Balance. Responses were taken on 5 point Likert Scale (1=Not at all aware, 2= Slightly aware, 3= Somewhat aware, 4= Moderately aware, 5= Extremely aware). The awareness level of respondents about Work-Life Balance policies and practices had been checked. Part C of the questionnaire contains 36 statements related to Work-Life Balance policies and practices to check the agreeableness of the respondents. The responses were taken on 5 point Likert Scale (1= Strongly Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5= Strongly Agree). Part D of questionnaire consists of feedback and suggestions in which three open-ended questions are added. As some older employees, who are working as Class-4 or Class-3, are illiterate or have less qualifications. They are not able to write or read anything. Some categories of employees are not comfortable with the English language. So questionnaire was developed in both English and Punjabi languages, so that free and fair responses should be taken from the respondents of all categories. The questionnaire was posted in Google form also, in which 103 responses were received, and mostly the responses were from Class-1 & 2 employees. No response has been received from Class-4 in Google Forms. So, the rest required response data was collected

manually by filling out the questionnaire. The responses were taken from 700 respondents in the ratio of working-class (Class-1 to Class-4) and Stream of Work ( Technical and Non-Technical) from all the wings of Punjab State Power Corporation Limited. The received data is first coded in Microsoft Excel Sheet with numerical values, and statistical techniques are applied. The title of this study is “Factors influencing Work-Life Balance in reference to the employees in Punjab State Power Corporation Limited”. Variables were recorded at different levels of research. Microsoft office excel 365 was used to transform the data to apply statistical techniques such as frequency tables. SPSS V.26 version had been used for factor analysis, frequency tables, Charts, Chi-Square Test, EFA, Cross-tabulation, KMO and Bartlett’s test of Sphericity, Logistic Regression, CFA, Model Fit test etc. The present section attempts to investigate the impact of aforesaid variables on dependent variables (Work-Life Balance). Logistic regression has been used to carry out analysis. Before proceeding with regression analysis, Hosmer and Lameshow test is applied to investigate whether the data is fit to run the test. The variables having p-values above 0.05 are considered, which shows that data is appropriate for regression model. In addition, Cox & Snell R<sup>2</sup> and Nagelkerke R<sup>2</sup> tests have been applied for testing goodness of fit of the said model. Nagelkerke R<sup>2</sup> value is found between (0 to1). If its value of less than 0.3 means weak impact, (0.3- 0.5) means moderate impact and greater than 0.5 means strong impact on the dependent variable.

## **Section A**

**This section includes the detailed description of demographic variables**

### **4.2 Description of Demographics**

#### **4.2.1 Age of Respondents**

**Table No. 4.2.1 Age of Respondents**

<b>Age</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
21-30 Yrs	43	6.1	6.1
31-40 Yrs	156	22.3	28.4
41-50 Yrs	242	34.6	63.0
51-60 Yrs	259	37.0	100.0
Total	700	100	

Source: ‘Primary Data’

The employees of Punjab State Power Corporation Limited are of various age groups. The analysis of the data in Table No. 4.2.1 reveals that out of 700 respondents, 6.1 per cent of respondents are in 21 – 30 years old, 22.3 per cent of respondents are in 31 – 40 years old, 34.6 per cent of respondents are in 41 – 50 years old and 37.0 per cent of respondents are in 51 – 60 years old.

#### 4.2.2 Gender of Respondents

**Table No. 4.2.2 Gender of Respondents**

<b>Gender</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
Male	593	84.7	84.7
Female	107	15.3	100.0
Total	700	100.0	

Source: 'Primary Data'

The employees of Punjab State Power Corporation Limited constitutes of male and female. The analysis of the data in Table No. 4.2.2 reveals that out of 700 respondents, 84.7 per cent of respondents are male and 15.3 per cent of respondents are female.

#### 4.2.3 Marital Status of Respondents

**Table No. 4.2.3 Marital Status of Respondents**

<b>Marital Status</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
Married	666	95.1	95.1
Unmarried/Single	34	4.9	100.0
Total	700	100.0	

Source: 'Primary data'

There are married and unmarried / single employees working in Punjab State Power Corporation Limited. The analysis of the data in Table No. 4.2.3 reveals that out of 700 respondents, 95.1 per cent of respondents are married and 4.9 per cent of respondents are unmarried / single.

#### 4.2.4 Educational Qualifications of Respondents

**Table No. 4.2.4 Educational Qualifications of the Respondents**

<b>Educational Qualifications</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
HSC/SSC	172	24.6	24.6
Diploma	119	17.0	41.6
Graduate	130	18.5	60.1
Post Graduate	62	8.8	68.9
Other	217	31.1	100.0
Total	700	100.00	

Source: 'Primary data'

The employees working in Punjab State Power Corporation Limited have different educational qualifications. The analysis of the data in Table No. 4.2.4 reveals that out of 700 respondents, 24.6 per cent of respondents have HSC/SSC, 17.0 per cent of respondents have diploma qualification, 18.6 per cent of employees have graduation, 8.8 per cent of employees have post graduation and 31 per cent of employees have other qualifications.

#### 4.2.5 Length of Service of Respondents

**4.2.5 Length of Service of the Respondents**

<b>Length of Service</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
5.1-10 years	199	28.4	28.4
10.1-30 years	501	71.6	100.0
Total	700	100	

Source: 'Primary data'

The analysis of the data in Table No.4.2.5 reveals that out of 700 respondents, 28.4 per cent of respondents have 5.1 -10 Years length of service and 71.6 per cent respondents have experience in the range of 10.1 -30 Years.

#### 4.2.6 Level of Working of Respondents

**Table No. 4.2.6 Level of Working of Respondents**

<b>Level of Working</b>	<b>Number</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
Class-1	37	5.3	5.3
Class-2	125	17.9	23.1
Class-3	458	65.4	88.6
Class-4	80	11.4	100.0
Total	700	100.0	

Source: 'Primary data'

The employees in Punjab State Power Corporation Limited are working on different levels. The analysis of the data in Table No. 4.2.6 reveals that out of 700 respondents, 5.3 per cent of respondents are working on Class-1, 17.9 per cent of respondents are from Class-2, 65.4 per cent of respondents are working on class-3 and 11.4 per cent of employees are working on class-4 level.

#### 4.2.7 Annual Income of the Respondents

**Table No. 4.2.7 Annual Income of the Respondents**

<b>Annual Income</b>	<b>Frequency</b>	<b>Per cent</b>	<b>Cumulative Per cent</b>
Less than Rs. 3 Lacs	21	3.0	3.0
Rs. 3 Lacs-Rs. 5 Lacs	89	12.7	15.7
Rs. 5 Lacs-Rs. 10 Lacs	365	52.2	67.9
Rs.10 Lacs- Rs. 15 Lacs	175	25.0	92.9
Rs. 15 Lacs & Above	50	7.1	100.0
Total	700	100	

Source: 'Primary data'

The analysis of the data in Table No. 4.2.7 reveals that out of 700 respondents, 3.0 per cent of respondents had less than Rs. 3 Lacs of annual income, 12.7 per cent of respondents are in the range of 'Rs. 3 lacs – Rs 5 lacs' of annual income, 52.1 per cent of respondents are in the range of 'Rs 5 Lacs - Rs 10 lacs' annual income, 25.0 per cent of respondents are in the range of 'Rs. 10 Lacs – Rs 15

lacs. annual income and 7.2 per cent of respondents have annual income above Rs. 15 Lacs .

#### 4.2.8 Stream of Work of the Respondents

**Table No. 4.2.8 Stream of Work of the Respondents**

Stream of Work	Number	Per cent	Cumulative Per cent
Technical	503	71.9	71.9
Non-Technical	197	28.1	100.0
Total	700	100.0	

Source: 'Primary data'

The employees in Punjab State Power Corporation Limited are working in Technical and Non- Technical streams. The analysis of the data in Table No. 4.2.8 reveals that out of 700 respondents , 71.9 per cent of respondents are working in technical stream of work and 28.1 per cent of respondents are working in non-technical stream of work.

#### 4.3 Role and Impact of Demographic Variables on Work-Life Balance of the employees in Punjab State Power Corporation Limited

##### 4.3.1 Association and Impact of 'Age' on Work-Life Balance of the employees in Punjab State Power Corporation Limited.

**Table No. 4.3.1(a) Role of 'Age' in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Age (Years)		WLB		Total
		No	Yes	
21-30 Yrs	Number	8	35	43
	Per cent within Age-Group	18.60	81.40	100.00
	Per cent within Work-Life Balance	5.33	6.36	6.14
31-40 Yrs	Number	36	120	156
	Per cent within Age-Group	23.07	76.93	100.00
	Per cent within Work-Life Balance	24.00	21.81	22.29
41-50 Yrs	Number	51	191	242
	Per cent within Age-Group	21.07	78.93	100.0

	Per cent within Work-Life Balance	34.00	34.72	34.57
51-60 Yrs	Number	55	204	259
	Per cent within Age-Group	21.24	78.76	100.00
	Per cent within Work-Life Balance	36.67	37.11	37.00
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.3.1(a) reveal that 19 per cent of employees in the age group '21-30 Years' are not having Work-Life Balance, whereas 81 per cent of employees in the age group '21-30 Years' of Punjab State Power Corporation Limited have Work-Life Balance. 23 per cent of employees in the age group '31-40 Years' are not having Work-Life Balance, whereas 77 per cent of employees in the age group '31-40 Years' of Punjab State Power Corporation Limited have Work-Life Balance. 21 per cent of employees each in age groups '41-50 Years' and '51-60 Years' are not having Work-Life Balance, whereas 79 per cent of employees each in age groups '41-50 Years' and '51-60 Years' of Punjab State Power Corporation Limited have Work-Life Balance.

**Table No. 4.3.1(b) Association of 'Age' with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square ( $\chi^2$ ) Tests			
Age	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.479 <sup>a</sup>	3	0.923
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.21			

Source : Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

*H<sub>01a</sub>: There is no significant association of 'Age' with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>01b</sub>: ‘Age’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

A p-value is a statistical measurement used to validate a hypothesis against observed data. It measures the probability of obtaining the observed results by assuming that the null hypothesis is true. Lower the p-value means greater the statistical significance of the observed difference.

The results of the data presented in Table No. 4.3.1(b) reveal that the value of p is greater than 0.05 (  $\chi^2=10.479$ ;  $p = 0.923$ ;  $p > 0.05$ ). It implies that ‘Age’ has a significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>01a</sub> is rejected.***

**Table No. 4.3.1(c) Impact of ‘Age’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Age				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.163	0.154	1.130	1	0.288	2.006	1.001	2.671
a. Variables entered in step 1: Age							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.1(c) reveal that p-value is greater than 0.05. So ‘Age’ (  $p=0.288$  ;  $p > 0.05$ ) has a significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Therefore null hypothesis H<sub>01b</sub> is rejected.***

The ‘Logistic Regression’ analysis presented in Table 4.3.1(c) (Odds ratio = 2.006; CI=1.001-2.671) indicates that ‘Age’ has two times more impact on the employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.3.2 Association and Impact of ‘Gender’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No. 4.3.2(a) Role of ‘Gender’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Gender		WLB		Total
		No	Yes	
Male	Number	127	466	593
	Per cent within Group	21	79	100
	Per cent within Work-Life Balance	88.66	84.73	84.72
Female	Number	23	84	107
	Per cent within Group	22	78	100
	Per cent within Work-Life Balance	15.34	15.27	15.28
Total		150	550	700

S

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.3.2(a) reveal that 21 per cent of Male employees are not having Work-Life Balance, whereas 79 per cent of Male employees of Punjab State Power Corporation Limited have Work-Life Balance. 22 per cent of Female employees are not having Work-Life Balance, whereas 78 per cent of female employees of Punjab State Power Corporation Limited have Work-Life Balance.

**Table No.4.3.2(b) Association of 'Gender' on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ )Tests			
Gender	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.593 <sup>a</sup>	1	0.985
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 22.93. b. Computed only for a 2x2 table			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>02a</sub>: There is no significant association of 'Gender' with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>02b</sub>: ‘Gender’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.3.2(b) reveal that the value of p is greater than 0.05 ( $\chi^2 = 9.593$  ;  $p = 0.985$ ;  $p > 0.05$ ). It implies that ‘Gender’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>02a</sub> is rejected.***

**Table No. 4.3.2(c) Impact of ‘Gender’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Gender				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.051	0.297	0.030	1	0.862	1.753	0.988	2.883
a. Variables entered in step 1: Gender							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.2(c) reveal that value of p is greater than 0.05 (  $p = 0.862$ ;  $p > 0.05$ ). So ‘Gender’ has a significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>02b</sub> is rejected.***

‘Logistic Regression’ analysis presented in Table No. 4.3.2(c) (Odds ratio = 1.753 ; CI= 0.988 – 2.883) indicates that ‘Gender’ has 1.75 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

### **4.3.3 Association and Impact of ‘Marital Status’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No. 4.3.3(a) Role of ‘Marital Status’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Marital Status		WLB		Total
		No	Yes	
Married	Number	144	522	666
	Per cent within Group	21.62	78.38	100.00

	Per cent within Work-Life Balance	96.00	94.90	95.14
Unmarried/ Single	Number	6	28	34
	Per cent within Group	17.64	82.36	100.00
	Per cent within Work-Life Balance	4.00	5.10	4.86
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.3.3(a) reveal that 22 per cent of married employees are not having Work-Life Balance, whereas 78 per cent of married employees of Punjab State Power Corporation Limited have Work-Life Balance. 17 per cent of Unmarried/Single employees are not having Work-Life Balance, whereas 83 per cent of Unmarried/Single employees of Punjab State Power Corporation Limited have Work-Life Balance.

**Table No. 4.3.3(b) Association of ‘Marital Status’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square ( $\chi^2$ ) Tests			
Marital Status	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.604 <sup>a</sup>	1	0.582
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.29.			
b. Computed only for a 2x2 table			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>03a</sub>: There is no significant association of ‘Marital Status’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>03b</sub>: ‘Marital Status’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.3.3(b) reveal that value of p is greater than 0.05. ( $\chi^2 = 12.604$  ;  $p = 0.582$ ;  $p > 0.05$ ). It implies that ‘Marital

Status' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{03a}$  is rejected.*

**Table No.4.3.3(c) Impact of 'Marital Status' on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Marital Status				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.295	0.483	0.374	1	0.541	1.544	0.721	2.463
a. Variables entered in step 1: Marital_Status							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.3(c) reveal that value of p is greater than 0.05 (  $p=0.541$ ;  $p > 0.05$  ) So 'Marital Status' has a significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{03b}$  is rejected.*

'Logistic Regression' presented in Table No. 4.3.3(c) (Odds ratio = 1.544; CI= 0.721-2.463) indicates that 'Marital Status' has 1.55 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.3.4 Association and Impact of 'Educational Qualifications' on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No.4.3.4(a) Role of 'Educational Qualifications' in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Educational Qualifications		WLB		Total
		No	Yes	
HSC/SSC	Count	33	139	172
	Per cent within Group	19.18	80.82	100.00
	Per cent within Work-Life Balance	22.00	25.28	24.57
Diploma	Number	23	96	119
	Per cent within Group	19.32	80.68	100.00

	Per cent within Work-Life Balance	15.33	17.46	17.00
Graduate	Number	32	98	130
	Per cent within Group	24.61	75.39	100.00
	Per cent within Work-Life Balance	21.33	17.82	18.57
Post Graduate	Number	12	50	62
	Per cent within Group	19.35	80.65	100.00
	Per cent within Work-Life Balance	8.00	9.09	8.86
Other	Number	50	167	217
	Per cent within Group	23.04	76.96	100.0
	Per cent within Work-Life Balance	33.33	30.37	31.00
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.3.4(a) reveal that 19 per cent of employees having HSC /SSC Educational Qualifications are not having Work-Life Balance, whereas 81 per cent of employees of have Work-Life Balance in Punjab State Power Corporation Limited. 19 per cent of employees having Diploma as Education Qualification are not having Work-Life Balance, whereas 81 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 25 per cent of employees having Graduation Educational Qualification are not having Work-Life Balance, whereas 75 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 19 per cent of employees having Post Graduation as Educational Qualification are not having Work-Life Balance, whereas 81 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 23 per cent of employees having other than above mentioned Educational Qualification are not having Work-Life Balance, whereas 77 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited.

**Table No. 4.3.4(b) Association of ‘Educational Qualifications’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square ( $\chi^2$ ) Tests			
Educational Qualifications	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.103 <sup>a</sup>	4	0.717
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.29.			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>04a</sub>: There is no significant association of 'Educational Qualifications' with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>04b</sub>: 'Educational Qualifications' has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.3.4(b) reveal that value of p is greater than 0.05 ( $\chi^2=12.103$ ;  $p=0.717$ ;  $p>0.05$ ). It implies that 'Educational Qualifications' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>04a</sub> is rejected.***

**Table No.4.3.4(c) Impact of 'Educational Qualifications' on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Educational Qualifications				p-value	Odd Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.054	0.059	0.820	1	0.365	1.948	0.844	2.965
a. Variables entered in step 1: Educational Qualifications							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.4(c) reveal that value of p is greater than 0.05 ( $p=0.365$ ;  $p > 0.05$ ). So 'Educational Qualifications' has a significant impact on Work-Life Balance of the employees

in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{04b}$  is rejected.*

The results of the Logistic Regression presented in Table No.4.3.4(c) further reveal that (Odds ratio = 1.948 ; CI= 0.844 - 2.965) ‘Educational Qualifications’ has two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.3.5 Association and Impact of ‘Length of Service’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No. 4.3.5(a) Role of ‘Length of Service’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

<b>Cross-tabulation</b>				
Length of Service		WLB		Total
		No	Yes	
5.1-10 Years	Number	48	151	199
	Per cent within Group	24.12	75.88	100.00
	Per cent within Work-Life Balance	32.00	27.45	28.43
10.1-30 Years	Number	102	399	501
	Per cent within Group	20.36	79.64	100.00
	Per cent within Work-Life Balance	68.00	72.55	71.57
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.3.5(a) reveal that 24 per cent of employees having ‘Length of Service’ between 5.1-10 Years are not having Work-Life Balance, whereas 76 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 20 per cent of employees having ‘Length of Service’ between 10.1-30 Years are not having Work-Life Balance, whereas 80 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited.

**Table No. 4.3.5(b) Association of ‘Length of Service’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests
------------------------------

Length of Service	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.197 <sup>a</sup>	1	0.274
No. of Valid Cases	700		
<p>a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 42.64.</p> <p>b. Computed only for a 2x2 table</p>			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>05a</sub>: There is no significant association of 'Length of Service' with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>05b</sub>: 'Length of Service' has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.3.5(b) reveal that value of p is greater than 0.05 ( $\chi^2 = 11.197$ ;  $p = 0.274$ ;  $p > 0.05$ ). It implies that 'Length of Service' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>05a</sub> is rejected.***

**Table No. 4.3.5(c) Impact of 'Length of Service' on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Length of Service				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.377	0.297	1.610	1	0.205	1.458	0.814	2.611
a. Variables entered in step 1: Length of Service							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No.4.3.5(c) reveal that value of p is greater than 0.05. ( $p=0.205$  ;  $p > 0.05$ ) . So, 'Length of Service' has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>05b</sub> is rejected.***

The results of the Logistic Regression presented in Table No.4.3.5(c) further reveal that (Odds ratio =1.458; CI= 0.814 -2.611) ‘Length of Service’ has 1.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work -Life Balance.

#### 4.3.6 Association and Impact of ‘Level of Working’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited

**Table No. 4.3.6(a) Role of ‘Level of Work’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Level of Work		WLB		Total
		No	Yes	
Class-1	Number	15	22	37
	Per cent within Group	40.54	59.46	100.00
	Per cent within Work-Life Balance	10.00	4.00	5.29
Class-2	Number	22	103	125
	Per cent within Group	17.60	82.40	100.00
	Per cent within Work-Life Balance	14.67	18.73	17.86
Class-3	Number	88	370	458
	Per cent within Group	19.21	80.79	100.00
	Per cent within Work-Life Balance	58.67	67.27	65.43
Class-4	Number	25	55	80
	Per cent within Group	31.25	68.75	100.00
	Per cent within Work-Life Balance	16.66	10.00	11.42
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.3.6(a) reveal that 41 per cent of Class-1 employees are not having Work-Life Balance, whereas 59 per cent of employees of have Work-Life Balance in Punjab State Power Corporation Limited. 18 percent of Class-2 employees are not having Work-Life Balance, whereas 81 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 19 per cent of Class-3 employees are not having Work-Life

Balance, whereas 81 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 31 per cent of Class-4 employees are not having Work-Life Balance, whereas 69 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited.

**Table No.4.3.6(b) Association of ‘Level of Working’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Level of Working	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.033 <sup>a</sup>	3	0.002
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.93.			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>06a</sub>: There is no significant association of ‘Level of Working’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>06b</sub>: ‘Level of Working’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.3.6(b) reveal that that value of p is less than 0.05. ( $\chi^2 = 15.033$ ;  $p = 0.002$ ;  $p < 0.05$ ). It implies that ‘Length of Service’ has no significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>06a</sub> is accepted.***

**Table No.4.3.6(c) Impact of ‘Level of Working’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Level of Working				p-value	Odd Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.173	0.168	1.067	1	0.002	0.989	0.956	1.053
a. Variables entered in step 1: Level of Working							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No.4.3.6(c) reveal that the value of p is less than 0.05 (  $p = 0.002$ ;  $p < 0.05$ ). So ‘Length of Service’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis  $H_{06b}$  is accepted.***

The results of the Logistic Regression presented in Table No.4.3.6(c) further reveal that (Odds ratio=0.989; CI=0.956 - 1.053) ‘Level of Working’ has no impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.3.7 Association and impact of ‘Annual Income’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No. 4.3.7(a) Role of ‘Annual Income’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Annual Income (Rs in Lacs)		Work-Life Balance		Total
		No	Yes	
Less than Rs. 3 Lac	Number	4	17	21
	Per cent within Group	19.04	80.96	100.00
	Per cent within Work-Life Balance	2.67	3.08	3.00
Rs. 3 Lacs – 5 Lacs	Number	19	70	89
	Per cent within Group	21.35	78.65	100.00
	Per cent within Work-Life Balance	12.66	12.74	12.71
Rs 5 Lacs- Rs 10 Lacs	Number	88	277	365
	Per cent within Group	24.11	75.89	100.00
	Per cent within Work-Life Balance	58.67	50.35	52.14
Rs 10 Lacs- Rs 15 Lacs	Number	29	146	175
	Per cent within Group	16.57	83.43	100.00
	Per cent within Work-Life Balance	19.33	26.55	25.00
Above Rs 15 Lacs	Number	10	40	50
	Per cent within Group	20.00	80.00	100.00

	Per cent within Work-Life Balance	6.67	7.27	7.14
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.3.7(a) reveal that 19 per cent of employees having annual income less than Rs 3 Lacs are not having Work-Life Balance, whereas 81 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 21 per cent of employees having annual income in the range of 'Rs 3 Lacs –5 Lacs' are not having Work-Life Balance, whereas 79 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 24 per cent of employees having annual income in the range of 'Rs 5 Lacs-10 Lacs' are not having Work-Life Balance, whereas 76 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 17 per cent of employees having annual income in the range of 'Rs 10 Lacs-15' Lacs are not having Work-Life Balance, whereas 83 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 25 per cent of employees having annual income more than Rs.15 Lacs are not having Work-Life Balance, whereas 75 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited.

**Table No. 4.3.7(b) Association of 'Annual Income' with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square ( $\chi^2$ ) Tests			
Annual Income	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.142 <sup>a</sup>	4	0.387
No. of Valid Cases	700		
a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 4.50.			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>07a</sub>: There is no significant association of 'Annual Income' with Work – Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>07b</sub>: ‘Annual Income’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.3.7(b) reveal that value of p is greater than 0.05 ( $\chi^2=13.142$ ;  $p = 0.387$ ;  $p > 0.05$ ). It implies that ‘Annual Income’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>07a</sub> is rejected.***

**Table No. 4.3.7(c) Impact of ‘Annual Income’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Annual Income				p-value	Odd Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.164	0.145	1.282	1	0.258	1.979	0.887	2.566
a. Variables entered in step 1: Annual Income							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.7(c) reveal that value of p is greater than 0.05 ( $p=0.258$ ;  $p > 0.05$ ). So ‘Annual Income’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>07b</sub> is rejected.***

The results of the Logistic Regression presented in Table No.4.3.7(c) further reveal that (Odds ratio = 1.979; CI=0.887 - 2.566) ‘Annual Income’ has two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.3.8 Association and Impact of ‘Stream of Work’ on Work-Life Balance of the employees in Punjab State Power Corporation Limited**

**Table No.4.3.8 (a) Role of ‘Stream of Work’ in Work-Life Balance of employees in Punjab State Power Corporation Limited**

Cross-tabulation				
Stream of Work		WLB		Total
		No	Yes	
Technical	Number	106	397	503
	Per cent within Group	21.07	78.93	100.00
	Per cent within Work-Life Balance	70.67	72.18	71.86

Non-Technical	Number	44	153	197
	Per cent within Group	22.34	77.66	100.00
	Per cent within Work-Life Balance	29.33	27.82	28.14
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.3.8(a) reveal that 21 per cent of Technical employees are not having Work-Life Balance, whereas 79 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 22 per cent of Non-Technical employees are not having Work-Life Balance, whereas 78 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited.

**Table No. 4.3.8(b) Association of ‘Stream of Work’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ )Tests			
Stream of Work	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.134 <sup>a</sup>	1	0.715
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 42. b. Computed only for a 2x2 table			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>08a</sub>: There is no significant association of ‘Stream of Work’ with Work – Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>08b</sub>: ‘Stream of Work’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.3.8(b) reveal that the value of p is greater than 0.05 (  $\chi^2 = 10.134$ ;  $p = 0.715$ ;  $p > 0.05$ ). It implies that ‘Stream of

Work’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{08a}$  is rejected.*

**Table No. 4.3.8(c) Impact of ‘Stream of Work’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Stream of Work				p-value	Odd Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.130	0.241	0.291	1	0.690	1.578	0.848	2.008
a. Variables entered in step 1: Stream of Work							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.3.8(c), further reveal that value of p is greater than 0.05 (  $p=0.690$ ;  $p > 0.05$ ). So, ‘Stream of Work’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{08b}$  is rejected.*

The results of Logistic Regression presented in Table No. 4.3.8(c) further reveal that (Odds ratio = 1.578 ; CI= 0,848 -2.008) ‘Stream of Work’ has 1.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.4 POLICIES & PRACTICES IN PUNJAB STATE POWER CORPORATION LIMITED RELATED TO WORK-LIFE BALANCE**

To achieve the second objective of the study i.e. ‘**To examine the current policies and practices affecting the Work-Life Balance of the employees in Punjab State Power Corporation Limited**’. The following analysis has been carried out.

##### **4.4.1 Work From Home Facility**

**Table No. 4.4.1(a) ‘Work From Home Facility’ \* Work-Life Balance Cross-tabulation**

Work from Home Facility		Work-Life Balance		Total
		No	Yes	
Not at all Aware	Number	78	286	364
	Per cent within Group	21.43	78.57	100.00

	Per cent within Work-Life Balance	52.00	52.00	52.00
Slightly Aware	Number	55	199	254
	Per cent within Group	21.65	78.35	100.00
	Per cent within Work-Life Balance	36.67	36.18	36.28
Somewhat Aware	Number	6	18	24
	Per cent within Group	25.00	75.00	100.00
	Per cent within Work-Life Balance	4.00	3.27	3.43
Moderately Aware	Number	7	36	43
	Per cent within Group	16.28	83.72	100.00
	Per cent within Work-Life Balance	4.67	6.55	6.14
Extremely Aware	Number	4	11	15
	Per cent within Group	26.67	73.33	100.00
	Per cent within Work-Life Balance	2.67	2.00	2.14
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.1(a) reveal that 21.43 per cent of unaware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 73.33 per cent of unaware employees about 'Work from Home Facility' have Work-Life Balance. 21.65 per cent of slightly aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 78.35 per cent of slightly aware employees about 'Work from Home Facility' have Work-Life Balance. 25.00 per cent of somewhat aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 75.00 per cent of somewhat aware employees about 'Work from Home Facility' have Work-Life Balance. 16.28 per cent of moderately aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 83.72 per cent of moderately aware employees about 'Work from Home Facility' have Work-Life Balance. 26.67 per cent of extremely aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 73.33 per cent of extremely aware employees about 'Work from Home Facility' have Work-Life Balance.

