# A STUDY OF EMPLOYEES' PERCEPTION TOWARDS JOB SATISFACTION, ORGANIZATIONAL CLIMATE AND WORK LIFE BALANCE.

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## ABSTRACT

*In the present research paper, an attempt has been made to understand the effect of job status on the employees' perception regarding job satisfaction, organizational climate, organizational level initiatives, work life balance oriented HR policies, satisfaction from HR policies, maintaining WLB is mutual responsibility of employees and employer and work life balance leads to organizational success and effectiveness. For this purpose, perceptions of the employees have been analysed on basis of job status.  The chi- square test was applied to know the dependence of above variables and demographic factor (job status) among the em-ployees in SJVN Ltd (Satluj Jal Vidyut Nigam Ltd).*

*Keywords: Organizational climate, job satisfaction, work life balance*

## INTRODUCTION

 Employee perception is a core driver of engagement and performance and organizational growth. Just the perception that treatment is unfair can have overwhelming effects on the organization. It creates a climate of distrust and increase voluntary turnover and absenteeism. In an organization, what matters the most are the employees and so what they perceive about the organization itself becomes key to its growth.  Perceptions depend on the attitudes and beliefs of the employees. Previous research based on demographics of employees have witnessed significant differences in attitudes and beliefs which affect their perceptions.

## SCOPE OF THE RESEARCH

The present study in this section has been designed to assess the influence of job status perceiving different aspects of job satisfaction, organizational climate, and work life balance. For this purpose, respondents of SJVN Ltd. were grouped into three categories as (212) 53 percent respondents executives, (122) 31 percent supervisors and (65) 16 percent workmen. Job status was taken as an independent variable. The study examined the perception of employees towards job satisfaction, organizational climate, organizational level initiatives and work life balance-oriented HR policies, general HR policies, WLB as mutual responsibility and work life balance for the organizational success and effectiveness. The chi- square test of independence has been applied to determine any significant

association between these facets and job status of the employees.

## OBJECTIVES

- To understand the impact of demographic differences on perception of employees towards job satisfaction

- To study the relationship between job status and perception towards organisational climate.

- To analyse the perception of employees towards work life balance.

## REVIEW OF LITERATURE

The main purpose of review of literature is to convey what knowledge and ideas have been established in a topic, and what their strengths and weakness are. It allows the researcher to be updated with the state of research in a field and any contradictions that may exist which challenges findings of other research studies.

**Srivastav, A. K. (2009)** conducted a study on "Heterogeneity of Organizational Climate". It was aimed to enhance the understanding of organizational climate, its nature and complexity across different types of groups formed in the selected company. The data were obtained from a sample 453 executives from each production unit and from the corporate headquarters. The results showed that different types of climate promoted different kinds of employees behavior. Moreover, this study contributed to the formulation of a contingency model to help managers to effectively manage and develop employees for higher organizational effectiveness. It was concluded that the knowledge of organizational climate obtained in different parts of company would help better understanding, prediction, and management of employees" behavior across the constituents groups within the company.

**Dubey Supriti et al. (2010)** attempted to identify the impact of various personal factors like family support, proper health and diet, age and work life balance of working women. In their study on "Work Life Balance: Can Women be both Bearer and Managers". They tried to explore, employer"s contribution in balancing women employees" personal and professional life and impact of various factors like fair compensation, fringe benefits, training programs and their quality, working environment (infrastructure, setting arrangement, ambience) and other schemes on work life balance. It was observed that the motivating environment improves efficiency and performance of employees. There study revealed a significant association between age, training programs of female respondents and their ability to balance work life. Furthermore, a significant relationship was found between family support and ability to balance work life balance. Finally, they concluded that for successfully achieving work life balance, depends not only on organizations but similar efforts from family are also desirable. It was suggested that organizations need to create congenial conditions in which employees can balance work with their personal needs and desires.

**Rodrigues George and Gowda Purushotama (2011)** conducted a study on "A study of Organizational Climate in Professional College Libraries and Information Centre in Mangalore city". They made attempt to find significant differences among the types of professional college libraries with regards to organizational climates and to identify the factors of organizational climate which are responsible for better organizational climate and employees" satisfaction. The survey showed that job security, performance evaluation and guidance, appointments and promotions play a positive role in maintaining the level of satisfaction. While responsibility and decision-making aspects play a negative role. They finally concluded that by providing better physical facilities, strengthening the reward system,

maintaining better intercessional relations, job security, and promotion facilities provided for increased level of satisfaction leads to better organizational climate.

**Purohit Baskar and Wadhwa (2012)** used a comprehensive framework in their study on "Organizational Climate from viewpoint of motivation in district hospital, India". The overall objective was to study and assess the organization climate of a District Hospital. A total of 66 staff all from the same district hospital participated in the study that included 12, class I specialist doctors, 14 class II doctors and 40 class III staff. The data were collected by using a validated instrument called motivational analysis of climate. The study has taken twelve dimensions of organizational climate, ranked by individuals according to their perception. This study indicated that the organizational practices in these district hospitals were similar to that of the government offices, where subordinates have no participation in decision making and they have to follow the conventional rules of the organization. It was concluded that such organizations have clearly laid communication channels controlled by higher authorities and representing typical characteristics of a bureaucratic organization

