



Work life balance and Employee Commitment –A Study of Individual Differences

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Abstract

Today, the business environment is very competitive and every business concern is facing difficulties in attracting and retaining its productive employees. Retention and commitment of productive workforce is the major area of concern of the management. In order to meet this challenge every organization needs to maintain high level of quality of work life. To ensure the high level of employee's commitment, a proper balance in personal and professional life is every essential. A satisfactory balance between work and life can play a commendable role in attaining the personal and professional goals. It investigates the impact of demographic differences like age, gender, qualification, work experience etc. on organizational commitment among the employees. The dependent variables are work life balance and employee commitment. The study provides an interpretative analysis of work life balance and ascertains its relationship with the organizational commitment. For this, the working professionals of the cement industries with the individual differences based on selected demographic variables were selected for the study. The descriptive research focus on how the selected employees of cement industries balance their work life and vary in their commitment towards their organization on the basis of individual differences. The findings revealed that the individual differences have phenomenal impact on

employee's work life balance during the various stages of career as well as it has a significant power to transform employee commitment level and help in employee retention at the work place. Thus, organizations need to have flexible HR practices to cope up with the individual differences and to motivate them to sustain with the commitment.

Index Terms – Employee Retention at Work Place, Individual Differences, Organizational Commitment, Work Life Balance.

I. INTRODUCTION

Individual differences are the ways in which people differ from each other. Every member of an organization has its own way of behavior. It is important for managers to understand individual differences because they influence the feelings, thoughts, and behavior of employees

It is already proved fact that individual differences exist and it is applicable to the field of Quality of work life and organizational commitment. Many studies suggested that routine and non- participation in working life are as logical as their opposite for many individuals. Individual differences are the techniques in which people contradict from each other. In an organization, every member has its own way of behavior. It is very vital for managers to acknowledge individual differences because they control the thoughts, feelings, and behavior of employees. The Principle of Individual Differences explains the fact that every individual is unique and each person experiences a different response to a given situation. Some of these differences may be associated to gender, body size and shape, their past experience, genetics, their long term



conditions, injuries etc. The study of individual differences in relation with work life balance and organizational commitment focuses on the extent and kind of variations or similarities among employees working in cement industries. The different experience of every employee creates their own unique personality and a unique way of understanding the world. Every individual will have their own prospect of understanding the organization in which they are working which directly influence their work life balance and commitment for the organization.

Work-life balance is a very wide terminology and often referred to finding the right balance between the different facets and roles in a life of an individual. There are different outlook and theory about work-life balance but it is generally associated with maintaining an overall balance in different exposure of life. Employee's quality of work life, their retention and commitment is becoming the major issue all over the world. Different frameworks anticipated an increasing swing in un-employment and economic insecurity. Due to emergence of latest technology and industrial restructuring, the life of many employees including male and female, today is becoming rigid. They are facing increased burden of work, family and other personal responsibilities. Thus it is very important for the organizations to acknowledge this balance and made an effort to retain the productive employees and boost their performance. A healthy balance of work and family life is the best strategy that the new-age management is focusing at. The main elements of successful business strategy are achieving work life balance by ensuring commitment, career development, employee retention and work satisfaction.

II. REVIEW OF LITERATURE

Bataineh(2019) conducted research in a pharmaceutical industry in Jordan among 289 workers. The main objective of the research was to investigate the relationship among work-life balance, employee performance and happiness. The result of their study revealed that includes a balance and happiness has positive effect on employee's performance between work and personal life that both bring satisfaction to the individual.

Kim (2018) study among 293 Korean workers on work life balance and employee's performance was done to find out the effect of work life balance on affective commitment and in role performance of the employees and mediating role of affective commitment in the

Korean Context. To measure the work life balance, structured questionnaire developed by Daniel and McCadrraher 2000 was used which contained seven items. The findings of their study revealed the fact that increased work life balance leads to high affective commitment and high affective commitment results in increased performance. They also concluded that work life balance is very essential for increasing employee's psychological well being. It also has great influence on the organizational performance improvement.

