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A STUDY ON THE WORK LIFE BALANCE OF THE WORKERS AT STATE EXPRESS TRANSPORT CORPORATION, PUDUCHERRY

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BONAFIDE CERTIFICATE

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ABSTRACT

This report presents the findings of an audit that was carried out to gain information on workers experience of work-life balance policies and practices at the State Express Transport Corporation (hereafter mentioned as SETC). The Audit was conducted using a series of Questionnaire which relates to the Work Life Balance. The report also outlines the meaning of work-life.

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. It is important for employers to support work-life balance to comply with legal requirements that afford working parents the right to request to work flexibly, to promote equality of opportunities by ensuring that staff with caring responsibilities is not disadvantaged in the workplace, and to widen access to paid work and career opportunities.

There is also a strong business case in support of work-life balance. Evidence from independent research as well as from employers' own assessments of flexible working practices shows that helping staff to strike a balance between paid work and personal life can lead to improved recruitment and retention, reduction of absenteeism, and an improved staff commitment and productivity.

The questionnaire was designed to:
• Elicit information on views of the workers towards work-life balance.
• Investigate the current use and implementation of the policies and practices that support work-life balance at SETC.
• Assess potential demand for flexible working.
• Examine the experience of staff.

Based on the findings of this audit a number of recommendations have been formulated that include the need to:

• Clearly communicate SETC's commitment to work-life balance, to raise awareness and to improve knowledge and understanding of its policies and practices that support work-life balance.

• Undertake a review of existing policies and improve current practices on flexible working arrangements.

• Ensure fairness and consistency in the way that the policies support work-life balance is implemented.

• Promote a work-life balance culture and encourage innovative approaches to flexible working.

• Share and extend existing good practice.

• Consider the implications for work-life balance in relation to workloads and work outside conventional hours.

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CHAPTER 1

1. INTRODUCTION

1.1 WORK LIFE BALANCE – BRIEF INTRODUCTION:

Work-life balance is, literally, balancing the demands, the amount of time and effort, given to work and the workplace, and that given to the individual's domestic, personal, family, and social life. A vital factor in achieving an appropriate work-life balance is ensuring that the work element does not dominate, and-or that it is not causing damage to the individual through the effects of negative stress. It is most unusual to find people with a work-life balance that is dominated negatively by their life outside the workplace. It is almost always the workplace activity that dominates and often negatively.

For professionals undertaking personal and career development activities, the positive activity of personal development must be actively managed in order to ensure that it does not have a negative effect on stress levels and cause damage to the individual's work-life balance.

The increased awareness of the importance of managing stress and work-life balance effectively has given rise to approaches such as time management, managing stress, achieving work-life balance, managing personal development, and related approaches such as coaching and mentoring.

The tools and techniques within these approaches are valuable in helping individuals to manage stress and work-life balance more successfully. All of these are worth exploring in more depth. However, here we will focus on simple, well established actions that any individual can take themselves.

The expression was first used in the late 1970s to describe the balance between an individual's work and personal life. Over the past twenty-five years, there has been a substantial increase in work which is felt to be due, in part, by information technology and by an intense, competitive work environment. Long-term loyalty and a "sense of corporate community" have been eroded by a performance culture that expects more and more from their employees yet offers little security in return.

Many Americans are experiencing burnout due to overwork and increased stress. This condition is seen in nearly all occupations from blue collar workers to upper management. Over the past decade, a rise in workplace violence, an increase in levels of absenteeism as well as rising workers' compensation claims is all evidence of an unhealthy work life balance.

Employee assistance professionals say there are many causes for this situation ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology. According to a recent study for the Center for Work-Life Policy, 1.7 million people consider their jobs and their work hours excessive because of globalization.

These difficult and exhausting conditions are having adverse effects. According to the study, fifty percent of top corporate executives are leaving their current positions. Although sixty-four percent of workers feel that their work pressures are "self-inflicted", they state that it is taking a toll on them. The study shows that seventy percent of US respondents and eighty-one percent of global respondents say their jobs are affecting their health.

Between forty-six and fifty-nine percent of workers feel that stress is affecting their interpersonal and sexual relationships. Additionally, men feel that there is a certain stigma associated with saying "I can't do this".

1.1.1 What Is Work-Life Balance?

Work-life balance has been widely discussed since the launch of a major government campaign in 2000 (Changing Patterns in a Changing World, DfEE, 2000). This initiative was aimed at encouraging employers to adopt flexible working arrangements such as job sharing, flexi-time, compressed hours and others, to help their employees to achieve a better balance between the demands of paid employment and those arising from their private life.

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. The way to achieve this is to adopt an approach that is "conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers" (Lewis, 2000: p.105). In order to engage employers in this process it is important to demonstrate the benefits that can be derived from employment policies and practices that support work-life balance, and the scope that exists for mitigating their negative effects on the management of the business.

1.1.2 Why does work life balance matter to employers?

The government's promotion of the work-life balance campaign is based on the evidence that there is a strong "business case" for adopting flexible working arrangements through their contribution to improved recruitment and retention of staff, employee satisfaction and work productivity.

Where is the evidence?

A major study funded by the Joseph Rowntree Foundation and carried out on a nation-wide level by researchers at the university of Cambridge (Dex and Smith, 2002), concluded that:

• There are positive effects on employee commitment from having family-friendly policies.

• Approximately nine out of every ten establishments with some experience of these policies found them cost effective.

• Increase in performance was associated with having one or other family-friendly policy in the case of five out of six performance indicators.

Demographic and Social Trends

Another powerful argument in support of work-life balance policies that cannot be ignored by employers is represented by current demographic and social trends.

Economic Goals.

Work-life balance policies and practices are also instrumental to ensure that some important economic goals are achieved particularly with regard to women's employment and earnings. The European Union has set a goal of increasing the number of women in work to more than 60% by 2010 (The Social Situation in The European Union, 2001). Although the domestic figures show that the UK is well ahead of this target, as overall 67% of women and 79% of men aged between 16-64 are in employment, there is still a significant gap between the percentage of men and women with dependent children who are in employment, 89% and 65% respectively. The gap widens considerably when one looks at the percentage of women in employment whose youngest child is aged 5 or under, in this instance only 53% work, and many of those do so on a part-time basis (Equal Opportunity Commission, 2003). Women's interrupted and patchy employment history has a detrimental effect on pension entitlements and leads to a high level of female poverty in old age. Therefore there is a compelling case for helping women to remain in employment throughout the years of child rearing by offering working patterns that are compatible with their childcare responsibilities.

The Legal case

Under the present government, legislation in support of working parents has been considerably strengthened by the enhancement of maternity rights, the introduction of parental leave, right to time off to care for dependants, paternity leave, right to request a change in working hours and the rights of part-timers. This legislation not only has to be complied with but it also has implications for working patterns. In particular it can be expected that as a result of the right afforded to working parents to request a reduction in their working hours more departments throughout the university will have to accommodate more flexible working

The Equal Opportunity Case

There is no doubt that 'dual role' of women as workers and careers can affect their participation in the labour market. Thus maternity rights, flexible working arrangements and childcare facilities are of fundamental importance to women in combining paid employment with family commitments (McRae, 1991).

The Ethical case.

Work-life balance is about improving people's quality of life and widening access to paid employment and career opportunities. It is also linked to the university commitment to Continuing Education by enabling staff to combine paid work with gaining further qualifications or training.

A work-life balance ethos supports staffs who wish to have a greater involvement in public life and in the community. It sends a positive message to students with caring responsibilities and promotes positive values to the rest of the students. Working more flexibly can contribute to reducing traffic and pollution thus reinforcing the commitment of the university to the local environment. It can be concluded that supporting and further

developing work-life balance policies and practices is important to the university as it presents a series of benefits both for the institution and its employees.

1.1.3 WHAT IS STRESS?

Stress is personal in that stress affects individuals in different ways. In similar situations or conditions some people cope, even thrive, on the pressure, whilst others find it difficult to cope and suffer negative stress as a result. It is also personal in the sense that the amount of control that the individual has, over their workplace conditions, events, and work-life balance, will influence the amount of negative stress that they suffer from. Those individuals with greater control will tolerate and manage stress levels, or avoid them altogether, more successfully.

1.2 WORK LIFE BALANCE AND STRESS:

Technically stress is the adverse reaction an individual has to excessive pressure or other types of demand placed on them. In the workplace, the negative, damaging, effects of stress can arise at times when pressures are extreme, such as peak busy periods, but equally can be caused by continuous exposure to stressful conditions, such as being in an unsuitable job or being treated unfairly. Outside work, negative stress can be caused by major change events, such as a death in the family, but equally by continuous pressure of having a life constrained.