**Yadav, K. Rakesh and Dabhade Nishant (2013)** conducted a study on **"**Work Life Balance amongst the Working Women in Public Sector Banks- a case study of State Banks of India". They attempted to figure out the working environment of public sector banks for women employees and what is the perception of women about the initiative and polices of banks and effects of those initiatives on their lives. For this study, Chi Square test is applied to check the authenticity of data given by the respondents. The research was conducted among working women in banks with special reference to SBI, Bhopal (M.P.) city head office. The study empathized on factors which affect the balance of work and life i.e. social factors, psychological factors, working environment type

of job, job satisfaction, family background, scheduled at home and life stage. It was revealed that the pressure of work or personal life can lead to stress. Moreover, such situation affects person's health both physiologically and psychologically. Further, it was found that work life balance of employees was an important input in designing appropriate policies for employees to address work life balance issues. It was concluded that work-life balance is not a problem to be solved. It is an ongoing issue to be managed. It was recommended that work-life balance initiatives should be designed to help employees to balance their work and personal life.

**Agarwal Parul (2014)** attempted to study "A Study of Work Life Balance with Special Reference to Indian Call Center Employees". A sample of 200 employees was taken from 10 call centers in Delhi and NCR. The data was collected through questionnaire and analyzed with the help of various statistical tools such as Z- test and Independent T test. The study revealed a significant impact of nature of job on work life balance of call center employees. Some of them reported the feeling of getting „sandwiched" between their personal and work demands. It was further revealed that there was no significant impact of nature of job on work life balance with respect to call center employees. The male and female employees perceived different challenges with respect to work life balance. There was no difference in the work life balance of day and night shift call centre employees. It was concluded that Work-life programs have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge particularly during the difficult economic times. In today's global marketplace, as ITES firms aim to reduce cost, it was necessary to understand the critical issue of work-life balance and to champion work-life programs. This would offer a win-win situation for employers and employees.

**Adeyemo, Dzever D. A.et al (2015)** in their study "Organizational Climate, Leadership Style and Emotional Intelligence as Predictors of Quality of Work Life Among Bank Workers in Ibadan, Nigeria" investigated the effects of organizational climate, leadership style and emotional intelligence on the quality of work life. A sample of two hundred and fifty bank workers has been drawn from selected commercial banks within Ibadan metropolis. An organizational Climate Scale developed by Pathe Chaudhari and Dhar (2001) was administered to explore the general opinion of working managers of different organizations. Leadership behavior description Questionnaire constructed by Stogdill (1974), Emotional Intelligence Scale and Quality of work-life scale was also used for the collection of data. It was revealed that the three variables contributed significantly to quality of work life of the participants with leadership styles as the most effective predictor in the study. They pointed out that there was also a significant difference in quality of work life among employees with democratic, autocratic and laissez faire leadership with contributions of democratic style being the most effective. Thus, it was recommended the organizational climate, leadership style and emotional intelligence should be given more attention in order to enhance productivity in organizations.

**Nivethitha, J., Brindha, G. (2016)** their article enlightens **"**A study on Work - Life Balance among employees in IT sector." focused on the level of satisfaction of the employees by analyzing their abilities and how they are balancing their work and family life. It was aimed to study the work life balance of the employees in IT Industry and the initiatives taken by the employees to balance their work at office and at home. The study revealed that most of the respondents experienced difficulties in work-life balance. It was found that the existence of work- life balance programs, policies and initiatives at the organizational level

was significant but not necessarily sufficient. Guidelines established at the governmental, industry and sector levels, as well as the ability of individuals to capitalize on existing work-life balance programs are to be connected. Further, it was revealed that health programs ranked highly as benefits that promote work-life balance; this may be attributed to the health risks involved in IT companies as well as the importance of being healthy and health-related concerns to the employees. Paid paternity, maternity, career leaves and breaks, as well as flexible work schedules like flextime and offsetting are generally considered important in promoting work life balance as these may contribute to time for family. It was further recommended that there is a need to evaluate the existing policies and thrusts of Department of Labor and Education and the government in general in terms of work-life balance policies. The government should rethink its role, especially in the monitoring of IT companies to further protect the IT workers. It was finally concluded that accomplishing work-life balance is a complex issue that requires the interaction and cooperation of social actors at national, governmental, organizational, as well as the individual-worker Level.

**Agha, K., Azmi, F. T., and Irfan, A. (2017)** in their study on "Work-Life Balance and Job Satisfaction: An Empirical study Focusing on Higher Education Teachers in Oman" made an endeavor to measure work- life balance and job satisfaction of teachers. They tried to explore the relationship between work – life balance, teaching satisfaction and job satisfaction. For the present study, the demographic variables considered were gender, nationality, educational status, number of years of experience, and current grade in organization. A sample of 625 teachers from both public and private higher education institutions in Oman was taken. It was found that the hypothesized demographic variables did not have a significant influence on the relationships. Findings of the

study revealed that work interference with personal life and personal life interference with work had negative relationship with job satisfaction, work and personal life enhancement has been found positively related with job satisfaction. Further, there were also found a positive relationship between teaching satisfaction and job satisfaction. It was concluded that work and personal life need to be integrated in a smooth manner and should not be left to impact on each other in a negative way. This balance or imbalance effects the overall performance of the teachers as well as the overall performance of the organization. In organizations where employees perceived that work-life balance policies like flexi time, family-friendly benefits, work-life programs and initiatives subsist, it showed that employers were concerned about the well-being of their employees. As a result, employees" job satisfaction was enhanced leading to heightened levels of commitment and loyalty to the organizational goal.

