

Soft Skills Development
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Lecture - 39
Work-Life Balance

Today will be talking about Work-Life Balance or Integration.

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What is Work-Family Balance?

Work-family conflict is a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect

-- the bidirectional nature of work-family conflict in terms of work interfering with family and family interfering with work. Traditionally, unpaid family work/concern is the woman's domain and public sphere paid work is a man's domain.

The reverse of it is work family balance (WFB). Work is paid employment and life is activities outside work. It means giving equal amount of quality time to both work and non-work activities. Otherwise, deterioration in personal/home and community life.

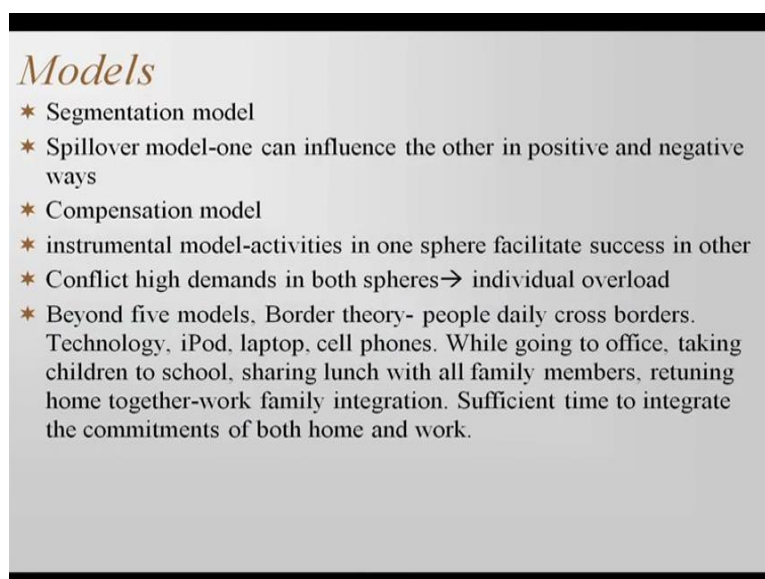
And in this topic we will be discussing about what is work-life balance. Then will go to the causes and consequences of work-life balance. Then finally, we will talk about the work-life balance and integration. Just the opposite of work-family conflict is the work-life balance.

Work-family conflict is a form of inter role conflict in which the pressures from the work and the pressures from the family domains are mutually in compatible in some respect. That means, the pressure from the family will interfere with work activities and the pressure from the work will influence the family activities. Traditionally, the unpaid family work or family concern was the woman's domain and the public sphere paid work is a man's domain and the reverse of the work-family balance or the work-life balance.

Work is when you conceive work. Work is associated with paid employment and when you say work-family balance or work-life balance life is the activities outside the work. It can be the activity in volunteering, it can be the activity in families, and it can be activity with relatives or relations with relatives or the interaction with friends.

And when you say work-life balances though there are many conceptual ambiguities it simply means giving the equal amount of quality time to both work. And life or giving the equal amount of quality time to both; work and non-work activities, because work is associated with organization and life is associated with family, friends, relatives, community work and so on. And if you do not keep equal amount of quality time to both then there will be deterioration in personal or home life as well as in community life.

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Models

- * Segmentation model
- * Spillover model-one can influence the other in positive and negative ways
- * Compensation model
- * instrumental model-activities in one sphere facilitate success in other
- * Conflict high demands in both spheres→ individual overload
- * Beyond five models, Border theory- people daily cross borders. Technology, iPod, laptop, cell phones. While going to office, taking children to school, sharing lunch with all family members, returning home together-work family integration. Sufficient time to integrate the commitments of both home and work.

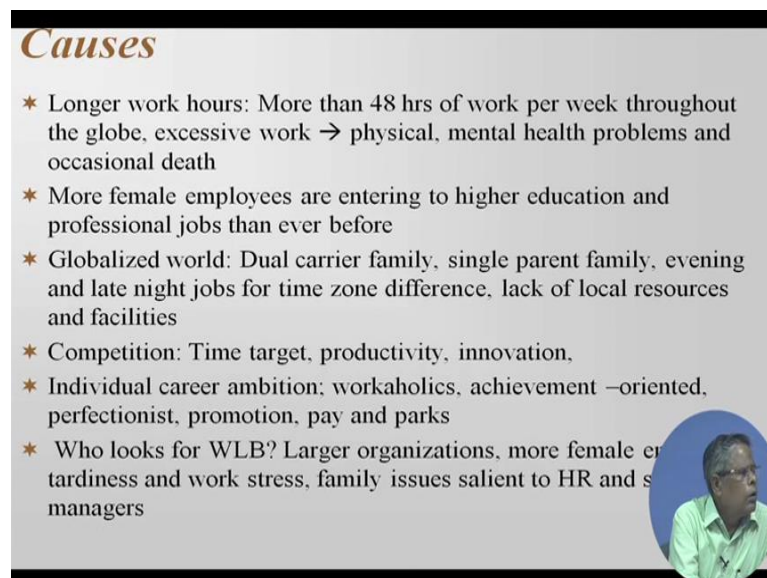
And there are different models that explain, the work-life balance. The segmentation model speaks that work and life are two different domains. So therefore, one will not interfere with the activities in the other domain and they are separate. The spillover model speaks that one can influence the other either in positive or negative ways. And the compensation model speaks that the deficiency or the satisfaction in one is associated with the efficiency or dissatisfaction with the others. Sorry, the compensation model speaks that the satisfaction in one domain will compensate by the satisfaction in another