**Table No. 4.4.1(b) Association of 'Work from Home Policy' with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.111 <sup>a</sup>	4	0.893
No. of Valid Cases	700		
a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 3.21.			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>09</sub>: There is no significant association of 'Work from Home Facility' with Work -Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data analysis in Table No. 4.4.1(b) reveal that value of p is greater than 0.05 ( $\chi^2 = 12.111$ ;  $p = 0.893$ ;  $p > 0.05$ ). It implies that 'Work from Home Facility' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>09</sub> is rejected.***

#### 4.4.2 Easy Approach to Management Policy

**Table No. 4.4.2(a) 'Easy Approach to Management' \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Easy Approach to Management		WLB		Total
		No	Yes	
Not at all Aware	Number	57	160	217
	Per cent within Group	26.27	73.73	100.00
	Per cent within Work-Life Balance	38.00	29.09	31.00
Slightly Aware	Number	43	161	204
	Per cent within Group	21.08	78.92	100.00
	Per cent within Work-Life Balance	28.67	29.27	29.14
Somewhat Aware	Number	13	32	45
	Per cent within Group	28.89	71.11	100.00
	Per cent within Work-Life Balance	8.67	5.81	6.43

Moderately Aware	Number	29	143	172
	Per cent within Group	16.86	83.14	100
	Per cent within Work-Life Balance	19.33	26.00	24.57
Extremely Aware	Number	8	54	62
	Per cent within Group	12.90	87.10	100.00
	Per cent within Work-Life Balance	5.33	9.83	8.86
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.2(a) reveal that 26.27 per cent of unaware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 73.73 per cent of unaware employees about 'Easy Approach to Management' have Work-Life Balance. 21.08 per cent of slightly aware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 78.92 per cent of slightly aware employees about 'Easy Approach to Management' have Work-Life Balance. 28.89 per cent of somewhat aware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 71.11 per cent of somewhat aware employees about 'Easy Approach to Management' have Work-Life Balance. 16.86 per cent of moderately aware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 83.14 per cent of moderately aware employees about 'Easy Approach to Management' have Work-Life Balance. 12.90 per cent of extremely aware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 87.10 per cent of extremely aware employees about 'Easy Approach to Management' have Work-Life Balance.

**Table No. 4.4.2(b) Association of 'Easy Approach to Management' with Work-Life Balance**

Chi-Square( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.328 <sup>a</sup>	4	0.553
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.64.			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>010</sub>: There is no significant association of ‘ Easy Approach to Management’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.2(b) reveal that the value of p is greater than 0.05 (  $\chi^2= 9.328$  ; p = 0.553; p > 0.05). It implies that ‘Easy Approach to Management’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>010</sub> has been rejected.***

**4.4.3 Flexible Working Time**

**Table No. 4.4.3(a) ‘Flexible Working Time’\* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Flexible Working Time		WLB		Total
		No	Yes	
Not at all Aware	Number	76	266	342
	Per cent within Group	22.22	77.78	100
	Per cent within Work-Life Balance	50.67	48.36	48.85
Slightly Aware	Number	55	189	244
	Per cent within Group	22.54	77.46	100.00
	Per cent within Work-Life Balance	36.67	34.36	34.86
Somewhat Aware	Number	6	26	32
	Per cent within Group	18.75	81.25	100.00
	Per cent within Work-Life Balance	4.00	4.73	4.57
Moderately Aware	Number	7	54	61
	Per cent within Group	11.48	88.52	100.00
	Per cent within Work-Life Balance	4.67	9.82	8.72
Extremely Aware	Number	6	15	21
	Per cent within Group	28.57	71.43	100.00
	Per cent within Work-Life Balance	4.00	2.73	3.00
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.3(a) reveal that 22.22 per cent of unaware employees about ‘Flexible Working Time’ do not have Work-Life Balance, whereas 77.78 per cent of unaware employees about ‘Flexible Working Time’ have Work-Life Balance. 22.54 per cent of slightly aware employees about ‘Flexible Working Time’ do not have Work-Life Balance, whereas 77.46 per cent of slightly aware employees about ‘Flexible Working Time’ have Work-Life Balance. 18.75 per cent of somewhat aware employees about ‘Flexible Working Time’ do not have Work-Life Balance, whereas 81.25 per cent of somewhat aware employees about ‘Flexible Working Time’ have Work-Life Balance. 11.48 per cent of moderately aware employees about ‘Flexible Working Time’ do not have Work-Life Balance, whereas 88.52 per cent of moderately aware employees about ‘Flexible Working Time’ have Work-Life Balance. 28.57 per cent of extremely aware employees about ‘Flexible Working Time’ do not have Work-Life Balance, whereas 71.43 per cent of extremely aware employees about ‘Flexible Working Time’ have Work-Life Balance.

**Table 4.4.3(b) Association of ‘Flexible Working Time’ with Work-Life Balance**

Chi-Square( $\chi^2$ )Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.669 <sup>a</sup>	4	0.323
No. of Valid Cases	700		
<i>a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 4.50.</i>			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>011</sub>: There is no significant association of ‘Flexible Working Time’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.4.3(b) reveal that the value of p is greater than 0.05. ( $\chi^2 = 4.669$  ;  $p = 0.323$ ;  $p > 0.05$ ). It implies that ‘Flexible Working Time’ has significant association with Work-Life Balance of the

employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{011}$  is rejected.*

#### 4.4.4 Holidays/ Paid off Time Facility

**Table 4.4.4(a) ‘Holidays/ Paid off Time Facility’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Holidays/ Paid off Time Facility		WLB		Total
		No	Yes	
Not at all Aware	Number	28	121	149
	Per cent within Group	18.79	81.21	100.00
	Per cent within Work-Life Balance	18.67	22.00	21.29
Slightly Aware	Number	27	77	104
	Per cent within Group	25.96	74.04	100.00
	Per cent within Work-Life Balance	18.00	14.00	14.86
Somewhat Aware	Number	11	31	42
	Per cent within Group	26.19	73.81	100.00
	Per cent within Work-Life Balance	7.33	5.64	6.00
Moderately Aware	Number	51	232	283
	Per cent within Group	18.02	81.98	100.00
	Per cent within Work-Life Balance	34.00	42.18	40.42
Extremely Aware	Number	33	89	122
	Per cent within Group	27.05	72.95	100.00
	Per cent within Work-Life Balance	22.00	16.18	17.43
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.4(a) reveal that 18.79 per cent of unaware employees about ‘Holidays/ Paid off Time Facility’ do not have Work-Life Balance, whereas 81.21 per cent of unaware employees about ‘Holidays/ Paid off Time facility’ have Work-Life Balance. 25.96 per cent of slightly aware employees about ‘Holidays/ Paid off Time Facility’ do not have Work-Life Balance, whereas 74.04 per cent of slightly aware employees about Holidays/ Paid off Time facility’ have Work-Life Balance. 26.19 per cent of somewhat aware employees about ‘Holidays/ Paid off Time Facility’ do not have Work-Life

Balance, whereas 73.81 per cent of somewhat aware employees about ‘Holidays/ Paid off Time facility’ have Work-Life Balance. 18.02 per cent of moderately aware employees about ‘Holidays/ Paid off Time Facility’ do not have Work-Life Balance, whereas 81.98 per cent of moderately aware employees about ‘Holidays/ Paid off Time Facility’ have Work-Life Balance. 27.05 per cent of extremely aware employees about ‘Holidays/ Paid off Time Facility’ do not have Work-Life Balance, whereas 72.95 per cent of extremely aware employees about ‘Holidays/ Paid off Time Facility’ have Work-Life Balance.

**Table 4.4.4(b) Association of ‘Holidays/ Paid off Time Facility’ with Work-Life Balance**

Chi-Square( $\chi^2$ ) Test			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.691 <sup>a</sup>	4	0.253
No. of Valid Cases	700		
<i>a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.00.</i>			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>012</sub>: There is no significant association of ‘Holidays/ Paid off Time facility’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.4(b) reveals that the value of p is greater than 0.05. ( $\chi^2 = 6.691$ ;  $p = 0.253$ ;  $p > 0.05$ ). It implies that ‘Holidays/ Paid off Time facility’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>012</sub> is rejected.***

#### **4.4.5 Maternity Leave Facility**

**Table 4.4.5(a) ‘Maternity Leave Facility’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation			
Maternity Leave Facility	WLB		Total
	No	Yes	

Not at all Aware	Number	14	48	62
	Per cent within Group	22.58	77.42	100.00
	Per cent within Work-Life Balance	9.33	8.73	8.86
Slightly Aware	Number	12	36	48
	Per cent within Group	25.00	75.00	100.00
	Per cent within Work-Life Balance	8.00	6.55	6.85
Somewhat Aware	Number	6	23	29
	Per cent within Group	20.69	79.31	100.00
	Per cent within Work-Life Balance	4.00	4.18	4.14
Moderately Aware	Number	71	250	321
	Per cent within Group	22.12	77.88	100.00
	Per cent within Work-Life Balance	47.33	45.45	45.86
Extremely Aware	Number	47	193	240
	Per cent within Group	19.58	80.42	100.00
	Per cent within Work-Life Balance	31.33	35.09	34.29
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.5(a) reveals that 22.58 per cent of unaware employees about 'Maternity Leave Facility' do not have Work-Life Balance, whereas 77.42 per cent of unaware employees about 'Maternity Leave Facility' have Work-Life Balance. 25.00 per cent of slightly aware employees about 'Maternity Leave Facility' do not have Work-Life Balance, whereas 75.00 per cent of slightly aware employees about 'Maternity Leave Facility' have Work-Life Balance. 20.69 per cent of somewhat aware employees about 'Maternity Leave Facility' do not have work-life balance, whereas 79.31 per cent of somewhat aware employees about 'Maternity Leave Facility' have Work-Life Balance. 22.12 per cent of moderately aware employees about 'Maternity Leave Facility' do not have Work-Life Balance, whereas 77.88 per cent of moderately aware employees about 'Maternity Leave Facility' have Work-Life Balance. 19.58 per cent of extremely aware employees about 'Maternity Leave Facility' do not have Work-Life Balance, whereas 80.42 per cent of extremely aware employees about 'Maternity Leave Facility' have Work-Life Balance.

**Table 4.4.5(b) Association of ‘ Maternity Leave Facility’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.998	4	0.910
No. of Valid Cases	700		
<i>a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.21.</i>			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>013</sub>: There is no significant association of ‘Maternity Leave facility’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.5(b) reveals that the value of p is greater than 0.05. ( $\chi^2 = 11.998$  ; p = 0.910; p > 0.05). It implies that ‘Maternity Leave Facility’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>013</sub> is rejected.***

#### **4.4.6 Paid Sabbatical Facility**

**Table No. 4.4.6(a) ‘Paid Sabbatical Facility’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Paid Sabbatical Facility		WLB		Total
		No	Yes	
Not at all Aware	Number	71	270	341
	Per cent within Group	20.82	79.18	100.00
	Per cent within Work-Life Balance	47.33	49.09	48.71
Slightly Aware	Number	40	140	180
	Per cent within Group	22.22	77.78	100.00
	Per cent within Work-Life Balance	26.67	25.45	25.71
Somewhat Aware	Number	11	19	30
	Per cent within Group	36.67	63.33	100.00
	Per cent within Work-Life Balance	7.33	3.45	4.29

Moderately Aware	Number	20	80	100
	Per cent within Group	20.00	80.00	100.00
	Per cent within Work-Life Balance	13.34	14.56	14.29
Extremely Aware	Number	8	41	49
	Per cent within Group	16.33	83.67	100.00
	Per cent within Work-Life Balance	5.33	7.45	7.00
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.6(a) reveals that 20.82 per cent of unaware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 79.18 per cent of unaware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. 22.22 per cent of slightly aware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 77.78 per cent of slightly aware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. 36.67 per cent of somewhat aware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 63.33 per cent of somewhat aware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. 20.00 per cent of moderately aware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 80.00 per cent of moderately aware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. 16.33 per cent of extremely aware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 83.67 per cent of extremely aware employees about 'Paid Sabbaticals Facility' have Work-Life Balance.

**Table No. 4.4.6(b) Association of 'Paid Sabbaticals Facility' with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.158	4	0.471
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.43			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>014</sub>: There is no significant association of ‘Paid Sabbaticals Facility’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.6(b) reveals that the value of p is greater than 0.05. ( $\chi^2=5.158$ ;  $p= 0.471$ ;  $p > 0.05$ ). It implies that ‘Paid Sabbaticals Facility’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>014</sub> is rejected.***

#### 4.4.7 Refresher Courses and Training Facility

**Table No.4.4.7(a) ‘ Refresher Courses and Training Facility’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Refresher Courses and Training Facility		WLB		Total
		No	Yes	
Not at all Aware	Number	35	103	138
	Per cent within Group	25.36	74.64	100.00
	Per cent within Work-Life Balance	23.33	18.73	19.71
Slightly Aware	Number	38	120	158
	Per cent within Group	24.05	75.95	100.00
	Per cent within Work-Life Balance	25.33	21.82	22.57
Somewhat Aware	Number	5	17	22
	Per cent within Group	22.72	77.28	100.00
	Per cent within Work-Life Balance	3.33	3.09	3.15
Moderately Aware	Number	57	243	300
	Per cent within Group	19.00	81.00	100.00
	Per cent within Work-Life Balance	38.00	44.18	42.85
Extremely Aware	Number	15	67	82
	Per cent within Group	18.29	81.71	100.00
	Per cent within Work-Life Balance	10.00	12.18	11.72
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.4.7(a) reveals that 25.36 per cent of unaware employees about ‘Refresher Courses and Training Facility’ do not have Work-Life Balance, whereas 74.64 per cent of unaware employees about

‘Refresher Courses and Training Facility’ have Work-Life Balance. 24.05 per cent of slightly aware employees about ‘Refresher Courses and Training Facility’ do not have Work-Life Balance, whereas 75.95 per cent of slightly aware employees about ‘Refresher Courses and Training Facility’ have Work-Life Balance. 22.75 per cent of somewhat aware employees about ‘Refresher Courses and Training Facility’ do not have work-life balance, whereas 77.28 per cent of somewhat aware employees about ‘Refresher Courses and Training Facility’ have Work-Life Balance. 19.00 per cent of moderately aware employees about ‘Refresher Courses and Training Facility’ do not have Work-Life Balance, whereas 81.00 per cent of moderately aware employees about ‘Refresher Courses and Training Facility’ have Work-Life Balance. 18.29 per cent of extremely aware employees about ‘Refresher Courses and Training Facility’ do not have Work-Life Balance, whereas 81.71 per cent of extremely aware employees about ‘Refresher Courses and Training Facility’ have Work-Life Balance

**Table No.4.4.7(b) Association of ‘Refresher Courses and Training Facility’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.465	4	0.483
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 4.71			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>015</sub>: There is no significant association of ‘Refresher Courses and Training Facility’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.4.7(b) reveals that the value of p is greater than 0.05 ( $\chi^2 = 3.465$ ;  $p = 0.483$ ;  $p > 0.05$ ). It implies that ‘Refresher Courses and Training Facility’ has significant association with Work-Life

Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{015}$  is rejected.*

#### 4.4.8 Departmental Promotion Facility

**Table No. 4.4.8 (a) ‘Departmental Promotion Facility’ \* Work-Life Balance  
Cross-tabulation**

Cross-tabulation				
Departmental Promotion Facility		WLB		Total
		No	Yes	
Not at all Aware	Number	14	32	46
	Per cent within Group	30.43	69.57	100.00
	Per cent within Work-Life Balance	9.33	5.81	6.57
Slightly Aware	Number	8	44	52
	Per cent within Group	15.38	84.62	100.00
	Per cent within Work-Life Balance	5.33	8.00	7.43
Somewhat Aware	Number	10	36	46
	Per cent within Group	21.74	78.26	100.00
	Per cent within Work-Life Balance	6.67	6.46	6.57
Moderately Aware	Number	76	315	391
	Per cent within Group	19.44	80.56	100.00
	Per cent within Work-Life Balance	50.67	57.27	55.86
Extremely Aware	Number	42	123	165
	Per cent within Group	25.45	74.55	100.00
	Per cent within Work-Life Balance	28.00	22.36	23.57
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.8(a) reveals that 30.43 per cent of unaware employees about ‘Departmental Promotion Facility’ do not have Work-Life Balance, whereas 69.57 per cent of unaware employees about ‘Departmental Promotion Facility’ have Work-Life Balance. 15.38 per cent of slightly aware employees about ‘Departmental Promotion Facility’ do not have Work-Life Balance, whereas 84.62 per cent of slightly aware employees about ‘Departmental Promotion Facility’ have Work-Life Balance. 21.74 per cent of somewhat aware employees about ‘Departmental Promotion Facility’ do not have Work-Life Balance, whereas 78.26 per cent of somewhat aware employees about ‘Departmental Promotion Facility’ have Work-Life Balance. 19.44 per cent of moderately aware employees about ‘Departmental Promotion Facility’ do not

have Work-Life Balance, whereas 80.56 per cent of moderately aware employees about 'Departmental Promotion Facility' have Work-Life Balance. 25.45 per cent of extremely aware employees about 'Departmental Promotion Facility' do not have Work-Life Balance, whereas 74.55 per cent of extremely aware employees about 'Departmental Promotion Facility' have Work-Life Balance.

**Table No. 4.4.8(b) Association of 'Departmental Promotion Facility' with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.856	4	0.510
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.86			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>016</sub>: There is no significant association of 'Departmental Promotion Facility' with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.8(b) reveals that the value of p is greater than 0.05 ( $\chi^2 = 5.856$ ;  $p = 0.510$ ;  $p > 0.05$ ). It implies that 'Departmental Promotion Facility' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>016</sub> is rejected.***

#### **4.4.9 Personality Development and Wellness Policy**

**Table No. 4.4.9(a) 'Personality Development and Wellness Policy' \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Personality Development and Wellness Policy		WLB		Total
		No	Yes	
Not at all Aware	Number	29	95	124
	Per cent within Group	23.39	76.61	100.00
	Per cent within Work-Life Balance	19.33	17.27	17.71
Slightly	Number	29	115	144

Aware	Per cent within Group	20.13	79.87	100.00
	Per cent within Work-Life Balance	19.33	20.90	20.57
Somewhat Aware	Number	4	28	32
	Per cent within Group	12.50	87.50	100.00
	Per cent within Work-Life Balance	2.67	5.09	4.57
Moderately Aware	Number	60	218	278
	Per cent within Group	21.58	78.42	100.00
	Per cent within Work-Life Balance	40.00	30.63	39.72
Extremely Aware	Number	28	94	122
	Per cent within Group	22.95	77.05	100.00
	Per cent within Work-Life Balance	18.67	17.09	17.43

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.9(a) reveals that 23.39 per cent of unaware employees about ‘Personality Development and Wellness Policy’ do not have Work-Life Balance, whereas 76.61 per cent of unaware employees about ‘Personality Development and Wellness Policy’ have Work-Life Balance. 20.13 per cent of slightly aware employees about ‘Personality Development and Wellness Policy’ do not have Work-Life Balance, whereas 79.87 per cent of slightly aware employees about ‘Personality Development and Wellness Policy’ have Work-Life Balance. 12.50 per cent of somewhat aware employees about ‘Personality Development and Wellness Policy’ do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about ‘Personality Development and Wellness Policy’ have Work-Life Balance. 21.58 per cent of moderately aware employees about ‘Personality Development and Wellness Policy’ do not have Work-Life Balance, whereas 78.42 per cent of moderately aware employees about ‘Personality Development and Wellness Policy’ have Work-Life Balance. 22.95 per cent of extremely aware employees about ‘Personality Development and Wellness Policy’ do not have Work-Life Balance, whereas 77.05 per cent of extremely aware employees about ‘Personality Development and Wellness Policy’ have Work-Life Balance.

**Table No. 4.4.9(b) Association of ‘Personality Development and Wellness Policy’ with Work-Life Balance.**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.112	4	0.715

No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.86			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>017</sub>: There is no significant association of ‘Personality Development and Wellness Policy’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.9(b) reveals that the value of p is greater than 0.05 ( $\chi^2=12.112$ ;  $p=0.715$ ;  $p > 0.05$ ). It implies that ‘Personality Development and Wellness Policy’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>017</sub> is rejected.***

#### 4.4.10 Well-Being Related Policy

**Table No. 4.4.10(a) ‘Well-Being Related Policy’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Well-Being Related Policy		WLB		Total
		No	Yes	
Not at all Aware	Number	26	105	131
	Per cent within Group	19.85	80.15	100.00
	Per cent within Work-Life Balance	17.33	19.09	18.71
Slightly Aware	Number	33	113	146
	Per cent within Group	22.60	77.40	100.00
	Per cent within Work-Life Balance	22.00	20.55	20.86
Somewhat Aware	Number	13	29	42
	Per cent within Group	30.95	69.05	100.00
	Per cent within Work-Life Balance	8.67	5.28	6.00
Moderately Aware	Number	53	217	270
	Per cent within Group	19.63	80.37	100.00
	Per cent within Work-Life Balance	35.33	39.46	38.57
Extremely Aware	Number	25	86	111
	Per cent within Group	22.52	77.48	100.00
	Per cent within Work-Life Balance	16.67	15.64	15.86
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.10(a) reveals that 19.85 per cent of unaware employees about ‘Well-Being Related Policy’ do not have Work-Life Balance, whereas 80.15 per cent of unaware employees about ‘Well-Being Related Policy’ have Work-Life Balance. 22.60 per cent of slightly aware employees about ‘Well-Being Related Policy’ do not have Work-Life Balance, whereas 77.40 per cent of slightly aware employees about ‘Well-Being Related Policy’ have Work-Life Balance. 12.50 per cent of somewhat aware employees about ‘Well-Being Related Policy’ do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about ‘Well-Being Related Policy’ have Work-Life Balance. 21.58 per cent of moderately aware employees about ‘Well-Being Related Policy’ do not have Work-Life Balance, whereas 78.42 per cent of moderately aware employees about Well-Being Related Policy’ have Work-Life Balance. 22.95 per cent of extremely aware employees about ‘Well-Being Related Policy’ do not have Work-Life Balance, whereas 77.05 per cent of extremely aware employees about Well-Being Related Policy’ have Work-Life Balance.

**Table No. 4.4.10(b) Association of ‘Well-Being Related Policy’ with Work Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.175	4	0.529
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.00			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>018</sub>: There is no significant association of ‘Well-Being Related Policy’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.10(b) reveals that the value of p is greater than 0.05 ( $\chi^2 = 3.175$ ;  $p = 0.529$ ;  $p > 0.05$ ). It implies that ‘Well-Being Related Policy’ has significant association with Work-Life Balance of the

employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{018}$  is rejected.*

#### 4.4.11 Residential Facility

**Table No. 4.4.11 (a). ‘Residential Facility’ \* Work-Life Balance  
Cross-tabulation**

Cross-tabulation				
Residential Facility		WLB		Total
		No	Yes	
Not at all Aware	Number	28	117	145
	Per cent within Group	19.31	80.69	100.00
	Per cent within Work-Life Balance	18.67	21.27	20.71
Slightly Aware	Number	27	130	157
	Per cent within Group	17.19	82.81	100.00
	Per cent within Work-Life Balance	18.00	23.64	22.43
Somewhat Aware	Number	14	49	63
	Per cent within Group	22.22	77.78	100.00
	Per cent within Work-Life Balance	9.33	8.91	9.00
Moderately Aware	Number	43	165	208
	Per cent within Group	20.67	79.33	100.00
	Per cent within Work-Life Balance	28.67	30.00	29.71
Extremely Aware	Number	38	89	127
	Per cent within Group	29.92	70.08	100.00
	Per cent within Work-Life Balance	25.33	16.18	18.14
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.11(a) reveals that 19.31 per cent of unaware employees about ‘Residential Facility’ do not have Work-Life Balance, whereas 80.69 per cent of unaware employees about ‘Residential Facility’ have Work-Life Balance. 17.19 per cent of slightly aware employees about ‘Residential Facility’ do not have Work-Life Balance, whereas 82.81 per cent of slightly aware employees about ‘Residential Facility’ have Work-Life Balance. 22.22 per cent of somewhat aware employees about ‘Residential Facility’ do not have work-life balance, whereas 77.78 per cent of somewhat aware employees about ‘Residential Facility’ have Work-Life Balance. 20.67 per cent of moderately aware employees about ‘Residential Facility’ do not have

Work-Life Balance, whereas 79.33 per cent of moderately aware employees about ‘Residential Facility’ have Work-Life Balance. 29.92 per cent of extremely aware employees about ‘Residential Facility’ do not have Work-Life Balance, whereas 70.08 per cent of extremely aware employees about ‘Residential Facility’ have Work-Life Balance.

**Table No. 4.4.11(b) Association of ‘Residential Facility’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.590	4	0.609
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.50			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>019</sub>: There is no significant association of ‘Residential Facility’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.11(b) reveals that the value of p is greater than 0.05. ( $\chi^2 = 7.590$ ;  $p = 0.609$ ;  $p > 0.05$ ). It implies that ‘Residential Facility’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>019</sub> is rejected.***

#### **4.4.12 Dispute and Conflict Resolution Remedies**

**Table No. 4.4.12 (a) ‘ Dispute and Conflict Resolution Remedies’ \*  
Work-Life Balance Cross-tabulation**

Cross-tabulation				
Dispute and Conflict Resolution Remedies		WLB		Total
		No	Yes	
Not at all Aware	Number	10	49	59
	Per cent within Group	16.94	83.06	100.00
	Per cent within Work-Life Balance	6.67	8.91	8.43

Slightly Aware	Number	19	57	76
	Per cent within Group	40.00	60.00	100.00
	Per cent within Work-Life Balance	12.67	10.36	18.86
Somewhat Aware	Number	5	35	40
	Per cent within Group	12.50	87.50	100.00
	Per cent within Work-Life Balance	3.33	6.36	5.71
Moderately Aware	Number	72	305	377
	Per cent within Group	19.10	80.90	100.00
	Per cent within Work-Life Balance	48.00	55.45	53.86
Extremely Aware	Number	44	104	148
	Per cent within Group	29.73	70.27	100.00
	Per cent within Work-Life Balance	29.33	18.90	21.14

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.12(a) reveals that 16.94 per cent of unaware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 83.06 per cent of unaware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 40.00 per cent of slightly aware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 60.00 per cent of slightly aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 12.50 per cent of somewhat aware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 19.10 per cent of moderately aware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 80.90 per cent of moderately aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 29.73 per cent of extremely aware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 70.27 per cent of extremely aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance.

**Table No. 4.4.12(b) Association of 'Dispute and Conflict Resolution Remedies' with Work-Life Balance**

Chi-Square( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)

Pearson Chi-Square	10.446	4	0.734
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.57			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>020</sub>: There is no significant association of ‘Dispute and Conflict Resolution remedies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.4.12 (b) reveals that the value of p is greater than 0.05 ( $\chi^2=10.446$  ;  $p = 0.734$ ;  $p > 0.05$ ). It implies that ‘Dispute and Conflict Resolution remedies’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>020</sub> is rejected.***

#### 4.4.13 CSR Activities

**Table No. 4.4.13(a) ‘CSR Activities’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
CSR Activities		WLB		Total
		No	Yes	
Not at all Aware	Number	52	199	251
	Per cent within Group	20.71	79.29	100.00
	Per cent within Work-Life Balance	34.67	36.18	35.86
Slightly Aware	Number	51	179	230
	Per cent within Group	22.17	77.83	100.00
	Per cent within Work-Life Balance	34.00	32.55	32.86
Somewhat Aware	Number	11	33	44
	Per cent within Group	25.00	75.00	100.00
	Per cent within Work-Life Balance	7.33	6.00	6.29
Moderately Aware	Number	25	108	133
	Per cent within Group	18.80	81.20	100.00
	Per cent within Work-Life Balance	16.67	19.64	19.00
Extremely Aware	Number	11	31	42
	Per cent within Group	26.19	73.81	100.00

	Per cent within Work-Life Balance	7.33	5.64	6.00
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.13(a) reveal that 16.94 per cent of unaware employees about ‘CSR Activities’ do not have Work-Life Balance, whereas 83.06 per cent of unaware employees about ‘CSR Activities’ have Work-Life Balance. 40.00 per cent of slightly aware employees about ‘CSR Activities’ do not have Work-Life Balance, whereas 60.00 per cent of slightly aware employees about ‘CSR Activities’ have Work-Life Balance. 12.50 per cent of somewhat aware employees about ‘CSR Activities’ do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about ‘CSR Activities’ have Work-Life Balance. 19.10 per cent of moderately aware employees about ‘CSR Activities’ do not have Work-Life Balance, whereas 80.90 per cent of moderately aware employees about ‘CSR Activities’ have Work-Life Balance. 29.73 per cent of extremely aware employees about ‘CSR Activities’ do not have Work-Life Balance, whereas 70.27 per cent of extremely aware employees about ‘CSR Activities’ have Work-Life Balance.

