STUDY ON WORK-LIFE BALANCE - NEED AND IMPERATIVES AS AN HR INITIATIVE IN CANDID BPO SERVICES
ABSTRACT

There is a developing readiness in today's workplaces that employees don't surrender their lives only on the grounds that they work. Work and life remain the two most paramount areas in the life of a utilized single person.

Nonetheless, the test of adjusting work and non-work requests is one of today's focal attentiveness toward both people and organizations. With the developing differences of family structures spoke to in today's workforce, especially with the developing standard of double profession families, the imperativeness of dealing with an employee's work-life balance have expanded notably in the course of recent years.

Managements understand that the nature of an employee's close to home and family life effects work quality and that there are solid business motivations to advertise work and non-work coordination.

In this project, we battle that helping employees to accomplish a work-life balance ought to turn into a basic piece of HR policy and procedure in the event that it is to genuinely get the best from the organization's kin without abandoning them unsatisfied, worn out and unfulfilled.
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CHAPTER I
INTRODUCTION

1.1 SCOPE OF THE STUDY:

The study covers the various aspects in employee work life balance and measured increase in productivity accountability, commitment better team work and communication improved morale, less negative organizational stress.

1.2 PROBLEM STATEMENT:

Lack of work flexibility, high work pressure and longer working hours are stressing out many BPO industry workers, reducing their job performance and productivity as well as causing broken homes. In the community, there is growing concern that the quality of home and work life is deteriorating. These have resulted to poor employee input and performance at their job place, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance.

Moreover, there is a view, widely promoted by some management professionals but not strongly supported by sound empirical evidence, that workers are less willing to display unlimited commitment to the organization. One reason offered for this is the changing nature of the psychological contract at work; turbulence in organizations has made it less feasible to offer secure progressive careers and therefore to justify why workers should be committed.

1.3 OBJECTIVES OF THE STUDY:

The objectives of the project report are as follows:

- To find out reasons for work life balance of employees in CANDID BPO services, Mumbai.
- To gain an insight into current work time policies and practices, as well as work life balance issues in CANDID BPO services, Mumbai.
• To find out effectiveness of work life balance of employees in CANDID BPO services, Mumbai.
• To find out how to improve work life balance of employees in CANDID BPO services, Mumbai.

1.4 WHAT IS WORK LIFE BALANCE?

Do we live to work or we work to live? Research has shown that work and home (or family) are the two most important domains in the life of an employed individual (Kofodimos, 1993; Lewis and Copper, 1995; Greenhaus, Collins and Shaw, 2003). While some may argue that we realise ourselves through work – being able to self-actualise – attaining unto the very zenith of our chosen career, a truly all encompassing self actualisation however, will integrate both our work and life (family, personal life, community service). When an individual is thus employed in an organisation, he does not give up his life in exchange for work rather he attempts to maintain a balance between them. This balance is necessary for a healthy life.

For many employees, the day is not over when they go home. Often, a second day of work starts at home (Vlems, 2005) and for most working mothers, they come home to the second shift (assuming the inescapable role of a wife and a mother). The challenge of balancing work and family (non-work) demands is one of today’s central concerns for both individuals and organisations (Valcour, 2007). People who have better balance have a greater job satisfaction and perform better in their position.

They have a bigger loyalty and a higher level of trust (Vlems, 2005). In many of today’s workplaces, employers are cutting cost mainly through lay-offs and are placing more demands on the lean staff left behind. The excuse is to stay afloat in the wake of a global economic recession. The implication however, is that the more time and energy employees give to work, the less they have to give to the other important aspects of their lives, thus creating a work-life balance problem with its attendant negative consequences for both the employee and the organisation. In this paper, we contend that assisting employees to achieve a work-life balance
should become a critical part of HR policy and strategy if it is to truly get the best from the organisation’s people without leaving them unsatisfied, burnt-out and unfulfilled.

When an individual maintains a balance between his personal and professional life, the phenomenon is called Work-Life Balance. This expression holds worth a lot because it is very important to have a balance between personal and professional life. Work life balance is at the forefront of the world of work. Kaizen, the Japanese philosophy for continuous improvement, along with the role of information technology (IT) helps and guides the management people, to get the maximum output with the help of available resources.

The balance between personal and professional life vary from person to person and the organization where he or she is working. When an individual does not maintain a balance and works too much in the organizational setting, this may cause him some medical, psychological and behavioral consequences, as a result his or her productivity will also be low. Studies have shown that work life stress is harmful to the employees. Late sitting and working too much can cause imbalance in an individual's personal and professional life; however there are some techniques to manage the work life stress e.g. time management, task management, relaxation, flexible working hours, working from home and exercise etc. Work life balance improves individual's health, job satisfaction, commitment, involvement and reduces absenteeism and presenteeism (state of physical presence but not productive). Despite of the progress in the betterment of maintaining work life balance, there is still more to be done.

One important factor is the degree to which work life balance are generally applicable across the whole hierarchy of the organization. Those lower down the organizational hierarchy are some times not entitled for some benefits or uninformed about relevant company policies. Work life balance can assist employers and employee to be healthy and productive in their personal and professional life.

"Balance is not better time management, but better boundary management. Balance means making choices and enjoying those choices." - Betsy Jacobson.

For some people spending more time in the organization is more important than the time they spend at home. However, there are people who give priority to the personal and family life. In
this technological era, some organizations also offer flexible working hours. One can carry laptop, PDA, black berry and is connected with suppliers, venders through internet 24 hours a day. The moment he gets any query, he responds to it. There are some work-alcoholics who take their laptops and PDAs to the vacation and face the annoyance of their wives while checking the emails.

People are more interested in looking for a job that gives them flexibility at work. Necessary arrangements for work life balance are required by all workers at different times in their lives because balance is instrumental in quality initiatives by preparing an individual to deal with the change. An individual can give his best only in a conducive environment e.g. students want to study and work at the same time; parents want to have time with their children and the older worker approaching retirement to have the opportunity to stay in the workforce on reduced hours. Mostly the employers and the employees agree that organizational objectives are more important, so it is the obligation of the employer to help people in work life balance.