**Krishanan Ramesh (2018)** "The effect of job satisfaction and work life balance on employee task performance" The main purpose to examine the role of job satisfaction and work life balance on task performance of academic staffs in selected public higher learning institution in Malaysia. The study revealed that the positive association between job satisfaction and work life balance on academicians' task performance. The findings further disclosed that job satisfaction tends to be the strongest predicator of academicians' task performance compared to work life balance.

## RESULTS AND DISCUSSION

The relevant data is presented in table 1.1. It is obvious from the table that 66.5 percent executives were partially satisfied with the job whereas 27.8 percent have admitted higher satisfaction with job. It is interesting to note that no officer in this category has shown dissatisfaction with their present job. Similarly, in case of supervisors, only meagre proportion has shown dissatisfaction with the job. In contrast, majority of workmen were highly satisfied with the present job. It gives the inference that employees in SJVN Ltd. are partially satisfied with present job. Further, chi- square test of independence revealed that occupational status plays an important role in determining the satisfaction level of employees. Job status of employees and their perception regarding satisfaction with their present job are significantly associated with other. On the basis of revelations made in the study, it is therefore established that low level of job satisfaction affects the overall production and profitability of the organization. The findings of the study are in contrast to the reports of Kaur Rajwant (2014) who revealed no significant association of occupational status with job satisfaction level of employees. The study suggests that organizations should take more initiatives to improve job contents which will help to increase the level of job satisfaction and consequently reduce the level of job stress.

**Table 1.1**

**Job Status and Job Satisfaction: An Analysis**

| Post held | Present job | | | | Total |
|-----------|-------------|---|---|---|-------|
| | **Dissatisfied** | **Undecided** | **Partially Satisfied** | **Highly Satisfied** | |
| Executives | 0 (0.0) | 12 (5.7) | 141 (66.5) | 59 (27.8) | 212 (100) |
| Supervisors | 6 (4.9) | 7 (5.7) | 63 (51.6) | 46 (37.7) | 122 (100) |
| Workmen | 0 (0.0) | 2 (3.1) | 26 (40.0) | 37 (56.9) | 65 (100) |
| Total | 6 (1.5) | 21 (5.3) | 230 (57.6) | 142 (35.6) | 399 (100) |

$x^2$ =33.545          p value =.000          C =.278

**Note:**     Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.1**

**Job Status and their Satisfaction from Present Job**
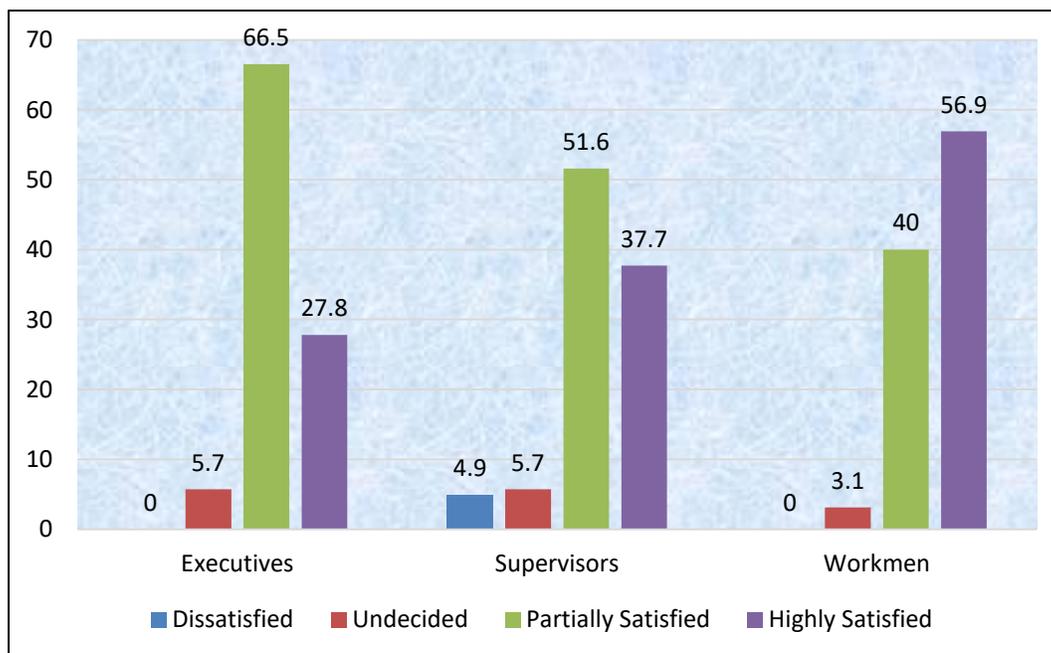
Employees' perception about the climate influences the employees' involvement and commitment to the organization. So, the perception of the employees about the organizational climate facilitates the organization in achieving its goals. The present study has been taken to assess the perception of employees towards the climate of their organization on basis of job status. Table 1.2 presents the results of the analysis and conveys that majority of respondents perceive good organizational climate in SJVN Ltd. They think that organizational climate depends upon job satisfaction, continuous motivation, training and development, supportive management, optimistic interpersonal relationship and encouraging work environment. Only a negligible percentage of respondents in three groups

have rated the organizational climate as an average. The analysis further depicts that a good count of respondents has perceived excellent organization climate in SJVN Ltd. The significant value of chi-square test of independence at five percent level, points out that job status of employees influences their perception towards the organizational climate. Thus, it can be concluded that the job status appeared to affect individual's perception towards organizational climate. The findings of the study are in tune with the reports of **Jianwei Zhang, Yuxin Liu (2010)** who concluded that position in the organization had significant effects on organizational climate. Therefore, it can be suggested to improve the motivational factors such as core values and supervisors' effectiveness and efficiency.