Sakthivel and Jayakrishnan (2013) conducted their study on work life balance and organizational commitment on 328 nurses from public and private hospital. Their study concluded that work life interferes with personal life at very high level where as personal life interfered very less with the professional life. They also revealed that nurses have better work life balance and hence they are motivated and highly committed for the organization which results in better performance.

Negi and Singh (2012) aimed to find out the challenges related with managing professional life of the employees in banking sector. They revealed the reasons which create the work life imbalance on the basis of individual differences. They are family, gender, growth patterns, demographic structures, societal commitment, welfare policies, organizational hierarchy etc. Their study revealed the fact that majority of women employees said that they cannot carry on with their carrier after marriage and maternity break. The researcher also revealed that excessive pressure of work makes them stressful and working shifts influences the marital relationships.

Atkinson (2011) examined the differences in work life balance, organizational commitment, job satisfaction and learning goal orientation in baby boomers and Generation X. The study was based on the fact that the difference in the values and attitude of Gen X and baby boomers employees create stress and conflict in the work place. The study revealed that baby boomers were more satisfied with their overall work. The researcher also found that job satisfaction and satisfaction along with promotional job opportunities were most prominent factor in providing organization commitment for generation X rather than for baby boomers.

Deery (2009) examined the important issues related to work life balance in tourism industry which is a worker intensive industry that mainly faces problems of long and unsocial hours. Due to low pay status, this industries faces the problem of skilled workers and labor turnover. The researcher found that reason of



employee's leaving the organization is job burnout and exhaustion. His study revealed that the variables that have negative influence on work life balance are long and unsocial hours, level of stress, insecurity and role ambiguity, job autonomy, time pressures and home life pressures

Trauth, Quesenberry, and Morgan (2006)

The researchers developed the model of IDTGIT (individual differences theory of gender and IT) which aimed to investigate individual differences within the respect to gender which results from a combination of personal traits, personal influences, and environmental influences. This model focuses on intra gender differences rather than inter gender differences. They revealed that individual gender differences exist everywhere continuously because women have different personality; they get influenced by socio - cultural environment, and have different perception for use of technology. So their theory helps us in understanding the fact that the individual differences which exist across the world are the result of combination of personal characteristics and impact of environmental factors.

III. RESEARCH OBJECTIVES

- To study the impact of individual differences of the employees on their work life balance.
- To study the impact of work life balance on organizational commitment.

A. Hypothesis

H01: There is no impact of work life balance on organizational commitment.

B. Research Methodology

Descriptive research design has been used in this research study.

Primary data was collected with the help of structured questionnaire. Sample Size for the study is 400. Respondents were the employees of cement industries working at middle and lower level of J.K. Cement Nimbahera Rajasthan, Chittorgarh District and Vikram Cement, Khor Madhya Pradesh, Neemuch district. The primary data was further tabulated, analyzed and interpreted with the help of appropriate statistical tools like Z- test, correlation etc. The variables of individual differences are age, gender, marital status and education.

IV. DATA ANALYSIS AND INTERPRETATION

TABLE 1: DISTRIBUTION OF RESPONDENTS ACCORDING TO AGE

Age (years)	JK Cement		Vikram Cement	
	N	%	N	%
Up to 30	61	30.50	65	32.50
30 - 40	105	52.50	106	53.00
40 - 50	30	15.00	29	14.50
Above 50	4	2.00	0	0.00
Total	200	100.00	200	100.00

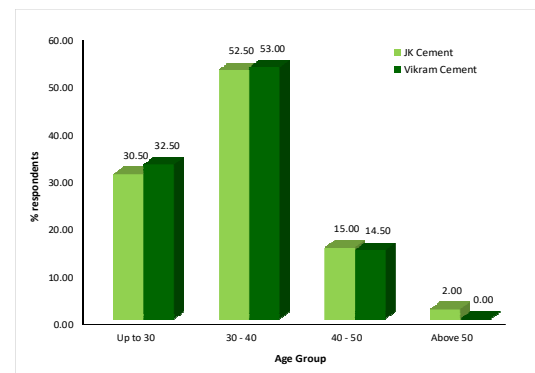


Fig.1: Distribution of respondents according to age

Table 1 shows distribution of respondents according to age. Maximum respondents in both the companies were youngsters. 30.50% in JK cement were up to 30 years of age, 52.50% between 30-40 years, 15% between 40-50 years and 2% above 50 years. In Vikram cement 32.50% were up to 30 years of age, 53% between 30-40 years, 14.50% between 40-50 years and 0% above 50 years. The average age of respondents in JK cement and Vikram cement were 34.89 and 34.30 respectively.