**Work life balance in today’s world**

A lot of people face the problem of balancing work and family life. Many multinational companies remain open for 24hrs. Employees need to work in shifts. Day shift and night shift. Night shift employees feel hard to cope up with family life and health. This in turn leads to divorces and bad health. Many Mothers feel difficult to continue work after delivery because her home becomes her first priority. She may be a very good worker but she quits to look after her new born and family. Many Corporates have come up with the option of Flexi time and work from home opportunity to tap these employees. Personal demands such as visiting school for report card or hospital or any emergency requires attention. In that case the employee need to take leave and remains absent from work. Companies have introduced flexi timings for working so that an individual employee can complete his scheduled work by coming to office any time. This lessens the burden of reaching office on time when personal life needs more attention. Yahoo India allows employees to work Flexi time.

Working from home is also adopted to balance work and personal life. Companies don't want to get away with hard working and result oriented employees so many companies have introduced
work from home opportunities where an employee can work from home. There is no stress of visiting office on time. Here an employee can adjust time to devote for work and family. Giving an employee option to work from home helps the employer in adjusting work from a small office and managing a big workforce.

Companies give training sessions to employees so that they are more productive. Various seminars are organized. They call the family members of employee so that they too cooperate with the employee in balancing work and home. When a company gives an employee an option of balancing his work and personal life it increases retention and lowers the turnover rate.

There are few negative side effects of allowing an employee to work from home or practice flexi timings -

1. A productive employee turns unproductive.
2. Takes work for granted.
3. Does not completes work on time.
4. Gives more stress to personal life and personal demands.

A company needs to keep an eye on each and every employee so that the productivity is not reduced. An Employer takes measures to retain his employees and increase performance. Work life balance is a good measure taken by companies. An employee should fit in it and try to get maximum benefits.

**Managing Work life balance**

A valuable quality of leadership is the ability to balance work and life. They make it clear that this is an aspect they value in others, too. Individuals establish a pattern for their personal life - whether it's being home for dinner four nights a week, attending choir practice, or being a part of their kids' school activities. Whether through unpaid leave or flexible scheduling, they provide people with the opportunity to lead productive personal lives. Consequently, elevated trust levels are inspired throughout the members of the organization.
Michele, managing partner of a San Francisco law firm, clearly values and appreciates her quality family time. She is honest about her desire to attend her children's soccer and softball games and her need for personal time as well. "These are just too important for me to miss," she says.

Michele doesn't set a double standard. What rules apply for her also apply to the other lawyers and employees in her firm. Consequently, the value of family increases as people are encouraged to participate in family functions and enabled to lend assistance to family in need. Based on Michele's strong personal values, it is part of the culture. And she would have it no other way.

The executive director of a non-profit agency, David, possesses a true love for travel and eco-tourism. When vacationing, he often takes his family to places of isolation and relaxation where his work life cannot interfere. Often, he stays away for several days at a time. He understands the significance and importance of this time in his life. He recognizes the need to hone his focus and renew his ambitions. His team of managers supports David's travels "off the grid" because they are aware that they possess the same freedoms.

As a woman in leadership, balancing your career, finances, family life and extracurricular activities can be challenging. Your responsibilities can pose various demands on your life that can make you feel overwhelmed and out of balance. In this age of mobile communications, technology can play an important role in helping you achieve a more balanced life. Here are 3 areas of your life where technology can help you achieve balance:

Your time: Most PDAs come with really great features to help you manage your time. Take the time to read the manual that comes with your PDA and maximize its functionality. For example, in addition to the basic calendar functions the Palm Treo has a programmable voice that will speak to you and alert you of your appointments. The iPhone allows you to download some great applications to help you manage different aspects of your life. You can manage everything from your to do lists to travel management programs that keep track of your frequent traveler programs to goal setting programs that help you develop new habits.

Your finances: Programs like Quicken or Quickbooks provide great tools to help you manage your finances. These programs allow you to link to your online banking accounts and provide
you with a comprehensive and up-to-date view of your finances. These programs also provide great features like bill pay as well as spreadsheets, charts and graphs. The programs are user friendly and you have the option to link them to your PDA if you want to monitor your accounts when you're on the go.

Your social life: Social media have become powerful and effect tools to strengthen already existing relationships and to form new ones. Programs such as Facebook, Twitter and LinkedIn have revolutionized the way we connect with each other and how we share information. You can share photos, videos, audio files and news articles. If you haven't already, consider joining a social media network to stay in touch with family and friends. Short and regular updates throughout the week will give you a glimpse into the lives of those in your network and help you feel connected even when you're on the go.

Your career: Technology can help you to streamline your work day so that you work more efficiently. For example, there are various Google applications such as Google docs that can help you to promote collaboration and to share information with colleagues. You can save time and cut back on travel expenses by hosting video calls via Skype rather than face-to-face meetings. Skype is free and all you need is a computer with a webcam. Technology can also help you to expand your professional network through social networks like LinkedIn. Finally, you can expand your knowledge and learn new things through webinars and online courses from the comfort of your office or home.

Technology should never replace personal connections, but when approached in a thoughtful way, it can be useful in helping you maintain the right balance in your personal and professional life.

Let's take a look at a few tips that you may find useful:

- Visualize your ideal life - dare to dream and write down the top ten things you want to accomplish on your "life list."
- Write down your personal vision statement and mission statement - it will help you see where you are going in life.
• Turn off the television - studies show that it creates depression. It is a passive activity that won't give you energy.
• Limit Internet time - set better boundaries so that technology does not rule your life.
• Pursue your passion persistently - own it and be disciplined in achieving what you truly desire out of life.
• Keep a journal - it will help you on a regular basis to stay focused on what is important to you.
• Every weekend set a goal of doing one fun activity.
• Define your daily exercise time - what works best for you, 30 minutes in the morning, afternoon or evening?
• Go to bed a half hour early and get up a half hour early - this allows you to carve out additional personal time.
• When confronted with a choice, ask yourself: What's the cost? Will this add to my life or create more stress?
• Let go of people and things that are holding you back (ie. clutter, negativity, clothing, luxury items, toys, etc.)
• Prune any activities that are not productive or non-priorities.
• Say three gratitudes each night - when you do this you will realize that you are too blessed to stress.
• Reprioritize: What are your top 10 priorities for this year? Rank them in terms of highest, high and low.
• Every weekend make it a goal to call two friends - you won't have any regrets about building up these relationships.
• Turn every occasion in your life into a positive - even negative experiences are seen as "What can I learn from this?"
• Live simply, expect less and give more.