**Table 1.2**

**Job Status and Organizational Climate: An Analysis**

| Post held | Organizational Climate | | | | Total |
|---|---|---|---|---|---|
| | **Poor** | **Average** | **Good** | **Excellent** | |
| Executives | 14 (6.6) | 22 (10.4) | 120 (56.6) | 56 (26.4) | 212 (100) |
| Supervisors | 1 (0.8) | 30 (24.6) | 54 (44.3) | 37 (30.3) | 122 (100) |
| Workmen | 1 (1.5) | 6 (9.2) | 33 (50.8) | 25 (38.5) | 65 (100) |
| Total | 16 (4.0) | 58 (14.5) | 207 (51.9) | 118 (29.6) | 399 (100) |

$x^2$=24.675        p value =.000        C =.241

**Note:**    Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.2**

**Job Status and Organizational Climate**
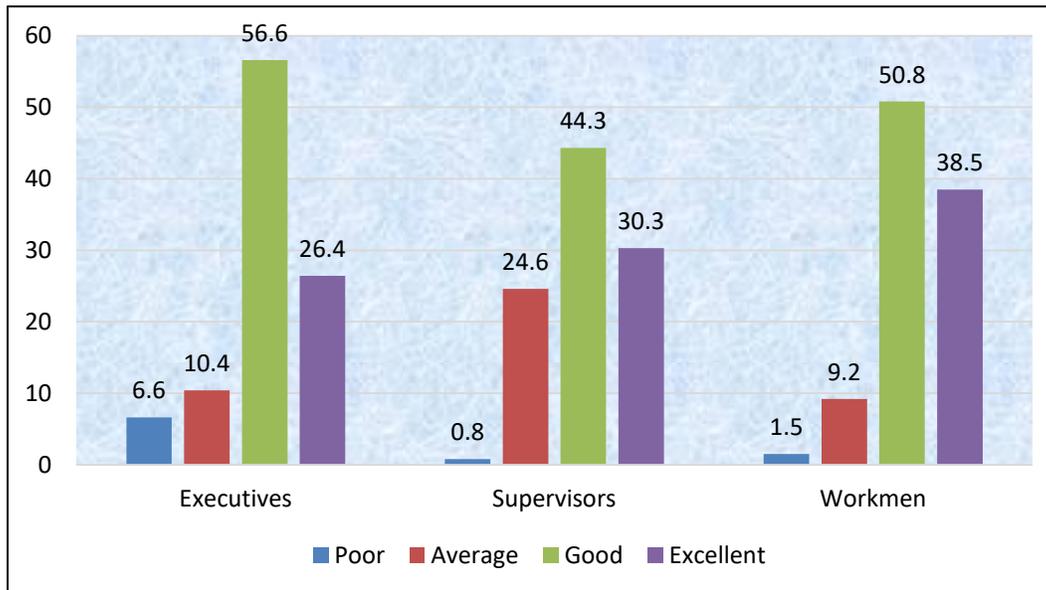


Work plays an important role in everyone's life. Work influences employees' attitude, performance and commitment to the organization. Higher satisfaction from work makes employees contented and they experience low level of stress. On the other hand, dissatisfaction from the job increases job stress and affects employees' emotional and physical health. Emotional imbalance affects their ability to maintain balance between work and personal domain. So, quality of work life is desirable to achieve work life balance. The association between job status and opinion of the respondents regarding satisfaction from work life has been portrayed in table 1.3. The table reveals that mainstream of respondents are in favour of the statement that satisfaction from quality of work life plays an important role in maintaining wok life balance. A negligible portion of employees have shown their disagreement with the said statement and have different opinion. The chi- square test of independence shows insignificant results pointing to the similarity of opinions among all the three groups. It has been revealed that job status and employee's perception towards importance of job satisfaction in maintaining work life balance are not significantly associated to each other. It further summarizes that in SJVN Ltd., employees irrespective of their job status think in similar ways about the said perception. The results of the present study are in tune with the report of Agha K. Azami F.T. and Irfan A. (2017) who revealed that job status has a significant influence on the relationship between occupational status and their ability to balance their work with personal life.