1.2.1 APPROACHES TO REDUCE THE EFFECTS OF NEGATIVE STRESS AND ASSIST IN MAINTAINING A PROPER WORK LIFE BALANCE:

There are some well established, simple to implement, approaches that will help to reduce the effects of negative stress and help to maintain an appropriate work-life balance.

These include:

Recognizing the symptoms that will alert you to the fact that you may be under stress. Commonly experienced symptoms are: Poor health - headaches, upset stomach, sleep problems, change in appetite, tense muscles, indigestion, exhaustion, stomach, intestinal and skin problems, and heart attacks (extreme but not uncommon in severe cases);

Personal behavior - constantly worrying, irritated, feeling depressed, unable to cope and make decisions, being less creative, excessive smoking, excessive use of alcohol, not sleeping;

Unsatisfactory work situation - low job satisfaction, poor relationships with colleagues, focusing on unproductive tasks, deadlines missed, performance level falling, opportunities missed, poor appraisal outcomes, feeling de-motivated; Personal life –stopping social activities, being irritated and argumentative with family and friends, personal relationships deteriorating.

Many of these symptoms can be experienced in normal life, but become symptoms of stress when several are experienced at the same time, or when there is no obvious cause, or when one or more symptom becomes overwhelming. We need to remember, however, that whilst the symptoms often are more visible, and potentially damaging, in the workplace, they are not necessarily caused by workplace pressures.

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1.2.2 IDENTIFICATION OF SOURCES:

1.2.2a Identifying the sources in the workplace:

As individuals working in a business world that is continuously changing at an ever-increasing pace, we need to be adaptable and flexible.

In order to avoid negative stress we need to be aware of, prepared for, and able to manage, the impact of: time pressures; demanding deadlines; increasing complex relationships with others; peaks and troughs of too much or too little work; multiple, overlapping business or work changes; threats of redundancy or unwanted job change; pressure from senior managers; unfair or discriminatory actions of management; travel pressures; increases in performance expectations; more visible scrutiny through technology and surveillance; requirements to undertake continuous personal professional development activities.

1.2.2b Identifying the sources in life outside work:

Outside the workplace there are regularly occurring events and pressures that are a normal part of our lives, but which can be either a source of stress, or satisfaction, or both.

These include: death of friend or family member; a relationship breakdown leading to separation or divorce; personal or family member injury; moving house; taking on large financial commitments such as for a mortgage; holiday periods where personal relationships are refreshed and renewed, or put under intense pressure.

Knowing what your natural response will be: Individuals adapt and adjust to external pressures in different ways, depending on their personality type. The range of types is very wide, but two broad bands of personality type have been identified. Type "A" people are described as competitive, aggressive or hasty, whilst Type "B" people behave in a passive, non-competitive, slow to react way. Type "A" people tend to pass on stress to others, Type "B" tend to internalize the effects of stress. Whilst these are established, proven categories that most people fall into, other factors, such as age, gender, health, financial situation and access to support will strongly influence the response to causes of stress, regardless of personality traits. Knowing your personality type can be helpful, but can only play a small part in managing stress successfully.

Identifying strategies and actions that will help you to cope: As we have seen, individuals react differently to stress, so each of us will need to adopt different coping strategies. The following are well established, proven actions and strategies for managing stress and achieving work-life balance: be aware of your own weakness and strengths; understanding and accepting that certain things cannot be avoided or changed; taking action to reduce or remove the pressure; breaking down problems into smaller parts and setting targets to tackle each part in sequence; implementing personal time management techniques; replacing negative relationships with positive, supportive relationships; adopting a healthy living style; develop outside work interests, such as hobby, educational, social or sporting activity; undertaking positive professional career development activity. Seeking advice and support from others, including professionals if appropriate; accepting that managing stress and work-life balance is a permanent continuous activity.

Corporate support mechanisms: Some organizations have recognized that stress and work-life balance are issues that need to be supported by corporate action. Individuals in these organizations should, where appropriate, take advantage of support mechanisms such as: Flexible working hours – allowing employees to organise working hours to accommodate important aspects of their home lives; Self managed teams – where teams work out their own hours, responding to each others' needs; Using a buddy system – pairing with a colleague to provide cover for each other, enabling each to take time off when necessary, knowing that their buddy will take over their duties and responsibilities; Flexible locations – working from different locations, or from home, either regularly or occasionally, to help with family responsibilities and reduce or eliminate commuting time; Special leave availability – such as paid or unpaid leave, to give time to cope with personal crises and emergencies, without using formal holiday allowance; Career breaks –for study or research sabbaticals, travel, family commitments, or voluntary work; Health programmes - offer counsellings and advice, for a range of issues; Private health insurance; Fitness programmes and gymnasium membership subsidies; Childcare/eldercare facilities or subsidies –workplace nursery or subsidized places in local nurseries or nursing homes.

In order to manage stress and to achieve a satisfactory work-life balance, it is necessary to avoid the most common pitfalls that professionals encounter. These include: Believing that suffering from stress is a weakness – it is not, but positive, corrective action is needed to redress the situation. Allowing yourself to suffer from stress and an out of balance work-life equilibrium, when simple, easy to apply solutions are at hand, is a weakness; Keeping stress to yourself is the best approach – it is not. All the evidence shows that seeking advice and support is the key to reducing and eliminating negative stress and restoring an appropriate work-life balance; Assuming that others are to blame for your stress and the imbalance between your work and your outside work life – they may be the causes, but you are responsible for allowing the negative situation to continue; Cutting back or eliminating social, sporting, or personal interests activity is the answer to restoring a work-life balance – it is not, because these are essential positive elements necessary to achieve a healthy work-life balance and a relatively stress free life; Ignoring the warning signs – these are easy to identify, if not by you then others will see them; Not identifying the sources of stress and reasons for imbalance – a simple analysis of your situation, perhaps with some help from a professional advisor, colleague, partner, or friend, will identify the main causes of your problems; Not looking after yourself in terms of health and happiness – if you are unhealthy, unfit, or in an unhappy relationship, or not in any relationship and are lonely and isolated, you will find it difficult to manage stress and your work-life balance effectively;

Believing that there is a single solution to your negative stress and work-life imbalance problems – there is not. You need to take a holistic approach to managing your life, at work, at home, and socially.

This has been a first look at the links between workplace stress and work-life balance, and has been specifically aimed at those professionals who are adding to the pressures of workplace and home life by taking on professional development activities. Continuous personal professional development, for managers, professionals, and specialists, in all sectors is essential. Even entrepreneurs and those leaving organizations to be self-

employed risk being overwhelmed by workload and pressures from work-related activities. The solution to avoiding the negative effects of stress, and maintaining an appropriate work-life balance, when taking on additional personal development workload, are the same for those in organizations. You will need to be aware of the dangers, be alert to the symptoms, put in place defensive mechanisms, and then pro-actively manage your work life and personal life in a way that protects you from the dangers of negative stress and enables you to maintain a healthy and satisfying work-life balance.

1.2.3 Stress management

Self-help

It's impossible to escape pressure at work altogether, so you need to learn how to manage stress effectively. There are a number of ways you can reduce the negative impact of stress. Most of these involve taking a good look at how you function at work.

One of the most important factors in reducing stress levels is managing your time more effectively. Prioritize tasks, delegate where you can and make sure you don't take on more work than you can handle. Make sure you take regular breaks at work and try to finish one task before you begin another. Here are some other things that you can do yourself.

1.3 THE NEED FOR TRANSPORT IN EVERYMAN'S LIFE

The quality of life in our urban and rural areas is directly related to the quality of the local public transport, especially bus transport. There is a clear need in the population for high quality, efficient, reasonably priced, safe and secure local bus transport. Such a transportation system will reduce climate change emissions thereby making a significant contribution to environmental protection. Urban transport is thus an issue of great importance and it is likely to become even more important in the future.

In the State of Tamilnadu, the bus transportation system is a dominant mode of transport covering the length and breadth of the State. It touches every aspect of a common man's life. Since mobility in the present day is very important, the State Transport Undertakings spare no effort in providing this to the satisfaction of the traveling public. Every effort is being made to make the public bus transportation popular and efficient so that more and more people use the system thereby reducing traffic congestion and consequent air pollution. In order to achieve this objective, the Government have recently constituted Unified Metropolitan Transport Authority (UMTA) for Chennai City in order to integrate all public modes of transport and maximise the benefits for the public. In the near future people using public transport, especially bus transport, should find it easy to travel from one place to another without any problem.

