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## Implication of Management Policies in Indian Knowledge Based Industries

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### ABSTRACT

The changing faces of industries and the increased expectation of employees in corporate is the emerging challenge to be handled with care. Management Policy designed to help employees balance their work and personal lives are not only an option but also a necessity for many employers. There is a need for industries to adopt strategies and policy that associate the work and non-work needs of a diverse workforce in the current business environment. This paper aims to study the management policies to promote work life balance of employees and to trace out the category wise differences in the management policy for work life balance. The study carried out among 30 technical institutions, categorized under three forms Government, Government aided and Self-financing institutions. The results reveal the commonalities and differences in work-life balance provisions across the three category of institution

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## INTRODUCTION

Today organizations have increasingly experienced competitive pressure to perform faster and better and to be more cost-effective (Blyton, Blunsdon, Reed, & Datmalchian, 2006; Duxbury & Higgins, 2003). These recent changes in the nature of work, along with the introduction of new technologies have led to many workers struggling to balance roles in their work and personal lives (Hayman, 2009; Hobsor, Delunas, & Kelsic, 2001). Until the 1970s, the domains of 'work' and 'family' were regarded as separate areas of concern (Campbell, 2001). The term 'work-life balance' (WLB) has gained widespread use (Houston, 2005; Jones, Burke, & Westman, 2006; Pitt-Catsoupes, Kossek, & Sweet, 2006). WLB does not necessarily refer to equal time spent in both domains, but rather to the ability of the particular individual to fulfil the roles of each domain, which would depend on the circumstances and context of the individual (Blyton *et al.*, 2006). Although WLB is a very important and critical issue in the 21st century, it was not until recently that human resource practitioners began viewing WLB as a business issue, with benefits for both the employee and the employer (Clutterbuck, 2003). Both organisations and employees are becoming increasingly aware of the potential benefits of employee WLB, some of which include employee satisfaction and well-being, reduced absenteeism and turnover, successful recruitment and retention, increased productivity and customer satisfaction (Mayberry, 2006; Morgan, 2009; White, Hill, McGovern, Mills, & Smeaton, 2003).

## 2. Review of literature:

### 2.1. Work life balance:

Work-life balance is an important and critical issue in the 21st century. However, human resource practitioners only recently began to see WLB as a business issue that has benefits for both employees and employers (Clutterbuck, 2003). The term 'work-life balance' has been widely discussed but it has not been clearly defined. There are numerous WLB definitions, with some focusing in the role of the individual in balancing work and non-work commitments and responsibilities (De Cieri *et al.*, 2005; Smith & Gardner, 2007). Karakas and Lee, (2004) explained work life balance issues as spending good time with family members, getting free time to be able to relax for emotional wellbeing and health of family members, having good communication and support from the fellow colleagues, obtaining high quality child care and education; and being satisfied with the work load.

The term work-life balance was first used in the United States in 1986 to help explain the trend of people spending more time on work-related tasks, while allocating less time to other aspects of their lives. During the

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past two decades, there has been a substantial increase in the time spent at work. In the recent past, many experts predicted that technology would make people more productive and as a result, people would spend more time at nonworking activities. Contrary to expectations, people are working longer, purportedly driven by a consumerist culture that values productivity while denigrating the merits of other pursuits, such as parenting or volunteering one's time (Work-Life Balance, 2010). Work-life balance is the degree to which an individual can simultaneously balance the emotional, behavioral and time demands of both paid work, family and personal duties (Hill, *et al.*, 2001). Frone (2003) suggested that people may be involved in multiple roles outside their family life (e.g. leisure roles and community roles). The term 'work-life balance' is more inclusive than 'work-family balance', where balance exists in the latter between work role and family role only. Because most research has focused on 'work-family balance', not much of it clearly distinguishes the term 'work-life balance' from it.

#### **WLB means for Employees:**

For employees having a work-life balance means being able to strike a balance between fulfilling both work commitments and other activities that are important to them (Grawitch, Gottschalk & Munz, 2006). The activities include things like spending time with family, taking part in recreational activities, volunteering or undertaking further study (Department of Labour, 2006). Achieving a work-life balance also means that employees are able to be more flexible in their work environments and are thus better able to deal with problems and events that arise such as being able to take a day off to care for a sick child or attend an out of town function (Hughes, Galinsky & Morris, 1992). Employees who achieve a worklife balance are then freer to spend more time in their communities doing beneficial things. This strengthens communities i.e. people are able to fulfil their basic role of citizenship and maintaining social capital (Little, 2002). Transitions between roles are also able to take place more smoothly and consequently conflict between conflicting roles is able to be minimised, with utilising work-life balance initiatives being found to reduce workfamily conflict (Gardener & Smith, 2007). Utilising work-life balance initiatives has been found to reduce workfamily conflict, and to minimise role strain, be that role strain at home as a parent, role strain as a leisurite for example a member of a sporting team, or role strain in the office as an employee (Emst-Kossek & Ozeki, 1998). Having a work-life balance has also been shown to reduce psychological stress and somatic illness (Hart, 1994; Little, 2002). Achieving a work-life balance also creates happier employees with supposed greater morale as they have more time to do the things they want and are better able to cope with the demands of all the roles in their lives (Rennar, 2007). Happy employees are thought to be more productive as they have more energy to put into their work (Hart, 1994).