**Table 1.3**

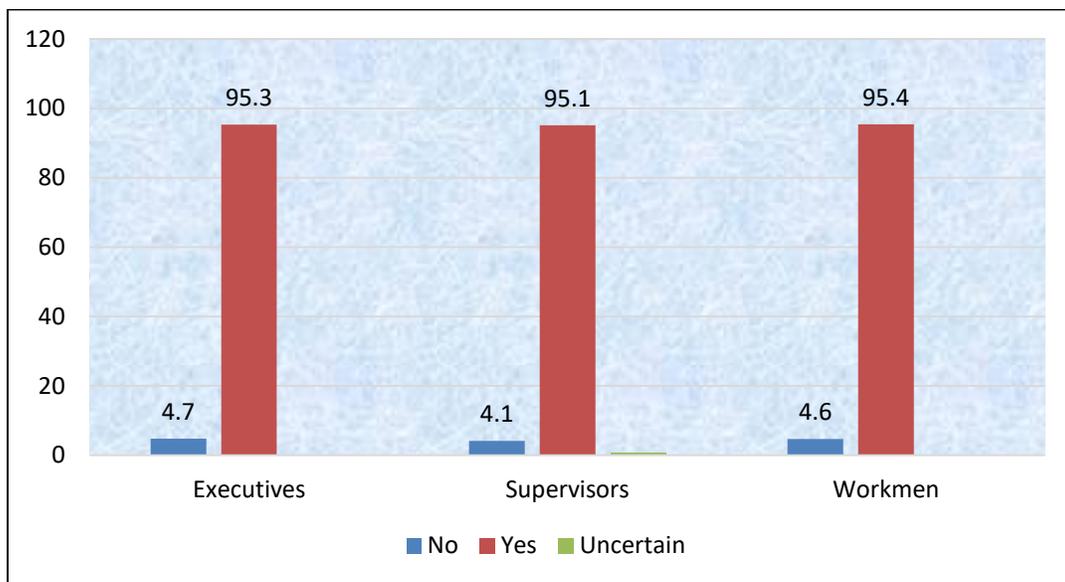**Work Life and Personal Life Balance: An Analysis**

| Post held | Work Life and Personal Life Balance | | | Total |
|---|---|---|---|---|
| | **No** | **Yes** | **Uncertain** | |
| Executives | 10 (4.7) | 202 (95.3) | 0 (0.0) | 212 (100) |
| Supervisors | 5 (4.1) | 116 (95.1) | 1 (0.8) | 122 (100) |
| Workmen | 3 (4.6) | 62 (95.4) | 0 (0.0) | 65 (100) |
| Total | 18 (4.5) | 380 (95.2) | 1 (0.3) | 399 (100) |

$X^2$ =2.339          p value =.674      C =.076

**Note:**    Figure in parenthesis shows percentages.

**Source:**  Data collected through questionnaire.

**Fig. 1.3**

**Work Life and Personal Life Balance**



This analysis has been made to see any significant association between respondent's perception about organizational level initiatives to maintain work life balance and job status. Table 1.4 portrays that initiatives taken by organizations are important to achieve better work life balance. The respondents feel that if organizations take care of the family needs of their employees, the efficiency and commitment of employees will surely increase. However, when statistically examined, the chi-square test of independence revealed that job status of employees and their perception towards the

importance of organizational level initiatives in maintaining work life balance are not significantly associated with each other. Job status has no effect on such perception. Irrespective of the position held in the organization, employees feel in the same way.

Thus, it can be concluded that SJVN Ltd. can help its employees to achieve better work life balance by providing better organizational climate and formulating and implementing family friendly policies.

**Table 1.4**

**Organizational Level Initiatives towards Work Life Balance: An Analysis**

| Post held | Organizational Level Initiatives | | Total |
|---|---|---|---|
| | **No** | **Yes** | |
| Executives | 42 (19.8) | 170 (80.2) | 212 (100) |
| Supervisors | 24 (19.7) | 98 (80.3) | 122 (100) |
| Workmen | 14 (21.5) | 51 (78.5) | 65 (100) |
| Total | 80 (20.1) | 319 (79.9) | 399 (100) |

$x^2$ =.108  p value =.947      C =.016

**Note:**    Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.4**

**Organizational Level Initiatives towards Work Life Balance**
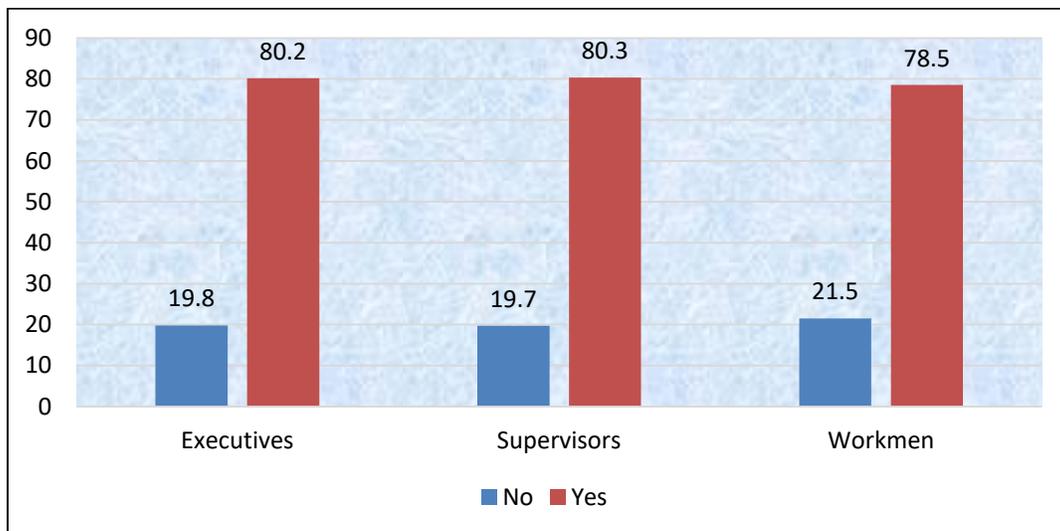
This study has been conducted with the view of determining the satisfaction level of the respondents holding different job status with work life balance-oriented HR policies and provisions in SJVN Ltd. The findings in this context are reported in the table 1.5 It is evident that mainstream of the respondents in all three groups based on job status have expressed partial satisfaction with these policies and provisions. While observing the respondents, who have shown higher satisfaction with work life-oriented HR policies of their organization, a sizable portion of respondents have supported the results. It is interesting to note that no employee in the categories of supervisors and workmen have shown dissatisfaction with work life policies and provisions of SJVN Ltd. whereas, in executives' class, a very