1.4 ORGANIZATIONAL PROFILE OF SETC:

01. In India's passenger Road Transport Sector, SETC is setting a benchmark in a large number of operational areas.

02. SETC has become the most preferred Transport service provided for the people of Tamil Nadu and its neighboring states.

03. SETC vehicles connecting Chennai City with adjoining states like Andhra Pradesh, Karnataka, Kerala and Pondicherry and with various Districts of Tamil Nadu.

04. It is the only Transport which runs Express buses to all District Head Quarters throughout Tamil Nadu linking Capital Cities historical, religious and commercial.

05. This Corporation is operating the Semi Deluxe, Super Deluxe Video Coach and Air Buses. It has a tradition of being a pioneer in several measures like introduction of online booking, payment of credit cards, 10% discount on return journey, 10% discount for the senior citizens, 10% discount for group booking, Zero waiting time, Reservation of seats

for ladies, 10% discount on the reservation tickets against purchasing of one year valid Rs.500/- card, introduction of one week valid Rs.500/- card to travel any bus in SETC and if passenger travels five times for a particular destination the 6th time travel will be permitted at free of cost.

06. It is the only corporation to win the appreciation and accolades of the traveling public in Southern India because of the efficiency, punctuality, safety and reliability of its services.

07. The Corporation has provided an excellent Wireless communication system to get quick information from the branches regarding operation of buses, availability of seats, breakdowns, accident, etc.,

08. E.Mail facilities are provided at Head Quarters for passenger's enquiry and other day to day activity.

09. It has set up its separate bus Body Building Units at Trichy and Nagercoil and Reconditioning Unit and Tyre Retreading Unit at Trichy.

10. SETC is functioning with a dedicated team of Officers, Supervisory staff and workers, etc., with the sole aim of serving the traveling public to their satisfaction.

1.5 NEED FOR THE STUDY

Transportation is a man's daily need and each and every individual uses one or other form of transport. Roadways are one of the prominent means of transportation and the Government plays a major role in helping the common man.

Tamilnadu State Government has divided the entire road transport in the state into 'Transport Corporations' as per the district and the area in which the corporation commutes. To cater the Interstate transport and the long distance routes, the Government operates 'Express Transport Corporation', which is of immense help to the general public.

The study focuses on the work life balance of the employees (drivers, conductors and other technicians) who are the backbone of the corporation for its smooth functioning. Every worker experiences a stress which makes him perform his duty in a improper manner: he can show his irritation due to stress on the passengers who are traveling or he may not be able to concentrate more on his family issues.

The word Stress is very freely used but little understood by most of us. It is something vague, ill defined amorphous. But people know they are stressed: so what is STRESS??

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to the both uncertain and important. As per the Medical terms, Stress is the body's general response to the environmental situation. It is anything that changes our physical, emotional or mental state while encountering various stimuli in our environment.

The phenomenon of stress is highly individualistic in nature. Every individual has an optimum level of stress under which, he or she will perform to the fullest capacity. More Stress causes imbalance in the work- life. The individuals cannot manage work and the personal life, which results in many problems in their life. If there is a proper balance between the work and the life, ie, if the stress levels are less, then the individuals can lead a happy life.

If the Stress experienced is below the optimum level, then the individual might get bored and motivation level might reach a low point, and apathy sets in, then it is a vital

importance for the management to look into the stress, as it directly affects the overall performance of the organization.

For centuries, stressful events have been recognized as important components in the development of a variety of adverse conditions and of illness. Today's high pressure lifestyle can take a heavy toll in the decreased productivity, frustration, disease and even early mortality. The reactions of the individuals to stressors represent a major psychological and medical problem: any attempt to assess the cost presents a formidable task.

1.5.1 WORK-LIFE BALANCE OF THE EMPLOYEES OF THE TRANSPORT CORPORATION.

The work of professional bus drivers is considered as extremely stressful. It is an environment over which they have no control whatsoever and is an atmosphere that wrecks their schedules, disrupts their home life, makes social activities and regular breaks very hard to plan and supplies constant hassle.

Due to the working conditions, or due to the extreme stress experienced in the organization, the workers are subject to many problems and issues, which form the crux of the study. Usually the workers of the Transport Corporation and not highly educated and they normally possess a mindset about the organization. They need to be properly guided so that they can manage the work and their personal life. As they are always away from the home, proper counseling or stress relieving exercises are required to make them feel at home.

The workers (drivers, conductors) are the people who serve the common public. If they are more stressed, they tend to show their anger on the people, which disrupt the process of the organization. If the driver is not satisfied with the activities of his superior or he is asked to perform more than his capability, he naturally tends to be rude to the

passengers who use the transport. Evidently this results in an unhealthy environment in the service and no one is happy at the end.

The Corporation needs to care about the welfare of the employees who form the backbone of the organization. Without the aide of the Drivers, conductors or the technical crew the organization will not be able to function at all. Hence, due care is to be taken for the safety and welfare of the employees. The vehicles which are used are to be maintained properly so that there is no sudden breakdown of the same, which causes problems to the employees and the people who are using it. The Corporation should properly allot the trips to the drivers and conductor, keeping in view that everyone gets equal rest time. No one workers is be overloaded with trips, which causes dissatisfaction to the employee.

1.6 OBJECTIVES OF THE STUDY

Primary:

To determine the stress level prevailing among the workers at SETC, this causes an imbalance in their work life cycle.

Secondary:

> To analyze the existing stress level of the drivers, conductors at SETC
> To study the various stress related factors which are caused among the employees
> To find one certain recovery process to overcome stress among the employees
> To give suggestions based on the findings of the study

CHAPTER 2

2. LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

Many studies have been conducted on the Stress management and the way the workers balance their work and personal life. Following are the studies which were reviewed for the present study. This study completely focuses on the work and personal life balance of the workers due to their continuous schedule and that compensation and salary issues are not considered.

- Pallavan Transport Corporation: A Case Study by Jerome Joseph, G Raghuram and R Sridharan. The study describes the situation faced, a decision or action taken by an individual manager or by an organization at the strategic, functional or operational levels.
- Quality of Work Life: A Study on the Municipal Corporation Bus Drivers in Pune

CHAPTER 3

3. RESEARCH METHODOLOGY

3.1 Type of Project

The project undertaken is of Descriptive in nature.

3.2 Target Respondents

The major respondents for the study will be the workers at SETC (drivers, conductors and the technical staff)

3.3 Sampling Method

As the size of the workforce is large, the research is selected as Descriptive Sampling Design. The Sample Size taken is **150**

3.4 Assumptions, Constraints and Limitations

This is an overall study of the work load or the work life balance and its related risk factors and an in-depth study of any one variable could not be carried out which might throw more light on that particular aspect alone

Time and Security constraints

The Study is limited only to the work life balance of the workers, which arises primarily through the work load. Salary issues are not considered.

Method and Source of Data Collection

Primary data is collected using Questionnaire designed based upon the objectives of the study. The secondary data is collected from books and online sources related to work life balance and stress management.

The Questionnaire method of collecting data is to be adopted. All the selected workers will be provided with the Questionnaire, who can read and respond to the questions.

3.5 Tools for Analysis

Data collected will be analyzed and presented in the form of tables for easy analysis. Based on the data, percentage values will be evaluated for each criterion.

CHAPTER 4

4. ANALYSIS OF DATA AND ITS INTERPRETATION

After the data has been collected, they are properly tabulated and represented in a diagrammatic form for further interpretation

TABLE 4.1

Table Showing the Details of Experience of Workers in the Transport Corporation

SAMPLE SIZE - 150

S No	Experience (In yrs)	No of Workers	Percentage
1	More than ten Years	30	20
2	Five to ten years	50	33
3	Less than Ten years	70	47

INFERENCE:

1. We find that 20% of the workers are having more than 10 years of experience, 33% of the workers having an experience between five to ten years and the rest of the workers (47%) are having an experience below five years.