#### **Work Life Balance in organizational context:**

(Grawitch, Gottschalk & Munz, 2006) says the notion of providing and maintaining a healthy workplace where a work-life balance is apparent has evolved vastly over the past 60 years. The goal of many organizations historically was to avoid being unhealthy as opposed to being healthy (Robin, 2003). During the mid-1940's, employers began to recognise the need for employees to have a life out of the workplace, and introduced initiatives such as hosting outings for employees like company picnics (Robin, 2003).

1970's and the 1980's saw the introduction of more initiatives such as fitness programs for employees at some organisations (Robin, 2003). (Aldana, 2001) Currently in the US, approximately 90 percent of organisations with 50 plus employees provide some policies designed to improve employee health and wellbeing. This recognition of the need to provide vast numbers of initiatives designed to increase work-life balance by employers, signifies the overwhelming importance most people place on their work lives - with the average adult now spending one quarter to one third of their waking lives at work (Harter, Schmidt & Keyes, 2003).

A healthy workplace is defined as "any organisation that maximises the integration of worker goals for well-being and company objectives for profitability and productivity" (Sauter, Lim & Murphy, pp 250, 1996). The two essential components of this definition are the performance of the organisation and the health of its employees. This notion is the fact that work-life balance means different things to different people the employees and the employer and makes reference to the need to take the reciprocal nature of the two into consideration (Barling & MacEwen, 1992).

Felstead *et al.* (2002) have outlined the four theoretical positions that explain the factors associated with the adoption of work-life balance practices in the organizational context—institutional theory, organizational adaptation theory, high commitment theory and situational theory. Institutional theory states that organizations reflect and conform to normative pressures in society albeit to varying degrees. These variations are explained by the extent to which organizations need to maintain social legitimacy. Organizational adaptation theory perspective not only retains the predictors proposed by institutional theorists but also attributes other factors to the organizational predisposition to work-life balance concerns. These additional factors are typically said to include characteristics of the workforce the way in which work is organized and management attitudes towards issues of work-life balance. High commitment theory suggests that there is a link between an organization's

human resource strategy and its adoption of family-friendly employment practices. This stems from an interest in work systems and worker-management relationships that aim to raise employee commitment to the organization. Situational theory also known as practical response theory takes a more pragmatic approach by suggesting that work-life provisions are organizational responses to the pressures of talent attraction and retention.

Thornpson (2002) has classified the work-life policy as time-based strategies, information-based strategies, money-based strategies, direct services and culture change services. Time-based strategies include programs or policies like flexitime, compressed work weeks, compulsory power-offs, job sharing, part-time work, leave for new parents, phased return to work following childbirth, telecommuting, compulsory vacations and breaks and so on. Information-based strategies refer to programs or policies on Intranet resources on work-life balance, resource and referral service, relocation assistance, dependent care resources, work-life brochure and so on. Money-based strategies are vouchers or subsidy for childcare, flexible spending accounts, adoption assistance, discounts for childcare tuition, leave with pay and so on. Direct services are those programs or policies like on-site or near-site dependent

care, emergency back-up care, lactation rooms and support, help line, concierge services, after-school and school holiday activities and so on. Culture-change services include programs or policies like training for managers and supervisors to help employees deal with work-life conflicts.

Osterman (1995) identified three main reasons why organizations provide family-friendly policy practical responses, links to intimal labor markets, and high commitment work. Wood *et al* (2003) found that adoption of family-friendly practices was best explained by organizational adaptation a combination of institutional pressures as well as competitive forces, local and technological factors, situational conditions, and managerial values, knowledge, and perceptions regarding work and family programs. The benefits of work-life balance policy, for employers, are better talent attraction, enhanced productivity, better talent engagement, reduced work stress, reduced absenteeism, reduced costs, better motivation, employer branding, talent retention and efficient work practices (Department of Labor, New Zealand, 2003, Byrne, 2005; Pocock, 2005; and McPherson, 2007).