TABLE 2: DISTRIBUTION OF RESPONDENTS ACCORDING TO MARITAL STATUS

Marital Status	JK Cement		Vikram Cement	
	N	%	N	%
Married	165	82.50	175	87.50
Unmarried	35	17.50	25	12.50
Total	200	100.00	200	100.00

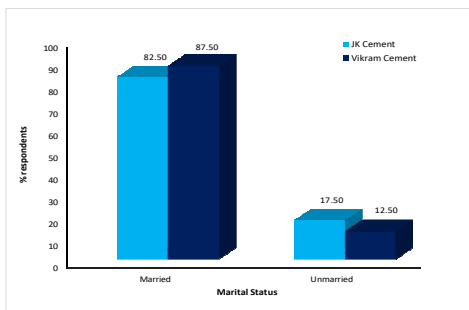


Fig.2: Distribution of respondents according to marital status

Table 2 shows distribution of respondents according to marital status. 82.50% respondents were married and 17.50% were unmarried in JK Cement, whereas 87.50% were married and 12.50% were unmarried in Vikram cement. Thus, proportion of married persons was higher as compared to unmarried persons in both the companies.

TABLE 3: DISTRIBUTION OF RESPONDENTS ACCORDING TO GENDER

Gender	JK Cement		Vikram Cement	
	N	%	N	%
Male	196	98.00	195	97.50
Female	4	2.00	5	2.50
Total	200	100.00	200	100.00

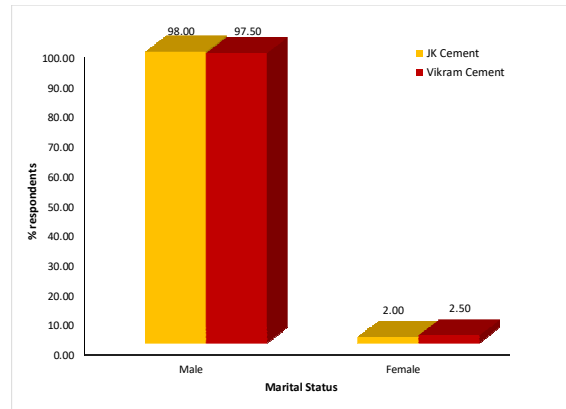


Fig. 3: Distribution of respondents according to gender

Table 3 shows distribution of respondents according to gender. 98% respondents were male and only 2% were female in JK Cement, whereas in Vikram cement also around 98% (exactly 97.50%) were male and 2.50% were female in Vikram cement. Thus, exactly same proportion of male and female exist in both the companies.

TABLE 4: DISTRIBUTION OF RESPONDENTS ACCORDING TO EDUCATION

Education	JK Cement		Vikram Cement	
	N	%	N	%
Graduate	23	11.50	44	22.00
Diploma	3	1.50	1	0.50
ITI	23	11.50	20	10.00
Post Graduate	24	12.00	20	10.00
BE	82	41.00	72	36.00
BE + MBA	14	7.00	0	0.00
MBA	31	15.50	43	21.50
Total	200	100.00	200	100.00