negligible percentage of respondents have expressed dissatisfaction with said policies and provisions. The observed chi- square value at 5 percent level has confirmed there is no association of employees' job status with their satisfaction level with work life balance-oriented policies and provisions. The value of contingency coefficient also confirms a high degree of association. Thus, it can be concluded that job status does not play any role in determining their satisfaction level with work life balance-oriented HR policies. It is further suggested that there is a need to improve work life balance-oriented HR policies and provisions in SJVN Ltd. Flexible working hours, job sharing, and sabbatical leave can act as a great motivator and enhance employees' efficiency and commitment towards the organization.

**Table 1.5**

**Work Life Balance oriented HR Policies and Provisions: An Analysis**

| Post held | Work Life Balance oriented HR Policies and Provisions | | | | | Total |
|---|---|---|---|---|---|---|
| | Highly Dissatisfied | Dissatisfied | Undecided | Partially Satisfied | Highly Satisfied | |
| Executive | 0 (0.0) | 8 (3.8) | 39 (18.4) | 121 (57.1) | 44 (20.8) | 212 (100) |
| Supervisors | 1 (0.8) | 0 (0.0) | 25 (20.5) | 67 (54.9) | 29 (23.8) | 122 (100) |
| Workman | 0 (0.0) | 0 (0.0) | 8 (12.3) | 37 (56.9) | 20 (30.8) | 65 (100) |
| Total | 1 (0.3) | 8 (2.0) | 72 (18.0) | 225 (56.4) | 93 923.3) | 399 (100) |

$x^2$ =13.156          p value =.107        C =.179

**Note:**     Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.5**

**Work Life Balance oriented HR Policies and Provisions**
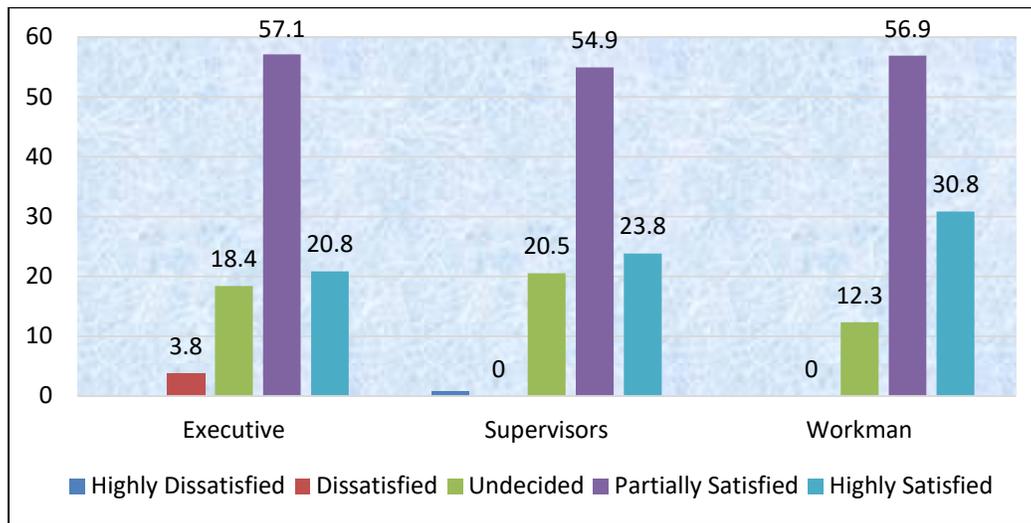


Human resource policies are the general guidelines which help managers in decision making regarding human resource practices. Organizations should follow fair and uniform human resource policies. The following analysis has been made on the basis of the perception of employees with respect to HR policies in SJVN Ltd. Table 1.6 examines the perceptions of the respondents with regard to standard and rational HR policies of SJVN Ltd. in different job status groups. The table shows that a considerable number of the respondents in all three groups feel that standard and rational Human Resource policies are followed in SJVN Ltd. It is important to note that majority of respondents have expressed their inability to say anything regarding HR Policies in their organization. They think that most of the time HR policies are not formulated and communicated properly. So, they feel lack of awareness. The chi-square test of independence revealed that perception of employees towards standards and rational HR policies does not vary according to their job status. It is further concluded that employees' opinion regarding the said statement and job status of the employees are not associated to each other. The analysis calls for the need to improve implementation of HR policies. A strong communication network of SJVN Ltd. can help to make employees familiar with its various HR policies. Thus, it is recommended that the employees should be kept up to date about the HR policies and provisions through conferences, periodical bulletins and informal discussions with them. SJVN Ltd. should strengthen its communication network to improve the access rate to these policies