CHART 4.1

Chart showing the Experience of Workers at Transport Corporation

Experience of the Workers
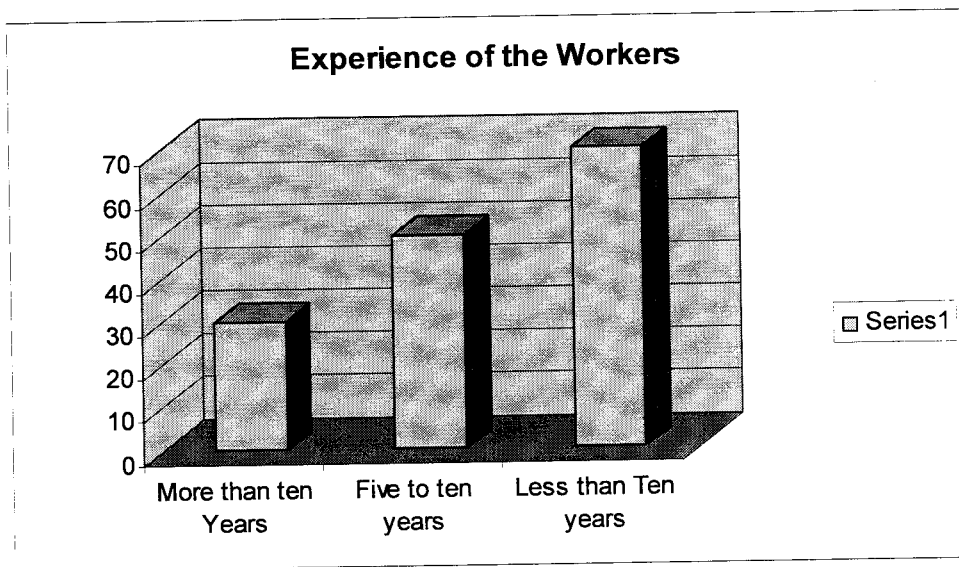
TABLE 4.2

Level of Satisfaction of the workers with respect to the Working Hours

S No	Level of Satisfaction	No of workers	Percentage of workers
1	Fully Satisfied	40	26.67
2	Satisfied	60	40.00
3	Not Satisfied	50	33.33

INFERENCE:

1.   From the table, we find that only 26% of the workers are fully satisfied with the present working hours, 40% of them are satisfied and the rest 33% are not at all satisfied

CHART 4.2

Level of Satisfaction with respect to the Working Hours

Level of Satisfaction with respect to Working Hours
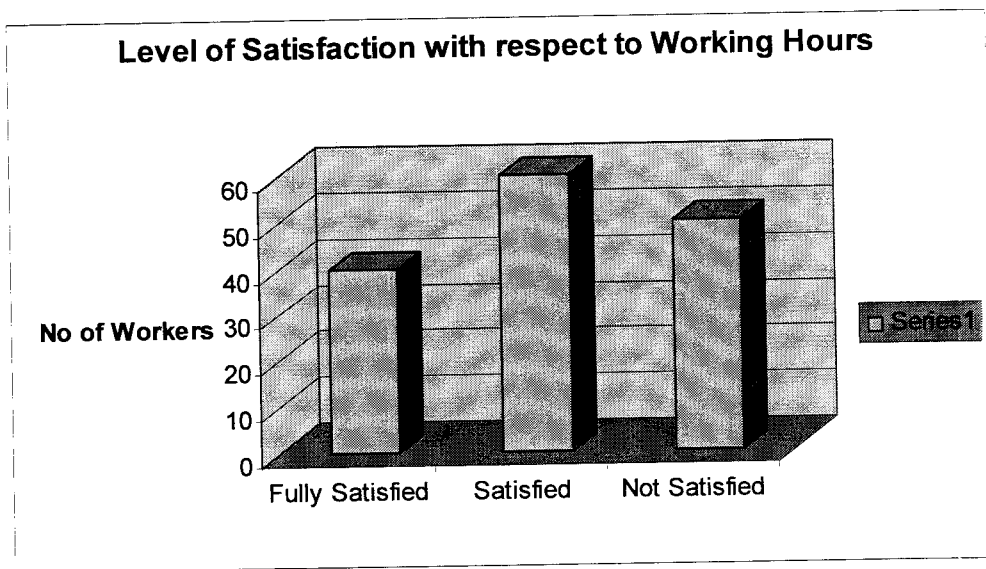
TABLE 4.3

Awareness about the Job Responsibility

S No	Job responsibility	No of Workers	Percentage
1	Know Completely	75	50.00
2	Know a Few	55	36.67
3	Do not Know	20	13.33

INFERENCE:

1. We find that 50% of the workers are aware of their responsibility, 37% of the workers know them partially and 13% of the workers do not know about their responsibility.

CHART 4.3

CHART SHOWING AWARENESS ABOUT JOB RESPONSIBILITY

JOB RESPONSIBILITY
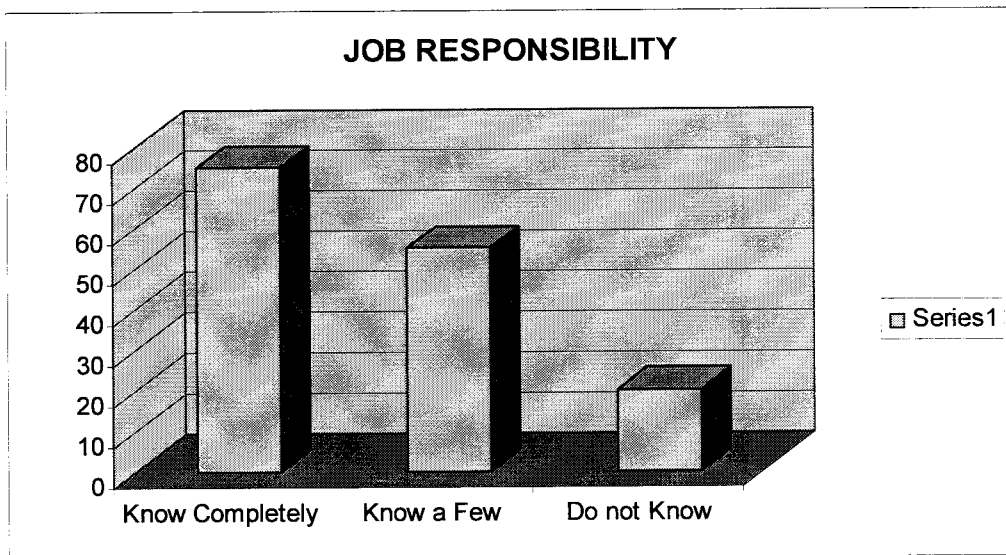
TABLE 4.4

TABLE SHOWING RESPONSE OF WORKERS WITH RESPECT TO THE WORKING DAYS PER WEEK:

S No	No of days per week	No of Workers	Percentage
1	Less than 5 days	50	33
2	5 days	60	40
3	6 days	40	27

INFERENCE:

1. We find from the above table that 33% of the workers work for less than 5 days a week,40% of the workers work for 5 days a week and the rest 27% of the workers are working for 6 days a week.

CHART 4.4

NO OF WORKING DAYS PER WEEK

Working Days per Week

- 1 Less than 5 days
- 2 5 days
- 3 6 days
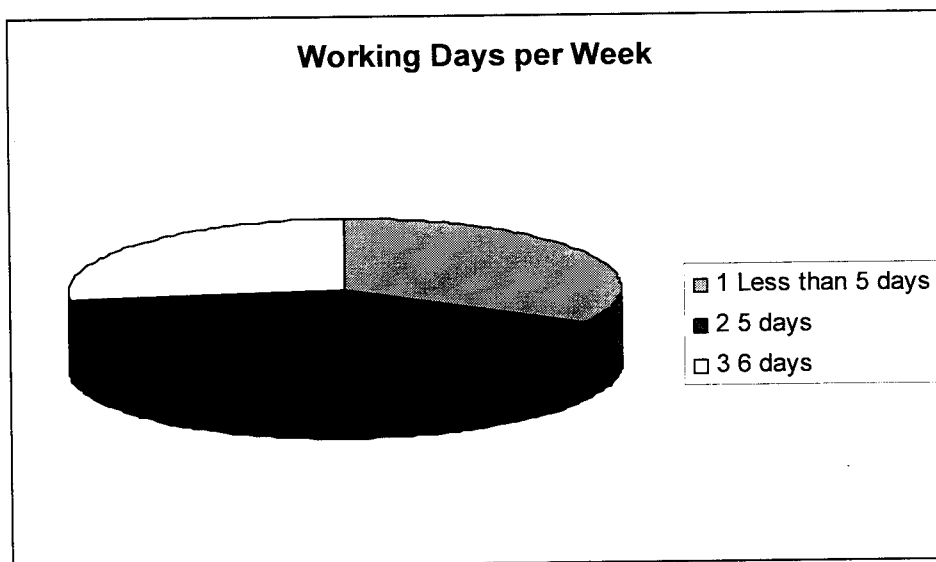
TABLE 4.5

TABLE SHOWING DETAILS ABOUT WORKERS TRAVELLING FROM THEIR HOME TO WORKPLACE

S No	Time required to reach workplace	No of Workers	Percentage
1	Less than half an hour	40	27
2	Nearly One Hour	55	37
3	Nearly Two Hours	40	27
4	More than Two Hours	15	10

INFERENCE:

1. We find that 27% of the workers travel less than half an hour only from their home to reach the work place, 37% of the workers need to travel about an hour, 37% of the workers travel for more than two hours from their home to reach the workplace.