After reading this article, answer these questions. I need to:

• Start doing…
• Stop doing…
• Continue doing…
Do more…
Do less…
Do differently…

Many people today are too busy making a living that they don't have time to make a life. You can not expect to continue down the same path and get the authentic changes you really want in your life. Where you go in life is up to you? Where you go with your work/life balance should be by choice not chance. I will leave you with this one parting thought that I want you to answer for yourself: How will I know if this year is a total success for me?

EMPLOYEE WORK LIFE BALANCE IN CANDID BPO

To achieve the above objectives and to facilitate HRD the following process mechanisms or sub systems are used:

1. Performance appraisal
2. Potential appraisal and development
3. Feedback and performance coaching
4. Career planning and development
5. Induction training
6. Training
7. Job rotation
8. Organizational development
9. Rewards
10. Quality circles
11. Employee welfare and quality of work life (QWL)

All these process mechanisms are linked with the corporate plans, particularly with human resource planning (Man power planning)

THE CONTRIBUTION OF THESE SUBSYSTEMS TO HRD GOALS
Each of these sub-systems or mechanisms or instruments contributes to the achievement of overall HRD goals. Performance appraisal focuses primarily on helping the individual to develop his/her present role capabilities and to assume more responsibility for that role. Potential appraisal focuses primarily on identifying the employee’s future likely roles within the organization. The training is the means of developing the individual’s personal effectiveness or developing the individual’s ability to perform his/her job role or future job roles. Training also can strengthen interpersonal relationships (through training in communications, conflict resolution, problem solving, transactional analysis, etc.) and increases team work and collaboration.

COMPENSATION

1. GENERAL MEANING OF COMPENSATION:
Compensation is the remuneration received by an employee in return for his/her contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees.

Compensation is an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness.

2. IMPORTANCE OF COMPENSATION:
Labour therefore expects to have fair share in the business/production process. Therefore a fair compensation system is a must for every business organization. The fair compensation system will help in the following:

- An ideal compensation system will have positive impact on the efficiency and results produced by employees. It will encourage the employees to perform better and achieve the standards fixed.
- It will enhance the process of job evaluation. It will also help in setting up an ideal job evaluation and the set standards would be more realistic and achievable.
- Such a system should be well defined and uniform. It will be apply to all the levels of the organization as a general system.
- The system should be simple and flexible so that every employee would be able to compute his own compensation receivable.
• It should be easy to implement, should not result in exploitation of workers.
• It will raise the morale, efficiency and cooperation among the workers. It, being just and fair would provide satisfaction to the workers.
• Such system would help management in complying with the various labor acts.
• Such system should also solve disputes between the employee union and management.
• The system should follow the management principle of equal pay.
• It should motivate and encouragement those who perform better and should provide opportunities for those who wish to excel.
• Sound Compensation/Reward System brings peace in the relationship of employer and employees.
• It aims at creating a healthy competition among them and encourages employees to work hard and efficiently.
• The system provides growth and advancement opportunities to the deserving employees.
• The perfect compensation system provides platform for happy and satisfied workforce. This minimizes the labour turnover. The organization enjoys the stability.
• The organization is able to retain the best talent by providing them adequate compensation thereby stopping them from switching over to another job.
• The business organization can think of expansion and growth if it has the support of skillful, talented and happy workforce.
• The sound compensation system is hallmark of organization’s success and prosperity. The success and stability of organization is measured with pay-package it provides to its employees.

Components of compensation system
Compensation systems are designed keeping in minds the strategic goals and business objectives. Compensation system is designed on the basis of certain factors after analyzing the job work and responsibilities. Components of a compensation system are as follows:
Types of Compensation

- Direct Compensation
- Indirect Compensation

DIRECT COMPENSATION

Direct compensation refers to monetary benefits offered and provided to employees in return of the services they provide to the organization. The monetary benefits include basic salary, house rent allowance, conveyance, leave travel allowance, medical reimbursements, special allowances, bonus, Pf/Gratuity, etc. They are given at a regular interval at a definite time.

Compensation provided to employees can direct in the form of monetary benefits and/or indirect in the form of non-monetary benefits known as perks, time off, etc. Compensation does not include only salary but it is the sum total of all rewards and allowances provided to the employees in return for their services. If the compensation offered is effectively managed, it contributes to high organizational productivity.
**House Rent Allowance**

Organizations either provide accommodations to its employees who are from different state or country or they provide house rent allowances to its employees. This is done to provide them social security and motivate them to work.

**Basic Salary**

Salary is the amount received by the employee in lieu of the work done by him/her for a certain period say a day, a week, a month, etc. It is the money an employee receives from his/her employer by rendering his/her services.

**Conveyance**

Organizations provide for cab facilities to their employees. Few organizations also provide vehicles and petrol allowances to their employees to motivate them.
Leave Travel Allowance
These allowances are provided to retain the best talent in the organization. The employees are given allowances to visit any place they wish with their families. The allowances are scaled as per the position of employee in the organization.

Medical reimbursement
Organizations also look after the health conditions of their employees. The employees are provided with medi-claims for them and their family members. These medi-claims include health-insurances and treatment bills reimbursements.

Bonus
Bonus is paid to the employees during festive seasons to motivate them and provide them the social security. The bonus amount usually amounts to one month’s salary of the employee.

Special Allowance
Special allowance such as overtime, mobile allowances, meals, commissions, travel expenses, reduced interest loans; insurance, club memberships, etc are provided to employees to provide them social security and motivate them which improve the organizational productivity.

Indirect compensation refers to non-monetary benefits offered and provided to employees in lieu of the services provided by them to the organization. They include Leave Policy, Overtime Policy, Car policy, Hospitalization, Insurance, Leave travel Assistance Limits, Retirement Benefits, Holiday Homes.

Leave Policy
It is the right of employee to get adequate number of leave while working with the organization. The organizations provide for paid leaves such as, casual leaves, medical leaves (sick leave), and maternity leaves, statutory pay, etc.