**Table 1.6**

**HR Policies of SJVN Ltd.: An Analysis**

| Post held | HR Policies | | | Total |
|---|---|---|---|---|
| | Can't say | No | Yes | |
| Executive | 94 (44.3) | 27 (12.7) | 91 (42.9) | 212 (100) |
| Supervisors | 58 (47.5) | 16 (13.1) | 48 (39.3) | 122 (100) |
| Workman | 24 (36.9) | 6 (9.2) | 35 (53.8) | 65 (100) |
| Total | 176 (44.1) | 49 (12.3) | 174 (43.6) | 399 (100) |

$X^2$ = 3.780          p value =.437        C =.097

**Note:**     Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.6**
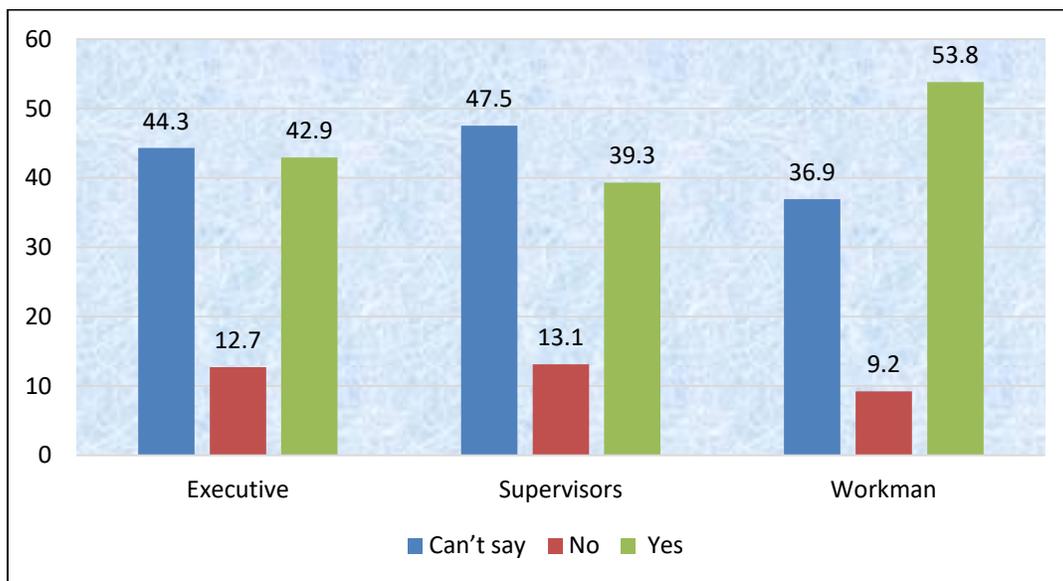
**HR Policies of SJVN Ltd.**



Table 1.7 gives an analysis if the employees in different status group agree that Work Life Balance is mutual responsibility of employer and employees. It has been noted that Work Life Balance is a mutual responsibility of employer and employee both as opined by majority respondents. They feel that stress can be coped away at individual level or at organizational level. The individuals can form their strategy based on self- control.   They further revealed that they go on morning Walks, Yoga and Meditation to manage their occupational stress. A low   percentage   of   respondents   think   that

maintaining work life balance is individual's responsibility. They have a different point of view comparing to the majority. The Chi- square test of independence has revealed that there is no significant relationship between employees' perception and their job status. They think similarly irrespective of their different job status. Thus, it can be concluded that irrespective of the job status, employees admitted that SJVN Ltd. organizes stress management workshops, lectures, counselling which are very helpful to them.

**Table 1.7**

**Work Life Balance as mutual responsibility of Employer and Employee: An Analysis**

| Post held | Work Life Balance as mutual Responsibility | | Total |
|---|---|---|---|
| | No | Yes | |
| Executives | 11 (5.2) | 201 (94.8) | 212 (100) |
| Supervisors | 15 (12.3) | 107 (87.7) | 122 (100) |
| Workmen | 4 (6.2) | 61 (93.8) | 65 (100) |
| Total | 30 (7.5) | 369 (92.5) | 399 (100) |