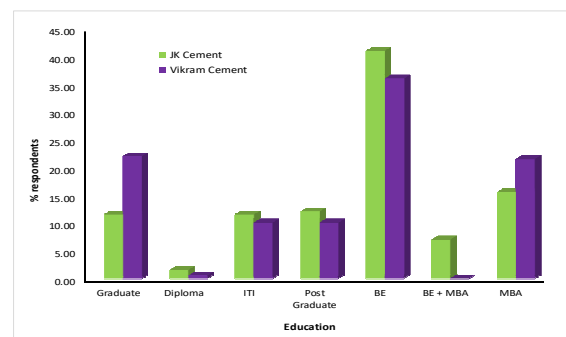


Fig.4: Distribution of respondents according to educational status

Table 4 shows distribution of respondents according to educational status of respondent employees. There were 13% ITI or diploma holders in sample, 11.50% were graduates,



12% were post graduates, maximum 48% were Bachelor of Engineering among these 41% were BE only whereas 7% were BE plus MBA and rest 15.5% were MBAs. On the other hand in Vikram Cement maximum proportion was of BE and MBAs in total these consists of 57.5% in these 36% were BE only and 21.5% were MBA only no one was in combination of BE as well as MBA, Next maximum proportion was of graduates consisting of 22%, 10% were ITI, 10% were post graduates and only 0.5% were diploma holders. Thus in both the companies there was mix of employees from all educational background ranging from ITI to BE and MBAs.

TABLE 5: COMFORT WITH WORKING ENVIRONMENT

Response	JK Cement		Vikram Cement	
	N	%	N	%
Strongly Disagree	1	0.50	0	0.00
Disagree	4	2.00	11	5.50
Neutral	21	10.50	52	26.00
Agree	107	53.50	120	60.00
Strongly Agree	67	33.50	17	8.50
Total	200	100.00	200	100.00

In response to this question, in JK Cement 53.50% employees were satisfied, 33.50% were highly satisfied, 10.50% were neutral, 2.0% were dissatisfied and only 0.5% were highly dissatisfied. In Vikram cement 60.00% were satisfied, 8.50% were highly satisfied, 28.00% were neutral, 4.50% were dissatisfied and no one was highly dissatisfied. Hence, regarding working environment satisfaction of employees of both the organizations was above average but, satisfaction of employees of Vikram Cement was low as compared to satisfaction of JK Cement employees.

TABLE 6: HAPPINESS WITH PROMOTION POLICIES

Response	JK Cement		Vikram Cement	
	N	%	N	%
Strongly Disagree	23	11.50	28	14.00
Disagree	56	28.00	60	30.00
Neutral	27	13.50	37	18.50
Agree	84	42.00	65	32.50
Strongly Agree	10	5.00	10	5.00
Total	200	100.00	200	100.00

Table 6 Shows distribution of respondents according to their response regarding satisfaction with promotion policies of their organization. In JK Cement 5% employees were highly

satisfied, 42.0% were satisfied, 13.50% were neutral, 28% were dissatisfied and 11.50% were highly dissatisfied whereas in Vikram Cement 5% were highly satisfied, 32.5% were satisfied, 18.50% were neutral, 30.00% were dissatisfied and 14% were highly dissatisfied. The average level of satisfaction of employees regarding promotion policies was low in both the organizations.

TABLE 7: COMFORT WITH RESPECT TO INFLUENCE OF WORK ON FAMILY LIFE

Response	JK Cement		Vikram Cement	
	N	%	N	%
Strongly Disagree	13	6.50	12	6.00
Disagree	25	12.50	40	20.00
Neutral	35	17.50	46	23.00
Agree	95	47.50	82	41.00
Strongly Agree	32	16.00	20	10.00
Total	200	100.00	200	100.00

In the work life balance section, the first statement was satisfaction with influence of work on family life means to what extent do the employees satisfied with the space they get after office routine. In response to this statement, mostly employees were satisfied at an average level. In JK Cement 47.50% were agree, 16% were strongly agree, 17.5% were neutral, 12.50% were disagree and 6.5% were strongly disagree. On the other hand, in Vikram cement 41% were agree and 10% were strongly agree, 23% were neutral, 20% were disagree and 6% were strongly disagree. Thus, at an overall level the extent of agreement with the given statement was on little above average level in both the organizations hence it can be said that employees of both the organization were not much complain about influence of work on family life.