CHART 4.5

TIME REQUIRED TO REACH THE WORK PLACE

Time required to reach the Work Place

No of workers

	Less than half an hour	Nearly One Hour	Nearly Two Hours	More than Two Hours
	1	2	3	4

Responses
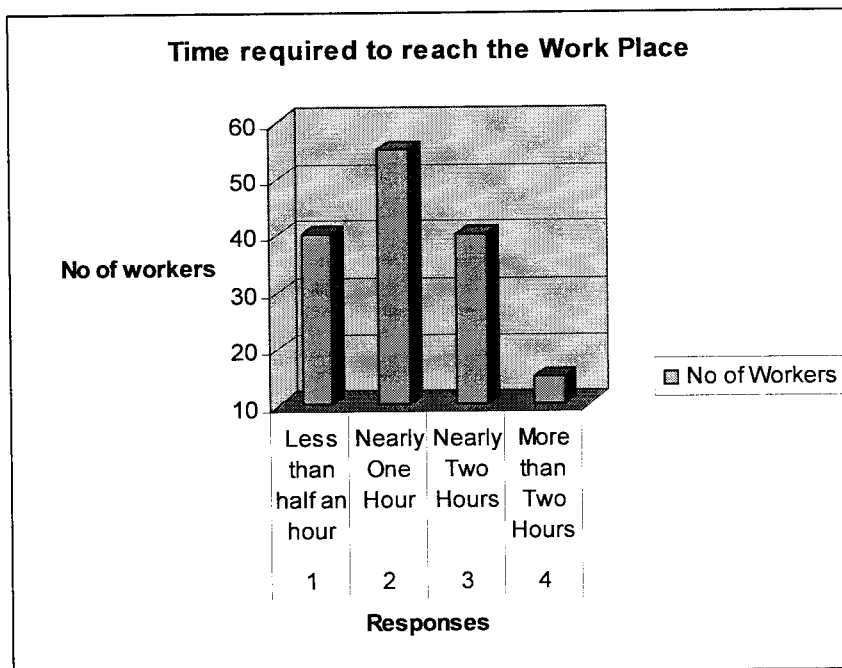
☐ No of Workers

TABLE 4.6

TABLE SHOWING FEELINGS OF THE WORKERS – WHETHER THEY ARE ABLE TO BALANCE WORK AND PERSONAL LIFE?

S No	Balance WORK & Personal LIFE	No of Workers	Percentage
1	YES	80	53
2	NO	70	47

INFERENCE:

1. From the above data, we observe that 53% of the workers are able to manage their work life and the Personal life, and that 47% of them are not able to manage it properly. Care has to be taken to increase the awareness regarding the work life balance for rest of the workers.

CHART 4.6

BALANCE BETWEEN WORK AND PERSONAL LIFE

Are you able to balance work and personal life
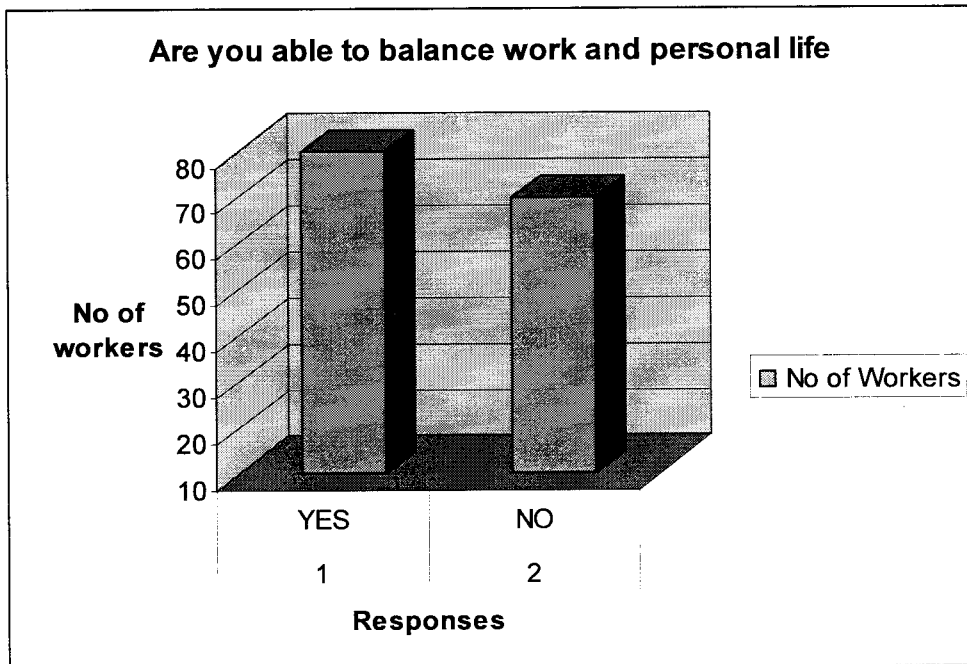
TABLE 4.7

TABLE SHOWING RESPONSES OF THE WORKERS TOWARDS THEIR WORRY ABOUT THE WORK WHEN THEY ARE NOT IN DUTY:

Sl No	Do you WORRY About the work (When not in duty)	No of workers	Percentage
1	Never think about work	35	23
2	Rarely	40	27
3	Sometimes	40	27
4	Often	20	13
5	Always	15	10

INFERENCE:

1. We find that 23% of the workers NEVER think about the work, when they are not in duty 27% of the workers rarely have a thinking about the work, 27% of the workers do think sometimes, 13% of the workers often think and 10% of the workers always think of the work.

CHART 4.7

DO YOU WORRY ABOUT WORK WHEN NOT IN DUTY

Do you Worry about work when not in Duty
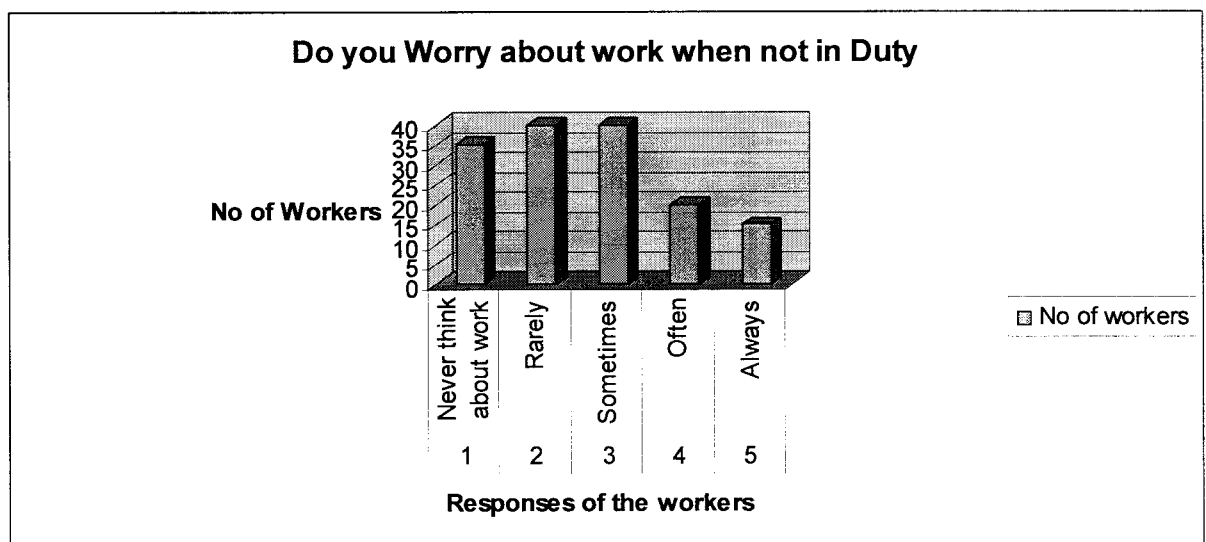
TABLE 4.8

TABLE SHOWING DETAILS OF WORKERS – OPERATING IN SHIFTS

Sl No	Do you work in SHIFTS	No of workers	Percentage
1	General Shifts	60	45
2	Day Shifts	45	30
3	Night Shifts	45	30

INFERENCE:

1. From the above data, we infer that 45% of the workers operate in General Shift, 30% of them operate in day shifts and 30% of the workers operate in night shifts. The workers who are working in the Night shifts should be given adequate care, so that they do not get dejected to work.