Perspectives of work-life balance:
No single framework or perspective of work-life balance is universally acceptable (Pitt-Catsouphes, Kossek and Sweet, 2006); a lot depends on the frame of reference scholars are
using. As Morris and Madsen (2007) note, the academic body of knowledge regarding work-family or work-life balance scholarship relies on a variety of theoretical frameworks, which include spillover, compensation, resource drain, enrichment, congruence, work-family conflict, segmentation, and integration theories (Zedeck and Mosier, 1990; Frone, Russell, and Cooper, 1992; Clark, 2000; Edwards and Rothbard, 2000; Frone, 2003; Greenhaus and Powell, 2006).

Spillover is a process whereby experiences in one role affect experiences in the other, rendering the roles more similar (Rothbard and Dumas, 2006). The experiences resulting from spillover can manifest themselves as either positive or negative (Morris and Madsen, 2007). Research has examined the spillover of moods, values, skills and behaviour from one role to another (Edwards and Rothbard, 2000) and the majority of research in the work-family frameworks has been done using spillover theory (Zedeck and Mosier, 1990).

Compensation theory refers to the efforts aimed at countering negative experiences in one domain through increased efforts for positive experiences in another domain (Schultz and Higbee, 2010). It expresses a relationship between work and non-work roles whereby people attempt to make up for deficiencies in one role through greater involvement in another role (Champoux, 1978; Lambert, 1990; Zedeck, 1992; Edwards and Rothbard, 2000).

Resource drain theory refers to the transfer of resources from one domain to another and because resources (time, energy, money, attention) are limited, available resources in the original domain are reduced (Morris and Madsen, 2007). For instance, the more time an employee spends at work, the less he or she will have to spend with family or for other non-work roles.

Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) enhance the quality of the other domain (Morris and Madsen, 2007). Simply put, enrichment is the extent to which experiences in one role improve the quality of live in the other role (Greenhaus and Powell, 2006). Good work outcomes lead to good family outcomes and vice versa.
Congruence theory refers to how additional variables that are not directly related to work or family influence the balance of multiple roles (Schultz and Higbee, 2010). Whereas, spillover is a direct relationship between work and family, congruence attributes similarity through a third variable such as behavioural styles, personality traits, and socio-cultural forces (Staines, 1980; Zedeck, 1992; Edwards and Rothbard, 2000).

Inter-role conflict theory refers to what happens when meeting the demands in one domain makes it difficult to meet the demands in the other domain (Greenhaus and Beutell, 1985). Inter-role conflict theory is also termed opposition or incompatibility theory in the literature (Edwards and Rothbard, 2000).

Segmentation theory specifies no systematic relationship between work and non-work roles (Edwards and Rothbard, 2000). Rather, it views work and family as separate domains that do not influence each other. Initially, segmentation was thought of as the natural division of work and family due to the physical and temporal division of the two roles and their innately different functions (Blood and Wolfe, 1960; Dubin, 1973). In recent times however, it has been proven that work and family are closely related domain of human life (Kanter, 1977; Voydanoff, 1987) and thus, segmentation has been reconceptualised as an active psychological process whereby people may choose to maintain a boundary between work and family (Eckenrode and Gore, 1990, Lambert, 1990).
CHAPTER 2
LITERATURE REVIEW

The Resource drain theory refers to the transfer of limited resources (time, energy, money, attention) from one domain to another which consequently reduces the available resources in the original domain (Morris and Madsen, 2007). The consequence of resource drain brings about inter-role conflict. The Inter-role conflict theory refers to what happens when meeting the demands in one domain makes it difficult to meet the demands in the other domain (Greenhaus and Beutell, 1985). It is also useful to point out that though inter-role conflict can occur both when work roles interfere with non-work roles and vice versa, the focus of this paper is on the former relationship, as it considers work-life balance in the context of the impact of work on non-work.

Thus, we could define work-life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000: 751). It could also be seen as an experience of satisfaction in all of one’s life domains, which requires personal energy, time and commitment resources (Kirchmeyer, 2000).

Work-life balance is about finding the right balance between one’s work and one’s life (i.e. life outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for their work as well as for their personal life (Vlems, 2005). This may not be because they are poor at time management, but largely because a good part of the “time” is not theirs. It belongs to the organisation. But do employees have to crowd out other activities that are important in their lives just to satisfy the boss? Achieving the right „balance“ is something very personal, because we all have different priorities in life (Vlems, 2005). However, it is not what can be personally achieved without the support of the organisation. So what are the options that organisations can deploy to assist their employees achieve work-life balance?
**Work-life balance options**

Employers are realising that the quality of an employee’s personal and family life impacts work quality and that there are concrete business reasons to promote work and non-work integration (Lockwood, 2003). As Vleems (2005) notes, when organisations decide to facilitate their employees’ work-life balance, they choose from a wide array of options that include:

(a) **Flexi-time**

Flexi-time is a scheduling policy that allows full-time employees to choose starting and ending times within guidelines specified by the organisation. It works well for full-time office staff, but not in shift patterns or in a production line. Flexi-time allows an employee to attend to non-work demands without having to take time off work.

(b) **Compressed working hours**

This is a system of a four day working week. An employee can work his total number of agreed hours over a shorter period. For example, an employee can work his or her hours over four days in a week instead of five, and thus, gains a day for himself.

(c) **Job-sharing**

Job-sharing is a system where two people share a job. They both have the same job, but split the hours, so that each employee has a part-time position. Apart from splitting the hours, they also split the payments, holidays and benefits. The idea is to afford employees ample time to attend to non-work activities so as to be able to achieve a good measure of work-life balance.