$X^2$ = 5.832          p value =.054      C =.120

**Note:**     Figure in parenthesis shows percentages.

**Source:**  Data collected through questionnaire.

**Fig. 1.7**

**Work Life Balance as mutual responsibility of Employer and Employee**
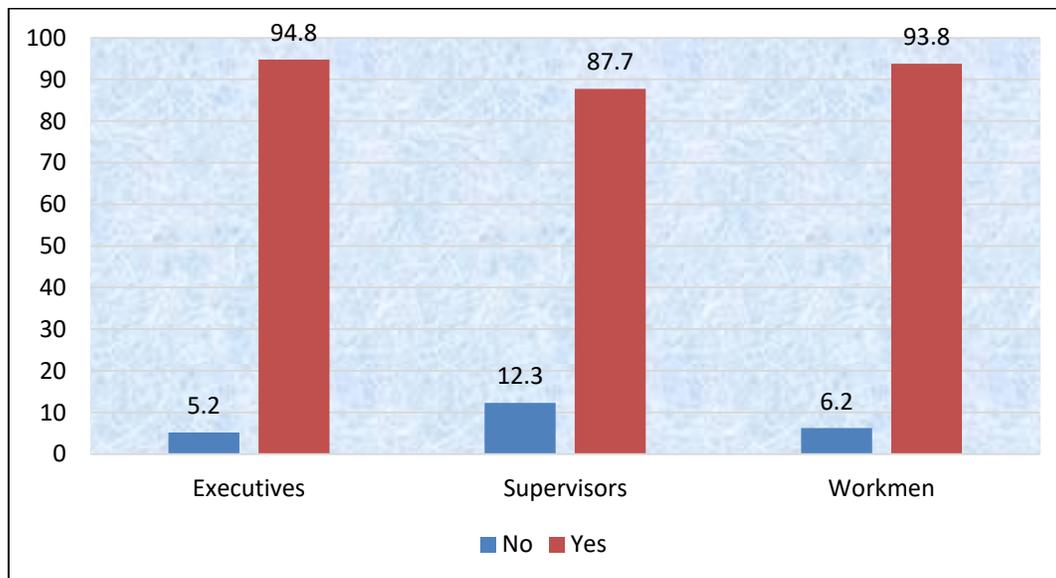


Employees experience favourable work life balance tends to have higher level of job satisfaction. A high level of satisfaction with his own work life balance implies a higher level of employee's loyalty for the

organization and lower intention to change to another organization. Overall, a perceived satisfaction with work-family-balance leads to life satisfaction and results in organizational success and effectiveness. The following analysis has been carried out to explore the association between job status of employees and their thinking pattern towards work life balance leads to organizational success and effectiveness. Table 1.8 revealed that majority of the respondents has strongly agreed that work life balance leads to organizational growth. It is interesting to note that all respondents in workmen group have supported the results. Not even a single respondent has shown different point of view in

workmen group. A negligible percentage of executives and supervisors' group have expressed opposite opinion in this regard. They feel that work life balance is important for the success of any organization for attracting and retaining talented employees. The chi- square test of independence indicated that job status of employees and their perception regarding the said statement are not significantly associated with each other. Therefore, it can be concluded that irrespective of their occupational status, employees think that work life balance leads to organizational success and effectiveness.

**Table 1.8**

**Work Life Balance for Organizational Success and Effectiveness: An Analysis**

| Post held | Work Life Balance for Organizational Success and Effectiveness | | Total |
|---|---|---|---|
| | **No** | **Yes** | |
| Executives | 9 (4.2) | 203 (95.8) | 212 (100) |
| Supervisors | 2 (1.6) | 120 (98.4) | 122 (100) |
| Workmen | 0 (0.0) | 65 (100) | 65 (100) |
| Total | 11 (2.8) | 388 (97.2) | 399 (100) |

$x^2$ = 4.163          p value =.125      C =.102

**Note:**    Figure in parenthesis shows percentages.

**Source:** Data collected through questionnaire.

**Fig. 1.8**

**Work Life Balance for Organizational Success and Effectiveness**
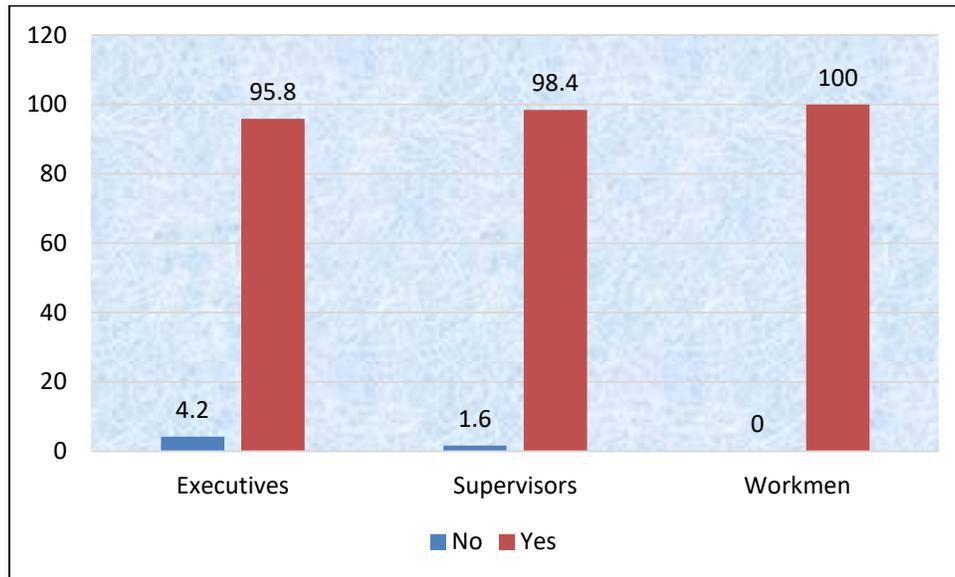


## CONCLUSION

The results, in overall indicated that employees perceive differently about satisfaction level from their present job and organizational climate. The results, however do not support the association of job status with perception about importance of organizational initiatives, importance of WLB to maintain work and family balance, WLB oriented HR policy, overall HR policy, work life balance as mutual responsibility and WLB for organizational success and effectiveness. On basis of results, it can be concluded that demographic differences between the various employee groups subsist on some variables and not on another variables.

From the above discussion, it can be concluded that organization can be facilitator in achieving work life balance of employees through its various work life policies and programs as well as better organizational climate. It is further suggested that the employees should be kept up to date about the HR policies and provisions through conferences, periodical, bulletins and informal discussions with them. Organizations should strengthen its communication network to improve the access rate to these policies and increase employees' satisfaction with it. Thus, it is recommended that SJVN Ltd. needs to build congenial conditions in which employees can balance work with their personal needs and desires.

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