CHART 4.8

SHIFT BASIS FOR WORKERS

Shift Basis for workers

No of Workers

60
50
40
30
20
10
0

General Shifts | Day Shifts | Night Shifts

1 | 2 | 3

Nature of Shift
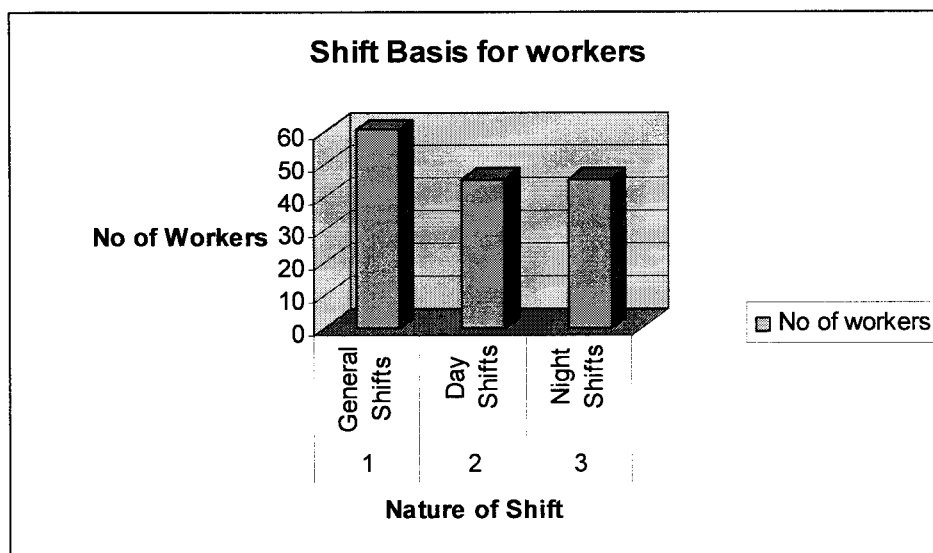
☐ No of workers

TABLE 4.9

TABLE DEPICTING RESPONSES OF WORKERS WITH RESPECT TO MISSING OUT ANY QUANTITY OF TIME WITH THE FAMILY MEMBERS DUE TO WORK PRESSURE.

Sl No	Do you miss any Quanity of Time due to work Pressure	No of workers	Percentage
1	Never	40	27
2	Rarely	56	37
3	Sometimes	30	20
4	Often	15	10
5	Always	9	6

INFERENCE:

1. We find that 27% of the workers Never miss any Quantity of time due to work pressure, 37% of the workers rarely miss the time, 20% of the workers sometimes miss their time, 10% of the workers feel that they Often miss the valuable time and only 6% of the workers feel that they always miss the time due to work pressure.

CHART 4.9

DO YOU MISS ANY QUANTITY OF TIME DUE TO WORK LOAD

Do you Miss any Quantity of Time due to work load

- 1 Never
- 2 Rarely
- 3 Sometimes
- 4 Often
- 5 Always
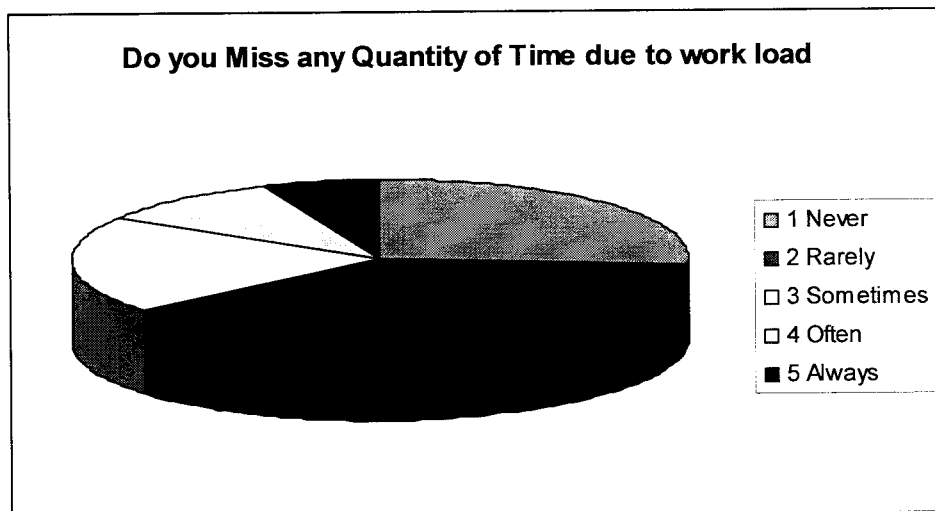
TABLE 4.10

TABLE SHOWING FEELINGS OF WORKERS DUE TO THE WORKLOAD

Sl No	Do you feel tried or depressed due to work	No of workers	Percentage
1	Never	40	27
2	Rarely	20	13
3	Sometimes	68	45
4	Often	12	08
5	Always	10	07

INFERENCE:

1. The table explains whether the workers feel depressed due to work. We find that 27% of the workers never have such feeling, 13% of them rarely have that feeling, 45% of the workers sometimes feel they are tried, 8% of them feel often that they are depressed, and remaining 7% of the workers always have such feeling.

CHART 4.10

CHART SHOWING DETAILS WHETHER THE WORKERS FEEL DEPRESSED DUE
TO WORK?

Do you Feel tried or Depressed due to work

- ▨ 1 Never
- ■ 2 Rarely
- ☐ 3 Sometimes
- ☐ 4 Often
- ■ 5 Always
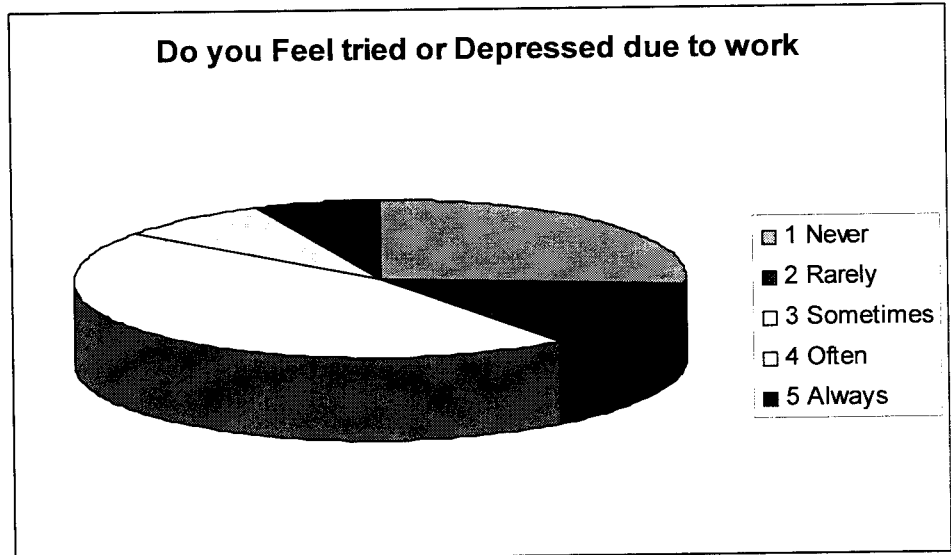
TABLE 4.11

TABLE SHOWING DETAILS OF AWARENESS OF THE WORKERS TOWARDS THE AVAILABILITY OF POLICIES OF WORK LIFE BALANCE IN THE ORGANIZATION

Sl No	Does your company have a separate policy for Work Life Balance	No of workers	Percentage
1	Yes	75	50
2	No	25	17
3	Not Aware	50	33

INFERENCE:

1. The above Table explains the presence of policies of work life balance in the organization. We observe that 50% of the workers agree that there are some policies, 17% of the workers do not agree and 33% of the workers are NOT AWARE of such policies.

CHART 4.11

CHART DEPICTING WHETHER THE COMPANY HAS A WORK LIFE BALANCE
POLICY OR NOT?