**Table No.4.4.13(b) Association of ‘CSR Activities’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.597	4	0.809
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.63			

:

Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>021</sub>: There is no significant association of ‘CSR Activities’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.13(b) reveals that the value of p is greater than 0.05 ( $\chi^2=1.597$ ;  $p = 0.809$ ;  $p > 0.05$ ). It implies that ‘CSR Activities’ significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{021}$  is rejected.*

#### 4.4.14 Supervisor Support

**Table No. 4.4.14(a) ‘Supervisor Support’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Supervisor Support		WLB		Total
		No	Yes	
Not at all Aware	Number	30	78	108
	Per cent within Group	27.78	72.22	100.00
	Per cent within Work-Life Balance	20.00	14.18	15.43
Slightly Aware	Number	31	84	115
	Per cent within Group	26.96	73.04	100.00
	Per cent within Work-Life Balance	20.67	15.27	16.43
Somewhat Aware	Number	7	36	43
	Per cent within Group	16.28	83.72	100.00
	Per cent within Work-Life Balance	4.67	24.00	6.14
Moderately Aware	Number	61	269	330
	Per cent within Group	18.48	81.52	100.00
	Per cent within Work-Life Balance	11.09	48.91	47.14
Extremely Aware	Number	21	83	104
	Per cent within Group	20.19	79.81	100.00
	Per cent within Work-Life Balance	14.00	15.09	14.86
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No.4.4.14(a) reveals that 27.78 per cent of unaware employees about ‘Supervisor Support’ do not have Work-Life Balance, whereas 72.22 per cent of unaware employees about ‘Supervisor

Support’ have Work-Life Balance. 26.96 per cent of slightly aware employees about ‘Supervisor Support’ do not have Work-Life Balance, whereas 73.04 per cent of slightly aware employees about ‘Supervisor Support’ have Work-Life Balance. 16.28 per cent of somewhat aware employees about ‘Supervisor Support’ do not have Work-Life Balance, whereas 83.72 per cent of somewhat aware employees about ‘Supervisor Support’ have Work-Life Balance. 18.48 per cent of moderately aware employees about ‘Supervisor Support’ do not have Work-Life Balance, whereas 81.52 per cent of moderately aware employees about ‘Supervisor Support’ have Work-Life Balance. 20.19 per cent of extremely aware employees about ‘Supervisor Support’ do not have Work-Life Balance, whereas 79.81 per cent of extremely aware employees about ‘Supervisor Support’ have Work-Life Balance.

**Table No. 4.4.14(b) Association of ‘Supervisor Support’ with Work-Life Balance.**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.143	4	0.619
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.27			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>022</sub>: There is no significant association of ‘Supervisory Support’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.14(b) reveals that the value of p is greater than 0.05 ( $\chi^2 = 7.143$ ;  $p = 0.6192$ ;  $p > 0.05$ ). It implies that ‘Supervisory Support’ significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>022</sub> is rejected***

#### 4.4.15 Employees' role in Policy Formulation

**Table No. 4.4.15(a) 'Employees' role in Policy Formulation' \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Employees' role in Policy Formulation		WLB		Total
		No	Yes	
Not at all Aware	Number	31	109	140
	Per cent within Group	22.14	77.86	100.00
	Per cent within Work-Life Balance	20.67	19.82	20.00
Slightly Aware	Number	42	139	181
	Per cent within Group	23.20	76.80	100.00
	Per cent within Work-Life Balance	28.00	25.27	25.86
Somewhat Aware	Number	16	56	72
	Per cent within Group	22.22	77.78	100.00
	Per cent within Work-Life Balance	10.67	10.18	10.29
Moderately Aware	Number	40	184	224
	Per cent within Group	17.88	82.14	100.00
	Per cent within Work-Life Balance	26.67	33.45	32.00
Extremely Aware	Number	21	62	83
	Per cent within Group	25.30	74.70	100.00
	Per cent within Work-Life Balance	14.00	11.27	11.86
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.15(a) reveals that 22.14 per cent of unaware employees about 'Employees' role in Policy Formulation' do not have Work-Life Balance, whereas 77.86 per cent of unaware employees about 'Employees' role in Policy Formulation' have Work-Life Balance. 23.20 per cent of slightly aware employees about 'Employees' role in Policy Formulation' do not have Work-Life Balance, whereas 76.80 per cent of slightly aware employees about 'Employees' role in Policy Formulation' have Work-Life Balance. 22.22 per cent of somewhat aware employees about 'Employees' role in Policy

Formulation’ do not have Work-Life Balance, whereas 77.78 per cent of somewhat aware employees about ‘Employees’ role in Policy Formulation’ have Work-Life Balance. 17.88 per cent of moderately aware employees about ‘Employees’ role in Policy Formulation’ do not have Work-Life Balance, whereas 82.14 per cent of moderately aware employees about ‘Employees’ role in Policy Formulation’ have Work-Life Balance. 25.30 per cent of extremely aware employees about ‘Employees’ role in Policy Formulation’ do not have Work-Life Balance, whereas 74.70 per cent of extremely aware employees about ‘Employees’ role in Policy Formulation’ have Work-Life Balance.

**Table No. 4.4.15(b) Association of ‘Employees’ role in Policy Formulation’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.845	4	0.584
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.43			

Source: Statistical Data Analysis

The following null hypotheses have been framed and tested to proceed with the analysis:

***H<sub>023</sub>: There is no significant association of ‘Employees’ role in Policy Formulation’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.15(b) reveals that the value of p is greater than 0.05 ( $\chi^2=2.845$ ;  $p = 0.584$ ;  $p > 0.05$ ). It implies that ‘Employees’ role in Policy Formulation’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>023</sub> is rejected.***

#### **4.4.16 Rewards to Employees**

**Table No. 4.4.16(a) ‘Rewards to Employees’ \* Work-Life Balance  
Cross-tabulation**

Cross-tabulation
------------------

Rewards to Employees		WLB		Total
		No	Yes	
Not at all Aware	Number	33	148	181
	Per cent within Group	18.23	81.77	100.00
	Per cent within Work-Life Balance	22.00	26.91	25.86
Slightly Aware	Number	52	132	184
	Per cent within Group	28.26	71.74	100.00
	Per cent within Work-Life Balance	34.67	24.00	26.29
Somewhat Aware	Number	15	42	57
	Per cent within Group	26.32	73.68	100.00
	Per cent within Work-Life Balance	10.00	7.64	8.14
Moderately Aware	Number	33	178	211
	Per cent within Group	15.64	84.36	100.00
	Per cent within Work-Life Balance	22.00	32.36	30.14
Extremely Aware	Number	17	50	67
	Per cent within Group	10.45	89.55	100.00
	Per cent within Work-Life Balance	4.67	9.09	9.57
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.16(a) reveals that 22.14 per cent of unaware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 77.86 per cent of unaware employees about 'Rewards to Employees' have Work-Life Balance. 23.20 per cent of slightly aware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 76.80 per cent of slightly aware employees about 'Rewards to Employees' have Work-Life Balance. 22.22 per cent of somewhat aware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 77.78 per cent of somewhat aware employees about 'Rewards to Employees' have Work-Life Balance. 17.88 per cent of moderately aware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 82.14 per cent of moderately aware employees about 'Rewards to Employees' have Work-Life Balance. 25.30 per cent of extremely aware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 74.70 per cent of extremely aware employees about 'Rewards to Employees' have Work-Life Balance.

**Table No.4.4.16(b) Association Test of ‘Rewards to Employees’ with Work-Life Balance**

Chi-Square ( $\chi^2$ )Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.827	4	0.621
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.21			

Source: Statistical Data Analysis

The following null hypothesis have been framed and tested to proceed with the analysis:

***H<sub>024</sub>: There is no significant association of ‘Rewards to Employees’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.4.16(b) reveals that the value of  $\chi^2$  is greater than 0.05 ( $\chi^2 = 11.827$ ;  $p = 0.621$ ;  $p > 0.05$ ). It implies that ‘Rewards to Employees’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>024</sub> is rejected.***

#### 4.4.17 Monetary benefits for Extra Work

**Table No. 4.4.17(a) ‘Monetary benefits for Extra Work Policy’ \* Work-Life Balance Cross-tabulation**

Cross-tabulation				
Monetary benefits for Extra Work Policy		WLB		Total
		No	Yes	
Not at all Aware	Number	61	201	262
	Per cent within Group	23.28	76.72	100.00
	Per cent within Work-Life Balance	40.67	36.55	37.43
Slightly Aware	Number	46	145	191
	Per cent within Group	24.08	75.92	100.00
	Per cent within Work-Life Balance	30.67	26.36	27.29
Somewhat Aware	Number	11	33	44
	Per cent within Group	25.00	75.00	100.00
	Per cent within Work-Life Balance	7.33	6.00	6.29

Moderately Aware	Number	26	145	171
	Per cent within Group	15.20	84.80	100.00
	Per cent within Work-Life Balance	17.33	26.36	24.43
Extremely Aware	Number	6	26	32
	Per cent within Group	18.75	81.25	100.00
	Per cent within Work-Life Balance	4.00	4.72	4.57
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.17(a) reveals that 23.28 per cent of unaware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 76.72 per cent of unaware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 24.08 per cent of slightly aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 75.92 per cent of slightly aware employees about 'Monetary Benefits for Extra Work Policy' have Work-Life Balance. 25.00 per cent of somewhat aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 75.00 per cent of somewhat aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 15.20 per cent of moderately aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 84.80 per cent of moderately aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 18.75 per cent of extremely aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 81.25 per cent of extremely aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance.

**Table No. 4.4.17(b) Association of 'Monetary benefits for Extra Work Policy' with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.739	4	0.321
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.86			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>025</sub>: There is no significant association of ‘Monetary benefits for Extra Work Policy’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No.4.4.17(b) reveals that the value of p is greater than 0.05 ( $\chi^2=5.739$ ;  $p = 0.321$ ;  $p > 0.05$ ). It implies that ‘Monetary benefits for Extra Work Policy’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>025</sub> is rejected.***

#### 4.4.18 Harassment Prohibition Policy

**Table No.4.4.18 (a) ‘Harassment Prohibition Policy’ \* Work-Life Balance  
Cross-tabulation**

Cross-tabulation				
Harassment Prohibition Policy		WLB		Total
		No	Yes	
Not at all Aware	Number	12	30	42
	Per cent within Group	28.57	71.43	100.00
	Per cent within Work-Life Balance	8.00	5.54	6.00
Slightly Aware	Number	12	38	50
	Per cent within Group	24.00	76.00	100.00
	Per cent within Work-Life Balance	8.00	6.91	7.14
Somewhat Aware	Number	13	43	56
	Per cent within Group	23.21	76.79	100.00
	Per cent within Work-Life Balance	8.67	7.82	8.00
Moderately Aware	Number	71	289	360
	Per cent within Group	19.72	80.28	100.00
	Per cent within Work-Life Balance	47.33	52.55	51.43
Extremely Aware	Number	42	150	192
	Per cent within Group	21.88	78.12	100.00
	Per cent within Work-Life Balance	28.00	27.27	27.43
Total		150	550	700

Source: Statistical Data Analysis

The results of the data analysis in Table No. 4.4.18(a) reveals that 23.28 per cent of unaware employees about ‘Harassment Prohibition Policy’ do not have Work-Life Balance, whereas 76.72 per cent of unaware employees about ‘Harassment

Prohibition Policy’ have Work-Life Balance. 24.08 per cent of slightly aware employees about ‘Harassment Prohibition Policy’ do not have Work-Life Balance, whereas 75.92 per cent of slightly aware employees about ‘Harassment Prohibition Policy’ have Work-Life Balance. 25.00 per cent of somewhat aware employees about ‘Harassment Prohibition Policy’ do not have Work-Life Balance , whereas 75.00 per cent of somewhat aware employees about ‘Harassment Prohibition Policy’ have Work-Life Balance. 15.20 per cent of moderately aware employees about ‘Harassment Prohibition Policy’ do not have Work-Life Balance, whereas 84.80 per cent of moderately aware employees about ‘Harassment Prohibition Policy’ have Work-Life Balance. 18.75 per cent of extremely aware employees about ‘Harassment Prohibition Policy’ do not have Work-Life Balance, whereas 81.25 per cent of extremely aware employees about ‘Harassment Prohibition Policy’ have Work-Life Balance.

**Table 4.4.18(b) Association of ‘Harassment Prohibition Policy’ with Work-Life Balance**

Chi-Square ( $\chi^2$ ) Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.220	4	0.695
N of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.95			

Source: Statistical Data Analysis

The following null hypothesis has been framed and tested to proceed with the analysis:

***H<sub>026</sub>: There is no significant association of ‘Harassment Prohibition Policy’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.***

The results of the data presented in Table No. 4.4.18(b) reveals that the value of p is greater than 0.05 ( $\chi^2=2.220$  ;  $p = 0.695$  ;  $p > 0.05$ ). It implies that ‘Harassment Prohibition Policy’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>026</sub> is rejected.***

To achieve the third objective of the study i.e. **‘To analyze the perception of employees towards policies and practices implemented in Punjab State**

**Power Corporation Limited for maintaining their Work-life Balance’,** The following analysis has been carried out.

#### **4.5 Reliability Test and Factor Analysis**

##### **4.5.1 The current policies and practices related to Work-Life Balance**

Cronbach’s Alpha is known as equivalent reliability or coefficient alpha that provides a method of measuring internal consistency of test and measures. It tells us how related a set of items are as a group. As general rule Cronbach’s alpha above 0.7 is good .This test has been conducted with SPSS 26.0 version software.

**Table No. 4.5.1 Reliability Statistics of the current policies and practices related to Work-Life Balance**

Reliability Statistics		
Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Itemss	No. of Items
0.743	0.747	18

Source : Statistical Analysis

From Table No. 4.5.1, It reveals that the value for Cronbach alpha in this case ‘The current policies and practices related to Work-Life Balance’ is 0.743 which is above 0.7 and reflects high reliability of the measuring instrument. Furthermore, it indicates high level of internal consistency with respect to the specific sample.

##### **4.5.2 Factor Analysis**

###### **KMO and Bartlett’s Test of Sphericity**

Kaiser-Meyer-Olkin measure of sampling adequacy is a statistics that shows the proportion of variance in the variable that might be caused by underlying factors. High value (1.0) indicate that factor analysis may be useful with the data. KMO value greater than 0.5 is satisfactory. Bartlett’s Test of Sphericity is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. It is used to test if number of samples have equal variances. Equal variances across samples is called homogeneity. In the statistical test it is assumed that variances are equal across the groups or samples.

**Table No. 4.5.2 KMO and Bartlett's Test of Sphericity**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.732
Bartlett's Test of Sphericity	Approx. Chi-Square	2165.295
	Df	153
	Sig.	0.000

Source: Statistical Data Analysis

From Table No. 4.5.2, It reveals that KMO value =0.732, which is higher than 0.6, indicates that factor analysis is useful with the data. The Bartlett test should be significant (i.e., a significance value less than 0.05). In this case significant value is 0.000 which is less than 0.05. It means that the variables are correlated highly enough to provide a reasonable basis for factor analysis as in this case 'The current policies and practices related to Work-Life Balance'.

**Table No. 4.5.3 Total Variance Explained.**

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	3.422	19.010	19.010	3.422	19.010	19.010	2.106	11.697
2	1.913	10.628	29.638	1.913	10.628	29.638	41.910	10.612	22.309
3	1.485	8.250	37.887	1.485	8.250	37.887	1.887	10.481	32.790
4	1.428	7.936	45.823	1.428	7.936	45.823	1.663	9.240	42.030
5	1.128	6.264	52.087	1.128	6.264	52.087	1.514	8.410	50.441
6	1.058	5.879	57.966	1.058	5.879	57.966	1.354	7.525	57.966
Extraction Method: Principal Component Analysis.									

Source: Statistical Data Analysis

From the above Table No.4.5.3, It reveals that the Total Variance Explained table shows how the variance is divided among the 6 possible factors. These six factors have eigen values (a measure of explained variance) greater than 1.0, which is a common criterion for a factor to be useful. Eigen value reflects the number of

extracted factors whose sum should be equal to number of items which are subjected to factor analysis.

**Table No.4.5.4 Rotated Components Matrix**

<b>Rotated Component Matrix<sup>a</sup></b>						
	Component					
	1	2	3	4	5	6
PSPCL provides work from home facility to its employees.	0.077	0.000	0.736	0.088	0.011	-0.003
The employees in PSPCL approach the higher management directly/easily.	0.006	0.500	0.538	0.029	0.208	-0.193
PSPCL allows flexible working time facility to its employees.	0.103	-0.052	0.751	0.101	0.033	0.166
PSPCL provides holidays/ paid time off facility to its employees.	-0.063	0.077	0.169	0.760	-0.123	0.193
PSPCL follows Maternity Act-2007 to provide sufficient maternity leave to its female employees.	0.001	0.228	-0.046	0.671	0.114	-0.041
PSPCL provides paid sabbaticals opportunities to its employees.	-0.265	0.177	0.442	-0.142	0.419	0.232
PSPCL provides proper time to its employees to attend refresher courses and trainings to enhance their performance.	0.218	0.119	0.149	-0.163	0.636	0.171
PSPCL provides the opportunity of departmental promotion and selection for higher posts to its employees .	0.550	0.163	0.071	0.231	0.324	-0.014
PSPCL policies include personality development and wellness programs for its employees.	0.845	0.038	0.060	0.015	0.025	-0.016
PSPCL management understands the importance of well being of its employees.	0.762	0.115	0.029	-0.107	-0.006	0.249
PSPCL provides residential facilities to its employees.	0.112	0.229	0.322	-0.010	-0.270	0.539

PSPCL adopts dispute settlement machinery and conflict resolution remedies for its employees.	0.185	0.717	-0.104	0.184	-0.065	0.078
PSPCL encourages its employees to follow CSR activities.	-0.213	0.542	0.198	-0.237	0.321	0.084
The supervisors support the employees to handle the emergencies at work place.	0.078	0.634	0.115	0.234	0.124	-0.010
PSPCL recognizes the employees' associations / union's point of view in formulating / amending various welfare policies.	0.408	-0.030	0.156	0.497	0.129	-0.012
PSPCL management praises its employees for doing extra activities and extraordinary performance.	0.085	0.095	-0.047	0.308	0.673	-0.040
PSPCL policies allow extra monetary benefits for additional charge / job to its employees.	0.071	-0.041	0.031	0.129	0.282	0.815
PSPCL adopt Prevention, Prohibition and Redressal Act-2013 to stop harassment / bullying of its employees at work place.	0.305	0.487	-0.200	0.050	0.110	0.367
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 10 iterations.						

Source: Statistical Data Analysis

**Table No.4.5.5 Factors Loadings**

<b>Rotated Component Matrix<sup>a</sup></b>						
	Component					
	1	2	3	4	5	6
PSPCL policies include personality development and wellness programs for its employees.	0.853					
PSPCL management understands the importance of well being of its employees.	0.856					

PSPCL provides proper time to its employees to attend refresher courses and trainings to enhance their performance.	0.862					
PSPCL adopts dispute settlement machinery and conflict resolution remedies for its employees.		0.799				
PSPCL encourages its employees to follow CSR activities.		0.849				
The supervisors support the employees to handle the emergencies at work place.		0.794				
PSPCL adopt Prevention, Prohibition and Redressal Act-2013 to stop harassment / bullying of its employees at work place.		0.883				
PSPCL provides work from home facility to its employees.			0.891			
PSPCL allows flexible working time facility to its employees.			0.789			
PSPCL provides paid sabbaticals opportunities to its employees.			0.911			
PSPCL provides holidays/ paid time off facility to its employees.			0.798			
PSPCL management praises its employees for doing extra activities and extraordinary performance.				0.790		
PSPCL recognizes the employees' associations / union's point of view in formulating / amending various welfare policies.				0.678		
The employees in PSPCL approach the higher management directly/easily.				0.892		
PSPCL follows Maternity Act-2007 to provide sufficient maternity leave to its female employees.					0.784	
PSPCL provides residential facilities to its employees.					0.893	
PSPCL provides the opportunity of departmental promotion and selection for higher posts to its employees						0.780
PSPCL policies allow extra monetary benefits for additional charge / job to its employees.						0.786

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 10 iterations.

Source: Statistical Data Analysis  
**Table No. 4.5.6 Factorwise Variables**

PSPCL policies include personality development and wellness programs for its employees.	<b>Career Development Policies</b>
PSPCL management understands the importance of well being of its employees.	
PSPCL provides proper time to its employees to attend refresher courses and trainings to enhance their performance	
PSPCL adopts dispute settlement machinery and conflict resolution remedies for its employees.	<b>Organizational Policies</b>
PSPCL encourages its employees to follow CSR activities.	
The supervisors support the employees to handle the emergencies at work place.	
PSPCL adopt Prevention, Prohibition and Redressal Act-2013 to stop harassment / bullying of its employees at work place.	<b>Recreational Policies</b>
PSPCL provides work from home facility to its employees.	
PSPCL allows flexible working time facility to its employees.	
PSPCL provides paid sabbaticals opportunities to its employees.	
PSPCL provides holidays/ paid time off facility to its employees.	<b>Engagement Policies</b>
PSPCL management praises its employees for doing extra activities and extraordinary performance.	
PSPCL recognizes the employees' associations / union's point of view in formulating / amending various welfare policies.	
The employees in PSPCL approach the higher management directly/easily.	<b>Family Care Policies</b>
PSPCL follows Maternity Act-2007 to provide sufficient maternity leave to its female employees.	
PSPCL provides residential facilities to its employees.	<b>Financial Policies</b>
PSPCL provides the opportunity of departmental promotion and selection for higher posts to its employees	
PSPCL policies allow extra monetary benefits for additional charge / job to its employees.	

Source: Statistical Data Analysis

**Table No.4.5.7 Test for Model Fit**

Model Summary			
Step-1	-2 Log likelihood	Cox & Snell R <sup>2</sup>	Nagelkerke R <sup>2</sup>
	721.007 <sup>a</sup>	0.009	0.614

a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

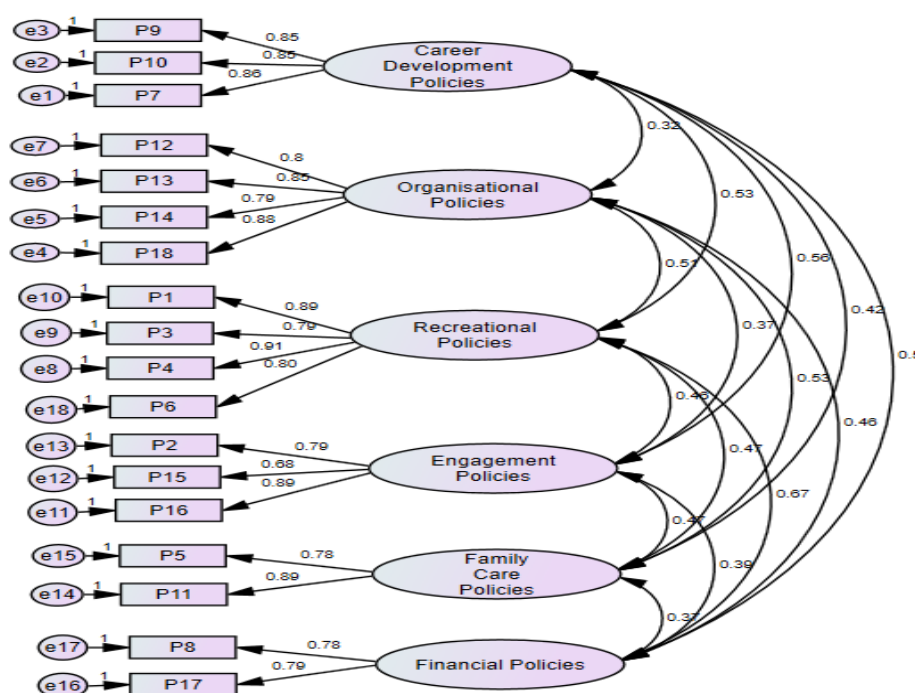
Source: Statistical Data Analysis

Cox & Snell R<sup>2</sup> and Nagelkerke R<sup>2</sup> test have been applied to test the goodness of fit of the model. The value of the Nagelkerke R<sup>2</sup> is found 0.614 which is greater than 0.5. It means fitness of the model is good in case of all the aforesaid variables which implies that moderate to strong relationship exists between the dependent and Independent variables.

**Table No. 4.5.8 Goodness of Fit Indices for perception of the employees about Policies and Practices related to Work-Life Balance**

Model	NFI Delta 1	RFI rho1	IFI Delta2	TLI rho2	CFI	GFI	AGFI
Default Model	0.845	0.896	0.918	0.824	0.910	0.976	0.948
Saturated Model	1.000		1.000		1.000	1.000	
Independence Model	0.000	0.000	0.000	0.000	0.000	0.846	0.828

Source: Calculated through AMOS 26.



**Figure No. 4.1. Six Factor Measurement Model**

**Source : Calculated through AMOS 26**

Goodness of fitness index (GFI) =0.976, Which is greater than 0.80.

Adjusted Goodness of Fitness Index ( AGFI) :+ 0.948, which is greater than 0.90.

Normed Fit Index ( NFI)= 0.845 , which is greater than 0.80.

Incremental Fit Index (IFI)= 0.918, which is greater than 0.80.

Tucker Lewis Index ( TLI) = 0.824, which is greater than 0.80.

Compararive Fit Index (CFI) =0.910 which is greater than 0.80.

In this study, CFA is run on factor solution obtained using EFA using Maximum likelihood estimation method in SPSS AMOS 26 software and covariance matrix has been used for all the factors.

**Table No. 4.5.9 Parameter Estimates, Standardized Factor Loadings(SFL) , Average Variance Extracted (AVE) and Composite Reliability (CR)**

Latent Variable	Measurement Variable Code	Standardized Factor Loading	Item Reliability R <sup>2</sup>	Composite Reliability (CR)	Average variance Extracted (AVE)
Career Development Policies	P9	0.855	0.731	0.859	0.738
	P10	0.852	0.738		
	P7	0.865	0.748		
Organizational Policies	P12	0.807	0.651	0.861	0.669
	P13	0.854	0.729		
	P14	0.792	0.627		
	P18	0.887	0.787		
Recreational Policies	P1	0.899	0.808	0.816	0.757
	P2	0.794	0.746		
	P4	0.913	0.834		
	P6	0.799	0.638		
Engagement Policies	P2	0.792	0.627	0.792	0.701
	P15	0.683	0.466		
	P16	0.898	0.806		
Family Care	P5	0.789	0.633	0.787	0.709

Policies	P11	0.892	0.796		
Financial Policies	P8	0.787	0.619	0.796	0.626
	P17	0.794	0.633		

Source : Calculated through AMOS 26

*Note : All standardized factor loadings are significant at 1 per cent level of significance and are above 0.6*

Table No. 4.5.9 shows values of reliability measures such as Standardized Factor Loadings (SFL), Composite Reliability (CR) and Average Variance Extracted (AVE) of various constructs. The analysis reveals that Standardized Factor Loadings of all ranges between 0.683 to 0.913 are found to be significant and greater than 0.6 as recommended by Hair et al.,(2010). All the values of CR and AVE are above 0.70 and 0.50 respectively ( Hair et al.,2010 ; Bagozzi & Yi,1988). The value of CR ranges between 0.787 and 0.861 and all the values of AVE are ranging from 0.626 to 0.757 which indicates that atleast 50 per cent of the variances observed in the items are accounted for by constructs. Hence all values of Standardized factor loadings, CR and AVE show strong evidence of convergent validity of the above Model.

#### 4.5.3 Discriminant Validity

After establishing convergent validity of the constructs , next step is to validate discriminant validity of the constructs (Bagozzi and Yi, 1988 ; Bollen ,1999).

Discriminant validity refers to extent to which measures of theoretically unrelated constructs do not correlate highly with one another. Fornell and Larcker (1981) suggested that ‘Two constructs are said to have discriminant Validity if square root of Average Variance Extracted (AVE) is larger than the correlational coefficient between two constructs’. The results of discriminant validity is as under:

**Table No. 4.5.10 Discriminant Validity of Perception Model**

Constructs	Career Development Policies	Organizational Policies	Recreational Policies	Engagement Policies	Family care Policies	Financial Policies
Career Development Policies	<b>0.859</b>					
Organizational	0.432	<b>0.818</b>				

Policies						
Recreational Policies	0.398	0.681	<b>0.870</b>			
Engagement Policies	0.467	0.567	0.347	<b>0.837</b>		
Family care Policies	0.398	0.541	0.513	0.334	<b>0.842</b>	
Financial Policies	0.287	0.398	0.245	0,243	0.412	<b>0.791</b>

Source : Calculated through AMOS 26

Table No. 4.5.10. shows that square root of AVE of each construct (as shown in bold figures) is greater than inter-construct correlation which illustrate that each construct is different from other constructs ( Fornell and Larcker, 1981 ; Zait and Berteau,2011). It clearly signifies that the factors are clearly distinct from each other. In this way Discriminant Validity of the Perception has been proved. Hence, it reveals that developed scale is reliable and valid for examining perception of the employees about policies and practices related to Work-Life Balance in Punjab State Power Corporation Limited.

From the data analysis, It reveals that the scale was developed and test significantly, identified the factors influencing perception of the employees in Punjab State Power Corporation Limited. Based on the data recieved from 700 respondents, 18 items on 5-point Likert Scale was developed. The Exploratory Factor Analysis (EFA) applied in the study and has identified six factors which depicts the perception of the employees about Work-Life related policies and practices. These factors are Career Developing Policies, Organizational Policies, Recreational Policies, Engagement Policies, Family Care Policies and Financial Policies.

Confirmatory Factor Analysis (CFA) applied and all the values of various fit indices are found in the acceptable ranges. Reliability and Validity of the scale was accessed and are found quite good. So Reliability and Validity of Perception Model through CFA is proved. It means Perception Model solution with 18 items is more appropriate in determining the perception of the employees related to work-life policies in Punjab State Power Corporation Limited.