TABLE 8: COMFORT WITH SCHEDULE OF WORK AND REST

Response	JK Cement		Vikram Cement	
	N	%	N	%
Strongly Disagree	15	7.50	8	4.00
Disagree	14	7.00	59	29.50
Neutral	35	17.50	46	23.00
Agree	101	50.50	70	35.00
Strongly Agree	35	17.50	17	8.50
Total	200	100.00	200	100.00



The objective of this question was to know that to what employees are satisfied with balance between work life and rest life. In response to this question in JK Cement 50.5% were agree, 17.5% were strongly agree, 17.5% were neutral, 7% were disagree and 7.5% were strongly disagree. Whereas in Vikram cement 35% were agree, 8.5% strongly agree, 23% were neutral, 29.5% were disagree and 4% were strongly disagree. Thus, data suggests that level of agreement was high in JK Cement as compared to Vikram Cement that there is balance between work and rest.

TABLE 9: COMFORT WITH WORK INFLUENCE ON THE POSSIBILITY OF LEISURE

Response	JK Cement		Vikram Cement	
	N	%	N	%
Strongly Disagree	9	4.50	17	8.50
Disagree	11	5.50	39	19.50
Neutral	31	15.50	51	25.50
Agree	110	55.00	72	36.00
Strongly Agree	39	19.50	21	10.50
Total	200	100.00	200	100.00

In the given statement it was asked that to what extent work influence their leisure time. In response to this question, the satisfaction level of employees of JK Cement was higher as compared to satisfaction level of employees of Vikram cement. In JK Cement 55% were agree, 19.5% were strongly agree, 15.5% were neutral, 5.5% were disagree and 4.5% were strongly disagree whereas in Vikram cement 36% were agree, 10.5% were strongly agree, 25.5% were neutral, 19.5% were disagree and 8.5% were strongly disagree. Thus, proportion of employees who agree with the statement was high in JK Cement as compared to Vikram Cement.

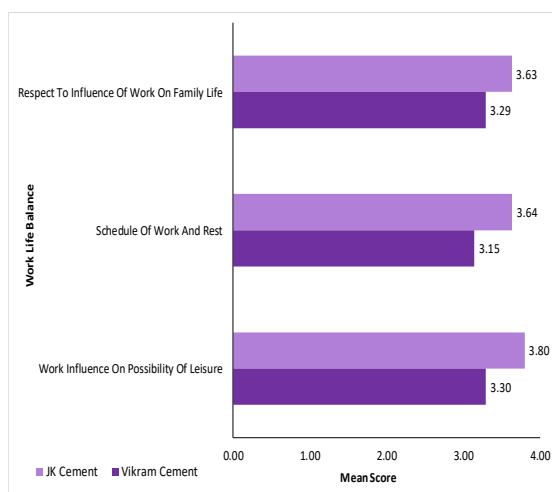


Fig.5: comfort with influence of work, schedule of work and rest and possibility of leisure

V. TESTING OF HYPOTHESIS

TABLE 10: WORK LIFE BALANCE AND EMPLOYEE COMMITMENT

Organization	N	Mean	SD	t	df	Result
JK Cement	200	3.69	0.95	4.60	398	***
Vikram Cement	200	3.24	0.99			

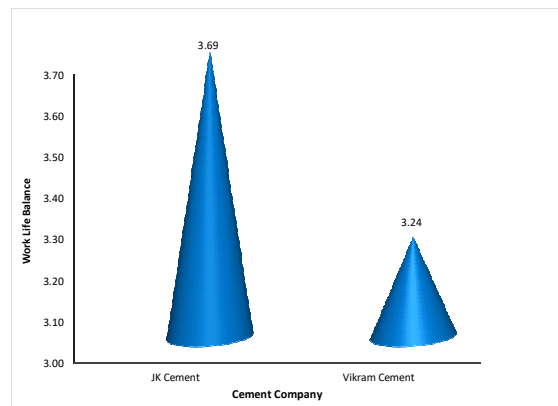


Fig.6:

work life balance and employee commitment

As far as work life balance is concerned the difference in the commitment level of employees of JK Cement and Vikram Cement was statistically highly significantly different ($t=4.60$, $p<0.001$). Though the commitment level of employees of both the organization was found to be at high level but commitment of JK Cement employees was significantly different and high above the commitment level of employees of Vikram Cement regarding work life balance. Hence, null hypothesis is rejected.