Does the company have a separate work life balance policy
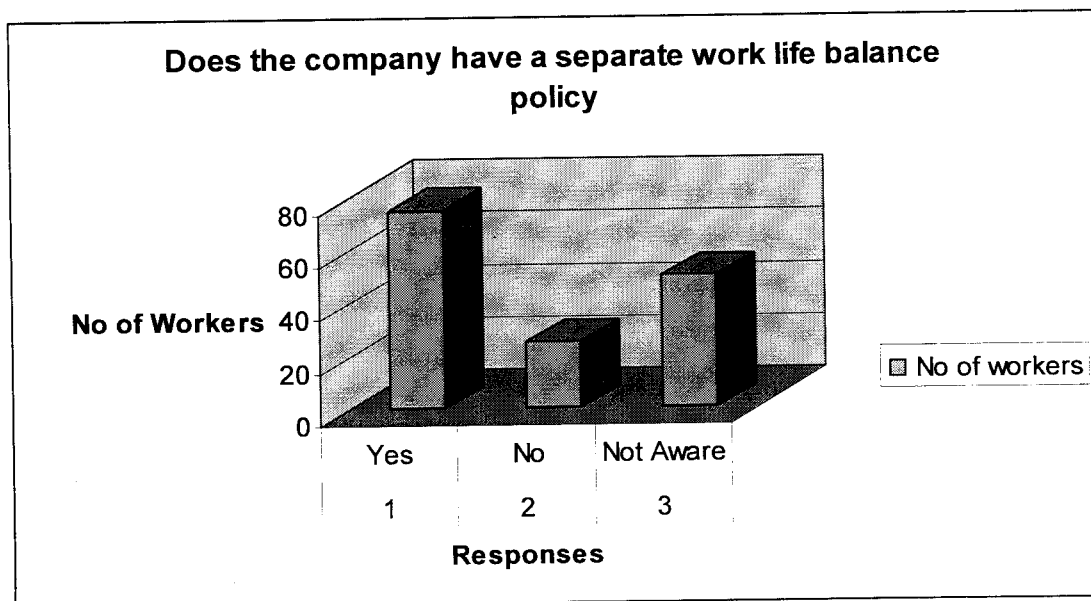
TABLE 4.12

TABLE SHOWING THE DETAILS OF FACTORS WHICH HINDER THE BALANCING OF WORK AND LIFE

Sl No	Which factor hinders your work and personal life balance	No of workers	Percentage
1	Long Working Hours	50	33
2	Compulsory Overtime	40	27
3	Shift Work	60	40

INFERENCE:

1. We find that 33% of the workers feel that Long working hours hinders their balance between work and personal life, 27% of the workers have a feel that compulsory overtime causes an hindrance and the rest 40% of them feel that shift work causes an hindrance.

CHART 4.12

CHART SHOWING THE RESPONSES TOWARDS FACTORS WHICH HINDER THE WORK LIFE BALANCE

Responses towards factors which hinder Work life balance
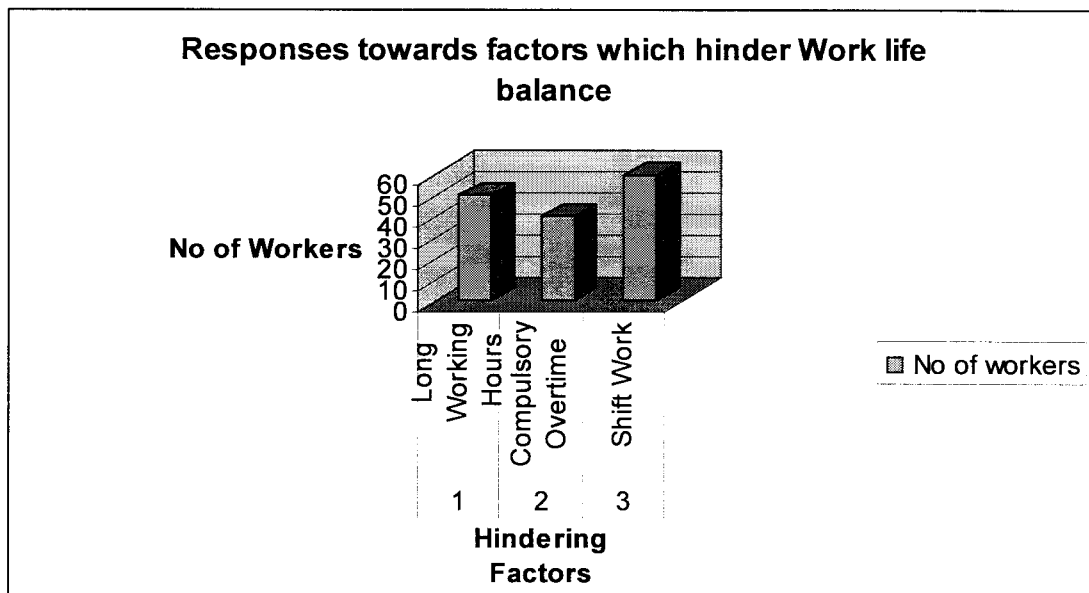
TABLE 4.13

TABLE SHOWING DETAILS OF THE WORKERS WHO ARE SUFFERING FROM AILMENTS DUE TO THE WORK LOAD

| Sl No	Do you Suffer from any of the following disease	No of workers	Percentage
1	Hypertension	35	23
2	Frequent Headaches	30	20
3	Diabetes	25	17
4	Obesity/ Excessive Fat	40	27
5	Free from disease	20	13

INFERENCE:

1. The table shows that 23% of the workers suffer from Hypertension, 20% of the workers have frequent headaches, 17% of the workers suffer from diabetes, 27% of them are having obesity and only the rest 13% of them are Free from disease due to the work.

CHART 4.13

CHART SHOWING NO. OF WORKERS SUFFERING FROM DIFFERENT
AILMENTS DUE TO WORK

Workers suffering from Disease
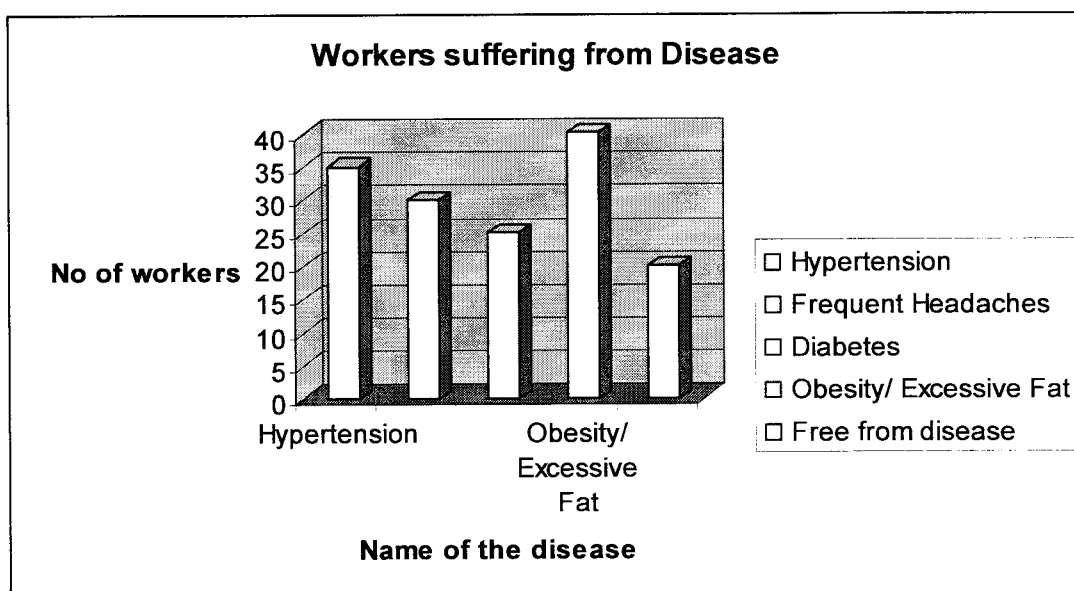
TABLE 4.14

TABLE SHOWING DETAILS OF FREQUENCY OF HAVING REFRESHMENT DRINKS/ SNACKS DURING THE TRIP BY THE DRIVER/ CONDUCTOR

Sl No	How many times due you take refreshment drinks in a day	No of workers	Percentage
1	None	35	23
2	Once	47	31
3	Twice	22	15
4	Thrice	46	31

INFERENCE:

1. The Table shows the data about workers addicted to have frequent refreshment drinks due to work. We find that 23% of the workers do not take any refreshment drinks in a day, 31% of them take only once in a day, 15% of them take two times, and 31% of them take thrice in a day.