To examine the impact of various policies on the perception of the employees in Punjab State Power Corporation Limited. The following null hypotheses have been formed:

- *H<sub>027</sub>: There is no significant impact of ‘Employees Development Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*
- *H<sub>028</sub>: There is no significant impact of ‘Organizational Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*
- *H<sub>029</sub>: There is no significant impact of ‘Recreational Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*
- *H<sub>030</sub>: There is no significant impact of ‘Engagement Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*
- *H<sub>031</sub>: There is no significant impact of ‘Family Care Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*
- *H<sub>032</sub>: There is no significant impact of ‘Financial Policies’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.5.11 Impact of identified factors on perception of employees in Punjab State Power Corporation Limited**

	B	S.E	Wald	Df	S	EXP(B)	95% C.I for	
							EXP(B)	
							Lower	Upper
Career Development Policies	0.008	0.093	0.007	1	0.933	2.154	0.828	2.590
Organizational Policies	0.018	0.094	0.036	1	0.850	1.985	0.847	2.523
Recreational Policies	0.059	0.096	0.380	1	0.538	1.779	0.880	2.479
Engagement Policies	0.026	0.092	0.080	1	0.777	1.643	0.858	2.428
Family Care policies	0.228	0.095	5.756	1	0.416	1.726	1.043	2.513
Financial Policies	0.026	0.093	0.076	1	0.783	1.541	0.810	2.372

Constant	1.315	0.093	198.255	1	0.000	3.726		
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Source: Statistical Data Analysis

The results of the data as per Table 4.5.11. ‘Logistic Regression’ (Odds ratio= 2.154; CI=0.828 – 2.590) indicates that ‘Career Development Policies’ has 2 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>027</sub> is rejected.***

‘Organizational Policies’ (Odds ratio=1.985; CI=0.847 – 2.523) has 2 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>028</sub> is rejected.***

‘Recreational Policies’ (Odds ratio=1.779; CI=0.880 – 2.479) has 1.8 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>029</sub> is rejected.***

‘Engagement Policies’ (Odds ratio=1.643; CI=0.858 – 2.428) has 1.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>030</sub> is rejected.***

‘Family Care Policies’ (Odds ratio=1.726; CI=1.043 – 2.513) has 1.7 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>031</sub> is rejected.***

‘Financial Policies’ (Odds ratio=1.541; CI=0.810 – 2.372) has 1.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ***Hence null hypothesis H<sub>032</sub> is rejected.***

To achieve the fourth objective of the study, **‘To identify the factors affecting the Work-Life Balance of employees in Punjab State Power Corporation Limited’**. The following analysis has been carried out.

#### **4.6 The Perception of employees towards various measures taken by Punjab State Power Corporation Limited for maintaining their Work-Life Balance**

**4.6.1 Reliability test of ‘The Perception of employees towards various measures taken by Punjab State Power Corporation Limited for maintaining their Work-Life Balance’.**

**Table No. 4.6.1 Reliability Test**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.845	0.845	36

Source: Statistical Data Analysis

From the Table No. 4.6.1, It reveals that the value for Cronbach’s alpha in this case ‘The Perception of employees towards various measures taken by Punjab State Power Corporation Limited for maintaining their Work-Life Balance is 0.845, which is higher than 0.7. It reflects high reliability of the measuring instrument. Furthermore, It indicated high level of internal consistency with respect to the specific sample.

**4.6.2 KMO and Bartlett’s Test of Sphericity**

**Table No. 4.6.2 KMO and Bartlett’s Test of Sphericity**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.798
Bartlett's Test of Sphericity	Approx. Chi-Square	7478.135
	Df	630
	Sig.	0.000

Source: Statistical Data Analysis

From the Table No. 4.6.2, It reveals that KMO value =0.798 , which is higher than 0.7. It indicates that factor analysis is useful with the data.

The Bartlett test is significant as significant value is 0.000. It means that the variables are highly correlated enough to provide a reasonable basis for factor analysis.

**4.6.3 To identify the factors affecting the Work-Life Balance of employees in Punjab State Power Corporation Limited**

This section includes the analysis of objectives 4, and objective 5

**Table No. 4.6.3 Total Variance Explained of ‘The Perception of employees towards various measures taken by Punjab State Power Corporation Limited for maintaining their Work-Life Balance’.**

Total Variance Explained									
Co mpo nent	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	5.747	15.965	15.965	5.747	15.965	15.965	2.992	8.312	8.312
2	3.698	10.272	26.237	3.698	10.272	26.237	2.882	8.004	16.317
3	2.194	6.094	32.331	2.194	6.094	32.331	2.710	7.527	23.843
4	2.034	5.649	37.979	2.034	5.649	37.979	2.673	7.424	31.267
5	1.756	4.877	42.856	1.756	4.877	42.856	2.283	6.341	37.608
6	1.478	4.107	46.963	1.478	4.107	46.963	2.078	5.771	43.379
7	1.342	3.728	50.690	1.342	3.728	50.690	1.670	4.639	48.018
8	1.176	3.267	53.957	1.176	3.267	53.957	1.579	4.386	52.403
9	1.095	3.041	56.998	1.095	3.041	56.998	1.449	4.024	56.427
10	1.028	2.855	59.853	1.028	2.855	59.853	1.233	3.426	59.853
11	0.957	2.657	62.511						
12	0.918	2.550	65.061						
13	0.858	2.384	67.445						
14	0.839	2.331	69.776						
15	0.802	2.229	72.005						
16	0.742	2.060	74.065						
17	0.718	1.995	76.059						

18	0.666	1.850	77.910						
19	0.641	1.780	79.690						
20	0.605	1.680	81.370						
21	0.587	1.631	83.001						
22	0.563	1.565	84.566						
23	0.533	1.481	86.047						
24	0.491	1.365	87.412						
25	0.478	1.326	88.738						
26	0.472	1.312	90.050						
27	0.437	1.213	91.263						
28	0.421	1.169	92.432						
29	0.409	1.137	93.569						
30	0.379	1.052	94.622						
31	0.366	1.018	95.639						
32	0.350	0.971	96.610						
33	0.342	0.951	97.562						
34	0.314	0.872	98.434						
35	0.303	0.842	99.275						
36	0.261	0.725	100.000						
Extraction Method: Principal Component Analysis.									

Source: Statistical Data Analysis

From the above Table No. 4.6.3, It reveals that the ‘Total Variance Explained’ table shows how the variance is divided among the 10 possible factors. These ten factors have eigen values (a measure of explained variance) greater than 1.0, which is a common criterion for a factor to be useful.

**Table No. 4.6.4 Rotated Components Matrix**

Rotated Component Matrix <sup>a</sup>										
	Component									
	1	2	3	4	5	6	7	8	9	10
I feel PSPCL provides the facility of proper childcare time to its employees.	0.680	0.020	0.051	0.018	0.001	-0.044	0.045	0.106	0.124	0.308
I always get support from spouse and family members in performing my job efficiently.	0.163	0.217	0.099	0.009	-0.010	-0.087	-0.068	0.015	0.086	0.705
I feel that PSPCL encourages employees to create family feelings at the workplace.	0.105	0.055	0.178	0.253	0.127	0.035	0.186	0.062	0.713	0.163
I am satisfied that work from home facility is provided by PSPCL to its employees.	0.079	0.089	0.346	0.067	0.107	0.216	0.420	0.227	0.300	0.253
I am satisfied that proper residential facility is provided to the employees by PSPCL.	0.337	0.278	0.040	0.568	0.115	0.039	0.111	0.166	.250	-.008
I feel that PSPCL encourages its employees to avail vacation time.	0.394	0.124	0.407	0.040	0.020	-0.015	-0.043	0.186	-0.413	0.152
I enjoy the optimum time for enjoyment and celebrations with my family	0.094	0.448	0.168	0.084	0.087	0.021	0.132	0.059	-0.418	0.413

I feel PSPCL provide sufficient recreation facilities like amusement park / health club to its employees	0.019	0.053	0.091	0.134	0.743	0.103	0.017	0.163	-0.053	-0.015
I feel PSPCL provide evening club facilities for drinks and entertainment.	0.076	0.034	0.084	0.008	0.836	0.133	0.002	0.013	.010	0.040
I feel PSPCL organized individual and team sports competitions for its employees.	0.026	0.122	0.109	0.075	0.745	0.173	0.057	0.016	0.121	-0.005
I feel that PSPCL provides hygienic and safe working conditions at workplace on timely basis for its employees.	0.365	0.219	0.022	0.369	0.327	0.079	-0.085	-0.157	0.167	-0.146
I feel that PSPCL works on changing the mindset of its employees towards community services initiatives.	0.165	0.063	0.349	0.028	0.158	0.014	0.228	0.538	0.195	0.012
I feel that PSPCL provides adequate supervisory support at workplace.	0.194	0.495	0.082	0.018	0.057	-0.091	0.270	-0.035	-0.084	0.310
I am satisfied that PSPCL adopts the reforms with proper planning as recommended by Govt.	0.208	0.207	0.085	0.275	0.205	.000	0.242	0.429	-0.221	0.134
I feel that PSPCL encourages its employees to bring creativity in the job.	0.055	0.019	0.591	0.315	0.044	0.007	0.045	0.080	-0.095	-0.037

I am satisfied that PSPCL provides proper time for refresher courses to enhance the performance of its employees.	0.309	0.067	0.476	0.093	0.097	0.007	0.093	0.353	0.153	-0.196
I am satisfied that PSPCL provides sufficient tool kits / advance equipments /IT facilities to me which are suitable for my job.	0.042	0.022	0.030	0.778	0.003	0.056	0.054	0.093	0.133	0.083
I am satisfied that PSPCL provide proper training to understand new technologies.	0.186	0.040	0.248	0.685	0.087	0.125	-0.119	0.195	0.153	-0.124
I am satisfied that PSPCL provide latest communication devices to its employees at workplace.	0.203	0.022	0.132	0.766	0.113	0.135	0.040	0.179	0.031	0.036
I feel that employees' unions/associations play a role in policy formation and amendment in PSPCL in favor of its employees.	0.236	0.050	0.027	0.053	0.063	0.070	0.653	0.049	0.138	-0.027
I am satisfied that PSPCL has effective dispute settlement and conflict resolution machinery.	0.101	0.408	0.170	0.026	0.004	0.123	0.537	0.092	0.022	0.057

I am satisfied that PSPCL provides justified compensation/ monetary benefits to its employees as per the assigned job.	0.723	0.150	0.013	0.040	0.015	0.060	0.268	0.093	-0.100	0.056
I feel that PSPCL provides opportunity for promotion and selection for higher posts from within the department to its employees.	0.706	0.125	0.001	0.153	-0.056	0.047	0.071	0.066	-0.062	0.046
I am satisfied that PSPCL provides ample career development opportunities to its employees.	0.002	0.029	0.426	0.291	0.247	0.165	-0.206	0.127	0.016	0.066
I feel that sufficient wellness and personality development programs are organized by PSPCL for its employees.	0.138	0.127	0.624	0.003	0.124	0.190	-0.209	.056	0.153	-0.030
I am satisfied with the social prestige attached with my job.	0.206	0.683	0.089	0.111	0.092	-0.048	-0.036	0.176	0.122	-0.018
I spend quality time in doing the social and religious activities.	0.554	0.359	0.184	0.086	0.039	-0.076	-0.006	0.065	0.252	-0.131
I am satisfied that PSPCL provides proper counseling service facility to its employees.	0.252	0.448	0.455	0.197	0.122	0.045	0.001	0.133	0.098	-0.174

I always get the opportunity for clarification and appeals in case of any mistake while performing my job.	0.249	0.385	0.426	0.211	-0.046	-0.105	0.296	0.242	0.147	-0.052
PSPCL provides measures to handle Physical and mental fatigue at work place.	0.051	0.093	0.588	0.057	0.079	0.343	0.348	0.206	0.153	0.115
PSPCL has provision for handling scarcity of staff to reduce my working and mental instability.	0.082	0.114	0.319	0.061	0.160	0.674	0.252	0.039	0.020	0.027
I feel that active adjustment techniques are followed in PSPCL.	0.111	0.045	0.130	0.142	0.178	0.763	0.013	0.048	0.054	0.035
I am satisfied that flexible work timings are allowed in PSPCL	0.013	0.071	0.087	0.125	0.161	0.761	-0.086	0.169	-0.045	-0.186
I have enough time to plan and schedule my day to day activities.	0.391	0.251	0.154	0.057	0.034	0.215	-0.162	0.575	0.057	-0.052
I feel that the distance and time taken to reach the office is comfortable for me.	0.141	0.637	0.052	0.046	-0.080	-0.041	-0.015	0.292	-0.038	0.088
I feel that PSPCL provides sufficient time to complete assigned task to its employees.	0.097	0.706	0.065	0.042	-0.102	0.041	0.105	0.255	-0.081	0.180
Extraction Method: Principal Component Analysis.										
Rotation Method: Varimax with Kaiser Normalization.										
a. Rotation converged in 32 iterations.										

Source: Statistical Data Analysis

**Table No.4.6.5 Rotated Components Matrix**

ITEM	Factors									
	1	2	3	4	5	6	7	8	9	10
I feel PSPCL provides the facility of proper childcare time to its employees.	0.766									
I always get support from spouse and family members in performing my job efficiently	0.872									
I feel that PSPCL encourages employees to create family feelings at the workplace.	0.823									
I am satisfied that work from home facility is provided by PSPCL to its employees.	0.789									
I am satisfied that proper residential facility is provided to the employees by PSPCL.	0.765									
I feel that PSPCL encourages its employees to avail vacation time		0.702								
I enjoy the optimum time for enjoyment and celebrations with my family		0.866								
I feel PSPCL provide sufficient recreation facilities like amusement park / health club to its employees		0.752								
I feel PSPCL provide evening club facilities for drinks and entertainment.		0.765								
I feel PSPCL organized individual and team sports competitions for its employees.		0.889								

I feel that PSPCL provides hygienic and safe working conditions at workplace on timely basis for its employees.			0.903						
I feel that PSPCL works on changing the mindset of its employees towards community services initiatives.			0.888						
I feel that PSPCL provides adequate supervisory support at workplace.			0.756						
I am satisfied that PSPCL adopts the reforms with proper planning as recommended by Govt.			0.894						
I feel that PSPCL encourages its employees to bring creativity in the job.			0.923						
I am satisfied that PSPCL provides proper time for refresher courses to enhance the performance of its employees.				0.865					
I am satisfied that PSPCL provides sufficient tool kits / advance equipments /IT facilities to me which are suitable for my job.				0.712					
I am satisfied that PSPCL provide proper training to understand new technologies.				0.745					
I am satisfied that PSPCL provide latest communication devices to its employees at workplace.				0.768					
I am satisfied that PSPCL has effective dispute settlement and conflict resolution machinery.					0.887				

I am satisfied that PSPCL provides justified compensation/ monetary benefits to its employees as per the assigned job.					0.786					
I feel that PSPCL provides opportunity for promotion and selection for higher posts from within the department to its employees.					0.687					
I feel that sufficient wellness and personality development programs are organized by PSPCL for its employees.					0.809					
I am satisfied that PSPCL provides ample career development opportunities to its employees						0.798				
I am satisfied with the social prestige attached with my job						0.884				
I spend quality time in doing the social and religious activities.						0.699				
I always get the opportunity for clarification and appeals in case of any mistake while performing my job.							0.801			
PSPCL provides measures to handle Physical and mental fatigue at work place.							0.887			
PSPCL has provision for handling scarcity of staff to reduce my working and mental instability							0.788			
I feel that active adjustment techniques are followed in PSPCL.								0.765		

I am satisfied that flexible work timings are allowed in PSPCL								0.896		
I have enough time to plan and schedule my day to day activities.								0.719		
I feel that the distance and time taken to reach the office is comfortable for me.								0.868		
I feel that PSPCL provides sufficient time to complete assigned task to its employees.								0.688		
I feel that employees' unions/associations play a role in policy formation and amendment in PSPCL in favor of its employees.										0.798
I am satisfied that PSPCL provides proper counseling service facility to its employees.										0.704

Source: Statistical Data Analysis

**Table No. 4.6.6 Factorwise Variables**

I feel PSPCL provides the facility of proper childcare time to its employees.	<b>Family Environment</b>
I always get support from spouse and family members in performing my job efficiently.	
I feel that PSPCL encourages employees to create family feelings at the workplace.	
I am satisfied that work from home facility is provided by PSPCL to its employees.	
I am satisfied that proper residential facility is provided to the employees by PSPCL.	
I feel that PSPCL encourages its employees to avail vacation time.	<b>Socialization</b>
I enjoy the optimum time for enjoyment and celebrations with my family.	

I feel PSPCL provide sufficient recreation facilities like amusement park / health club to its employees.	
I feel PSPCL provide evening club facilities for drinks and entertainment.	
I feel PSPCL organized individual and team sports competitions for its employees.	
I feel that PSPCL provides hygienic and safe working conditions at workplace on timely basis for its employees	<b>Transformation</b>
I feel that PSPCL works on changing the mindset of its employees towards community services initiatives.	
I feel that PSPCL provides adequate supervisory support at workplace.	
I am satisfied that PSPCL adopts the reforms with proper planning as recommended by Govt.	
I feel that PSPCL encourages its employees to bring creativity in the job.	
I am satisfied that PSPCL provides proper time for refresher courses to enhance the performance of its employees	<b>Scientific Development</b>
I am satisfied that PSPCL provides sufficient tool kits / advance equipments /IT facilities to me which are suitable for my job.	
I am satisfied that PSPCL provide proper training to understand new technologies.	
I am satisfied that PSPCL provide latest communication devices to its employees at workplace.	
I am satisfied that PSPCL has effective dispute settlement and conflict resolution machinery .	<b>Organizational Support</b>
I am satisfied that PSPCL provides justified compensation/ monetary benefits to its employees as per the assigned job.	
I feel that PSPCL provides opportunity for promotion and selection for higher posts from within the department to its employees.	

I feel that sufficient wellness and personality development programs are organized by PSPCL for its employees	
I am satisfied that PSPCL provides ample career development opportunities to its employees.	<b>Career Development</b>
I am satisfied with the social prestige attached with my job.	
I spend quality time in doing the social and religious activities.	
I always get the opportunity for clarification and appeals in case of any mistake while performing my job	<b>Stress Management</b>
PSPCL provides measures to handle Physical and mental fatigue at work place.	
PSPCL has provision for handling scarcity of staff to reduce my working and mental instability	
I feel that active adjustment techniques are followed in PSPCL.	<b>Scheduling</b>
I am satisfied that flexible work timings are allowed in PSPCL	
I have enough time to plan and schedule my day to day activities.	
I feel that the distance and time taken to reach the office is comfortable for me.	<b>Time Management</b>
I feel that PSPCL provides sufficient time to complete assigned task to its employees.	
I feel that employees' unions/associations play a role in policy formation and amendment in PSPCL in favor of its employees.	<b>Participative Management</b>
I am satisfied that PSPCL provides proper counseling service facility to its employees	

Source: Statistical Data Analysis

*From the Tables Nos. 4.6.3 to 4.6.6, It reveals that there are 10 Nos. of factors identified ,which are influencing Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.6.7 Fitness of Model**

<b>Model Summary</b>			
Step-1	-2 Log likelihood	Cox & Snell R <sup>2</sup>	Nagelkerke R <sup>2</sup>
	713.509 <sup>a</sup>	0.003	0.730
a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.			

Source: Statistical Data Analysis

It evaluate the goodness fit of logistic regression model. From Table No. 4.6.7, It is clear that calculated Nagelkerke R<sup>2</sup> value show the power of explanation of the model. The value of the Nagelkerke R<sup>2</sup> is found 0.730 which is greater than 0.5, means fitness of the model is good in case of all the aforesaid variables ,which implies that moderate to strong relationship exists between the dependent and Independent variables.

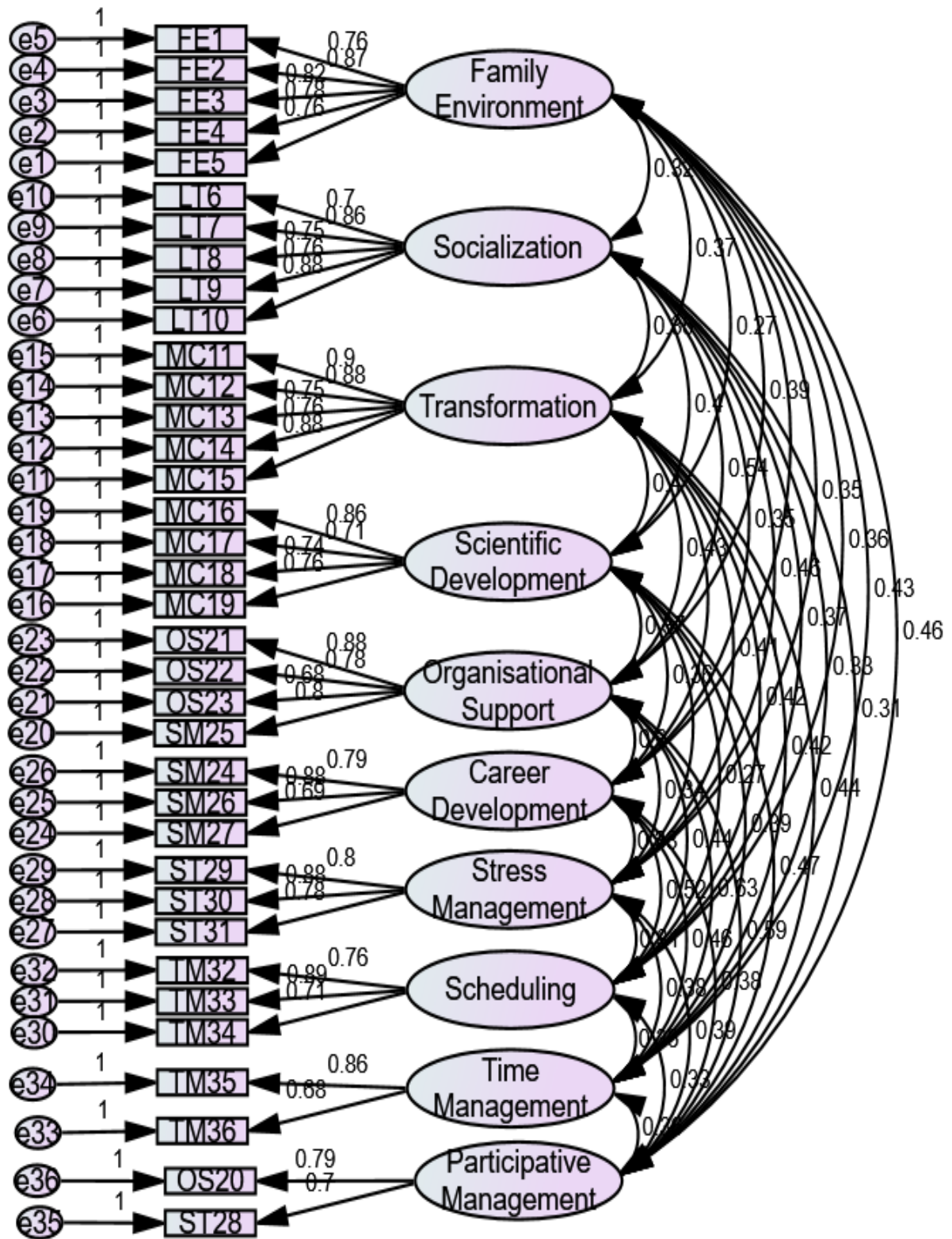


Figure No. 4.2 Ten Factors – Measurement Model

Source: Calculated through AMOS 26

**Table No. 4.6.8 The Hosmer and Lemeshow Test**

Hosmer and Lemeshow Test		
Chi-Square( $\chi^2$ )	Df	Sig.
9.450	8	0.306

Source: Statistical Data Analysis

The Hosmer and Lemeshow test is the statistical test of goodness of fit for Logistic Regression model. It is used in risk prediction models. It assesses whether or not the observed events match expected event rate. A significant test indicates that the model is not a good fit and non significant test indicates a good fit. A small Chi-Square value with larger p-values indicates a good Logistic Regression model fit. From the analysis as per Table No. 4.6.8 , It reveals a good logistic regression model fit ( $\chi^2=9.450$  with p-value = 0.306)

**Table No. 4.6.9 Goodness of Fit**

Model	NFI Delta 1	RFI rho1	IFI Delta 2	TLI rho2	CFI	GFI	AGFI
Default Model	0.941	0.869	0.882	0.911	0.877	0.881	0.883
Saturated Model	1.000		1.000		1.000	1.000	
Independence Model	0.000	0.000	0.000	0.000	0.000	0.846	0.828

Source: Calculated through AMOS 26.

From the above Table No. 4.6.9, It is concluded that default model value of NFI, RFI, IFI, TLI, CFI, GFI and AGFI are more than 0.8 which showed Factor Analysis Model is fit. It is clear from the above table that hypothesized model has perfect fit indices and all the values are within the recommended level and Hence confirmed the adequate fit.

Moreover factor loadings of all the factors are greater than 0.7. Hence the present Ten Factors Model with Thirty Six items is sufficient to examine the factors

influencing Work-Life Balance of the employees in Punjab State Power Corporation Limited.

**Table No. 4.6.10 Parameters Estimate, Standardized Factor Loadings (SFL), Average Variance Extracted (AVE) and Composite Reliability (CR)**

Latent Variable	Measurement Variable Code	Standardized Factor Loading	Item Reliability R <sup>2</sup>	Composite Reliability (CR)	Average variance Extracted (AVE)
Family Environment	FE1	0.766	0.586	0.734	0.699
	FE2	0.872	0.760		
	FE3	0.823	0.776		
	FE4	0.789	0.677		
	FE5	0.765	0.685		
Socialization	SC1	0.702	0.692	0.838	0.707
	SC2	0.866	0.750		
	SC3	0.752	0.798		
	SC4	0.765	0.566		
	SC5	0.889	0.732		
Transformations	TF1	0.903	0.843	0.813	0.770
	TF2	0.888	0.788		
	TF3	0.756	0.572		
	TF4	0.894	0.799		
	TF5	0.923	0.852		
Scientific Development	SD1	0.865	0.748	0.723	0.600
	SD2	0.712	0.507		
	SD3	0.745	0.555		
	SD4	0.768	0.590		
Organizational Support	OS1	0.887	0.787	0.751	0.648
	OS2	0.786	0.619		
	OS3	0.687	0.472		
	OS4	0.809	0.654		
Career	CD1	0.798	0.636	0.792	0.636

Development	CD2	0.884	0.781		
	CD	0.699	0.489		
Stress Management	SM1	0.801	0.642	0.781	0.683
	SM2	0.887	0.787		
	SM3	0.788	0.621		
Scheduling	SL1	0.765	0.586	0.739	0.635
	SL2	0.896	0.802		
	SL3	0.719	0.517		
Time Management	TM1	0.868	0.753	0.685	0.591
	TM2	0.688	0.473		
Participative Management	PM1	0.798	0.637	0.628	0.566
	PM2	0.704	0.494		

Table No. 4.6.10, demonstrates the values of Reliability measures such as Standardized Factor Loadings (SFL), Composite Reliability (CR) and Average Variance Extracted (AVE) of various constructs. The data analysis reveals that Standardized Factor Loadings of all factors ranges between 0.687 to 0.923 are found to be significant and greater than 0.6 as recommended by Hair et al.,(2010). All the values of CR and AVE are above 0.70 and 0.50 respectively (Hair et al.,2010 ; Bagozzi & Yi,1988). The value of CR ranges between 0.628 and 0.838 and all the values of AVE are ranging from 0.566 and 0.770, which indicates that atleast 50 per cent of the variances observed in the items are accounted for by constructs. Hence all values of Standardized Factor Loadings, CR and AVE show strong evidence of convergent validity of the Ten Factors Model.

#### **4.6.4 Discriminant Validity**

After establishing Convergent Validity of the constructs, next step is to validate Discriminant Validity of the constructs (Bagozzi and Yi, 1988; Bollen,1999).

Discriminant Validity refers to extent to which measures of theoretically unrelated constructs do not correlate highly with one another. Fornell and Larcker (1981) suggested that ‘Two constructs are said to have discriminant Validity if square root of Average Variance Extracted (AVE) is larger than the correlational coefficient between two constructs’. The results of discriminant validity is as under:

**Table No. 4.6.11 Discriminant Validity**

	FE	SZ	TF	SD	OS	CD	SM	SC	TM	PM
FE	<b>0.836</b>									
SZ	0.502	<b>0.840</b>								
TF	0.321	0.304	<b>0.877</b>							
SD	0.231	0.416	0.349	<b>0.795</b>						
OS	0.201	0.345	0.612	0.201	<b>0.805</b>					
CD	0.186	0.134	0.576	0.432	0.145	<b>0.797</b>				
SM	0.254	0.346	0.134	0.431	0.534	0.342	<b>0.826</b>			
SC	0.765	0.543	0.343	0.179	0.234	0.543	0.543	<b>0.797</b>		
TM	0.432	0.512	0.132	0.433	0.332	0.135	0.345	0.651	<b>0.768</b>	
PM	0.632	0.105	0.189	0.343	0.321	0.654	0.765	0.442	0.193	<b>0.752</b>

Table No. 4.6.11 demonstrate that square root of AVE of each construct (as shown in bold figures) is greater than inter-construct correlation which illustrate that each construct is different from other constructs ( Fornell and Larcker, 1981 ; Zait and Berteau,2011). It clearly signifies that the factors are clearly distinct from each other. In this way Discriminant Validity of the Perception has been proved. Hence, it reveals that developed scale is reliable and valid for examining the factors affecting Work-Life Balance of the employees in Punjab State Power Corporation Limited.