#### **Objective of The Study:**

- To find out the management policies to promote work life balance of employees
- To trace out the category wise differences in the management policy for work life balance

#### **Research Strategy:**

In this Quantitative research survey, Descriptive research design has been adopted for study. This study aims to compare and contrast the management policies on work life balance offered to the employees (teaching) in Government, Government aided and Self-financing technical institution in Tamilnadu.

All the Technical colleges and universities in tamilnadu are considered as the universe. Convenient sampling was used to collect data from 5 government, 10 government aided and 15 self-financing institution in each category, with the total of 30 samples. A structured questioner was constructed to collect primary data. Quantitative data analysis was done using SPSS (Statistical Package for Social Sciences), version 13.0 was used to analyze the data.

#### **Management Policy For Work Life Balance:**

The Management policy for work-life balance were traced in terms of time-based strategies, Information-based strategies, money-based strategies, direct services and culture-change services (Thompson, 2002)

#### **Time Based Strategy:**

**Table 1:** Time Based Strategy.

S.No	Time Based Strategy	Category	Availability		Total
			Yes	No	
1.	Flexible Working Hours	Government	-	5(100)	5(100)
		Government Aided	-	10(100)	10(100)
		Self-Finance	-	15(100)	15(100)
2.	Work from Home Options	Government	-	5(100)	5(100)
		Government Aided	-	10(100)	10(100)
		Self-Finance	-	15(100)	15(100)
3	Career Breaks	Government	5(100)	-	5(100)
		Government Aided	4(40)	6(60)	10(100)
		Self-Finance	1(6.66)	14(93.33)	15(100)
4	Paternity Leave	Government	2(40)	3(60)	5(100)
		Government Aided	4(40)	6(60)	10(100)
		Self-Finance	3(20)	12(80)	15(100)
5	Compensatory Offs	Government	5(100)	-	5(100)
		Government Aided	9(90)	1(10)	10(100)
		Self-Finance	14(93.33)	1(6.66)	15(100)

Flexible working hours is not in practice in any category of colleges. Strict working hours has been followed, whereas felxi work hour is more prevalent in developed countries.

In the same way work from home policy is also not much famous in the educational institution. Online classes, Virtual Classroom are practiced in very few reputed institution.

Career break option is available in all the government (100) colleges whereas least prevalent in self-financing (93.33) institution.

All companies had provision for maternity leave for employees. In India maternity leave is prescribed by the Maternity Benefit Act, 1961.

Provision of paternity leave was not very widely prevalent. Most self-financing college management (80%) did not provide such provisions.

Compensatory off is commonly available in all category of colleges.

### Information Based Strategies:

**Table 2:** Information Based Strategy.

S.No	Information Based Strategy	Category	Availability		Total
			Yes	No	
1.	Employee Assistance Programs	Government	4(80)	1(20)	5(100)
		Government Aided	3(30)	7(70)	10(100)
		Self-Finance	4(36.36)	11(73.33)	15(100)
2.	Relocation Assistance	Government	5(100)	-	5(100)
		Government Aided	6(60)	4(40)	10(100)
		Self-Finance	2(13.33)	13(86.66)	15(100)

Employee assistance programme is prevalent in almost (50%) of the institutions. Most of the self-financing institution did not provide Relocation Assistance for employees

### Money-Based Strategies:

**Table 3:** Money-Based Strategies.

S.No	Money Based Strategy	Category	Availability		Total
			Yes	No	
1.	Financial Planning Services and Education	Government	5(100)	-	5(100)
		Government Aided	8(80)	2(20)	10(100)
		Self-Finance	7(46.66)	8(53.33)	15(100)
2.	Assistance for Tax Planning	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	13(86.66)	2(13.33)	15(100)
3.	Non-Taxable Benefits	Government	3(60)	2(40)	5(100)
		Government Aided	5(50)	5(50)	10(100)
		Self-Finance	3(20)	12(80)	15(100)
4.	Retirement Planning	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	2(13.33)	13(86.66)	15(100)
6.	Medical Insurance Options	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	12(80)	3(20)	15(100)
7.	Scholarships for Employees' Children	Government	-	5(100)	5(100)
		Government Aided	2(20)	8(80)	10(100)
		Self-Finance	9(60)	6(40)	15(100)
8.	Educational Loans	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	2(13.33)	13(86.66)	15(100)
9.	Sponsorship for Employee's Higher Education	Government	5(100)	-	5(100)
		Government Aided	5(50)	5(50)	10(100)
		Self-Finance	1(6.66)	14(93.33)	15(100)
10.	Reimbursement of Expenses of Dependent Care	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	3(20)	12(80)	15(100)

Provision for financial planning is highly prevalent in all government colleges (100%) compared to Government Aided (80%), and Self-financing (47%) institution.

Assistance for tax planning is available in all the government and government aided colleges.