(d) **Breaks from work**

By taking breaks from work once in a while, the right balance between work and life can be achieved. These breaks should not only be about maternity, paternity and parental leave, but also time off for career breaks and sabbaticals.
The consequences of employee work-life imbalance

There is compelling evidence that work-life imbalance portends grave consequences for employees, their organisations, and society (Allen, Herst, Bruck and Sutton, 2000; Lockwood, 2003; Vlems, 2004; Mordi and Ojo, 2011). Conflicts, particularly between work and family, significantly affect quality of family life and career attainment for both men and women. Personal and societal consequences of work-life imbalance, according to Hobson, Delunas and Kesic (2001) include:

- Increased level of stress and stress-related illness
- Lower-life satisfaction
- Higher rates of family strife, violence, and divorce
- Rising incidence of substance abuse
- Growing problems with parenting and supervision of children and adolescents
- Escalating rates of juvenile delinquency and violence

The continuous inability of employees to balance work and life responsibilities according to Hobson, Delunas and Kesic (2001) can have the following organisational consequences:

- Higher rates of absenteeism and turnover
- Reduced productivity
- Decreased job satisfaction

The effective management of employees’ work-life balance requires organisations to recognise and account for the array of non-work roles that impact their working-lives (Estes, 2004; Higgins & Duxbury, 2005; Howard, D’Onofrio & Boles, 2004). Despite the literary attention given to the ‘work-life balance’ in recent years, however, contemporary authors still note the concept’s inadequacy both in terms of its definition and administration (Hyman & Summers, 2004; Smithson & Stokoe, 2005). In order to explore the definitional boundaries of contemporary ‘work-life balance’, this project adopts an Organisational Role Theory (ORT) perspective. In particular, this paper will undertake an examination of ORT’s role-taking, role-consensus, and role-conflict assumptions, and present some strategies for preventing or remedying work-life imbalance issues in the workplace.
The effective management of employees’ work-life balance (WLB) requires organisations to recognise and account for the array of non-work roles that impact on their working-lives (Estes, 2004; Higgins & Duxbury, 2005; Howard, D’Onofrio & Boles, 2004). Despite the literary attention given to the WLB in recent years, however, contemporary authors still note the concept’s inadequacy both in terms of its definition and administration (Hyman & Summers, 2004; Lewis, Rapoport & Gamble, 2003; Smithson & Stokoe, 2005). In order to explore the definitional boundaries of contemporary WLB, this paper adopts an Organisational Role Theory (ORT) perspective.

The importance of managing an employee’s WLB has increased markedly over the past 20 years (De Bruin & Dupuis, 2004). Changes in the definition of ‘normal working hours’, the demographic make-up of the labour force (i.e. gender, ethnicity, dual career couples, and religion), and the very nature of the employment contract have necessitated an increased organisational concern for their employees’ well being (Greenhaus & Powell, 2006). In order to achieve a WLB, leading western organisations have tended to adopt policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hacker & Doolen, 2003; Hyman & Summers, 2004). Each has attempted to increase the flexibility by which employees can effectively enact their work-roles whilst simultaneously enabling them to enact their family-based roles to the extent necessary. Ideally, the WLB concept requires organisations to effectively integrate employees’ work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin & Dupuis, 2004; Greenblatt, 2002).

Despite the best intentions of organisations to implement WLB policies, there remains considerable contention about their effectiveness in delivering flexibility and reducing stress and job-dissatisfaction in the workplace (Eates, 2004; Kirrane & Buckley, 2004). Researchers have identified two empirical shortcomings within the WLB literature that have served to undermine its theoretical usefulness. The first relates to the WLB literature’s almost exclusive focus on the work-family interface. Buzzanell et al, (2005) notes that the WLB literature typically portrays role conflicts for white, married, professional and managerial women, with little reference to the many other demographics represented in the modern organisation. Shorthose (2004) and Wise
and Bond (2003) go so far as to state that the WLB discipline is essentially flawed, as it is ‘one-dimensional’, assumes a unitary perspective, and that its underlying management has been one of maintaining status-quo rather than supporting the development.

The second relates to the literature’s inability to clearly define the array of non-work roles that impact employees’ working-life. Elloy and Smith (2004) and Spinks (2004), for example, state that because an individual’s non-work roles are inherently ambiguous and idiosyncratic, organisations are incapable of understanding how their enactment (or otherwise) impacts each individual. Spinks (2004), in particular, suggests that organisations are either incapable (or unwilling) to understand their workforce in sufficient detail, and have instead defaulted to a ‘one-size-fits-all’ policy regime that has simply enabled employees to ‘stay at work longer’ rather than enable them to enact their non-work roles.

The inadequacy of current WLB policy regimes is highlighted by Kiger’s (2005) study that revealed that less than two percent of employees actually participate in available WLB programs. Dex and Smith (2002) cite two main causes for this low figure. The first relates to equity, with many employees reporting that they did not wish to appear a ‘special case’ or to require ‘special treatment’ to their colleagues. The second is that the wide range of policies adopted by organisations have been based on an ill-informed conceptualisation of contemporary WLB, and that this has led to its ineffective formalisation in human resource management practices.

The contribution of the WLB literature, therefore, appears limited in its ability to provide a useful framework for both academics and practitioners alike (Hyman & Summers, 2004). Despite its name, the WLB literature remains largely focused on the work-family interface and fails to accurately identify and define the array of non-family roles that impact on an individual’s working-life (Hacker & Doolen, 2003; Mellor, Mathieu, Barnes-Farrell & Rogelberg, 2001; Noor, 2004; Pocock, 2005).

In response to Elloy and Smith’s (2003) call, we adopt Noor’s (2004) recommendation to apply an ORT lens to the WLB issues above. The origins of ORT can be traced back to the work of Katz and Kahn (1966) in their seminal work *The Social Psychology of Organizations*, which
provided a conceptualisation of employee’s role-adoption and role-behaviours. Specifically, ORT focuses on the roles that individuals enact in social systems that are pre-planned, task-oriented, and hierarchical, and therefore form a vital function in the achievement of organisational goals (Biddle, 1986). According to ORT, the assigned work-roles must be conferred and/or adopted by each individual employee in order for an organisation to function effectively as a social entity.

As a social entity, an organisation comprises a nexus of distinct functional groups of employees that have specific work-roles to enact. Under ORT, these distinct functional areas form a ‘role-set’ for the employee, and determine the specific role-behaviour that the employee is expected to enact in their given context (Katz & Kahn, 1966). As such, the enacted set of role-behaviours essentially mirrors the expectation of other relevant employees, and implies two important points. The first is that each individual employee both confers and accepts a ‘role’ that is reflective of the organisation’s culture and norms of behaviour. The second is that for an organisation to function effectively and efficiently, the array of ‘roles’ must be effectively communicated, understood, and agreed by all of its employees (Katz & Kahn, 1966).