From the data analysis, It reveals that the scale was developed and test significantly, identified the factors influencing Work-Life Balance of the employees in Punjab State Power Corporation Limited. Based on the data received from 700 respondents, 36 items with 5-Point Likert Scale was developed. The Exploratory Factor Analysis (EFA) applied in the study and has identified ten factors which affect the Work-Life Balance of the employees in Punjab State Power Corporation Limited. These factors are family Environment , Socialization, Transformation, Scientific Development , Organizational Support, Career Development, Stress Management, Scheduling, Time Management, Participative Management.

Confirmatory Factor Analysis (CFA) has been applied and all the values of various fit indices are found in the acceptable ranges. Reliability and Validity of the scale

was accessed and are found quite good. So Reliability and Validity of the 10 factors Model through CFA is proved. It means the model solution with 36 items is more appropriate in determining the factors affecting Work-Life Balance of the employees in Punjab State Power Corporation Limited.

To achieve the fifth objective of the study, ‘**To examine the impact of identified factors on the Work-Life Balance of the employees in Punjab State Power Corporation Limited**’, The following analysis has been carried out.

#### **4.7 Association and impact of identified factors on Work-Life Balance**

To check the association and impact of ‘Family Environment’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>033a</sub>: There is no significant association of ‘Family Environment’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>033b</sub>: ‘Family Environment, has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

##### **4.7.1 Association of ‘Family Environment’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

**Table No. 4.7.1(a) Association of ‘Family Environment’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Family Environment	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.297 <sup>a</sup>	4	0.342
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 34.64.			
b. Computed only for a 2x2 table			

Source : Statistical Analysis

The results of the data presented in Table 4.7.1(a) reveal that the value of p is greater than 0.05 ( $\chi^2 = 31.297$  ;  $p = 0.342$ ;  $p > 0.05$ ). It implies that ‘Family Environment’ has significant association with Work-Life Balance of the

employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{033a}$  is rejected.*

**Table No. 4.7.1(b) Impact of ‘Family Environment’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Family Environment				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.200	0.086	5.379	1	0.220	6.159	2.388	7.883
a. Variables entered in step 1: Family Environment							

Source : Statistical Analysis

The results of the Logistic Analysis presented in Table No. 4.7.1(b) reveal that value of p is greater than 0.05 (  $p=0.220$  ;  $p > 0.05$  ) So ‘Family Environment’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{033b}$  is rejected.*

The results of the data analysis presented in Table No. 4.7.1(b) further reveal that ‘Logistic Regression’ (Odds ratio = 6.159 ; CI= 2.388 - 7.883) indicates that ‘Family Environment’ has 6.2 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.7.2 Association of ‘Socialization’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Socialization’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypotheses is formed and tested for further analysis:

*$H_{034a}$ : There is no significant association of ‘Socialization’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

*$H_{034b}$ : ‘Socialization’, has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.2(a) Association of ‘Socialization’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Socialization	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	87.830 <sup>a</sup>	4	0.535
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 52.64.			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table No. 4.7.2(a) reveal that the value of p is greater than 0.05. ( $\chi^2 = 87.830$  ;  $p = 0.535$  ;  $p > 0.05$ ). It implies that ‘Socializaion’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{034a}$  is rejected.**

**Table No.4.7.2(b) Impact of ‘Socialization’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Socialization				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.167	0.090	3.543	1	0.461	6.502	2.784	7.317
a. Variables entered in step 1: Socialization							

Source: Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.2(b) reveal that value of p is greater than 0.05 (  $p=0.461$ ;  $p > 0.05$ ) So ‘Socialization’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{034b}$  is rejected.**

The results of the Logistic Regression presented in Table 4.7.2(b). (Odds ratio = 6.502 ; CI= 2.784 - 7.317) indicate that ‘Socialization’ has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.7.3 Association of ‘Transformation’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Transformation’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>035a</sub>: There is no significant association of ‘Transformation’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>035b</sub>: Transformation’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.3(a) Association of ‘Transformation’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Transformation	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	103.492 <sup>a</sup>	4	0.446
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 82.96.			
b. Computed only for a 2x2 table			

Source : Statistical data Analysis

The results of the data presented in Table No. 4.7.3(a) reveal that the value of p is greater than 0.05 ( $\chi^2= 103.492$ ;  $p=0.446$ ;  $p > 0.05$ ). It implies that ‘Transformation’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis H<sub>035a</sub> is rejected.*

**Table No. 4.7.3(b) Impact of ‘Transformation’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Transformation				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.053	0.093	4.153	1	0.309	5.872	2.288	7.152

a. Variables entered in step 1: Transformation

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.3(b) reveal that value of p is greater than 0.05 (  $p=0.309$  ;  $p > 0.05$  ) So ‘Transformation’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis  $H_{035b}$  is rejected.***

The results of the Logistic Regression analysis presented in Table No. 4.7.3(b) (Odds ratio = 5.872 ; CI= 2.288 - 7.152) indicate that ‘Transformation’ has 5.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.7.4 Association of ‘Scientific Development’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Scientific Development’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>036a</sub>: There is no significant association of ‘Scientific Development’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>036b</sub>: ‘Scientific Development’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.4(a) Association of ‘Scientific Development’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Scientific Development	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	99.672 <sup>a</sup>	4	0.559
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 56.13			
b. Computed only for a 2x2 table			

Source : Statistical data Analysis

The results of the data presented in Table 4.7.4.(a) reveal that the value of p is greater than 0.05. ( $\chi^2= 99.672$ ;  $p=0.559$ ;  $p>0.05$ ). It implies that ‘Scientific Development’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{036a}$  is rejected.**

**Table No. 4.7.4(b) Impact of ‘Scientific Development’ on Work-Life Balance of employees in Punjab State Power Corporation Limited.**

Scientific Development				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.061	0.096	3.876	1	0.521	5.560	2.678	6.988
a. Variables entered in step 1: Scientific Development							

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.4(b) reveal that value of p is greater than 0.05 ( $p=0.521$  ;  $p > 0.05$ ) So ‘Scientific Development’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{036b}$  is rejected.**

The results of the Logistic Regression analysis presented in Table No. 4.7.4(b) (Odds ratio = 5.560 ; CI= 2.678 – 6.988) indicate that ‘Scientific Development’ has 5.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.7.5 Association of ‘Organizational Support’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Organizational Support’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

***$H_{037a}$ : There is no significant association of ‘Organizational Support’ with Work–Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>037b</sub>: ‘Organizational Support’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

**Table No. 4.7.5 (a) Association of ‘Organizational Support’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Organizational Support	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	111.287 <sup>a</sup>	4	0.334
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 56.13			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table 4.7.5(a) reveal that the value of p is greater than 0.05 ( $\chi^2=111.287$ ;  $p = 0.334$ ;  $p > 0.05$ ). It implies that ‘Organizational Support’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>037a</sub> is rejected.***

**Table No. 4.7.5(b) Impact of ‘Organizational Support’ on Work-Life Balance of employees in Punjab State Power /Corporation Limited**

Organizational Support				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.052	0.078	3.125	1	0.645	5.023	2.156	7.123
a. Variables entered in step 1: Organizational Support							

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table 4.7.5(b) reveal that value of p is greater than 0.05 ( $p=0.521$  ;  $p > 0.05$ ) So ‘Organizational Support ’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis H<sub>037b</sub> is rejected.***

The results of the Logistic Regression presented in Table 4.7.5(b) (Odds ratio = 5.023; CI=2.156-7.123) indicate that ‘Organizational Support’ has 5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.7.6 Association of ‘Career Development’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Career Development’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>038a</sub>: There is no significant association of ‘Career Development’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>038b</sub>: ‘Career Development’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.6(a) Association of ‘Career Development’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Career Development	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	85.193	4	0.298
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 32.13			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table No. 4.7.6(a) reveal that the value of p is greater than 0.05 ( $\chi^2 = 85.193$ ;  $p = 0.298$ ;  $p > 0.05$ ). It implies that ‘Career Development’ has significant association with Work-Life Balance of the

employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{038a}$  is rejected.*

**Table No. 4.7.6(b) Impact of ‘Career Development’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Career Development				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.151	0.089	2.817	1	0.335	6.542	2.846	7.365
a. Variables entered in step 1: Career Development							

Source : Statistical Analysis

The results of the Logistic Analysis presented in Table No. 4.7.6(b) reveal that value of p is greater than 0.05 (  $p=0.335$ ;  $p > 0.05$  ) So ‘Career Development’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis  $H_{038b}$  is rejected.*

The results of the Logistic Regression presented in Table No. 4.7.6(b). (Odds ratio = 6.542 ; CI= 2.846 – 7.365) indicate that ‘Career Development’ has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.7.7 Association of ‘Stress Management’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Stress Management’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*$H_{039a}$ : There is no significant association of ‘Stress Management’ with Work–Life Balance of the employees in Punjab State Power Corporation Limited.*

*$H_{039b}$ : ‘Stress Management’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.7(a) Association of ‘Stress Management’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Stress Management	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	71.165	4	0.476
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 53.65			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table No. 4.7.7(a) reveal that the value of p is greater than 0.05 ( $\chi^2 = 71.165$ ;  $p = 0.476$ ;  $p > 0.05$ ). It implies that ‘Stress Management’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{039a}$  is rejected.**

**Table No. 4.7.7(b) Impact of ‘Stress Management’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Stress Management				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.161	0.092	3.234	1	0.623	7.544	1.764	8.889
a. Variables entered in step 1: Stress Management							

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.7(b) reveal that value of p is greater than 0.05 ( $p=0.623$  ;  $p > 0.05$ ) So ‘Stress Management’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{039b}$  is rejected.**

The results of the Logistic Regression presented in Table 4.7.7(b) (Odds ratio = 7.544 ; CI= 2.764 – 8.889) indicate that ‘Stress Management’ has 7.5 times more

impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.7.8. Association of ‘Scheduling’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Scheduling’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>040a</sub>: There is no significant association of ‘Scheduling’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>040b</sub>: ‘Scheduling’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.8(a) Association of ‘Scheduling’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Scheduling	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	58.953	4	0.398
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 34.17			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table No. 4.7.8(a) reveal that the value of p is greater than 0.05 ( $\chi^2 = 58.953$  ;  $p = 0.398$  ;  $p > 0.05$ ). It implies that ‘Scheduling’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis H<sub>040a</sub> is rejected.**

**Table 4.7.8(b) Impact of ‘Scheduling’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Scheduling	p-value	Odds Ratio	95% C.I. for EXP(B)

B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.053	0.097	1.234	1	0.418	3.896	1.423	5.207
a. Variables entered in step 1: Scheduling							

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.8(b) reveal that value of p is greater than 0.05 (  $p=0.418$  ;  $p > 0.05$  ) So ‘Scheduling ’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis  $H_{040b}$  is rejected.***

The results of the Logistic Regression presented in Table No. 4.7.8(b) (Odds ratio = 3.896; CI=1.423 – 5.207) indicate that ‘Scheduling’ has 3.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

#### **4.7.9 Association of ‘Time Management’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Time Management’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

***H<sub>041a</sub>: There is no significant association of ‘Time Management’ with Work–Life Balance of the employees in Punjab State Power Corporation Limited.***

***H<sub>041b</sub>: ‘Time Management’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.***

**Table No. 4.7.9(a) Association of ‘Time Management’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Time Management	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	89.378	4	0.477
No. of Valid Cases	700		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 27.56

b. Computed only for a 2x2 table

Source : Statistical Data Analysis

The results of the data presented in Table No. 4.7.9(a) reveal that the value of p is greater than 0.05 ( $\chi^2=89.378$ ;  $p=0.477$ ;  $p > 0.05$ ). It implies that ‘Time Management’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{041a}$  is rejected.**

**Table No. 4.7.9(b) Impact of ‘Time Management’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Time Management				p-value	Odds Ratio	95% C.I. for EXP(B)	
B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.042	0.095	0.963	1	0.189	3.128	1.213	4.897
a. Variables entered in step 1: Time Management							

Source : Statistical Data Analysis

The results of the Logistic Analysis presented in Table 4.7.9(b) reveal that value of p is greater than 0.05 ( $p=0.189$ ;  $p > 0.05$ ) So ‘Time Management ’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. **Hence null hypothesis  $H_{041b}$  is rejected.**

The results of the Logistic Regression presented in Table 4.7.9(b) (Odds ratio = 3.128; CI=1.213-4.897) indicate that ‘Time Management’ has 3 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**4.7.10 Association of ‘Participative Management’ with Work-Life Balance and its impact on Work-Life Balance of employees in Punjab State Power Corporation Limited**

To check the association and impact of ‘Participative Management’ with Work-Life Balance of the employees in Punjab State Power Corporation Limited, the following null hypothesis is formed and tested for further analysis:

*H<sub>042a</sub>: There is no significant association of ‘Participative Management’ with Work –Life Balance of the employees in Punjab State Power Corporation Limited.*

*H<sub>042b</sub>: ‘Participative Management’ has no significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited.*

**Table No. 4.7.10(a) Association of ‘Participative Management’ with Work-Life Balance of employees in Punjab State Power Corporation Limited**

Chi-Square( $\chi^2$ ) Tests			
Participative Management	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	81.928	4	0.226
No. of Valid Cases	700		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 19.92			
b. Computed only for a 2x2 table			

Source : Statistical Data Analysis

The results of the data presented in Table 4.7.10(a) reveal that the value of p is greater than 0.05 ( $\chi^2 = 91.928$ ;  $p = 0.226$ ;  $p > 0.05$ ). It implies that ‘Participative Management’ has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited. *Hence null hypothesis H<sub>042a</sub> is rejected.*

**Table No. 4.7.10(b) Impact of ‘Participative Management’ on Work-Life Balance of employees in Punjab State Power Corporation Limited**

Participative Management	p-value	Odds Ratio	95% C.I. for EXP(B)

B	S.E	Wald	Df	Sig.	EXP(B)	Lower	Upper
0.023	0.089	0.059	1	0.809	2.507	0.815	3.273
a. Variables entered in step 1: Participative Management							

Source: Statistics Data Analysis

The results of the Logistic Analysis presented in Table No. 4.7.10(b) reveal that value of p is greater than 0.05 (  $p=0.809$ ;  $p > 0.05$ ). So ‘Participative Management’ has significant impact on Work-Life Balance of the employees in Punjab State Power Corporation Limited. ***Hence null hypothesis  $H_{042b}$  is rejected.***

The results of the Logistic Regression presented in Table No. 4.7.10(b) (Odds ratio = 2.507; CI= 0.815 – 3.273) indicate that ‘Participative Management’ has 2.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

**Table No. 4.7.11 Impact table of Variables**

Variables in the Equation								
	B	S.E.	Wald	Df	Sig.	Exp(B)	95% C.I.for EXP(B)	
							Lower	Upper
Family Environment	0.200	0.086	5.379	1	0.220	6.159	2.338	7.883
Socialization	0.167	0.090	3.543	1	0.461	6.502	2.784	7.317
Transformation	0.053	0.093	4.153	1	0.309	5.872	2.288	7.152
Scientific Development	0.061	0.096	3.876	1	0.521	5.560	2.678	6.988
Organizational Support	0.052	0.078	3.125	1	0.645	5.023	2.156	7.123
Career Development	0.151	0.089	2.817	1	0.335	6.542	2.846	7.365
Stress Management	0.161	0.092	3.234	1	0.623	7.544	1.764	8.889
Scheduling	0.053	0.097	1.234	1	0.418	3.896	1.423	5.207
Time Management	0.042	0.095	0.963	1	0.189	3.128	1.213	4.897
Participative Management	0.023	0.089	0.059	1	0.809	2.507	0.815	3.273

Constant	1.330	0.094	198.221	1	0.000	5.273		
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Source: Statistical Data Analysis

The results of the data as per Table No. 4.7.11, reveals that ‘Logistic Regression’ (Odds ratio = 6.159 ; CI= 2,338 – 7.883) indicates that ‘Family Environment’ has 6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Socialization’ (Odds ratio=6.550 ; CI=2.784 – 7.317) has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

Transformation (Odds ratio=5.872 ; CI=2.288 – 7.152) has 5.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Scientific Development’ ( Odds ratio=5.560 ; CI=2.678 – 6.988 ) has 5.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Organizational Support” ( Odds ratio=5.023 ; CI=2.156 – 7.123 ) has 5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Career Development” (Odds ratio=6.542 ; CI=2.846 – 7.365 ) has 6.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Stress Management” (Odds ratio=7.544 ; CI=1.764 – 8.889) has 7.5 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Scheduling’ ( Odds ratio=3.896 ; CI=1.423 – 5.207 ) has 3.9 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Time Management” ( Odds ratio=3.128 ; CI=1.213 – 4.897) has 3 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

‘Participative Management’ (Odds ratio=2.507 ; CI=0.815 – 3.273 ) has 2.5 times more impact on employees having Work-Life Balance in Punjab State

Power Corporation Limited than the employees, who do not have Work-Life Balance.

***It reveals that There is a significant impact of all the identified factors on Work-Life Balance on the employees in Punjab State Power Corporation Limited.***

## **Chapter 5**

### **Findings and Conclusion**

A more satisfying Work-Life Balance is to achieve healthy stability between one's professional and personal responsibilities is a growing difficulty for managers, employees, and business owners, who must successfully mix their professional and personal obligations. However, achieving a perfect equilibrium between work and personal life is challenging for upper management and employees. Balancing in job and personal domain can be difficult in today's uncertain and frenetic corporate world. Technology and various social media forms help strengthen connections with the broader world. Therefore, it is challenging to differentiate between work and personal life. Because the company expects more from its workers, and because the workers themselves feel more pressure to produce, this results in longer working days and less time

spent at home. The elements that employees in Punjab State Power Corporation Limited perceive to be affecting their ability to keep the perfect balance in work and life. Problems of balancing professional and personal life, as well as stress-related issues in work-life balance, will only be successful if organizations accurately identify their workers' requirements and assist those workers in the pursuit of a better balance in work and life. In the modern world, an organization must create a healthy Work-Life Balance of the extreme significance. Every company/ organization offers a Work-Life Balance program, but the question is: how effective are these programs? Many workers experience stress-related health problems due to trying to balance their personal lives and professional obligations.

Organizations striving to achieve a perfect balance between professional and personal life have become increasingly appealing to prospective and current employees. It benefits the organization and society by encouraging employees to focus on their well-being. This study investigated understanding the role of demographic variables on the Work-Life Balance of the employees of Punjab State Power Corporation Limited, to examine the present policies and practices impacting the Work-Life Balance of Punjab State Power Corporation Limited employees, to analyze the perception of employees towards policies and procedures implemented in Punjab State Power Corporation Limited for

maintaining their Work-Life Balance, to identify the factors affecting the Work-Life Balance of employees in Punjab State Power Corporation Limited, and to examine the effect of identified factors on the Work-Life Balance of employees in Punjab State Power Corporation Limited. To achieve the objectives, related primary data gathered with the help of a questionnaire filled out by 700 respondents working on different levels in Punjab State Power Corporation Limited. It is based on stratified random sampling. Further, the collected data was analyzed with the help of Cross-tabulation, Chi-Square test, ANOVA Test, KMO & Bartlett's test of sphericity, EFA, Model Fit Test, etc.

The following information, which forms part of the researcher's total analysis, was discovered after the study was finished.

## **5.1 Findings of the Study**

The results from the analysis of the research revealed:

### **5.1.1 Analysis of Demographic Characteristics of the Respondents**

Based on the findings of the study, It was determined that out of a total sample size of 700 people, 550 of them, or the majority, have Work-Life Balance, and 150 respondents do not have any Work-Life Balance.

#### **Findings related to First Objective of the Study**

##### **Association and Impact of Demographics on Work-Life Balance**

1. Results of data analysis reveal that out of a total sample size of 700 respondents, 37.0 per cent of respondents, in majority, are in the of 51 to 60 years age range, and 34.6 per cent are in the range 41-50 Years, 22.3 per cent are in 31-40 Years and 6.1 per cent are in 21-30 Years range. In addition, it was discovered that majority of the respondents, who totalled 84.7 per cent are males, while only 15.3 per cent are females. It reveals that 19 per cent of employees of age group '21-30 Years' are not having Work-Life Balance, whereas 81 per cent of employees of Punjab State Power Corporation Limited have Work-Life Balance. Twenty-three per cent of employees of age group '31-40 Years' do not have Work-Life Balance, whereas 77 per cent of Punjab State Power Corporation Limited employees have Work-Life Balance. Twenty-one per cent of employees in each age group '41-50 Years' and '51-60 Years' do not have Work-Life Balance, whereas 79 per cent of employees of each age group of Punjab State

Power Corporation Limited have Work-Life Balance. Age demographic has significant association with Work-Life Balance of the Punjab State Power Corporation Limited employees. The results of the data analysis further reveal that 'Age' significantly impacts Work-Life Balance of the employees in Punjab State Power Corporation. 'Age' has 2 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

2. The data analysis results reveal that out of a total sample size of 700 respondents, 84.7 per cent of respondents are males, and 15.3 per cent are females. Twenty-one per cent of male employees, do not have Work-Life Balance, whereas 79 per cent of Punjab State Power Corporation Limited employees have Work-Life Balance. 22 per cent of Female employees do not have Work-Life Balance, whereas 78 per cent of female employees of Punjab State Power Corporation Limited have Work-Life Balance. 'Gender' has significant association with Work-Life Balance of the Punjab State Power Corporation Limited employees. Logistic Analysis reveals that 'Gender' has significantly impact on Work-Life Balance of the Punjab State Power Corporation Limited employees. Further data analysis reveals 'Gender' has 1.75 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who have no Work-Life Balance.

3. Out of entire number of respondents, 95.1 per cent are married, while just 4.9 per cent are single and unmarried. 22 per cent of married employees, do not have Work-Life Balance, whereas 78 per cent of married employees of Punjab State Power Corporation Limited have Work-Life Balance. 17 per cent of Unmarried / Single employees have no Work-Life Balance, whereas 83 per cent of Unmarried / Single employees of Punjab State Power Corporation Limited have Work-Life Balance. The results of the data analysis further reveal that 'Marital Status' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited. Logistic Analysis reveals that 'Marital Status' impacts significantly on Work-Life Balance of the Punjab State Power Corporation Limited employees. The data results further reveal that 'Marital Status' has 1.55 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees who have no Work-Life Balance.

4. Out of 700 respondents, It was discovered that 24.6 per cent had finished their HSC or SSC, 17.0 per cent had completed a diploma, 18.6 per cent had finished their undergraduate degree, 8.8 per cent finished their postgraduate degree, 31.0 per cent had finished other types of educational qualifications. 19 per cent of employees with Educational Qualification HSC /SSC, do not have Work-Life Balance, whereas 81 per cent have Work-Life Balance in Punjab State Power Corporation Limited. 19 per cent of employees with Diplomas as Education Qualifications, do not have a Work-Life Balance, whereas 81 per cent have a Work-Life Balance at Punjab State Power Corporation Limited. 25 per cent of employees with Graduation Educational qualifications do not have Work-Life Balance, whereas 75 per cent have Work-Life Balance in Punjab State Power Corporation Limited. 19 per cent of employees with Post Graduation Educational Qualifications do not have Work-Life Balance, whereas 81 per cent have Work-Life Balance in Punjab State Power Corporation Limited. 23 per cent of employees other than above mentioned Educational qualifications, do not have Work-Life Balance, whereas 77 per cent of employees have Work-Life Balance at Punjab State Power Corporation Limited. The results of the data analysis reveal that 'Educational Qualifications' are significant associated with the Work-Life Balance of the employees in Punjab State Power Corporation Limited. Logistic Analysis reveals that 'Educational Qualifications impact significantly Work-Life Balance of the Punjab State Power Corporation Limited employees. Data analysis results further show that 'Educational Qualifications' has 2 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who have no Work-Life Balance.

5. Out of 700 respondents, 28.4 per cent had worked for an employer for between five and ten years, and 71.6 per cent had worked for an employer for between 10.1 -30 Years. 24 per cent of employees with a length of service between 5.1 -10 Years, do not have Work-Life Balance, whereas 76 per cent have Work-Life Balance in Punjab State Power Corporation Limited. 20 per cent of employees with a length of service between 10.1 -30 Years, do not have Work-Life Balance, whereas 80 per cent have Work-Life Balance in Punjab State Power Corporation Limited. The data results reveal that 'Length of Service' is significantly associated with the Work-Life Balance of the Punjab State Power Corporation Limited employees. Logistic Analysis reveals that 'Length of Service'

significantly impacts the Work-Life Balance of Punjab State Power Corporation Limited employees. Data analysis results further show that 'Length of Service' impact 1.5 times more on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who have no Work-Life Balance.

6. Out of 700 respondents, 5.3 per cent belong to class level-1, 17.9 per cent belong to class level-3, 65.4 per cent belong to class level -3, and 11.4 per cent belong to class level-4. Data analysis results further revealed that 41 per cent of Class-1 employees have no Work-Life Balance, whereas 59 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. Eighteen per cent of Class-2 employees, do not have Work-Life Balance, whereas 82 per cent of employees have a Work-Life balance at Punjab State Power Corporation Limited. 19 per cent of Class-3 employees, do not have Work-Life Balance, whereas 81 per cent of employees have a Work-Life balance at Punjab State Power Corporation Limited. 31 per cent of Class-4 employees do not have Work-Life Balance, whereas 69 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. Further data analysis reveals that 'Level of Working' has neither any association nor impact significantly on Work-Life Balance of Punjab State Power Corporation Limited employees.

7. Out of 700 respondents, 3.0 per cent of employees have less than Rs. 3 lacs yearly income, 12.7 per cent have a yearly income of between Rs. 3 lacs and Rs. 5 lacs, 52.1 per cent have an annual income of between Rs. 5 lacs and Rs. 10 lacs, 25.0 per cent had an annual income of between Rs. 10 Lacs and Rs. 15 lacs, and 7.2 per cent had a yearly income of more than Rs. 15 lacs. Data analysis results revealed that 19 per cent of employees having less than Rs 3 Lacs yearly income do not have Work-Life Balance, whereas 81 per cent of employees have a Work-Life Balance in Punjab State Power Corporation Limited. 21 per cent employees with yearly income in the range of Rs 3 Lacs – 5 Lacs do not have Work-Life Balance, whereas 79 per cent have Work-Life Balance in Punjab State Power Corporation Limited. 24 per cent of respondents, having yearly income of Rs 5 Lacs-10 Lacs range, do not have Work-Life Balance, whereas 76 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 17 per cent of employees having yearly income in the range of Rs 10 Lacs-15 Lacs have no Work-Life Balance, whereas 83 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. 25 per cent of

employees having yearly income of above Rs. 15 Lacs, do not have Work-Life Balance, whereas 75 per cent of employees have Work-Life Balance in Punjab State Power Corporation Limited. The data results reveal that 'Annual Income' has significantly association with the Work-Life Balance of Punjab State Power Corporation Limited employees. Logistic Analysis reveals Annual Income' impacts significantly Work-Life Balance of the Punjab State Power Corporation Limited employees. Further data analysis reveals that 'Annual Income' has two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

8. Out of 700 respondents who participated in survey, 71.9 per cent are working in technical work streams, while 28.1 per cent are in non-technical streams. The data reveal that 21% of Technical employees do not have Work-Life Balance, whereas 79% have a Work-Life Balance at Punjab State Power Corporation Limited. 22 per cent of Non-Technical employees do not have Work-Life Balance, whereas 78 per cent of employees have Work-Life Balance at Punjab State Power Corporation Limited. Data analysis results revealed that 'Stream of Work' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited. Logistic Analysis shows that the 'Stream of Work' significantly impacts the Work-Life Balance of Punjab State Power Corporation Limited employees. The results of the data analysis further reveal that 'Stream of work' has 1.6 times more impact on employees having a Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance.

8. It revealed from data analysis that Age has 2 times, Gender 1.8 times, Marital Status 1.5 times, Educational Qualifications 2 times, Length of Service 1.5 times, Annual Income 2 times, and Stream of Work has 1.6 times more impact on employees having Work-Life Balance than those who have no Work-Life Balance in Punjab State Power Corporation Limited. It also reveals that 'Level of Working' has neither any association nor any significant impact on Work-Life Balance of Punjab State Power Corporation Limited employees.

### **5.1.2 Findings related to Second Objective of Study**

It is discovered through present research findings that Punjab State Power Corporation Limited offered its employees the opportunity to work from home. It

is done because it assists in increasing output and performance, achieving a better balance in personal and professional life, maintaining contact with co-workers through apps and video conferencing, and choosing the precise environment that encourages individual productivity. It is to the advantage because you can fashion a routine that is tailored specifically to your needs. Technical employees who must attend to technical and commercial complaints immediately need help to avail of this facility. They have to work physically on the sites.