CHART 4.14

CHART SHOWING RESPONSES OF WORKERS TOWARDS TAKING
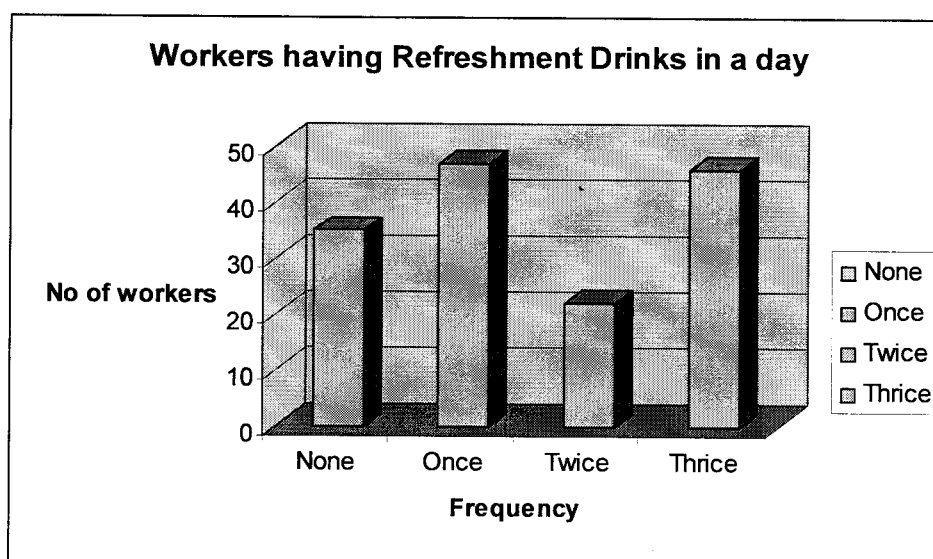REFRESHMENT DRINKS IN A DAY

TABLE 4.15

TABLE SHOWING THE RESPONSES OF THE WORKERS TOWARDS EFFECTIVE AND PRODUCTIVE ORGANIZATION

Sl No	Do you think by proper Work life balance the organization can become effective	No of workers	Percentage
1	YES	120	0.8
2	NO	30	0.2

INFERENCE:

1. We find that 80% of the workers feel that by implementing proper work life balance mechanisms, the productivity can be increased, which in turn gives the organization an effective look and that 20% of them feel that there will be no impact because of these policies.

CHART 4.15

CHART SHOWING RESPONSES OF WORKERS ON LINK BETWEEN WORK LIFE
BALANCE AND PRODUCTIVITY
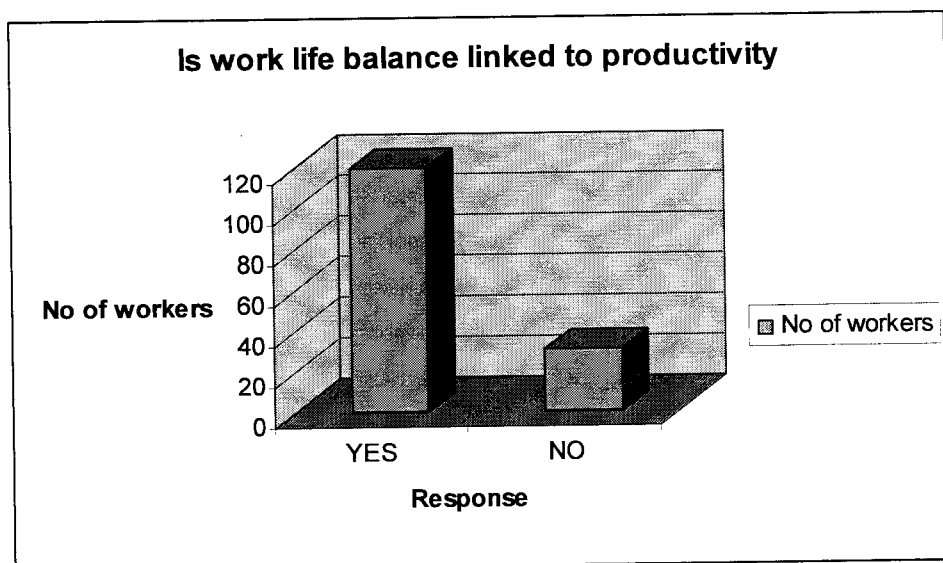
CHAPTER 5

5. SUGGESTIONS ON THE BASIS OF THE COLLECTED DATA:

- As indicated in the table, better work life balance policies, if adopted by the organization will have a positive impact on the productivity of the same.

- Due to excessive workload, more than 50% of the workers are addicted to refreshment drinks. By following a proper trip schedule for the workers, the stress reduces and the workers will not use the same frequently.

- The organization should arrange for frequent medical check ups for the workers, as we find from the data that only 13% of the workers are free from diseases.

- Awareness regarding the policies of the organization, which focuses mainly on work life balance issues are to be educated to the workers. On site seminars can be arranged for the same so that the work is not getting affected.

- There needs to be adequate breaks between the trips. The trips can be so scheduled that there are alternate long and short distance routes. As the driver/ conductor will get tried of continuous long distance trips, this can be implemented.

- As only 27% of the workers are staying near to the workplace, the organization can provide quarters (with family accommodation) or have tie up with Government Housing board to provide houses. This reduces the tension for the driver/ conductor/ workman, as they need not travel long distance after completion of their work.

- Recreation and family get together can be arranged to relieve the Stress.

- Workers should not feel depressed or tried due to the work. As they are serving the public in general, all their needs are to be satisfied.

APPENDIX

A 1 QUESTIONNAIRE USED FOR COLLECTION OF DATA

Work life balance questionnaire

Dear Sir

I am a final year student of Anna University, Chennai. As a part of our curriculum, I have to undergo a Project in partial fulfillment of my MBA programme.

My topic is " A Study on the Work life balance of the workers of State Express Transport Corporation, Puducherry". Please fill up the following questionnaire and render your cooperation.

---

1) Name :

2) Age:

3) Marital Status: SINGLE/ MARRIED

4) Experience in Years:

5) How many days in a week do you normally work?

a) Less than 5 days
b) 5 days
c) 6 days
d) 7 days

6) How many hours in a day do you normally work?

a) 7-8 hours
b) 8-9 hours
c) 9-10 hours
d) 10-12 hours
e) More than 12 hours

7) How many hours a day do you spend traveling to work?

a) Less than half an hour
b) Nearly one hour
c) Nearly two hours
d) More than two hours

8) Do you generally feel you are able to balance your work life?

a) Yes
b) No

9) How often do you think or worry about work (when you are not actually at work or traveling to work)?

a) Never think about work
b) Rarely
c) Sometimes
d) Often
e) Always

10) Do you work in shifts?

a) General shift
b) Day Shift
c) Night shift

11) How many hours in a day do you spend with your child/children?

a) Less than 2 hours
b) 2-3 hours
c) 3-4 hours
d) 4-5 hours
e) More than 5 hours

12) How do you feel about the amount of time you spend at work?

a) Very unhappy
b) Unhappy

c) Indifferent
d) Happy
e) Very happy

13) Do you ever miss out any quality time with your family or your friends because of pressure of work?

a) Never
b) Rarely
c) Sometimes
d) Often
e) Always

14) Do you ever feel tired or depressed because of work?

a) Never
b) Rarely

c) Sometimes
d) Often
e) Always

15) Does your company have a separate policy for work-life balance?

a) Yes
b) No
c) Not aware

16) Does your organization have social functions at times suitable for families?

a) Yes
b) No.

17) Do you suffer from any stress-related disease?

a) hypertension
b) obesity
c) diabetes
d) frequent headaches
e) none
f) Others, specify_____.

18) How often will you have refreshment drinks/snacks in a day?]

a) None
b) Once
c) Twice
d) Thrice
e) More than three times

19) Do you think that if employees have good work-life balance the organization will be more effective and successful?

a) Yes
b) No

20) What is your level of Satisfaction with respect to the Working Hours

a) Fully satisfied

b) Satisfied

c) Not Satisfied

A 2 REFERENCES

1. L M Prasad (2005) *Human Resource Management,,* New Delhi, S Chand and Sons

2. Tom Jackle (2004) "Customer Satisfaction, Service Quality and perceived value: An integrative model" *Journal of Marketing Management* vol.20, issue 7/8, PP.897-917

3. *www.worklifebalance.com*

4. *www.buzzle.com*