domain. The instrumental model says that the activities in one sphere facilitate the success in other sphere. And the conflict model says that if there are high demands from both the spheres, work and life it will lead to work overload and the individual will experience the stress.

And beyond these five models that you have discussed there is another theory called the Border theory. That means people daily cross borders and with the help of the technology. Now with the help of iPod, laptops, cell phones, these are the instrumental items for the individuals to cross the Borders. Say for example, while going to office, the parents can take the children to the school, leave them in the school, and then go to the office and during the lunch time, they connect with the family members, the parents can connect with the family members as well as the child and they can have a lunch together and at the time of return all can come together.


So therefore, when there is a lack of time you can integrate the different commitments of both end work and family or work and home to create a balance.

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Causes

- * Longer work hours: More than 48 hrs of work per week throughout the globe, excessive work → physical, mental health problems and occasional death
- * More female employees are entering to higher education and professional jobs than ever before
- * Globalized world: Dual carrier family, single parent family, evening and late night jobs for time zone difference, lack of local resources and facilities
- * Competition: Time target, productivity, innovation,
- * Individual career ambition: workaholics, achievement –oriented, perfectionist, promotion, pay and perks
- * Who looks for WLB? Larger organizations, more female employees, tardiness and work stress, family issues salient to HR and managers



Having said this if you look to why we are thinking of work-life balance, why you are talking about. Perhaps, there is some imbalance is existing, why it is occurring. Some of

the pointers are that we are working longer hours, even if in a 7 days work week where working more than 48 hours, this is true globally. And excessive work leads to physical and mental health problems and also occasionally causes death. Second is that the more female employees are entering into higher education and subsequently into professional jobs then never before. And if the female employees are entering into the jobs, potential jobs and the high profile jobs then they are left with less time for the non-work activities or for the family activities.

And in a globalized world dual carrier families are in raise. Both husbands and wives are in paid jobs. So, where is the time left for non-work activities and also there are single parent families, and the kids of the single parent families, if the father or the mother is going to the office, who will look after the kids. And also because of the difference in time zone; evening jobs or late night jobs are going because if you compare with the Europe and USA with India when the business is connected in different countries and India to match the client requirements in foreign countries we have to adjust in accordance with their time. As a result of that night jobs and evening jobs are also encouraging.

And at the same time we do not have sophisticated local resources and facilities to meet our daily demands and there is inaccuracy. There is an inadequate service and facilities are available which will not help to adjust with the daily demands of life. And there is also high rate of competitions and in organizations everybody has to chase the time and complete the work and meet the dead line. And in the top of it the employees are forced to show the productivity, despite of their difficulties. And there is a demand not only for productivity quality the demand not only the quantity but also the quality. And on the top of it for the sustenance and the survival of the organizations constantly the organization has to innovate and have the human resources which will give the organization a competitive age. Because this is the only resource which cannot be immediately copied by another organization and that will give compete and having the talents and the quality employees they can give the quality products with the appropriate time dead line, and they are also pressurized because time is short work is many, so ultimately they are also pressurized.

And there are when the individual is working in the organization here are career goals. He will get the promotion get the day and the parks. And at the same time you will find in the current scenario there are work alcoholics, those who give more time to work. And people are nowadays more achievement oriented. As a result of which more time is spent on work and at the same time there is the world is not only looking for quality but also perfection. And when there is a perfection continuously the person has to go on doing the work till it is completely alright on all sides. So therefore, the individual concern is also driving the individual to put lot of energy on the work and to show his performance in the work and as well as to get the promotions and pay hike for his recognition in the community as well as in the family.