- Data analysis results revealed that 21.43 per cent of unaware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 73.33 per cent of unaware employees about 'Work from Home Facility' have Work-Life Balance. 21.65 per cent of slightly aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 78.35 per cent of slightly aware employees about 'Work from Home Facility' have Work-Life Balance. 25 per cent of somewhat aware employees of 'Work from Home Facility' do not have a Work-Life Balance, whereas 75 per cent of somewhat aware employees about 'Work from Home Facility' have a Work-Life Balance. 16.28 per cent of moderately aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 83.72 per cent of moderately aware employees about 'Work from Home Facility' have Work-Life Balance. 26.67 per cent of extremely aware employees about 'Work from Home Facility' do not have Work-Life Balance, whereas 73.33 per cent of extremely aware employees about 'Work from Home Facility' have Work-Life Balance. Data analysis results further revealed that 'Work from Home Facility' has a significant association with the Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- It was discovered that it is straight forward to establish a connection with higher management, which contributes to the rapid resolution of problems and increased job satisfaction. When employees are happy, they put in more effort, contributing to increased productivity. Data analysis results revealed that 26.27 per cent of unaware employees about 'Easy Approach to Management' do not have Work-Life Balance, whereas 73.73 per cent of unaware employees about 'Easy Approach to Management' have Work-Life Balance. 21.08 per cent of slightly aware employees of 'Easy Approach to Management' do not have a Work-Life Balance, whereas 78.92 per cent of slightly aware employees of 'Easy

Approach to Management' have a Work-Life Balance. 28.89 per cent of somewhat aware employees of 'Easy Approach to Management' do not have a Work-Life Balance, whereas 71.11 per cent of somewhat aware employees of the 'Easy Approach to Management' have a Work-Life Balance. 16.86 per cent of moderately aware employees of 'Easy Approach to Management' do not have Work-Life Balance, whereas 83.14 per cent of moderately aware employees of 'Easy Approach to Management' have Work-Life Balance. 12.90 per cent of extremely aware employees of 'Easy Approach to Management' have no Work-Life Balance, whereas 87.10 per cent of extremely aware employees of 'Easy Approach to Management' have Work-Life Balance. Data analysis results further revealed that 'Easy Approach to Management' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- As per findings of study, 'Flexible Working Time Facility' for its employees is beneficial since it enables them to work according to their schedules, times, and locations, ultimately resulting in improved employee productivity. Data analysis results further revealed that 22.22 per cent of unaware employees about 'Flexible Working Time Facility' do not have Work-Life Balance, whereas 77.78 per cent unaware employees about 'Flexible Working Time Facility' have Work-Life Balance. 22.54 per cent slightly aware employees about 'Flexible Working Time Facility' do not have Work-Life Balance, whereas 77.46 per cent slightly aware employees about 'Flexible Working Time Facility' have Work-Life Balance. 18.75 per cent somewhat aware employees about 'Flexible Working Time Facility' do not have Work-Life Balance, whereas 81.25 per cent of somewhat aware employees about 'Flexible Working Time Facility' have a Work-Life Balance. 11.48 per cent of moderately aware employees about 'Flexible Working Time Facility' do not have Work-Life Balance, whereas 88.52 per cent of moderately aware employees about 'Flexible Working Time Facility' have Work-Life Balance. 28.57 per cent extremely aware employees about 'Flexible Working Time Facility' do not have Work-Life Balance, whereas 71.43 per cent extremely aware employees about 'Flexible Working Time Facility' have Work-Life Balance. The analysis further reveals that 'Flexible Working Time Facility' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- The results of the data analysis revealed that 18.79 per cent of unaware employees about the 'Holidays/ Paid off Time Facility' do not have Work-Life Balance, whereas 81.21 per cent of unaware employees about the 'Holidays/ Paid off Time Facility' have Work-Life Balance. 25.96 per cent of slightly aware employees of the 'Holidays/ Paid off Time Facility' do not have Work-Life Balance, whereas 74.04 per cent of the employees of the Holidays/ Paid off Time facility have Work-Life Balance. 26.19 per cent of somewhat aware employees about the 'Holidays/ Paid off Time Facility' does not have Work-Life Balance, whereas 73.81 per cent of somewhat aware employees about the 'Holidays/ Paid off Time Facility' have Work-Life Balance. 18.02 per cent of moderately aware employees about 'Holidays/ Paid off Time Facility' do not have Work-Life Balance, whereas 81.98 per cent of moderately aware employees about 'Holidays/ Paid off Time Facility' have Work-Life Balance. 27.05 per cent of extremely aware employees about the 'Holidays/ Paid off Time Facility' does not have Work-Life Balance, whereas 72.95 per cent of extremely aware employees about the 'Holidays/ Paid off Time Facility' have Work-Life Balance. Further data analysis reveals that the 'Holidays/ Paid off Time Facility' has significant association with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- In addition to this, It was discovered that Punjab State Power Corporation Limited adheres to the Maternity Act 2007 to provide enough maternity leave to its female employees. It helps develop trust among women employees and contributes to overall job satisfaction. The data analysis revealed that 22.58 per cent of unaware employees about 'Maternity Leave Facility' do not have Work-Life Balance, whereas 77.42 per cent of unaware employees about 'Maternity Leave Facility' have Work-Life Balance. 25 per cent of slightly aware employees of 'Maternity Leave Facility' do not have a Work-Life Balance, whereas 75 per cent of slightly aware employees of 'Maternity Leave Facility' have a Work-Life Balance. 20.69 per cent of somewhat aware employees of 'Maternity Leave Facilities' do not have Work-Life Balance, whereas 79.31 per cent of somewhat aware employees about 'Maternity Leave Facilities' have Work-Life Balance. 22.12 per cent of moderately aware employees about 'Maternity Leave Facilities' do not have Work-Life Balance, whereas 77.88 per cent of moderately

aware employees about 'Maternity Leave Facilities' have Work-Life Balance. 19.58 per cent of extremely aware employees about 'Maternity Leave Facilities' do not have Work-Life Balance, whereas 80.42 per cent of extremely aware employees about 'Maternity Leave Facilities' have Work-Life Balance. Data analysis results further revealed that 'Maternity Leave Facility' is significant associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- Data analysis results indicated that 20.82 per cent of unaware employees about 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 79.18 per cent of unaware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. 22.22 per cent of slightly aware employees of 'Paid Sabbaticals Facility' do not have Work-life Balance, whereas 77.78 per cent of slightly aware employees of 'Paid Sabbaticals Facility' have Work-Life Balance. 36.67 per cent of somewhat aware employees of 'Paid Sabbaticals Facility' do not have Work-Life Balance, whereas 63.33 per cent of somewhat aware employees of 'Paid Sabbaticals Facility' have Work-Life Balance. 20.00 per cent of moderately aware employees of 'Paid Sabbaticals Facility' do not have Work-life Balance, whereas 80.00 per cent of moderately aware employees of 'Paid Sabbaticals Facility' have Work-Life Balance. 16.33 per cent of extremely aware employees about 'Paid Sabbaticals Facility' have no Work-Life Balance, whereas 83.67 per cent of extremely aware employees about 'Paid Sabbaticals Facility' have Work-Life Balance. Data analysis revealed that 'Paid Sabbaticals Facility' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- Since Punjab State Power Corporation Limited allows its workers appropriate amount of time to attend scheduled refresher courses and training programs to improve their performance. It enable them to improve the efficiency and performance and acquire new skills . Punjab State Power Corporation Limited provides opportunities for paid sabbaticals to its employees, so that employees always feel inspired and motivated, which will bring forth the best outcomes, and employees will desire to work more and feel more efficient. Data analysis results indicated that 25.36 per cent of unaware employees about 'Refresher Courses and Training Facility' do not have Work-Life Balance, whereas 74.64 per cent of

unaware employees about 'Refresher Courses and Training Facility' have Work-Life Balance. 24.05 per cent of slightly aware employees about 'Refresher Courses and Training Facility' do not have Work-Life Balance, whereas 75.95 per cent of slightly aware employees about 'Refresher Courses and Training Facility' have Work-Life Balance. 22.75 per cent of somewhat aware employees about 'Refresher Courses and Training Facility' do not have Work-Life Balance, whereas 77.28 per cent of somewhat aware employees about 'Refresher Courses and Training Facility' have Work-Life Balance. 19.00 per cent of moderately aware employees about 'Refresher Courses and Training Facility' do not have Work-Life Balance, whereas 81.00 per cent of moderately aware employees about 'Refresher Courses and Training Facility' have Work-Life Balance. 18.29 per cent of extremely aware employees about 'Refresher Courses and Training Facility' do not have Work-Life Balance, whereas 81.71 per cent of extremely aware employees about 'Refresher Courses and Training Facility' have Work-Life Balance

Data analysis results revealed that 'Refresher Courses and Training Facility' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited. Punjab State Power Corporation Limited provides opportunities to its employees for departmental promotion and selection for higher posts. It motivates the employees to work more, work efficiently, provide quality work and improve overall performance of both employees and organization.

- Data analysis results revealed that 30.43 per cent of unaware employees of the 'Departmental Promotion Facility' do not have Work-Life Balance, whereas 69.57 per cent of unaware employees of the 'Departmental Promotion Facility' have Work-Life Balance. 15.38 per cent of slightly aware employees of 'Departmental Promotion Facility' do not have Work-Life Balance, whereas 84.62 per cent of slightly aware employees of 'Departmental Promotion Facility' have Work-Life Balance. 21.74 per cent of somewhat aware employees of 'Departmental Promotion Facility' do not have Work-Life Balance, whereas 78.26 per cent of somewhat aware employees about 'Departmental Promotion Facility' have Work-Life Balance. 19.44 per cent of moderately aware employees about 'Departmental Promotion Facility' have no Work-Life Balance; whereas 80.56 per cent of moderately aware employees about 'Departmental Promotion

Facility' have Work-Life Balance. 25.45 per cent of extremely aware employees about 'Departmental Promotion Facility' have no Work-Life Balance, whereas 74.55 per cent of extremely aware employees of 'Departmental Promotion Facility' have Work-Life Balance. Further data analysis results revealed that 'Departmental Promotion Facility' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- It is concluded from the study that Punjab State Power Corporation Limited adopted policies that include personality development and wellness programs for its employees. The organisations must focus on improving employees' personalities, and wellness, not only leads to enhancement of employees' overall productivity but also to an increase in the employees' sense of job satisfaction and health protection. It was also discovered that the management of Punjab State Power Corporation Limited is aware of how important it is to ensure the health and happiness of its workforce. It helps the organization to retain its efficient and skilful workers by giving them the impression that the company cares about them and is working to help them improve, ultimately resulting in greater job satisfaction.

- The data result analysis revealed that 23.39 per cent of unaware employees about 'Personality Development and Wellness Policy' do not have Work-Life Balance, whereas 76.61 per cent of unaware employees about 'Personality Development and Wellness Policy' have Work-Life Balance. 20.13 per cent of slightly aware employees about 'Personality Development and Wellness Policy' do not have Work-Life Balance, whereas 79.87 per cent of slightly aware employees about 'Personality Development and Wellness Policy' have Work-Life Balance. 12.50 per cent of somewhat aware employees of the 'Personality Development and Wellness Policy' need Work-Life Balance. Whereas 87.50 per cent of somewhat aware employees of the 'Personality Development and Wellness Policy' have Work-Life Balance. 21.58 per cent of moderately aware employees of 'Personality Development and Wellness Policy' do not have Work-Life Balance, whereas 78.42 per cent of moderately aware employees of 'Personality Development and Wellness Policy' have Work-Life Balance. 22.95 per cent of extremely aware employees of 'Personality Development and Wellness Policy' do not have Work-Life Balance, whereas 77.05 per cent of extremely aware

employees of 'The Personality Development and Wellness Policy' have Work-Life Balance. Data analysis results further revealed that 'Personality Development and Wellness Policy' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- Data analysis results revealed that 19.85 per cent of unaware employees of 'Well-Being Related Policy' do not have Work-Life Balance, whereas 80.15 per cent of unaware employees of 'Well-Being Related Policy' have Work-Life Balance. 22.60 per cent of slightly aware employees of 'Well-Being Related Policy' do not have Work-Life Balance, whereas 77.40 per cent of slightly aware employees of 'Well-Being Related Policy' have a Work-Life Balance. 12.50 per cent of somewhat aware employees of 'Well-Being Related Policy' do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees of 'Well-Being Related Policy' have Work-Life Balance. 21.58 per cent of moderately aware employees of 'The Well-Being Related Policy' do not have Work-Life Balance, whereas 78.42 per cent of moderately aware employees of 'Well-Being Related Policy' have Work-Life Balance. 22.95 per cent of extremely aware employees of 'Well-Being Related Policy' do not have Work-Life Balance, whereas 77.05 per cent of extremely aware employees of 'The Well-Being Related Policy' have Work-Life Balance. Data analysis results further revealed that 'Well-Being Related Policy' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- Punjab State Power Corporation Limited provides residential facilities to its employees because the corporation believes that if a residential facility is provided, employees will report to work on time and work in a disciplined fashion, resulting in time savings from not having to travel and travelling cost. Employees could be readily relocated to new locations. As a result, these factors contribute to increased productivity and quality of Work-Life Balance.

The results of the data analysis revealed that 19.31 per cent of unaware employees about 'Residential Facility' have no Work-Life Balance, whereas 80.69 per cent of unaware employees about 'Residential Facility' have Work-Life Balance. 17.19 per cent of slightly aware employees about 'Residential Facility' do not have Work-Life Balance, whereas 82.81 per cent of slightly aware employees about 'Residential Facility' have Work-Life Balance. 22.22 per cent of somewhat aware

employees of 'Residential Facility' do not have Work-Life Balance, whereas 77.78 per cent of somewhat aware employees of 'Residential Facility' have Work-Life Balance. 20.67 per cent of moderately aware employees about 'Residential Facility' do not have Work-Life Balance, whereas 79.33 per cent of moderately aware employees about 'Residential Facility' have Work-Life Balance. 29.92 per cent of extremely aware employees about 'Residential Facilities' have no Work-Life Balance, whereas 70.08 per cent of extremely aware employees about 'Residential Facility' have a Work-Life Balance. Data analysis revealed that 'Residential Facility' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- It reveals that Punjab State Power Corporation Limited uses dispute settlement machinery and conflict resolution remedies for its employees. It will help quickly settle conflicts and bring forth the proper conclusions as it contributes to building trust between employees and the organization. Data analysis results revealed that 16.94 per cent of unaware employees about 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 83.06 per cent of unaware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 40.00 per cent of slightly aware employees about 'Dispute and Conflict Resolution remedies' do not have a Work-Life Balance, whereas 60.00 per cent of slightly aware employees about 'Dispute and Conflict Resolution remedies' have a Work-Life Balance. 12.50 per cent of somewhat aware employees of 'Dispute and Conflict Resolution remedies' do not have Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. 19.10 per cent of moderately aware employees about 'Dispute and Conflict Resolution remedies' do not have a Work-Life Balance, whereas 80.90 per cent of moderately aware employees about 'Dispute and Conflict Resolution remedies' have a Work-Life Balance. 29.73 per cent of extremely aware employees about 'Dispute and Conflict Resolution remedies' have no Work-Life Balance, whereas 70.27 per cent of extremely aware employees about 'Dispute and Conflict Resolution remedies' have Work-Life Balance. Further data analysis results revealed that 'Dispute and Conflict Resolution remedies' are significantly associated with Work-Life Balance of Punjab State Power Corporation Limited employees.

- Punjab State Power Corporation Limited encourages its employees to participate in Corporate Social Responsibility (CSR) activities because doing so will help the company stand out in the market. The company is known by its employees, and if employees participate in CSR activities, it will improve goodwill for the company, which will benefit the company and the employees. Data analysis results revealed that 16.94 per cent of unaware employees about 'CSR Activities' do not have work-Life Balance, whereas 83.06 per cent of unaware employees about 'CSR Activities' have Work-Life Balance. 40.00 per cent of slightly aware employees about 'CSR Activities' do not have a Work-Life Balance, whereas 60.00 per cent of slightly aware employees about 'CSR Activities' have a Work-Life Balance. 12.50 per cent of somewhat aware employees about 'CSR Activities' do not have a Work-Life Balance, whereas 87.50 per cent of somewhat aware employees about 'CSR Activities' have a Work-Life Balance. 19.10 per cent of moderately aware employees about 'CSR Activities' do not have a Work-Life Balance, whereas 80.90 per cent of moderately aware employees about 'CSR Activities' have a Work-Life Balance. 29.73 per cent of extremely aware employees about 'CSR Activities' have no Work-Life Balance, whereas 70.27 per cent of extremely aware employees about 'CSR Activities' have Work-Life Balance. Results of data analysis further indicated that 'CSR Activities' is significantly associated with Work-Life Balance of the employees of Punjab State Power Corporation Limited.

- It was also discovered that the supervisors offer their employees support in an emergency at work. It is a positive aspect of the organization since it contributes to improved coordination, mutual trust, and support between the supervisors and the employees. The employees feel like part and parcel of the organization. This further instils confidence in personnel to deal with challenging circumstances. Data analysis revealed that 27.78 per cent of unaware employees about 'Supervisor Support' does not have Work-Life Balance, whereas 72.22 per cent of unaware employees about 'Supervisor Support' have Work-Life Balance. 26.96 per cent of slightly aware employees about 'Supervisor Support' does not have Work-Life Balance, whereas 73.04 per cent of slightly aware employees about 'Supervisor Support' have Work-Life Balance. 16.28 per cent of somewhat aware employees about 'Supervisor Support' have no Work-Life Balance,

whereas 83.72 per cent of somewhat aware employees about 'Supervisor Support' have Work-Life Balance. 18.48 per cent of moderately aware employees about 'Supervisor Support' does not have Work-Life Balance, whereas 81.52 per cent of moderately aware employees about 'Supervisor Support' have Work-Life Balance. 20.19 per cent of extremely aware employees about 'Supervisor Support' does not have Work-Life Balance, whereas 79.81 per cent of extremely aware employees about 'Supervisor Support' have Work-Life Balance. Results of data analysis further revealed that 'Supervisory Support' is significantly associated with Work-Life Balance of the employees of Punjab State Power Corporation Limited.

- It is found that Punjab State Power Corporation Limited considers viewpoints of the various employee associations and unions while framing and revising its policies regarding different forms of employees welfare. Punjab State Power Corporation Limited operates from perspective of employees' union, which benefits the company and the employees. The employees will be pleased that certain decisions have been made following their needs, and the company will be glad if their employees are happy and satisfied. Their performance will improve, and their output will increase, ultimately leading to increased profits. Data analysis results revealed that 22.14 per cent of employees unaware about 'Employees role in Policy Formulation' do not have Work-Life Balance, whereas 77.86 per cent of employees unaware about the 'Employees role in Policy Formulation' have Work-Life Balance. 23.20 per cent of employees slightly aware about 'Employees role in Policy Formulation' do not have Work-Life Balance, whereas 76.80 per cent of employees slightly aware about 'Employees role in Policy Formulation' have Work-Life Balance. 22.22 per cent of employees somewhat aware about 'Employees role in Policy Formulation' have no Work-Life Balance, whereas 77.78 per cent of employees somewhat aware about 'Employees role in Policy Formulation' have Work-Life Balance. 17.88 per cent of employees moderately aware about 'Employees role in Policy Formulation' no have Work-Life Balance, whereas 82.14 per cent of employees moderately aware about 'Employees role in Policy Formulation' have Work-Life Balance. 25.30 per cent of employees extremely aware employees about 'Employees' role in Policy Formulation' do not have a Work-Life Balance, whereas 74.70 per cent of employees extremely aware about 'Employees role in Policy Formulation' have

Work-Life Balance. Data analysis results further revealed that 'Employees role in Policy Formulation' is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- It is discovered that Punjab State Power Corporation Limited management promotes its employees for going above and beyond in their work and for participating in additional activities. Recognizing and rewarding the employees who are putting in the best effort is highly significant because it motivates them to put in even more action and give better results than in the past. Appreciation and rewards should be shown for good performance, ultimately providing better working conditions within the organization. Results of data analysis revealed that 22.14 per cent of unaware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 77.86 per cent of unaware employees about 'Rewards to Employees' have Work-Life Balance. 23.20 per cent of slightly aware employees of Praise of Employees do not have Work-Life Balance, whereas 76.80 per cent of slightly aware employees about 'Rewards to Employees' have Work-Life Balance. 22.22 per cent of somewhat aware employees of 'Rewards to Employees' do not have Work-Life Balance, whereas 77.78 per cent of somewhat aware employees about 'Rewards to Employees' have Work-Life Balance. 17.88 per cent of moderately aware employees about 'Rewards to Employees' do not have Work-Life Balance, whereas 82.14 per cent of moderately aware employees about 'Rewards to Employees' have Work-Life Balance. 25.30 per cent of extremely aware employees about 'Rewards to Employees' have no Work-Life Balance, whereas 74.70 per cent of extremely aware employees about 'Rewards to Employees' have Work-Life Balance. Results of data analysis further revealed that 'Rewards to Employees' policy is significantly associated with Work-Life Balance of the employees in Punjab State Power Corporation Limited.

- The outcomes of the study demonstrate that Punjab State Power Corporation Limited policies and practices allow its employees to receive additional monetary advantages for taking on new responsibilities or overtime duties, which is advantageous to employees. If other monetary benefits are assessed, the workers will be incentivized to work additional hours since they can increase their take-home salary. It will result in higher productivity levels and an increase in overall performance. Data analysis results revealed that 23.28 per cent

of unaware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 76.72 per cent of unaware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 24.08 per cent of slightly aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 75.92 per cent of slightly aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 25.00 per cent of somewhat aware employees of 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 75.00 per cent of somewhat aware employees of 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 15.20 per cent of moderately aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 84.80 per cent of moderately aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. 18.75 per cent of extremely aware employees about 'Monetary benefits for Extra Work Policy' do not have Work-Life Balance, whereas 81.25 per cent of extremely aware employees about 'Monetary benefits for Extra Work Policy' have Work-Life Balance. Further data analysis revealed that 'Monetary benefits for Extra Work Policy' is significantly associated with Work-Life Balance of Punjab State Power Corporation Limited employees.

- From data analysis, It is observed that Punjab State Power Corporation Limited has adopted Prevention, Prohibition & Redressal Act 2013 to stop harassment or bullying of its employees at the workplace. It is imperative because harassment and bullying have become common and have the worst effect on productivity, confidence level, efficiency, and trust in the company. If the company follows the Redressal Act, it will show trust towards the company and increase and maintain the employees' productivity, confidence level, equality, and efficiency.

Further data results revealed that 23.28 per cent of unaware employees of the 'Harassment Prohibition Policy' do not have Work-Life Balance, whereas 76.72 per cent of unaware employees of the 'Harassment Prohibition Policy' have Work-Life Balance. 24.08 per cent of slightly aware employees of the 'Harassment Prohibition Policy' do not have Work-Life Balance, whereas 75.92 per cent of slightly aware employees of the 'Harassment Prohibition Policy' have Work-Life Balance. 25.00 per cent of somewhat aware employees of 'Harassment

Prohibition Policy' do not have a Work-Life Balance, whereas 75.00 per cent of somewhat aware employees of 'Harassment Prohibition Policy' have a Work-Life Balance. 15.20 per cent of moderately aware employees of 'Harassment Prohibition Policy' do not have Work-Life Balance, whereas 84.80 per cent of moderately aware employees of 'Harassment Prohibition Policy' have Work-Life Balance. 18.75 per cent of extremely aware employees of the 'Harassment Prohibition Policy' have no Work-Life Balance, whereas 81.25 per cent of extremely aware employees of the 'Harassment Prohibition Policy' have Work-Life Balance. Results of data analysis further revealed that 'Harassment Prohibition Policy' is significant associated with Work-Life Balance of Punjab State Power Corporation Limited employees.

### **5.1.3 Findings related to Third Objective of the Study**

- Reliability Statistics Analysis reveals that value of Cronbach's alpha is 0.743, which is above 0.6. It means the high reliability of the measuring instrument. It also shows that the particular sample has a high status of internal consistency as well.
- KMO is measure of Sampling Adequacy with a value of 0.732, greater than 0.6. It indicates that with data, factor analysis is useful. The p-value is 0.000, which is less than 0.05. So Bartlett's test of Sphericity is significant. It means the variables are sufficiently connected to give a sound foundation for the factor analysis.
- 'Total Variance Explained' explained how the variance was distributed across six different identified variables that could have contributed to it, which have eigenvalues more than 1. The identified six factors are Employees Development Policies, Organizational Policies, Recreational Policies, Engagement policies, Family Care Policies, and Financial Policies, which affect the perception of the employees in Punjab State Power Corporation Limited.
- The analysis of the study about the policies and practices of Work-Life Balance shows the results that led to the conclusion that the value of Nagelkerke  $R^2$  is 0.614, greater than 0.5. It means the model's fitness is good, and a moderate to solid relationship occurred between the dependent and independent variables.

### **Model Test of Fitness**

The results of the data analysis demonstrated that Goodness of Fitness Index (GFI)= 0.976, above 0.8, and Adjusted Goodness of Fitness Index (AGFI)=0.948, above 0.8. Normed Fit Index (NFI)=0.845, which above 0.8; Incremental Fit Index (IFI)=0.918 which is above 0.8; Tucker Lewis Index (TLI) = 0.824, which is above 0.8, Comparative Fit Index (CFI) =0.910 which is above 0.80. All the values of indices above 0.8 indicate that model is fit for confirmation of factors.

### **Reliability and Validity**

The analysis reveals that Standardized Factor Loadings of all factors have ranged between 0.683 to 0.913, are found to be significant and greater than 0.6 as recommended by Hair et al. (2010). The resultant value of CR is 0.70 and AVE is 0.50. The values of CR range between 0.792 and 0.861, and AVE range from 0.626 and 0.757, which indicate that constructs account for at least 50 per cent of the variances observed in the items. Hence all values of Standardized Factor Loadings, CR, and AVE show strong evidence of convergent validity of the Six Factors Model.

#### **5.1.4 Findings Related to Fourth Objective of the Study**

‘ Employees Development Policies’ (Odds ratio = 2.154; CI= 0.828 – 2.590) has two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees who do not have Work-Life Balance. ‘Organizational Policies’ (Odds ratio=1.985; CI=0.847 – 2.523) have two times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees who do not have Work-Life Balance. ‘Recreational Policies’ (Odds ratio=1.779; CI=0.880 – 2.479) has 1.8 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees, who do not have Work-Life Balance. ‘Engagement Policies’ ( Odds ratio=1.643; CI=0.858 – 2.428) have 1.6 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees who do not have Work-Life Balance. ‘Family care Policies’ ( Odds ratio=1.726; CI=1.043 – 2.513 ) have 1.7 times more impact on employees having Work-Life Balance in Punjab State Power Corporation Limited than the employees who do not have Work-Life Balance. ‘Financial Policies’ (Odds ratio=1.541; CI=0.810 – 2.372 ) have 1.5 times more impact on employees having Work-Life Balance in Punjab State

Power Corporation Limited than the employees who do not have Work-Life Balance.

### **5.1.5 Findings related to Fifth Objective the Study**

- Reliability Statistics Analysis reveal that value of Cronbach's alpha is 0.845, which is above 0.6. It means the measuring instrument is highly reliable. It also shows that the particular sample has a high status of internal consistency as well. KMO is metric of Sampling Adequacy with a value of 0.798, which is above 0.6. It indicates that with data, factor analysis is useful. The p-value is 0.000, which is less than 0.05. So Bartlett's test of Sphericity is significant. It means the variables are sufficiently connected to give a sound foundation for the factor analysis.

- The investigation reveals that the initial communalities accurately show the relationship of one variable with the before any rotation. The 'communalities' values greater than 0.5 are included for further investigation of data. 'Total Variance Explained' explains the variance distribution across ten different variables that could have contributed to it and which have eigenvalues more than 1.0. These ten identified factors are Family Environment, Socialization, Transformation, Scientific Development, Organizational Support, Career Development, Stress Management, Scheduling, Time Management, and Participative Management, which affect the Work-Life Balance of Punjab State Power Corporation Limited employees.

- According to the findings from the study concerning factors influencing the Work-Life Balance of the employees in Punjab State Power Corporation Limited, It has been found that the value of Nagelkerke  $R^2$  is 0.730, which is above 0.5. It means the fitness of model is good, and a moderate to solid relationship exists among the dependent and independent variables.

The indices for model fit values NFI=0.941, RFI= 0.869, IFI= 0.882, TLI=0.911, CFI= 0.877, GFI=0.881 and AGFI=0.883 are more than 0.8 which showed factor analysis model is fit. The values of factor loadings are above 0.7. Hence it revealed that identified Ten factors model with Thirty-Six items is sufficient to examine the factors affecting the Work-Life Balance of the employees in Punjab State Power Corporation Limited.

### **5.1.6 Findings related to Sixth Objective of the Study**

The data analysis shows that 59.853 per cent of the total variance is divided into ten factors: family Environment, Socialization, Transformations, Scientific Development, Organizational Support, Career Development, Stress Management, Scheduling, Time Management, and Participative Management.