In order to control for manifest disagreement (i.e. any variation between role-expectation and actual role-enactment), ORT provides a review framework known as ‘role-episodes’. A role-episode refers to any interaction between employees whereby role-expectations and role-behaviours are manifest in measurable consequences.

Where deviance from expected role-enactment is detected (e.g. excessive absenteeism, failure to perform, etc.) management functions such as ‘performance reviews’ or ‘retraining’ allow the organisation to re-confer or clarify role-expectations upon the deviant employee (Katz & Kahn, 1966).
The role-episode review process is necessarily dynamic; therefore role-sending and role-receiving continue until the perception of role-enactment conforms to the role-expectations. The role-episode review function is underpinned by the following assumptions:

- that an employee will ‘take’ or accept a role that is conferred upon them by members of the organisation (the role-taking assumption); and
- there will be consensus regarding the expectations of all roles (the role-consensus assumption); and
- the belief that role-conflict will arise if expectations are not consensual (the role-conflict assumption) (Biddle, 1986).

De Bruin and Dupuis (2004) suggest that by applying ORT’s assumptions to the WLB issue, a greater understanding about WLB role-taking, role-consensus, and role-conflict can be achieved.
CANDID BPO provides specialized end to end solutions in the Acquisitions and Marketing Services for Telecom / Real Estate and Finance Sector. We offer Outbound, Inbound, Lead Generation, Lead fulfilment, Documentation – Pick up & scrutiny, Backoffice management, Audit (specialized on filed audit) at a very competitive cost with highest quality guaranteed.

**Qualified Workforce**

Stringent recruitment process and continous traning of our employees ensure that you always have qualified workforce at your disposal.

**Easy Scalibility**

Whether you need five workstation for your business process or fifty, we assure that the scalability will be easy and smooth for your business needs.

**Quality Service**

At CANDID quality is given the highest prority. Our quality control process enables us to provide quality service to our customer. We beleive that a Happy Customer = Repeat Business.

**LEAD MANAGEMENT**

We specialised in lead generation and lead fulfilment using different channels for acquisition of quality leads for your business.

Wouldn’t it be nice if every person you talked to was an ideal candidate for your product or service? Imagine a world where interested consumers came to you – and you knew exactly what
they wanted, how they got there, and that to win them over, all you had to do was provide the right information faster than your competition.

While that sort of sales utopia may always remain a dream, modern technology is helping to streamline the overall sales experience. Lead management is one such feature helping businesses track and optimize the entire sales process. If you’re new to sales or marketing, you might not be familiar with the concept. Below, we explain how it works and why your business needs it.

What is Lead Management?

Lead management is the process of tracking and managing prospective customers. Sometimes referred to as customer acquisition management or contact management, it generally encompasses the following processes:

- **Lead generation**: Businesses create consumer interest and inquiry into products or services through a range of marketing tactics. These often include blog posts, advertisements, white papers, social media, events, and PR campaigns.

- **Customer inquiry and capture**: Consumers of marketing respond with interest and their data is recorded. This creates a sales lead.

  Filtering, grading, distribution, and contact: Leads are sorted by the validity of the request, prioritized based on likelihood of becoming a customer, and then dispersed to sales reps to be contacted. Depending on the size of your marketing program, a lot of work can go into defining how to accurately categorize and sort individual leads.

  Lead nurturing: Leads are sorted by contacted or uncontacted and scheduled for follow-up processes. They may be put into drip-marketing campaigns, or followed-up with on the phone by a company rep.
If the process ends with a sale, the lead has successfully traveled down the sales funnel and emerged as a customer. But the work doesn’t end there.

Lead management becomes more complex as companies scale – managing 200 leads is a lot different than managing 2,000 or 20,000 or even 200,000. And when those leads turn into customers, businesses must continue to nurture those relationships. In short, follow up is critical to maintaining high levels of customer satisfaction and sales efficiency.

**Lead vs. Customer**

Lead management is often mentioned as a feature when discussing customer relationship management (CRM), so it’s sometimes difficult to figure out the difference between the terms. Here’s a breakdown:

- **Prospect:** person in your target demographic and market
- **Lead:** person in your target demographic and market, who wants to learn more about solutions you offer
- **Customer:** a person who’s purchased your solution

Although this seems clear, even a straightforward process can become complex as your business begins to produce a variety of sales opportunities. Lead management makes your sales team more effective by creating a pool of interested consumers and then filtering out the unqualified leads.

After all, it’s more efficient for a sales rep to call 10 qualified leads than 30 unqualified ones.

**Why You Need Lead Management**

The process of managing leads helps businesses understand which tactics are bringing in the best leads, so you can optimize your sales strategy to be both effective and efficient. Additionally, since lead management documents a person’s full history of interactions and experiences with your company, you can analyze exactly how a person was converted from a prospect, to a lead, to a customer.
Besides the marketing benefits, it can have a huge impact on the bottom line. As you can see in the infographic below, up to half of all leads will go with the first vendor that responds:

How lead management helps businesses

To successfully manage these sales funnels, automated databases are becoming more and more popular. The sales process should integrate with lead management seamlessly, which is why more and more CRM software is offering these features. Automating the sales process means calls, demos, and meetings — and even revenue — aren’t falling through the cracks.

Lead management is the backbone of a successful sales operation. Without effective leads, there’s no need for a CRM or even a sales team in the first place. This concept covers the first step in the sales cycle to create qualified opportunities, and ultimately, satisfied customers.

**IN-BOUND / OUTBOUND CALL**

Our in-bound and outbound teams are well trained in telephonic etiquette and are assigned for work after thorough training.

Inbound and outbound customer service provide various forms of support to your customers by telephone. Inbound customer service is the traditional approach to telephone-based customer service. Here, the customer calls your company with a service request or an inquiry. Outbound customer service represents a more proactive approach. An agent from your call center contacts customers to follow up on a service issue or to notify customers of new products or policy changes.
Inbound Service

An inbound customer service facility works best when it provides customers with a single point of contact for all their service questions. Customers ring a single number to order products, make a payment, register a purchase or obtain product information. They can also place a support request or make an inquiry about a product. The agents handling the incoming calls must have the product and technical knowledge to deal with the call personally or, if necessary, transfer the call to a specialist. Customers appreciate the convenience of a single point of contact, provided they receive an appropriate response.