Having said this, these are the reasons why work life balancing is becoming a concern for all of us. And particularly larger organizations they are those who are reputed firms, they are looking for the employees work life balance, otherwise talents will not stay there they will escape. Similarly, when there are more family employees are entering into the job if the organization is pre dominantly of the female employees then they are also looking for work-life balance. And if there is a signal to the organization that employees are stressed they are feeling tired, so in that case they are also looking for work-life balance. And when the family issues are silent or prominent to the HR and senior managers they are looking for work-life balance. And accordingly organization divides many family friendly policies to ensure the work-life balance.

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Organizations Family friendly policies (FFPs) for WLB

- * Flexible working hours (Flexi-time)
- * Alternate work arrangement
- * Leave policies, LTC (paid holidays)
- * Child care facilities
- * Recreation facilities
- * Gymnasium
- * Legal : Working hour (The factories act 1948--48hrs per week, 9 hrs per day, restrict women employees during 7PM to 6 PM, weekly holidays; crèches \geq 30 women employees; Earned, casual, sick leave, compensatory leave, medical leave; Maternity leave and benefits, paternity leave, etc.
- * In IT and ITEIs --IBM, TATA, Accenture, have flexible work policies to attract and retain talents. Employer branding, let the potential and actual employees feel that the organization is a great place to work.

And these family policies say some of the family policy says like flexible working hours such as flexi-time. And in flexi-time there is a core time where the attendance is mandatory and the person is work within that core time, but beyond the core slot the other time is flexible any time they the person can come and work. Similarly, alternate work arrangement is there where a part of the job will be done by one person and other part by the senior people or by the other family members. And organizations also have different leave policies even there is policies of earned leaves, casual leaves so many leaves are there. Along with that we have also have paid leave provision with a going to different places that is called leave LTC or leave travel concessions.

Organizations are also providing child care facility, recreation facilities, gym facilities, and others so that the work-life balance can be attained to certain extent. Also in the legal provisions of in the India say for example, in the Factories Act 1948 the individual can work for 48 hours for week. And maximum the individual can work 9 hours per day. And also the law is the ct is such it restrict the women employees during 7 pm and 6 pm. They will not work during this slot of 7 pm to 6 am; that is say wrong it is 7 pm to 6 am. And there are weekly holidays. Crèches have prescribed for the prescribed for the company growth for crèches if there are more than 30 women employees.

And different leaves are also prescribed like, earned leave, casual leave, sick leave, compensatory leave, medical leave, maternity leave and benefits paternity leave etcetera. So, all these things are given to the employees so that the work and non-work activities or work and life activities will be balanced. In IT and IT enabled industries you will be finding like IBM, TATA consultancy, Accenture, they have flexible working policies to attract and retain the talents. And it is also spelled out in employer branding. And if the organization has to get the potential the organization will send a message to the potential and actual employees that this is a good place to work with the organization. And therefore, different facilities, different works, different leave facilities and the acts are also in acted in India so that the work-life balance can be achieved.

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Nature, causes and consequences of WLB		
Determinants	Nature of the balance	Consequences/Impact
Organizational factors	Subjective indicators	Organizational commitment
Demands of work	Balance-emphasis equally on home and work	Job and work satisfaction
Culture of work		Life satisfaction
Demands of home	Balance-home central	Mental health/well-being
Culture of home	Balance-work central	Stress/illness
Individual Factors	Spillover and/or interference of work to home	Behavior/performance at work and home
Work Orientation	Spillover and/or interference of home to work	
Personality		
Energy		
Personal control & coping		Impact on others at work Impact on others at home

And these are some of the nature of balance. Say, if I want to have the balance between work and family the outcome is that; if we equally emphasize on home and work or the life and the work then in that case it will lead to job and work satisfaction. And if we look into balance and also life satisfaction that is a subject if you link they have achieved the things that I what I want in my life. And my conditions are excellent. Similarly, job satisfaction speaks about what extent the needs of the job related individuals are met.

And if the person emphasizes equal on home and work they need to lead to job

satisfaction, work satisfaction, and organization commitment. That is the tendency on the part of the individual to stay in the organization, glorify the organization in front of others and adapt to the norms and values of the organization that is what organization commitment is. In the balance if home is central to the persons then automatically it will lead to mental health and well being because the person is spending more time with the kids as well as his spouse and with the community members. And doing many of the things what he internally wants to do. If work is central to the individuals then personally he will suffer from stress and illness.

Similarly, the work we do and if there is a spill over that means, the family responsibilities are interfering with the organizational activities or the work or if the organizational activities or the work activities are interfering with the life affairs then it will directly influence the performance of the individual at home as well as at work.

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Personal control & coping		Impact on others at work Impact on others at home
Age	Objective indicators	
Life and career stage	Hours of work	
	“Free time”	
	Family roles	

And these are the not only that, if we do our free time work, manage the family roles, voluntarily do the work for the community then it will have impact on others and within us will also experience the inner joy by providing the service to the others.