- ‘Family Environment’ explains an 8.312 per cent variance. One should have to fulfil his family's requirements and enjoy his life leisurely. Family members' support can play an essential role in achieving Work-Life Balance.
- ‘Socialization’ explains 8.004 per cent of the total variance. If employees are motivated to do social and religious activities, it will bring beautiful results to themselves, their families, and society. The employees will feel an essential part of society and spend their leisure time in religious and social activities.
- ‘Transformation’ explains 7.527 per cent of the total variance. Employees will need to switch themselves into teams, adapt to new management styles or job duties, and participate in whole-team meetings, where they can get to know their new coworkers more personally. People can learn about each other's strengths and limitations through the icebreakers, which can speed up the onboarding process for new teams. The supervisors can set an example for improved time and role management. They can also support a better Work-Life Balance via these rules and procedures.
- ‘Scientific Development’ explains 7.424 per cent of total variance. If technology is correctly and efficiently handled, it will automate information flow in an organization. Modern types of equipment, IT tools, and software will make the life of workers more accessible, and there will be significantly fewer chances of mistakes and malfunctioning.
- ‘Organizational Support’ explains 6.341 per cent of the total variance. The organization has to make new policies and amend old ones so that employees and employers can benefit. If employees feel secure with Work-Life Balance related policies, their productivity will increase, and they feel part of the organization. They can work more with motivation and enthusiasm.
- ‘Career Development’ explains 5.771 per cent of the total variance. The department has to frame and implement the policies so that the employees get

promotions and increments as per their work and ability. They must get training and refresher courses to enhance their capacity and skills to advance their careers.

- ‘Stress Management’ explains 4.639 per cent of the total variance. To be happy, robust, and more efficient, good stress management enables workers to escape from stress. It makes it possible to reduce the adverse effects of stress. The ultimate objective is to live a well-balanced life in terms of time spent working, maintaining relationships, having fun, and having the resilience to deal with stress and confront challenges head-on. However, there is no single solution to the stress management problem. The organization has to try different strategies and see which ones yield the best results for the worker and organization.
- ‘Scheduling’ explains 4.386 per cent of the variance. The primary aim of scheduling is to plan the activities in order so that the proper allocation of resources can be done efficiently. It is a result-oriented activity.
- ‘Time Management’ explains 4.024 per cent of the total variance. Proper time should be allocated to the assigned tasks and works as per the priority of their occurrence. Adequate time allocation to the work will ensure the completion of tasks efficiently within the scheduled time. Reviewing some strategies and suggestions for achieving this goal and incorporating discipline into one's life is necessary.
- ‘Participative Management’ explains 3.426 per cent of the total variance. If the employees are involved in the managerial decisions, they feel part of the management and will work more efficiently with enthusiasm. Employees feel safe if their union's and representatives' suggestions are rewarded and implemented. It will be beneficial for both the employees and employers.

## **5.2 SUGGESIONS AND RECOMMENDATIONS**

### **5.2.1 Suggestions for Employers**

#### **1. Establishment of Work-Life Balance Cells**

It is recommended that organizations should establish Work-Life Balance Cells in their offices and workplaces to evaluate the degree to which their employees' expectations about Work-Life Balance are realized. This evaluation should take place at regular intervals. New policies should be framed and implemented in the true sense of humanity, so that the employees can treat themselves as member of the organization. It is recommended that the management of the Punjab State

Power Corporation Limited should concentrate on establishing the Work-Life Balance cells in their different wings.

## **2. Training Programs**

Punjab State Power Corporation Limited staff should have a good attitude toward their work and feel satisfied with the policies about the perfect balance between their personal and professional lives. A positive attitude toward one's work can positively impact one's overall quality of life. An organization can specify its policies to attain perfect equilibrium between personal and personal lives of the employees and then draft/ amend them to ensure they are easily understandable and implementable. The organization should plan and run training programs to obtain efficiency and skillfulness by developing a healthy and communicative work environment. It will increase their degree of performance-related work satisfaction. For workers to acquire knowledge and develop themselves, the learning process is one in which they can participate and gain understanding actively. They can protect their mental health by participating in this process of life-extended education. The organizations have to plan and organize recurring health screenings for their employees to ensure their workforce's healthy physical condition.

## **3. Establishment of Grievance Cells**

The organization's prime duty is to institute Grievance Cells in which employees' complaints and grievances must be resolved immediately. Employees should have easy access to these grievances cells at the head of a department level, and at least managerial-level personnel should be deployed to redress the complaints.

## **4. Financial Rewards**

Rewarding system is the boosting system for good performers. It will promote a spirit of competition in the workforce. If an employee has been given extra responsibilities or expected to work overtime, their remunerations should be reflected proportionally in their earning. The monetary benefits will assist in compensating for the negative effects of Work-Life disputes and enhance Work-Life Balance.

## **5. Access to Exercise Facilities**

Working out is the healthiest and most effective way to reduce stress. The employees, who perform their duties in shifts and continuous mode, need exercise and workouts for their body fitness. The organization ought to provide access to a

gym on the premises so that they can benefit from it. Alternatively, the company might provide employees with a membership discount at a nearby or their own established gym so that the employees can do regular exercise to lower the risk of becoming sick. It leads to more effective self-development both at home and at the office.

#### **6. Childcare Services**

As a parent, employees' responsibilities for their children are of utmost importance. The worker can only devote their whole attention to their profession when simultaneously abandoning their child at home with enough supervision. It is strongly recommended that employers should provide Child care facilities and feeding facilities at the workplace. On-site childcare facilities, such as a crèche, should be made available to reduce the stress experienced by female employees.

#### **7. Leave Facility**

Increase the amount of time off that employees are allowed to take each year by giving them more holidays. Parental leave for both parents should be provided. Ample time off facility free or paid, must be given to the employees in case of any emergency in the family deed.

#### **8. Job Sharing**

Employers should make job sharing an available alternative, in which the employees share a full-time employment and mutually agree on time spent at work and career breaks (paid or unpaid). It should benefit employees and employers for smooth and efficient organizational work.

#### **9. Encourage Awareness**

The organization should adopt and implement so many policies related to Work-Life Balance. These policies should be circulated and amended from time to time in the staff so that each employee must be aware of these policies. Top management should be responsible for disseminating information about Work-Life Balance and encouraging workers at lower and medium levels to utilize the perks.

#### **10. Restricting Working Hours**

Employees should only continue working for a short time at work for their job commitments. Working time should be constrained due to implementation of various acts. The working schedule restrictions can be imposed on a daily as well as every week. After business hours, there should be no sharing of telephonic

calls, emails, or anything else of the kind except in the cases of some emergencies. It should be avoided in routine.

## **5.2.2 Suggestions for Employees**

### **1. Clarity of Priorities**

The employees should establish and construct their goals for both their careers and their family life. They should figure out the most effective tactics for simultaneously accomplishing both sets of goals. They have to organize and manage better their daily plans and schedules that address their valuable time. They need to prevent interruptions and refrain from performing many chores simultaneously to reduce the depletion of their energy. It is essential to prioritize one's job and rate their responsibilities by allocating the proper time for personal and professional needs to maintain Work-Life Balance.

### **2. Self Care-Taking**

Whether the work should be done at home or from the office, the mind, body, or soul of an employee should never be allowed to struggle as a direct result of their employment. It is true regardless of the location of the work. To raise employees' overall levels of productivity, a person must attend to the maintenance of both their body and emotional well-being. Care of body fitness, energetic and full stamina, a stress-free emotions, and a healthy immunize system can be accomplished by maintaining healthy eating habits regularly, exercising and practicing yoga, and sleeping for the total hours. The proper planning of the schedule will make them more energetic and efficient. In addition, avoiding the use of substances such as alcohol, drugs, and tobacco helps lower stress levels. These are the worst sources for managing stress. The persistent use of these items contributes to a more stressed condition and can create severe health problems like liver damage, ulcers, cancer, etc.

### **3. Learn to say 'No'**

Acquire a level of comfort with the word 'No' and the realization that it is acceptable to use occasionally. It should not be the routine of always striving to be better than everyone else by competing with them. There should be no need to gain stress through unnecessary by saying 'Yes' consistently. Extra activities are not in line with the priorities and objectives and are not scheduled, It will be favorable to say 'No.' So it is advantageous to avoid putting unnecessary stress by

accepting it. The study recommends to the respondents that they should learn to say 'No' if the circumstances are unfavorable.

#### **4. Don't Bring Work to Home**

The findings of the study suggest that never carry office work to home when the work can be comfortably completed at the workplace. When the employees are constantly engaged with the work at the office, it will be reasonable to assume that the employees are overburdened. The reality found by the study is that the employees are distracting themselves from valuable family relationships. Moreover, the employees skip their enjoyment, walking, social service time and remain busy even after working hours. This results in the family members feeling ignored, the employee looking stressed, and staying active at home. So, it can be destructive both for family and self.

#### **5. Devote Time to Family**

The study recommends that you always keep in mind those who are most likely to be by your side throughout your life i.e. family members. So, it is essential to cultivate and sustain positive relationships with kids, friends, and parents. It is very uncommon for one's family to be the priority to suffer when employees are trying to balance their commitments at work and home simultaneously. The study suggests putting efforts into cultivating the friendship that will strike for the healthy equilibrium between working time and family.

#### **6. Do Something for Enjoyment**

The study suggests that when the amount of work becomes too much, and the employees look busy at work even after routine working hours, there is a strong need to do something for enjoyment. The enjoyment activity should be healthier, stress reliever, and make the employees happier. The exercises should be such that they can refresh the mood and make the employees fresher. It will refill and boost the energy to work more efficiently with a pleasant sound of mind.

##### **5.2.3 Suggestions for the Government**

1. The study suggests encouraging a culture of perfect Work-Life Balance grounded in realism among organizations.
2. Findings of the study suggest the nomination of inspectors/supervisors to oversee the work-life issues of employees in the organization.

3. The study suggests that the government should actively prevent employees from putting in excessively long hours at work. So, compensatory rest provisions should be adopted and implemented in true spirit in the organizations.
4. The study suggests that various employee association representatives should be involved in the decision-making, policy amendment, and new policy formation process.
5. The study's findings suggest that all the workman acts should be adopted and implemented in the organizations for the welfare of their workers.
6. The study analysis suggests establishing separate WLB cells to look after and solve the issues of employees in organizations.

### **5.3 Practical Implications of the current study for different stakeholders**

#### **For Employees:**

1. Understanding the demographic factors that influence work-life balance ,can help employees in better managing their personal and professional lives.
2. Awareness of current policies and practices allows employees to engage with the organization for potential improvements and better work-life integration.
3. Analyzing employee perceptions can identify areas where adjustments are needed, enhancing their overall satisfaction and well-being.
4. Understanding the significance of 'Family Environment' emphasizes the importance of family support for achieving work-life balance. Employees can actively seek family support and communicate their needs to maintain a balance between professional and personal life.
5. Recognizing the role of 'Socialization' highlights the positive impact of engaging in social and religious activities on work-life balance. Employees may be encouraged to participate in such activities to enhance their overall well-being.
6. Awareness of 'Transformation' underscores the importance of adaptability and team collaboration. Employees can proactively engage in team-building activities and embrace changes in management styles to foster a supportive work environment.
7. Understanding the odds ratios allows employees to prioritize their engagement with specific policies based on their impact, contributing to a more balanced and satisfying work life.
8. Employees should be made more aware of the various policies and facilities provided by Punjab State Power Corporation Limited. This includes work-from-

home options, flexible working hours, and other benefits. Increasing awareness can lead to better utilization of these facilities and offerings, ultimately improving their work-life balance .

9. The findings suggest that engagement policies significantly impact work-life balance of the workers. Employees should actively participate in engagement activities, as it not only contributes to a positive work environment but also enhances their overall well-being.

11. Employee Engagement: Increased employee engagement is frequently linked to improved work-life balance. The organisation could utilise the study results to formulate strategies for cultivating a favourable work culture and establishing an atmosphere that enhances employee engagement and commitment

12. Enhanced productivity can result from improving work-life balance, which can boost employee happiness and morale. The survey may identify areas for improvement to increase worker satisfaction, leading to enhanced organisational performance and productivity..

**For Punjab State Power Corporation Limited (PSPCL) Management:**

1. Insight into demographic influences can aid in tailoring HR policies to meet the diverse needs of employees.

2. Evaluation of existing policies and practices can identify gaps or areas for improvement to enhance overall employee satisfaction, efficiency and productivity.

3. Understanding employee perceptions can guide Punjab State Power Corporation Limited management in communication and policy implementation to ensure alignment with employee needs.

4. The identification of 'Scientific Development' indicates the need for investing in technology and IT tools to streamline processes. Management can focus on providing employees with modern equipment and tools to enhance efficiency and reduce errors. It can also reduce the risk of danger to lives of the employees.

5. Recognizing the impact of 'Organizational Support' emphasizes the importance of clear policies adopted by the department. Punjab State Power Corporation Limited management can work on formulating and communicating policies that support work-life balance, fostering a sense of security and motivation among employees.

6. Addressing 'Career Development' highlights the need for structured career advancement programs. Punjab State Power Corporation Limited management can invest in training, promotions, and skill development to empower employees and facilitate their career growth.
7. Understanding the impact of employee development policies, organizational policies, and other categories on work-life balance provides Punjab State Power Corporation Limited management with insights into the effectiveness of their current policies.
8. Management can use the odds ratios to prioritize and enhance policies that have a higher impact on work-life balance, such as employee development and family care policies. Regular evaluation and adjustment of these policies can contribute to a more supportive work environment and improved employee satisfaction.
9. The study emphasizes the positive impact of recognition and rewards on work-life balance. Management can consider reinforcing a culture of appreciation for employees, who go above and beyond, as this can contribute to a more satisfied and balanced workforce.
10. The effective use of dispute and conflict resolution mechanisms is crucial. Punjab State Power Corporation Limited management should ensure that employees are aware of these processes and are encouraged to use them when needed.
11. Enhancing work-life balance can decrease turnover and absenteeism, leading to cost savings for Punjab State Power Corporation Limited. The organisation can invest in techniques that enhance employee well-being, considering it a long-term investment in the company's performance.
12. The survey can pinpoint areas, where employees require extra assistance or training to efficiently handle their job and personal obligations. This data can be utilised to create specialised training programmes aimed at improving employees' abilities in time management and stress reduction.
13. Organisations that prioritise work-life balance tend to be more appealing to potential employees for talent attraction and retention. The study's findings could be utilised to enhance Punjab State Power Corporation Limited's reputation as a preferred employer, assisting in attracting and retaining talented individuals.

**For Human Resources (HR) Department:**

1. Identification of factors affecting work-life balance can guide the Human Resource department in developing targeted interventions and programs to improve the well-being and work-life balance.
2. Employee feedback on existing policies provides valuable insights for refining or introducing new HR practices that support work-life balance.
3. Considering the significance of 'Stress Management,' Human Resource can implement various strategies to support employees in dealing with stress. Offering stress management programs and providing resources for coping mechanisms can contribute to a healthier work environment.
4. Recognizing the impact of 'Scheduling' and 'Time Management' emphasizes the need for effective planning. Human Resource Department can encourage employees to prioritize the tasks, allocate time efficiently, and incorporate discipline into their work routines.
5. Human Resource Department can use the findings to tailor and improve existing policies related to employee development, engagement, and family care.
6. Emphasizing the significance of these policies in promoting work-life balance can be part of Human Resource communication and training programs.
7. Insights into the odds ratios can guide Human Resource Department in resource allocation and policy development to address specific needs identified in the study.
8. Human Resource Department can use the study's findings to enhance existing policies or introduce new ones, particularly in areas where the impact on work-life balance is evident. For example, there could be a focus on improving awareness and utilization of facilities like work from home or flexible working hours.
9. Implement training programs to ensure that employees are well-informed about the available policies and benefits. Communication strategies can be devised to highlight the importance of these policies in promoting a healthy work-life balance.
10. The present study could help in creating and executing employee well-being programmes in Punjab State Power Corporation Limited. Comprehending the elements that impact work-life balance can assist the organisation in creating

initiatives like flexible work schedules, mental health assistance, and stress management programmes.

**For Policy Makers:**

1. Findings from your study can be used to inform broader labor and employment policies in the region or industry.
2. Recommendations for new models or policies can contribute to the development of effective, employee-friendly guidelines.
3. Acknowledging the importance of 'Participative Management' highlights the need for policies that encourage employee involvement in decision-making. Policy makers can consider promoting participative management practices at the organizational level.
4. The findings can be shared with policymakers and regulatory bodies to emphasize the importance of supportive policies in achieving work-life balance.
5. Advocacy for policies that have shown a higher impact, such as employee development and family care policies, can be part of broader discussions on labor and employment regulations.
6. The results of the present study, could help in creating or updating organisational policies on work hours, leave regulations, and remote work opportunities. This can facilitate the creation of a more favorable environment for employees to efficiently balance their professional and personal life.

**For Researchers and Academia:**

1. The current study contributes to the existing body of knowledge on work-life balance, especially in the context of a specific organization and region.
2. Insights from current research can inspire further studies on similar topics or the implementation of similar strategies in different industries.
3. Researchers can build upon these findings to explore more detailed interventions and strategies that organizations can implement to address each determinant identified in the study.
4. Academic institutions can incorporate these findings into their curriculum to prepare future professionals for the challenges and opportunities related to work-life balance.
5. The study contributes valuable insights to the academic community, highlighting the specific impact of different categories of policies on work-life balance.

6. Researchers can build upon these findings to explore further response and contribute to the development of best practices in employee welfare.

7. The study provides insights into the factors influencing work-life balance in Punjab State Power Corporation Limited. Researchers can use these findings as a basis for further investigations into work-life balance in different industries or geographical locations.

**For the Community:**

1. Punjab State Power Corporation Limited's commitment to employee welfare can enhance its reputation as a socially responsible organization, attracting talent and fostering community support.

2. Emphasizing 'Socialization' suggests that encouraging employees to participate in social and religious activities can have positive ripple effects on the community. Promoting community engagement may contribute to societal well-being.

3. A workforce with better work-life balance can have positive spillover effects on the community, contributing to overall well-being and community engagement

**For Government and Regulatory Bodies:**

1. Recommendations from the current study can guide the development or modification of labor laws and regulations to better accommodate the work-life needs of employees.

2. Collaboration with organizations like Punjab State Power Corporation Limited can lead to the creation of industry best practices for work-life balance.

3. Government organisation can consider policies that encourage organizations to invest in technology 'Scientific Development' and promote employee well-being through effective work-life balance policies.

4. These implications provide a roadmap for stakeholders to enhance work-life balance within Punjab State Power Corporation Limited and can serve as a foundation for further research and policy development in the broader context.

5. Regulatory bodies can use the findings to inform and update guidelines related to employee welfare policies.

6. Encouraging organizations to adopt effective policies that contribute to work-life balance can be part of broader efforts to improve the overall well-being of the workforce.

7. The study indicates the significance of certain policies such as maternity leave and harassment prohibition. Regulatory bodies could advocate for the implementation and improvement of such policies across organizations to ensure the well-being of employees.

**Trade Unions and Employee Associations:**

The study highlights the importance of employees' involvement in policy formulation and amendment through trade unions. Unions can use this information to advocate for a more active role in shaping organizational policies that impact work-life balance of the workers.

**Organizational Development Consultants:**

Organizations seeking to enhance work-life balance can seek the services of organizational development consultants. These consultants can assist in tailoring and implementing policies that align with the specific needs and culture of the organization.

These implications can serve as a guide for stakeholders to take informed actions that contribute to a healthier work-life balance for employees at Punjab State Power Corporation Limited

**5.4 Scope for Future Study**

The following are some possible lines of inquiry that could be pursued in the years to come, and each of these lines of investigation can be defined as follows:

1. This research has established the groundwork for future research by conducting a comprehensive study on a comparative analysis of various organizations.
2. This study can be extended to the departments, where Punjab State Power Corporation Limited employees work on deputation like BBMB, Punjab Mandi Boards, and various other Punjab and Center Government departments.
3. This research has been done from the perspective of Work-Life Balance in general. The current research was concentrated on single company, which can aid in understanding what pattern is followed for in various organizations to achieve Work-Life Balance.
4. In the future, any research in this field of Work-Life Balance which is comparable, should be able to take usefulness of bigger sample size, which will help to bring about more solid conclusions for us.

5. Research of a similar sort can also be conducted in other companies, industries, or states; in fact, it might even be possible to take companies from two separate states as the participants in the study.
6. In the not-too-distant future, coverage may broaden to incorporate more excellent Work-Life Balance policies and practices made available by public and private organizations.
7. It is feasible to examine the affect of Work-Life Balance policies on workers and what the staff believe about Work-Life Balance policies. From that vantage point, additional factors can be considered to realize work-life balance. It is feasible to do comparative research on several parameters in different firms. This study can demonstrate, where policies are more commonly implemented and which approach is most significant.
8. In future research, a larger sample group should be considered so that the findings may be regarded as more meaningful. The sample size must be increased, considering the various groups of respondents affiliated with the different service sectors currently present in Punjab. It will result in a better comprehension of Work-Life Balance prevalent in whole country.
9. In the future, the study might be conducted at other public sector organisations in rural areas. It is possible to conduct comparative research between urban and rural areas.
10. It is possible to carry out a study that compares how men and women manage their careers and personal lives.

### **5.5 Limitations of the Study**

1. The study is based only on the geographical boundaries of Punjab.
2. The Study has considered only one organization i.e. Punjab State Power Corporation Limited,. Therefore the results of the study cannot be generalized to other public sector companies as well as private power companies existing in country.
3. The number of offices and various cells visited during the survey is limited due to cost and time constraints. The employees posted on delegations to different departments like Bhakra Beas Management Board, Punjab Mandi Board, Chandigarh UT services, and other Govt. departments were excluded from research.

4. This research is restricted to Public organization, It can also be carried out in private organizations. There is also a need for proper knowledge and socially acceptable responses.
5. The responses given by the respondents are not free from personal biases,
6. Number of respondents in current research is 700, which represents only part of the entire population.
7. The respondents might have concealed accurate information because they feared their exposed identity.
8. All the statistical tools used in the study for analyzing the data suffer from their inherent limitations.
9. The study is restricted to work-life-balance, which is only one aspect, but the analysis can take other factors like work environment, work commitment, etc.
10. The study is conducted in Punjab so the results of the study cannot be generalized in other states of country.
11. The study was cross-sectional and the response was received at a particular point of time. The data for the study was collected from June, 2022 to February, 2023. Therefore, if the data will be collected in future, the results of the present study may show somewhat variation or different.
12. The present study was in the Indian context used a cross-sectional design. So future studies may focus on adopting longitudinal research design.

## **5.6 Conclusion of the Study**

Work-Life Balance is becoming an increasingly prominent topic of conversation because it benefits employees and companies. Finding a happy medium between one's professional and personal responsibilities can have a remarkable beneficial impact on the individual's life and lives of society as a whole. People with jobs benefit from flex time because it enables them to better manage potentially conflicting commitments within their families without requiring them to choose between their jobs and their families (Ralston). The stress levels drop dramatically and return to normal after the solution is implemented. As a result of their life and the choices they make in their employment, people can realize more significant levels of satisfaction and self-actualization.

Achieving and sustaining a healthy Work-Life Balance is the source of satisfaction and success daily. The organization needs to assist its employees. Workers now expect their companies to be concerned about their capacity to

balance their personal and professional lives and overall health. An employer who accomplishes these aims can considerably improve the degree of job satisfaction experienced by their workers, giving exceptional possibilities for professional advancement. Companies are mulling over innovative ways to ensure that workers have enough time for personal and family responsibilities, and these discussions are currently taking place. The degree of motivation of an employee increases when the person perceives that their company is making an additional efforts for employees to maintain healthy Work-Life Balance. If someone is exceptionally dedicated to their work but does not take pleasure in what they do, they will never experience feelings of happiness or fulfilment in their lives. The findings will be helpful to employees, businesses, and academics seeking a better understanding of how to achieve perfect Work-Life Balance. Companies headquartered in Punjab will find the recommendations supplied by the study to assist significantly in designing successful Work-Life Balance programs that will satisfy their workforce after implementing them. The demands of one's job and those of their family have an inherent connection to one another. The research made the connections between the elements necessary to comprehend how one influences the other. Our professional lives can improve the quality of our personal lives with our families, or those lives might negatively impact them. Attitudes, behaviours, and outcomes at work can be positively or negatively affected by our personal lives outside of work, depending on how we handle those aspects. For example, working long and inconsistent hours, becoming overly involved in one's profession, and experiencing stress at work can lead to unhappiness within the context of one's family, a withdrawal from one's responsibilities within the family, and a decrease in one's the general quality of life. These factors can also lead to a decline in one's available quality of life. In a similar line, having excessive duties for providing care and being heavily involved in family activities can limit an individual's employment options and ambitions, in addition to severely influencing their mental and physical health. Participation in paid employment, feeling content in one's current position, and wanting to further one's career are all significant aspects. This study investigated u the role of demographic variables on the Work-Life Balance of the employees in Punjab State Power Corporation Limited, to examine the current policies and practices affecting Work-Life Balance of Punjab State Power Corporation

Limited employees. Specifically, the study looked at the perceptions of employees regarding the policies and procedures implemented in Punjab State Power Corporation Limited to maintain Work-Life Balance, to identify the factors that are affecting Work-Life Balance of the employees in Punjab State Power Corporation Limited, and to examine the impact of these factors on Work-Life Balance of the employees in Punjab State Power Corporation Limited.

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**APPENDIX-1**  
**QUESTIONNAIRE IN ENGLISH**

Dear Respondent

**I, Er. Surinder Paul Sondhi** Ph.D. Research Scholar of Mittal School of Business, Lovely Professional University, Phagwara, Punjab, am working on the topic “**Factors influencing balance in work-life in reference to the employees in Punjab State Power Corporation Ltd.**”. I shall be obliged if you could spare some of your valuable time for filling up this questionnaire. Your help and co-operation will go a long way in my research work. This is purely an academic exercise and the information submitted by you would not be used for any other purpose than academics. Looking forward to your kind co-operation.

**SECTION-A: PROFILE OF THE RESPONDENT:**

**Tick(√) the appropriate related option .**

**Age:**

21-30 Years  31-40 Years  41-50Years  51-60 Years

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**Gender:**

Male

Female

---

**Marital Status:**

Married

Unmarried/Single

---

**Educational Qualification:**

HSC/SSC

Diploma

Graduate

Post Graduate

Other

---

**Length of Service:** Less than 5 Years  5.1-10 Years  10.1-30 Years

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**Level:** Class-1  Class-2  Class-3  Class-4

**Annual Income (Rs):** Less than Rs 3Lacs  Rs.3 Lacs – Rs.5Lacs   
 Rs. 5 Lacs - Rs.10 Lacs  Rs.10 Lacs- 15 Lac  Rs 15 Lacs & above

**Stream of Work :** Technical  Non Technical

**Part-B:**

**Tick (√) the appropriate related option.**

On a Likert scale of 1-5, please indicate the degree to which you are aware to the statements given below based on your experience.

**(1=Not at all Aware, 2=Slightly Aware, 3= Somewhat Aware, 4=Moderately Aware, 5=Extremely Aware)**

Sr. No.	Statement	1	2	3	4	5
P1	PSPCL provides work from home facility to its employees.					
P2	The employees in PSPCL approach the higher management directly/easily.					
P3	PSPCL allows flexible working time facility to its employees.					
P4	PSPCL provides holidays/ paid time off facility to its employees.					
P5	PSPCL follows Maternity Act-2007 to provide sufficient maternity leave to its female employees.					
P6	PSPCL provides paid sabbaticals opportunities to its employees.					
P7	PSPCL provides proper time to its employees to attend refresher courses and trainings to enhance their performance.					
P8	PSPCL provides the opportunity of departmental promotion and selection for					

	higher posts to its employees .					
p9	PSPCL policies include personality development and wellness programs for its employees.					
P10	PSPCL management understands the importance of well being of its employees.					
P11	PSPCL provides residential facilities to its employees.					
P12	PSPCL adopts dispute settlement machinery and conflict resolution remedies for its employees.					
P13	PSPCL encourages its employees to follow CSR activities.					
P14	The supervisors support the employees to handle the emergencies at work place.					
P15	PSPCL recognizes the employees' associations / union's point of view in formulating / amending various welfare policies.					
P16	PSPCL management praises its employees for doing extra activities and extraordinary performance.					
P17	PSPCL policies allow extra monetary benefits for additional charge / job to its employees.					
P18	PSPCL adopt Prevention, Prohibition and Redressal Act-2013 to stop harassment / bullying of its employees at work place.					

### Part-C

**Tick (√) the appropriate related option.**

On a Likert scale of 1-5, please indicate the degree to which you are agree with the statements given below based on your experience.