Service Standards

Maintaining a consistent standard of service at all times can prove costly. The call center must have enough agents on duty to answer calls quickly and minimize waiting times for customers. However, incoming call volumes vary throughout the day. Waiting times may increase at peak times, while agents may be underused during quieter times. Call-center managers therefore aim to match staffing levels with call volumes to maintain prompt, convenient service and control staff costs.

Outbound Service

Outbound customer service provides two important benefits. Managers can make greater use of agents during quiet periods, improving productivity further. Outbound calls can also strengthen customer relationships by increasing contact and improving the quality of customer experience. A welcome call to a new customer, for example, reinforces the relationship and provides an opportunity to offer additional products or services. Calling a customer for feedback after a service visit demonstrates that you are concerned about the quality of service.
DOCUMENTATION & AUDIT

At CANDID we undertake document pick-up from your lead / customer and an un-baised scrutiny of the documents.

BACKOFFICE MANAGEMENT

CANDID offers back office management to handle various business process related to your business whether simple or complex.

In an environment of constant change, ever more demanding and competitive, private and public organizations have to maximize their agility and their level of performance by refocusing on their core expertise.

In this context, the necessary changes to optimize customer relations management can be entrusted to a partner who is an outsourcing expert. CANDID undertakes to improve your operational and financial performance thanks to the systematization of your customer relations processes.

Features

CANDID offers you the most suitable solutions to perform the daily management activities in your customer contracts lifecycle:

- Handling business processes, whether simple or complex
- Services provided from our own skill centers or on your site
- Operations carried out directly on your own departmental systems or using applications which are implemented and hosted by CANDID
Customer benefits

- Improve customer satisfaction by developing a responsive and efficient interface
- Guarantee excellence in processing, in terms of quality, security and continuity of service, to your customers
- Benefit from new processing methods for complex documents (mixed formats, non-standard, including handwritten and multilingual)
- Gain more flexibility for your highly-seasonal activities
- Convert fixed costs into variable costs. Reduce overall costs by automating tasks and by sharing resources
- Free yourself up from investments which have to chase market and technology developments
- Benefit from the best organizational practices and real-time traceability to control your outsourced activities
- Redeploy your resources internally to focus on your strategic activities
CHAPTER 4
RESEARCH METHODOLOGY

4.1 Research design

Research is an art of scientific investigation. Research comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deduction and reaching conclusions and at last carefully testing the conclusion to determine whether they formulating hypothesis.

4.2 Data collection:

Collection of the data is of primary importance in the research process. Data which is collected for the purpose of research helps in proper analysis which is helpful to conduct research effectively. The data source, which is very important in the collection of data, is primary data and secondary data. Both primary and secondary data are taken into consideration for the study of work life balance.

4.3 Primary Data

- Interview with HR executives and other employees

4.4 Secondary Data

- Journal papers
- Financial statements from the company
- Related online information
- Other relevant books
4.5 Sampling:

Sample will be HR executives, HR professionals and trainers in the company having knowledge in all HR roles and responsibilities. The total samples taken for the study are 100.

4.6 Sampling Technique:

Random sampling can be used to select the individual units for better productivity of the questionnaire.

4.7 Limitations of the study

- The time stipulated for the project is very short.
- Relevant papers and documents were not available sufficiently
- I am also less experienced in this regard.
CHAPTER 5

DATA ANALYSIS & INTERPRETATION

1. How many days in a week do you normally work?

<table>
<thead>
<tr>
<th>ATTRIBUTES</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>LESS THEN 5 DAYS</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>5 DAYS</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>6 DAYS</td>
<td>90</td>
<td>90%</td>
</tr>
<tr>
<td>7 DAYS</td>
<td>10</td>
<td>10%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
<td>100%</td>
</tr>
</tbody>
</table>
Interpretation:
90% of the employees are working 6 day in a week.
10% of employees are working 7 days in a week.
From the above analysis we can know that most of the employees are working 6 days in a week and 10% of employees are 7 days a week. And they need some rest, at least 2 Saturdays in a month to spend with their families.

2. How many hours in a day do you normally work.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7-8 HOURS</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>8-9 HOURS</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>3</td>
<td>9-10 HOURS</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>10-12 HOURS</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>5</td>
<td>MORE THEN 12 HOURS</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

More than 12 hours: 0%
Interpretation:

- 15% of employees are working 7-8 hours per day.
- 45% of employees are working 8-9 hours per day.
- 25% of employees are 9-10 hours.
- 15% of employees are 10-12 hours.

From the above analysis we can know that the maximum no of employees are working more than 8 hours to reach their targets in time by setting goals and also working more effectively and efficiently to increase the company standards in quality. (For this, at least they should have the flexible staring time).

3. Do you generally feel you are able to balance your work-life?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
Interpretation:

- 37% of employees are saying yes.
- 13% of employees are saying no.

From the above analysis we can know that maximum no of employees are having the good work life balance, and 13 percent of employees are saying no.

4. How do you feel about the amount of the time you spend at work?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>VERY UNHAPPY</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>UNHAPPY</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>INDIFFERENT</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>HAPPY</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>5</td>
<td>VERY HAPPY</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
Interpretation:

- 5% employees feel very unhappy.
- 5% employees feel unhappy.
- 25% employees feel indifferent
- 55% employees feel happy
- 10% employees feel very happy

From the above analysis we know that half of the employees are happy with the time they are spending in office and 25% of employees are indifferent and rest of them is unhappy.

5. How do manage if stress arising from your work.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YOGA</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>READING BOOKS</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>ENTERTAINMENT</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
Interpretation:

80% of employees are in to entertainment. 10% are doing Yoga. 10% are Reading books. From the above analysis, we can know that 80 Percent of employees are in to different entertainment programs to take out there stress and rest of them are doing Yoga and reading books.

6. Does your company have a separate policy for work-life balance?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>NOT AWARE</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

![Pie chart showing the distribution of responses to the question about work-life balance policy.](chart.png)
Interpretation:

55% of employees are not aware the separate policy for work life balance. 35% of employees have said no. 10% of employees have said yes. From the above analysis we can know that half of the employees are not aware of work life balance policy in company, 35 percent have said ‘NO’ and 10% have said ‘YES’.