A. Summary of Hypothesis Testing

Hypothesis	Result
1. There is no impact of work life balance on organizational commitment.	Rejected

VI. FINDINGS

- The finding of the study revealed that there is great impact of individual difference on work life balance due to gender differentiation. As the female ratio is very less in the cement industries so sometimes it becomes difficult for them to manage the personal and professional life. They have huge burden of their

- family and children, they find it difficult to manage home and office at the same time.
- Individual differences on the basis of age, gender, marital status, education and designation have great impact on the commitment level of employees.
 - Work life balance and organizational commitment go hand in hand. The work life of employees reflects their commitment toward the organization. The high work life balance results in greater commitment.
 - Every individual differs in some or the other way. So the organization must believe the fact that individual differences arises in the organization and they have to focus on the retention of their productive employees.
 - The work life balance and commitment level of employees of J.K. Cement is found to be quite high when compared with employees of Vikram Cement. So organization must take measures to improve HR practices so that they can attract and retain the talent.

VII. SUGGESTIONS AND RECOMMENDATIONS

- Employees must set their boundaries and communicate openly their working hours to the employers so that they have clear boundaries.
- Live with a determination. So employees must manage themselves not time.
- Employees must focus on prioritizing the work in the following manner-
 - Important but not urgent.
 - Urgent but not important
 - Urgent and important, cannot be ignored.
 - Neither urgent nor important.
- Employees must be aware of their heights of completing the work. High task should be completed in the morning if they love to work in the morning hours and vice versa.
- Employees must perform a self analysis at the end of the day so that they know what they did.
- Employees must manage their mind by doing meditation, exercise, reading the books of their interest etc.
- They must develop habit of sitting with the persons who appreciate them and boost their morale in order to remain committed towards the organization.
- Employees must develop a habit of saying 'no' to the work which unnecessary drain their time and energy.
- Employees should focus on finding out 'me time' which is the best therapy for mental growth.
- For better work life balance, the employees must communicate their needs and desires to the employers.
- Employee should develop a habit of preparing 'to do list' so that they can manage their time effectively with proper balance.
- Employer must focus on re- energizing the work place to ensure the highly committed environment.

- Employers must implement a flexible work schedule to ensure work life balance.
- Allow employees to work outside the organization which remarkable improve their work ethics, commitment and job satisfaction.
- Employer need to understand the link between the job of the employees and organization's mission.
- Ensure future growth and development of employees in order to gain their commitment.
- Employers should encourage effective work rather than more work.
- Along with the physical fitness, mental fitness is also very essential to have a proper balance so employer should promote the creativity of their employees and improve their commitment.
- Employers must promote social activities at work place to reduce the stress level of employees.
- Faith is all about believing your employees so employer must have faith in their employees only than they will remain with the organization and will show high commitment.

VIII. CONCLUSION

Every individual have distinctive existence in this world. "We live alone, we die alone". "Everything else is just a hallucination." Every single second that has occurred in every individual's life is different from the others. And those seconds mould us as the person we are today. From the above research it can be concluded that work life balance and organizational commitment are the two major elements that cannot be ignored. Individual differences exist in every organization and it may influence every human being in a different way. Age, gender, marital status, qualification etc plays a major role in balancing the work life and improving commitment level of employees. A balanced work life may results in higher productivity, lower absenteeism, happy and stress free man power, great employee loyalty, high commitment and motivation. A positive work life balance strengthens the goodwill of the organization, reduce conflicts and build a loyal work force. In our study we find that individual difference exist in both the organization so they must focus on promoting good HR practices to ensure work life balance, organizational commitment and employee retention. Happy employees are considered as a boon for the organizations. Work life balance is very crucial for employee as it brings lot of challenges so organizations should focus on promoting such policies which ensures betterment of their manpower at every point of time.

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