**(1=Strongly Disagree, 2=Disagree, 3= Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree).**

Sr. No.	Statements	1	2	3	4	5
1	I feel PSPCL provides the facility of proper childcare time to its employees.					
2	I always get support from spouse and family members in performing my job efficiently.					
3	I feel that PSPCL encourages employees to create family feelings at the workplace.					
4	I am satisfied that work from home facility is provided by PSPCL to its employees.					
5	I am satisfied that proper residential facility is provided to the employees by PSPCL.					
6	I feel that PSPCL encourages its employees to avail vacation time.					
7	I enjoy the optimum time for enjoyment and celebrations with my family					
8	I feel PSPCL provide sufficient recreation facilities like amusement park / health club to its employees					
9	I feel PSPCL provide evening club facilities for drinks and entertainment.					
10	I feel PSPCL organized individual and team sports competitions for its					

	employees.					
11	I feel that PSPCL provides hygienic and safe working conditions at workplace on timely basis for its employees.					
12	I feel that PSPCL works on changing the mindset of its employees towards community services initiatives.					
13	I feel that PSPCL provides adequate supervisory support at workplace.					
14	I am satisfied that PSPCL adopts the reforms with proper planning as recommended by Govt.					
15	I feel that PSPCL encourages its employees to bring creativity in the job.					
16	I am satisfied that PSPCL provides proper time for refresher courses to enhance the performance of its employees.					
17	I am satisfied that PSPCL provides sufficient tool kits / advance equipments /IT facilities to me which are suitable for my job.					
18	I am satisfied that PSPCL provide proper training to understand new technologies.					
19	I am satisfied that PSPCL provide latest communication devices to its employees at workplace.					
20	I feel that employees' unions/associations play a role in policy formation and amendment in PSPCL in favor of its employees.					
21	I am satisfied that PSPCL has effective dispute settlement and conflict resolution					

	machinery.					
22	I am satisfied that PSPCL provides justified compensation/ monetary benefits to its employees as per the assigned job.					
23	I feel that PSPCL provides opportunity for promotion and selection for higher posts from within the department to its employees.					
24	I am satisfied that PSPCL provides ample career development opportunities to its employees.					
25	I feel that sufficient wellness and personality development programs are organized by PSPCL for its employees.					
26	I am satisfied with the social prestige attached with my job.					
27	I spend quality time in doing the social and religious activities.					
28	I am satisfied that PSPCL provides proper counseling service facility to its employees.					
29	I always get the opportunity for clarification and appeals in case of any mistake while performing my job.					
30	PSPCL provides measures to handle Physical and mental fatigue at work place.					
31	PSPCL has provision for handling scarcity of staff to reduce my working and mental instability.					
32	I feel that active adjustment techniques are followed in PSPCL.					
33	I am satisfied that flexible work timings					

	are allowed in PSPCL					
34	I have enough time to plan and schedule my day to day activities.					
35	I feel that the distance and time taken to reach the office is comfortable for me.					
36	I feel that PSPCL provides sufficient time to complete assigned task to its employees.					

**PART-D::FEEDBACK & SUGGESTIONS**

1. How can we make effective balance in work-life in the organization?

.....  
.....  
.....  
.....

2. Which practices are more relevant?

.....  
.....  
.....

3. Do you feel balance in your personal and professional life?

Yes  No

Name:  
Designation:  
Contact No.  
Email:

## APPENDIX-2

### ਪ੍ਰਸ਼ਨਾਵਲੀ

ਲੜੀ ਨੰ.....

ਸਤਿਕਾਰਯੋਗ ਜਵਾਬਦਾਤਾ,

ਮੈਂ ਇੰਜੀ ਐਸ ਪੀ ਸੋਧੀ, ਰਿਸਰਚ ਸਕਾਲਰ, ਮਿੱਤਲ ਸਕੂਲ ਆਫ ਬਿਜਨਸ, ਲਵਲੀ ਪ੍ਰੋਫੈਸ਼ਨਲ ਯੂਨੀਵਰਸਿਟੀ, ਫਗਵਾੜਾ, “ਪੰਜਾਬ ਸਟੇਟ ਪਾਵਰ ਕਾਰਪੋਰੇਸ਼ਨ ਲਿਮਿਟਡ ਦੇ ਕਰਮਚਾਰੀਆ ਦੀ ਕੰਮਕਾਜੀ ਜਿੰਦਗੀ ਦੇ ਸੰਤੁਲਨ ਨੂੰ ਪ੍ਰਭਾਵਿਤ ਕਰਨ ਵਾਲੇ ਕਾਰਕ” ਦੇ ਵਿਸ਼ੇ ਤੇ ਖੋਜ ਕਰ ਰਿਹਾ ਹਾਂ। ਕਿਰਪਾ ਕਰਕੇ ਆਪਣਾ ਕੀਮਤੀ ਸਮਾਂ ਕੱਢ ਕੇ ਪ੍ਰਸ਼ਨਾਵਲੀ ਵਿੱਚ ਪੁੱਛੇ ਗਏ ਵੱਖੋ ਵੱਖਰੇ ਪ੍ਰਸ਼ਨਾਂ ਦੇ ਜਵਾਬ ਦੇਣ ਦੀ ਕ੍ਰਿਪਾਲਤਾ ਕਰਨੀ ਜੀ। ਤੁਹਾਡੇ ਵੱਲੋਂ ਦਿੱਤੇ ਜਵਾਬ ਖੋਜ ਅਧਿਐਨ ਵਿੱਚ ਯੋਗਦਾਨ ਪਾਉਣ ਵਿੱਚ ਬਹੁਤ ਮਦਦਗਾਰ ਹੋਣਗੇ।

#### Part-A PROFILE OF THE RESPONDENT

##### ਸੰਬੰਧਤ ਵਿਕਲਪ ਤੇ ਸਹੀ (✓) ਨਿਸ਼ਾਨ ਲਗਾਓ

ਉਮਰ

21-30 ਸਾਲ  31-40 ਸਾਲ  41-50 ਸਾਲ  51 -60 ਸਾਲ

ਲਿੰਗ:

ਪੁਰਸ਼

ਔਰਤ

ਵਿਆਹ ਦੀ ਸਥਿਤੀ :

ਵਿਆਹਿਆ

ਕੁਆਰਾ /ਤਲਾਕਸੁਦਾ

ਵਿਦਿਅਕ ਯੋਗਤਾ :

ਹਾਇਰ /ਸੀਨੀਅਰ ਸੈਕੰਡਰੀ ਸਕੂਲ

ਡਿਪਲੋਮਾ

ਗਰੈਜੂਏਟ

ਪੋਸਟ ਗਰੈਜੂਏਟ

ਹੋਰ

ਕਾਰਜਕਾਲ:

5 ਸਾਲ ਤੋਂ ਘੱਟ

5.1-10 ਸਾਲ

10.1-30 ਸਾਲ

ਕਾਰਜ ਦਰਜਾ:

ਦਰਜਾ-1

ਦਰਜਾ -2

ਦਰਜਾ-3

ਦਰਜਾ-4

ਸਲਾਨਾ ਆਮਦਨ (ਰੁਪਏ)

3 ਲੱਖ ਰੁਪਏ ਤੋਂ ਘੱਟ

3 ਲੱਖ - 5 ਲੱਖ ਰੁਪਏ

5 ਲੱਖ -10 ਲੱਖ ਰੁਪਏ

10 ਲੱਖ - 15 ਲੱਖ ਰੁਪਏ

15 ਲੱਖ ਰੁਪਏ ਤੋਂ ਵੱਧ

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ਕਾਰਜ ਕੈਟਾਗਰੀ :

ਤਕਨੀਕੀ

ਗੈਰ ਤਕਨੀਕੀ

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ਭਾਗ-2

ਸੰਬੰਧਤ ਵਿਕਲਪ ਤੇ ਸਹੀ (✓) ਨਿਸ਼ਾਨ ਲਗਾਓ

ਕਿਰਪਾ ਕਰਕੇ 1-5 ਦੇ ਪੈਮਾਨੇ 'ਤੇ ਉਹ ਪੈਮਾਇਸ਼ ਦਰਸਾਓ ਜਿਸ ਨਾਲ ਤੁਸੀਂ ਆਪਣੇ ਤਜਰਬੇ ਦੇ ਅਧਾਰ ਤੇ ਹੇਠਾਂ ਦਿੱਤੇ ਬਿਆਨਾਂ ਨਾਲ ਸਹਿਮਤ ਹੋ

(1= ਬਿਲਕੁਲ ਜਾਣੂ ਨਹੀਂ, 2= ਮਾਮੂਲੀ ਜਾਣਕਾਰ, 3= ਥੋੜਾ ਜਿਹਾ ਜਾਣਕਾਰ, 4= ਦਰਮਿਆਨਾ ਜਾਣਕਾਰ, 5= ਪੂਰੀ ਤਰ੍ਹਾਂ ਜਾਣਕਾਰ).

ਲੜੀ ਨੰ.:	ਪ੍ਰਸ਼ਨ	1	2	3	4	5
1.	ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਘਰ ਤੋਂ ਕੰਮ ਕਰਨ ਦੀ ਸਹੂਲਤ ਮੁਹੱਈਆ ਕਰਵਾਉਂਦੀ ਹੈ।					
2.	ਪੀਐਸਪੀਸੀਐਲ ਵਿੱਚ ਕਰਮਚਾਰੀ ਸਿੱਧੇ / ਅਸਾਨੀ ਨਾਲ ਉੱਚ ਪ੍ਰਬੰਧਕਾ ਤੱਕ ਪਹੁੰਚ ਕਰ ਸਕਦੇ ਹਨ।					
3.	ਪੀ.ਐਸ.ਪੀ.ਸੀ.ਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਕਰਨ ਦੇ ਸਮੇਂ ਵਿੱਚ ਲਚਕਤਾ ਦੀ ਸਹੂਲਤ ਦਿੱਤੀ ਹੈ।					
4.	ਪੀ.ਐਸ.ਪੀ.ਸੀ.ਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਛੁੱਟੀਆਂ / ਭੁਗਤਾਨਵਾਰ ਛੁੱਟੀ ਦੀ ਸੁਵਿਧਾ ਦਿੱਤੀ ਹੈ।					
5.	ਪੀ.ਐਸ.ਪੀ.ਸੀ.ਐਲ ਵੱਲੋਂ ਪ੍ਰਸੂਤਾ ਐਕਟ 2007 ਨੂੰ ਅਪਣਾਉਂਦੇ ਹੋਏ ਆਪਣੇ ਔਰਤ ਕਰਮਚਾਰਨਾਂ ਨੂੰ ਜਾਇਜ਼ ਪ੍ਰਸੂਤਾ ਛੁੱਟੀ ਦੀ ਸਹੂਲਤ ਦਿੱਤੀ ਹੈ।					
6.	ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਉਚੇਰੀ ਸਿੱਖਿਆ/ਯਾਤਰਾ ਸਮੇਂ ਦੀ ਪੂਰੀ ਤਨਖਾਹ ਦੇਣ ਦੀ ਸੁਵਿਧਾ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
7.	ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਉਨ੍ਹਾਂ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਨੂੰ ਵਧਾਉਣ ਲਈ ਰਿਫਰੈਸ਼ਰ ਕੋਰਸਾਂ /ਸਿਖਲਾਈ ਵਿੱਚ ਸ਼ਾਮਲ ਹੋਣ ਲਈ ਸਹੀ ਸਮਾਂ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
8.	ਪੀਐਸਪੀਸੀਐਲ ਵਿਭਾਗ ਦੇ ਅੰਦਰੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਉੱਚ ਅਹੁਦਿਆਂ ਲਈ ਵਿਭਾਗੀ ਤਰੱਕੀ ਅਤੇ ਚੋਣ ਦਾ ਮੌਕਾ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
9.	ਪੀਐਸਪੀਸੀਐਲ ਦੀਆਂ ਨੀਤੀਆਂ ਵਿੱਚ ਇਸਦੇ ਕਰਮਚਾਰੀਆਂ ਲਈ ਸ਼ਖਸੀਅਤ ਵਿਕਾਸ ਅਤੇ ਤੰਦਰੁਸਤੀ ਪ੍ਰੋਗਰਾਮ ਸ਼ਾਮਲ ਹਨ।					

10.	ਪੀਐਸਪੀਸੀਐਲ ਪ੍ਰਬੰਧਨ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਤੰਦਰੁਸਤੀ ਦੀ ਮਹੱਤਤਾ ਨੂੰ ਸਮਝਦਾ ਹੈ।					
11.	ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਰਿਹਾਇਸ਼ ਦੀ ਸਹੂਲਤ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
12.	ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਵਿਵਾਦ ਦਾ ਨਿਪਟਾਰਾ ਅਤੇ ਟਕਰਾਅ ਦਾ ਹੱਲ ਕੰਮ ਵਾਲੀ ਜਗ੍ਹਾ ਤੇ ਹੀ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
13.	ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਸਮਾਜਿਕ ਸੇਵਾਵਾਂ ਲਈ ਪਹਿਲਕਦਮੀਆਂ ਕਰਨ ਲਈ ਉਤਸ਼ਾਹਿਤ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
14.	ਸੁਪਰਵਾਈਜ਼ਰ/ਨਿਗਰਾਨ, ਕੰਮ ਵਾਲੀ ਜਗ੍ਹਾ ਤੇ ਹੰਗਾਮੀ ਹਾਲਤਾਂ ਵਿੱਚ ਨਜਿੱਠਣ ਵਿੱਚ ਕਰਮਚਾਰੀਆਂ ਦੀ ਸਹਾਇਤਾ ਕਰਦੇ ਹਨ।					
15.	ਪੀਐਸਪੀਸੀਐਲ ਭਲਾਈ ਨੀਤੀਆਂ ਬਣਾਉਣ / ਸੋਧਣ ਵਿੱਚ ਕਰਮਚਾਰੀਆਂ ਦੀਆਂ ਐਸੋਸੀਏਸ਼ਨਾਂ / ਯੂਨੀਅਨਾਂ ਦੇ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਨੂੰ ਮਾਨਤਾ ਦਿੰਦਾ ਹੈ।					
16.	ਪੀਐਸਪੀਸੀਐਲ ਪ੍ਰਬੰਧਨ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਵਾਧੂ ਗਤੀਵਿਧੀਆਂ ਅਤੇ ਅਸਾਧਾਰਣ ਕਾਰਗੁਜ਼ਾਰੀ ਲਈ ਪ੍ਰਸੰਸਾ ਕਰਦਾ ਹੈ।					
17.	ਪੀਐਸਪੀਸੀਐਲ ਦੀਆਂ ਨੀਤੀਆਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਵਾਧੂ ਚਾਰਜ / ਨੈਕਰੀ ਲਈ ਵਧੇਰੇ ਮੁਦਰਾ ਲਾਭ ਦੀ ਆਗਿਆ ਦਿੰਦੀਆਂ ਹਨ।					
18.	ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਵਾਲੀ ਥਾਂ ਤੇ ਪਰੇਸ਼ਾਨੀ / ਧੱਕੇਸ਼ਾਹੀ ਰੋਕਣ ਲਈ ਰੋਕਥਾਮ, ਮਨਾਹੀ ਅਤੇ ਨਿਵਾਰਣ ਐਕਟ -2013 ਅਪਣਾਇਆ ਗਿਆ ਹੈ।					

ਭਾਗ-3

**ਸੰਬੰਧਤ ਵਿਕਲਪ ਤੇ ਸਹੀ (✓) ਨਿਸ਼ਾਨ ਲਗਾਓ**

ਕਿਰਪਾ ਕਰਕੇ 1-5 ਦੇ ਪੈਮਾਨੇ 'ਤੇ ਉਹ ਪੈਮਾਇਸ਼ ਦਰਸਾਓ ਜਿਸ ਨਾਲ ਤੁਸੀਂ ਆਪਣੇ ਤਜਰਬੇ ਦੇ ਅਧਾਰ ਤੇ ਹੇਠਾਂ ਦਿੱਤੇ ਬਿਆਨਾਂ ਨਾਲ ਸਹਿਮਤ ਹੋ

(1= ਬਿਲਕੁਲ ਸਹਿਮਤ ਨਹੀਂ, 2= ਮਾਮੂਲੀ ਸਹਿਮਤ, 3= ਥੋੜਾ ਜਿਹਾ ਸਹਿਮਤ, 4= ਦਰਮਿਆਨਾ ਸਹਿਮਤ, 5= ਪੂਰੀ ਤਰ੍ਹਾਂ ਸਹਿਮਤ).

ਲੜੀ ਨੰ:	ਸ਼ਾਰਨੀ	1	2	3	4	5
1.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਬੱਚਿਆਂ ਦੀ ਸਹੀ ਦੇਖਭਾਲ ਲਈ ਲੋੜੀਂਦਾ ਸਮਾ ਦੇਣ ਦੀ ਸਹੂਲਤ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
2.	ਮੈਨੂੰ ਹਮੇਸ਼ਾ ਆਪਣੀ ਨੌਕਰੀ ਨੂੰ ਕੁਸ਼ਲਤਾ ਨਾਲ ਨਿਭਾਉਣ ਵਿਚ ਜੀਵਨ ਸਾਥੀ ਤੋਂ ਸਹਾਇਤਾ ਮਿਲਦਾ ਹੈ।					
3.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਵਾਲੀ ਥਾਂ ਤੇ ਪਰਿਵਾਰਕ ਭਾਵਨਾਵਾਂ ਪੈਦਾ ਕਰਨ ਲਈ ਉਤਸ਼ਾਹਿਤ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
4.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਘਰ ਤੇ ਕੰਮ ਕਰਨ ਦੀ ਸਹੂਲਤ ਪ੍ਰਦਾਨ ਕੀਤੀ ਜਾਂਦੀ ਹੈ।					
5.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਦੁਆਰਾ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਯੋਗ ਰਿਹਾਇਸ਼ ਦੀ ਸਹੂਲਤ ਪ੍ਰਦਾਨ ਕੀਤੀ ਗਈ ਹੈ।					
6.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਛੁੱਟੀਆਂ ਮਨਾਉਣ ਲਈ ਉਤਸ਼ਾਹਿਤ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
7.	ਮੈਂ ਅਨੰਦ ਅਤੇ ਜਸ਼ਨਾਂ ਲਈ ਸਰਬੋਤਮ ਸਮੇਂ ਦਾ ਅਨੰਦ ਲੈਂਦਾ ਹਾਂ।					
8.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਮਨੋਰੰਜਨ ਪਾਰਕ/ਰੈਲਥ ਕਲੱਬ ਵਰਗੀਆਂ ਮਨੋਰੰਜਨ ਸਹੂਲਤਾਂ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
9.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਪੀਣ ਅਤੇ ਮਨੋਰੰਜਨ ਲਈ ਸ਼ਾਮ ਦੇ ਕਲੱਬ ਦੀਆਂ ਸਹੂਲਤਾਂ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
10.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਲਈ ਵਿਅਕਤੀਗਤ ਅਤੇ ਟੀਮ ਖੇਡ ਮੁਕਾਬਲੇ ਆਯੋਜਿਤ ਕੀਤੇ ਜਾਂਦੇ ਹਨ।					
11.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਵਾਲੀ ਥਾਂ ਤੇ ਸਿਹਤ ਅਤੇ ਸੁਰੱਖਿਅਤ ਕੰਮ ਕਰਨ ਦੀਆਂ ਸੁਵਿਧਾਵਾਂ ਪ੍ਰਦਾਨ ਕੀਤੀਆਂ ਜਾਂਦੀਆਂ ਹਨ।					
12.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੀਆਂ ਸਮਾਜਿਕ ਸੇਵਾ ਪਹਿਲਕਦਮੀਆਂ ਪ੍ਰਤੀ ਮਾਨਸਿਕਤਾ ਬਦਲਣ 'ਤੇ ਕੰਮ ਕਰਦੀ ਹੈ।					

13.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਵਾਲੀ ਥਾਂ ਤੇ ਨਿਗਰਾਨ ਵਜੋਂ ਸਹਾਇਤਾ ਪ੍ਰਦਾਨ ਕੀਤੀ ਜਾਂਦੀ ਹੈ।					
14.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਸਰਕਾਰ ਦੁਆਰਾ ਸਿਫਾਰਸ਼ ਕੀਤੇ ਸੁਧਾਰਾਂ ਨੂੰ ਸਹੀ ਯੋਜਨਾਬੰਦੀ ਨਾਲ ਅਪਣਾਇਆ ਜਾਂਦਾ ਹੈ।					
15.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਆਪਣੇ ਕਾਰਜ ਵਿੱਚ ਨਵੀਨਤਾ ਲਿਆਉਣ ਲਈ ਉਤਸ਼ਾਹਿਤ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
16.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਨੂੰ ਵਧਾਉਣ ਲਈ ਰਿਫਰੈਸ਼ਰ ਕੋਰਸਾਂ ਲਈ ਯੋਗ ਸਮਾਂ ਪ੍ਰਦਾਨ ਕੀਤਾ ਜਾਂਦਾ ਹੈ।					
17.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਮੈਨੂੰ ਆਪਣੇ ਕਾਰਜ ਨੂੰ ਪੂਰਾ ਕਰਨ ਲਈ ਲੋੜੀਂਦੇ ਟੂਲ ਕਿੱਟਾਂ / ਆਧੁਨਿਕ ਉਪਕਰਣ ਉਪਲੱਬਧ ਕਰਵਾਉਂਦਾ ਹੈ।					
18.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਨਵੀਆਂ ਤਕਨੀਕਾਂ ਨੂੰ ਸਮਝਣ ਲਈ ਸਹੀ ਸਿਖਲਾਈ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
19.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕਾਰਜ ਸਥਾਨ ਤੇ ਨਵੀਨਤਮ ਸੰਚਾਰ ਉਪਕਰਣ ਪ੍ਰਦਾਨ ਕਰਦੀ ਹੈ।					
20.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਕਰਮਚਾਰੀਆਂ ਦੀਆਂ ਯੂਨੀਅਨਾਂ / ਐਸੋਸੀਏਸ਼ਨਾਂ ਪੀਐਸਪੀਸੀਐਲ ਵਿੱਚ ਨਵੀਂ ਨੀਤੀ ਬਣਾਉਣ ਅਤੇ ਸੋਧ ਕਰਨ ਵਿੱਚ ਯੋਗ ਭੂਮਿਕਾ ਨਿਭਾਉਂਦੀਆਂ ਹਨ।					
21.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਕੋਲ ਕਰਮਚਾਰੀਆਂ ਦੇ ਵਿਵਾਦ ਦਾ ਨਿਪਟਾਰਾ ਅਤੇ ਟਕਰਾਅ ਦਾ ਹੱਲ ਕਰਨ ਦੀ ਮਸ਼ੀਨਰੀ ਹੈ।					
22.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਨਿਰਧਾਰਤ ਕੰਮ ਕਾਜ ਦੇ ਅਨੁਸਾਰ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਉਚਿਤ ਮੁਆਵਜ਼ਾ/ਵਿੱਤੀ ਲਾਭ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
23.	ਮੈਂ ਮਹਿਸੂਸ ਕਰਦਾ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਅੰਦਰੂਨੀ ਵਿਭਾਗਾਂ ਦੇ ਵਿੱਚੋਂ ਉੱਚ ਅਹੁਦਿਆਂ ਲਈ ਤਰੱਕੀ ਅਤੇ ਚੋਣ ਕਰਨ ਦਾ ਮੌਕਾ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
24.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੈਰੀਅਰ ਵਿਕਾਸ ਦੇ ਕਾਫ਼ੀ ਮੌਕੇ ਪ੍ਰਦਾਨ ਕੀਤੇ ਜਾਂਦੇ ਹਨ।					
25.	ਮੈਂ ਮਹਿਸੂਸ ਕਰਦਾ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਦੁਆਰਾ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਲਈ ਲੋੜੀਂਦੀ ਤੰਦਰੁਸਤੀ ਅਤੇ ਸ਼ਖਸੀਅਤ ਵਿਕਾਸ ਪ੍ਰੋਗਰਾਮ ਆਯੋਜਿਤ ਕੀਤੇ ਜਾਂਦੇ ਹਨ।					
26.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਕਰਮਚਾਰੀ ਆਪਣੀ ਨੌਕਰੀ ਦੇ ਨਾਲ ਜੁੜੇ ਸਮਾਜਿਕ ਵੱਕਾਰ ਤੋਂ ਸੰਤੁਸ਼ਟ ਹਨ।					

27.	ਮੈਂ ਸਮਾਜਿਕ ਅਤੇ ਧਾਰਮਿਕ ਗਤੀਵਿਧੀਆਂ ਕਰਨ ਵਿਚ ਗੁਣਵੱਤਾ ਵਾਲਾ ਸਮਾਂ ਬਿਤਾਉਂਦਾ ਹਾਂ।					
28.	ਮੈਂ ਇਸ ਗੱਲ ਤੋਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਯੋਗ ਸਲਾਹ ਦੇਣ ਦੀ ਸਹੂਲਤ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
29.	ਮੈਨੂੰ ਸੰਤੁਸ਼ਟੀ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਹਮੇਸ਼ਾਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੁਆਰਾ ਆਪਣੀ ਨੈਕਰੀ ਕਰਦੇ ਸਮੇਂ ਕੀਤੀ ਗਈ ਕਿਸੇ ਵੀ ਗਲਤੀ ਦੇ ਮਾਮਲੇ ਵਿੱਚ ਉਹਨਾਂ ਨੂੰ ਆਪਣਾ ਸਪਸ਼ਟੀਕਰਨ ਅਤੇ ਅਪੀਲ ਕਰਨ ਦਾ ਮੌਕਾ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
30.	ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕਾਰਜ ਸਥਾਨ ਤੇ ਹੋਈ ਸਰੀਰਕ ਅਤੇ ਮਾਨਸਿਕ ਥਕਾਵਟ ਨੂੰ ਸੰਭਾਲਣ ਦੇ ਉਪਾਅ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ।					
31.	ਪੀਐਸਪੀਸੀਐਲ ਕੋਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਕੰਮਕਾਜ ਅਤੇ ਮਾਨਸਿਕ ਅਸਥਿਰਤਾ ਨੂੰ ਘਟਾਉਣ ਲਈ ਸਟਾਫ ਦੀ ਕਮੀ ਨੂੰ ਸੰਭਾਲਣ ਦਾ ਪ੍ਰਬੰਧ ਹੈ।					
32.	ਮੈਨੂੰ ਮਹਿਸੂਸ ਹੁੰਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵਿੱਚ ਕਿਰਿਆਸ਼ੀਲ ਵਿਵਸਥਾ ਤਕਨੀਕਾਂ ਦੀ ਪਾਲਣਾ ਕੀਤੀ ਜਾਂਦੀ ਹੈ।					
33.	ਮੈਂ ਸੰਤੁਸ਼ਟ ਹਾਂ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਵੱਲੋਂ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਕੰਮ ਕਰਨ ਦੇ ਸਮੇਂ ਵਿੱਚ ਲਚਕਤਾ ਪ੍ਰਦਾਨ ਕੀਤੀ ਗਈ ਹੈ।					
34.	ਮੇਰੇ ਕੋਲ ਰੋਜ਼ਾਨਾ ਦੀਆਂ ਗਤੀਵਿਧੀਆਂ ਦੀ ਯੋਜਨਾ ਬਣਾਉਣ ਅਤੇ ਨਿਰਧਾਰਤ ਕਰਨ ਲਈ ਕਾਫ਼ੀ ਸਮਾਂ ਹੈ।					
35.	ਮੈਂ ਮਹਿਸੂਸ ਕਰਦਾ ਹਾਂ ਕਿ ਦਫਤਰ ਆਉਣ ਜਾਣ ਦੀ ਦੂਰੀ ਅਤੇ ਲੱਗਦਾ ਸਮਾਂ ਮੇਰੇ ਲਈ ਆਰਾਮਦਾਇਕ ਹੈ।					
36.	ਮੈਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਪੀਐਸਪੀਸੀਐਲ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਸੌਖੇ ਗਏ ਕਾਰਜ ਨੂੰ ਪੂਰਾ ਕਰਨ ਲਈ ਲੋੜੀਂਦਾ ਸਮਾਂ ਪ੍ਰਦਾਨ ਕਰਦਾ ਹੈ					

#### ਭਾਗ-4 ਸੁਝਾਅ

1. ਅਸੀਂ ਵਿਭਾਗ ਵਿੱਚ ਪ੍ਰਭਾਵੀ ਕਾਰਜ ਜੀਵਨ ਸੰਤੁਲਨ ਕਿਵੇਂ ਬਣਾ ਸਕਦੇ ਹਾਂ?
2. ਕਿਹੜੇ ਅਭਿਆਸ/ ਨੀਤੀਆ ਵਧੇਰੇ ਢੁਕਵੇਂ ਹਨ?
3. ਕੀ ਤੁਸੀਂ ਆਪਣੀ ਨਿੱਜੀ ਅਤੇ ਕੰਮ ਕਾਜੀ ਜਿੰਦਗੀ ਵਿੱਚ ਸੰਤੁਲਨ ਮਹਿਸੂਸ ਕਰਦੇ ਹੋ ?

ਹਾਂ

ਨਹੀਂ

(ਦਸਤਖਤ)

ਨਾਮ:

ਅਹੁੱਦਾ:

ਮੋਬਾਇਲ ਨੰ:

ਈਮੇਲ