7. Does your organization provide you telephone for personal use?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

![Pie chart showing yes and no responses]
Interpretation:
From the sample size 20, 17 members have given the response for this question
1. Only 6% have got cells for personal use
2. 44% have said ‘NO’

8. Does your organization provide you counseling service for employees

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>81</td>
<td>81</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Interpretation:
From the sample size 20, 16 members have gave response for this question. 19% of employees have the counseling service. 31% are saying NO they don’t have counseling service. From the above analysis we can know that maximum no of employees are not taking part in counseling, very less percent of employees are going for counseling.
9. Does your organization provide you Health programs?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>11</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>17</td>
<td>50</td>
</tr>
</tbody>
</table>

**Interpretation:**

From the sample size of 20, 17 members have gave the response. 32% are saying YES they have the regular health checkup in office. 18% are saying NO. From the above analysis we can know that there is a regular health checkup is going on in office and some of the employees are not taking part in.
10. Does your organization provide you Parenting or family support programs.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>5</td>
<td>17%</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>10</td>
<td>33%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>15</td>
<td>50%</td>
</tr>
</tbody>
</table>

Interpretation:

From the sample size 20, 15 members have responded for this question. 17% of employees have agreed there are family support programs. 33% of employees have disagreed for this. From the above analysis we can know that very less no of employees are taking part in family day and other programs.
11. Does your organization provide you Exercise facilities?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>5</td>
<td>31.25</td>
</tr>
<tr>
<td>3</td>
<td>YES BUT NO TIME</td>
<td>7</td>
<td>43.75</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>16</td>
<td>100</td>
</tr>
</tbody>
</table>

Interpretation:

25% of employees are saying ‘YES’. 44% of employees are YES but no Time 31% of employees are saying NO. From the above analysis we can know that there is a facility provided by company but there is no time for them to go.
12. Does your organization provide you Relocation facilities and choices?

<table>
<thead>
<tr>
<th>S.NO</th>
<th>ATTRIBUTES</th>
<th>NO.OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>YES</td>
<td>4</td>
<td>14%</td>
</tr>
<tr>
<td>2</td>
<td>NO</td>
<td>10</td>
<td>36%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>14</td>
<td>50%</td>
</tr>
</tbody>
</table>

Interpretation:

From the sample size 20, 14 have responded for this question. 14% of employees have said yes there is relocation facility. 36% of employees have said no. From the above analysis we can know that maximum no of employees have said there is no relocation facility and choices in company.
CHAPTER 6
FINDINGS, SUUGESTIONS AND CONCLUSION

6.1 FINDINGS:

- From the table 1&2, it is inferred that weekly most of the employees are working more than regular timings.
- From the table 3, it shows that employee work life balance in CANDID BPO is good, with the policies and procedures.
- From the table 4, the working environment is very good and the employees are not feeling stress in office with that they are not feeling its again Monday.
- From table 5, most of the employees are going for entertainment programs
- From table 6, can know that there will be no separate work life balance in any company but have to balance the employees work life with company policies and procedures.
- From table 7, company is providing Health programs, family support programs, exercise facilities, relocation facilities & choices but no transportation.
- From table 9, the policies for work life balance should be customized to individual needs.
- From table 11, most of the employees are not aware of welfare programs.
- From table 12, the response goes from HR department is very quick.
6.2 SUGGESTIONS

As a result of the data analysis and interpretation, here are some suggestions to improve the Employee work life balance at CANDID BPO.

- The effective employee work-life balance has better organizational commitment which leads to better production output and minimum employee turnover.
- Continue with the environment and sanitation hygiene facilities as the employees are very much satisfied with them.
- Quality of food in the canteen of the company must be improved so that it will satisfy the employee tastes.
6.3 CONCLUSION

From the study it is clear that employee work life balance in CANDID BPO is good, but there is a small gap from employee satisfaction to company.

Work-life balance programmes offer a win-win situation for employers and employees. While the employee may perceive work-life balance as the dilemma of managing work obligations and non-work responsibilities, work-life balance from the employer’s point of view encompasses the challenge of creating a supportive company culture where employees can focus on their jobs while at work. In whichever way it is viewed, the existence of effective work-life balance programmes in an organisation will do both the employee and employer good.

For the employer, work-life initiatives create positive employer branding, promote being an employer of choice, foster organizational citizenship, and support diversity initiatives. For the employee, there is lesser stress, increased happiness, motivation, and productivity, and a better chance of reaching both personal and career goals satisfactorily. The key role of HR therefore, is to understand the critical issues of work-life balance, integrate it into the organization’s HR policy, and champion work-life balance programmes.
REFERENCES


APPENDIX
QUESTIONNAIRE

1. How many days in a week do you normally work?
   - LESS THEN 5 DAYS
   - 5 DAYS
   - 6 DAYS
   - 7 DAYS

2. How many hours in a day do you normally work.
   - 7-8 HOURS
   - 8-9 HOURS
   - 9-10 HOURS
   - 10-12 HOURS
   - MORE THEN 12 HOURS

3. Do you generally feel you are able to balance your work-life?
   - YES
   - NO

4. How do you feel about the amount of the time you spend at work?
   - VERY UNHAPPY
   - UNHAPPY
   - INDIFFERENT
   - HAPPY
   - VERY HAPPY

5. How do manage if stress arising from your work.
   - YOGA
   - READING BOOKS
   - ENTERTAINMENT
6. Does your company have a separate policy for work-life balance?
   - [ ] YES
   - [ ] NO
   - [ ] NOT AWARE

7. Does your organization provide you telephone for personal use?
   - [ ] YES
   - [ ] NO

8. Does your organization provide you counseling service for employees
   - [ ] YES
   - [ ] NO

9. Does your organization provide you Health programs?
   - [ ] YES
   - [ ] NO

10. Does your organization provide you Parenting or family support programs.
    - [ ] YES
    - [ ] NO

11. Does your organization provide you Exercise facilities?
    - [ ] YES
    - [ ] NO
    - [ ] YES BUT NO TIME

12. Does your organization provide you Relocation facilities and choices?
    - [ ] YES
    - [ ] NO
    - [ ]