Non-tax benefit is less available in self-financing college (20%) compared to government (60%) and government aided (50%) institution

Assistance for retirement planning was more prevalent in the government (100%) and government aided (100%) institution.

All institution provided medical insurance coverage to the employees. It must be remembered that the quantum coverage could vary. .

Only a little more than one-fourth (26.6%) of the institution offered scholarships for the employees' children.

Scholarship for employee's children is more famous in self-financing institution. They will provide admission to the employees' children without capitation fees or subsidized fees.

More than (80%) of the self-financing institution does not provide Sponsorship for Employee's Higher Education and Reimbursement of Expenses of Dependent Care

### Direct Services:

**Table 4:** Direct Services.

S.No	Direct Services	Category	Availability		Total
			Yes	No	
1.	Consideration of employee's spouse/family member for employment	Government	-	5(100)	5(100)
		Government Aided	6(60)	4(40)	10(100)
		Self-Finance	11(73.33)	4(26.66)	15(100)
2.	On-site childcare	Government	-	5(100)	5(100)
		Government Aided	-	10(100)	10(100)
		Self-Finance	1(6.66)	14(93.33)	15(100)
3	Summer camps and activities for employees' wards	Government	-	5(100)	5(100)
		Government Aided	-	10(100)	10(100)
		Self-Finance	-	15(100)	15(100)
4	Free/discounted on-site health and fitness facilities	Government	1(20)	4(80)	5(100)
		Government Aided	2(20)	8(80)	10(100)
		Self-Finance	5(33.33)	10(66.66)	15(100)
5	Free/discounted off-site health and fitness facilities	Government	-	5(100)	5(100)
		Government Aided	-	10(100)	10(100)
		Self-Finance	-	15(100)	15(100)
6	On-site medical Assistance	Government	3(60)	2(40)	5(100)
		Government Aided	4(40)	6(60)	10(100)
		Self-Finance	7(46.66)	8(53.33)	15(100)
7	Recreation facilities for employees at the work place	Government	1(20)	4(80)	5(100)
		Government Aided	2(20)	8(80)	10(100)
		Self-Finance	3(20)	12(80)	15(100)
8	Sports or activity clubs for the employees	Government	5(100)	-	5(100)
		Government Aided	8(80)	2(20)	10(100)
		Self-Finance	15(100)	-	15(100)
9	Outdoor exercise Facilities	Government			5(100)
		Government Aided			10(100)
		Self-Finance			15(100)
10	Intra-institutional learning initiatives	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	4(26.66)	11(73.33)	15(100)
11	Inter-institutional continuous learning opportunities	Government	5(100)	-	5(100)
		Government Aided	10(100)	-	10(100)
		Self-Finance	14(93.33)	1(6.66)	15(100)

Three fourth of the self financing institution did consider the employee's spouse/ family member for employment in the organization to fulfill any human resource requirement, No government institution consider it as a factor for selection.

Mostly no institutions are provided on-site childcare for their employees' wards. None of the institution surveyed had near-site childcare or after school care programs.

None of the institution is providing summer camps and activities for employees' wards.

Very few institutions (35%) is providing Free/discounted on-site health and fitness facilities.

No institution is providing Free/discounted off-site health and fitness facilities.

More than half of the institution is having the provision for on-site medical assistance.

Majority of the institution (80%) did not provide recreation facility for employees at work place.

All the Government (100%) and self-financing institution is having activity club for employees

Intra and Inter learning opportunity is provided for employees in both government and government aided institution.

**Table 5:** Cultural Change Strategy.

S.No	Cultural Change Strategy	Category	Availability		Total
			Yes	No	
1.	Organized Tours/ Parties/ Get-togethers	Government	-	5(100)	5(100)
		Government Aided	1(10)	9(90)	10(100)
		Self-Finance	6	9	15(100)
2.	Community Volunteer Programs	Government	2(40)	3(60)	5(100)
		Government Aided	4(40)	6(60)	10(100)
		Self-Finance	7(46.66)	8(53.33)	15(100)
3	Drives for Social Causes	Government	5(100)	-	5(100)
		Government Aided	9(90)	1(10)	10(100)
		Self-Finance	3(20)	12(80)	15(100)

No government institution is offering organized tour, parties or get together.

On an average (40%) of the technical institution is providing community volunteer programmes for employees

Self- financing Institutions are (80%) are not interested in supporting for social causes.

### Conclusion:

The implementation of work-life policy has both individual and organizational benefits. The work-life programs facilitate a symbiotic relationship between the employee and employer for mutual benefits. Employees who are better able to balance the demands on their time are more satisfied and content. Such provisions also aid in employer branding and are emerging as retention factors. Thus it is an instrument for competitive advantage.

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