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- ★ As a concept, *new families* describes family systems defined by three characteristics: (a) egalitarian norms of family relationships, (b) equitable distribution of domestic labour, and (c) shared decision-making patterns and gender-free perceptions.
- ★ Spiritual, Physical, Mental, Leisure, Social-listen deeply, collaborate openly, respect unfailingly, reach out voluntarily for community service, experience the inner joy



And as a concept the new families are emerging, it is a global scenario. There is (Refer Time: 20:16) norms of family relationships everybody is equal. And for the domestic labor it is equally distributed among the member of the family and there is say shared decision making and gender perceptions. In such a family environment if you look into India the roles are also changing. Males are doing the job of females; females are also doing the job of males. Meaning is that, say nailing on the wall traditionally it is the job associated with a male member now it is also done by the females. Child carries done by the females it is also done by the male members.


So therefore, the traditional roles are changing in the society and there is a gender free perception. And also beyond the work and the family we all have our spiritual needs. Physical maintenance of the body; we want mental peace, you want leisure, and you want to interact with others. And when you interact will listen deeply collaborate openly and this respect unfailingly. Also we have to reach out the community for volunteer service and experience the inner joy, all these when you say these are beyond the domain of the work in the organizations that means the individual can.

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Satisfaction and good functioning at home and work with minimum role conflict:

How to work life balance?

- ★ Prioritize regularly
- ★ Organize
- ★ Don't get overloaded
- ★ Learn how to say NO.
- ★ Spend quality time while busy with work, study, friends, work, etc.
- ★ Work and life is one make, they cannot be separated and can be integrated.



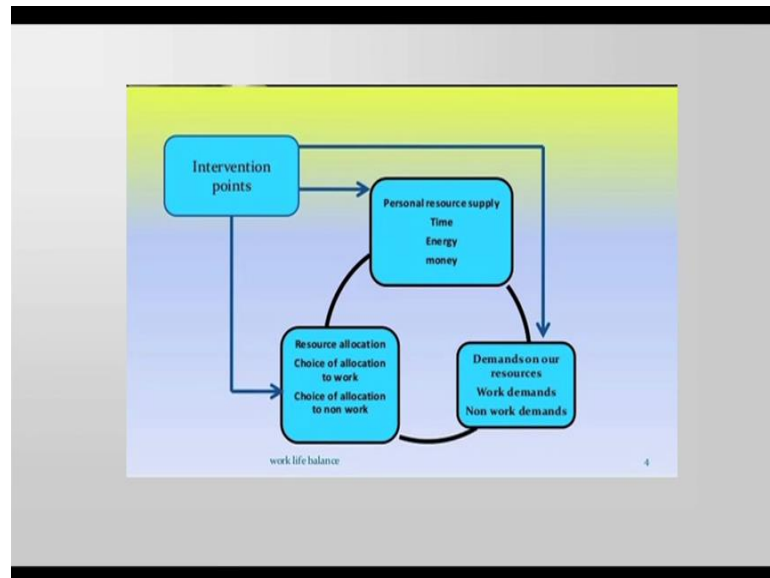
Can it be possible that the individual will be able to give equal time, quality time for satisfaction and good functioning at home and work? Perhaps the answer is no. Therefore, work and life is one make they cannot be separated, they can be integrated. As I told in the earlier example, I can spend quality time while busy with work, with study, with friends and etcetera. So therefore, one has to know the trick how to integrate the life and the work together. Staying on the job you can do in the work in the organizations, find time for the family, do the volunteer jobs for the community, and also have leisure and your personal life. And you also want your spiritual fulfillment which is a highest need of the individual.

Therefore, in such a situations can there they balance perhaps the balance will not be there, but what we are pleading for there can be integration of the life roles and the work roles. And therefore, you prioritize regularly your roles. And also you prioritize the time will give for different activities. And organize yourself accordingly. And do not get overload, because doing too much of work also leads to death. In japan it is a common saying that if you do too much of work you will die.

Therefore, you have to draw that fine line to what extent I can work and what extent I can involve in not non-working activities, or non job activities. And therefore, do not get

overload and if you are not able to do you must learn how to say no.

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In order to allocate the resources, you have a choice of allocation of your time, effort and energy to work; and choice of allocation of time effort and energy to work and choice of allocation of energy effort to non-work. And this demands on our resources. That means we have some work demands as well as non-work demands. Therefore, in order to do the resource supply by providing our time, energy, and money for each of these, for work demands as well as non-work demands.

And that is the intervention points which will make you happy. And I will pass you on some materials to go through these.

Thank you.