



**A STUDY ON WORK - LIFE BALANCE OF EXECUTIVES IN HYUNDAI
MOTOR INDIA LIMITED, SRI PERUMPUDUR.**

A Project Report

Submitted

By

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In partial fulfillment of the requirements

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MASTER OF BUSINESS ADMINISTRATION

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

May, 2012

CERTIFICATE



BONAFIDE CERTIFICATE

Certified that this project report titled "A study work - life balance of Executives in Hyundai Motor India Limited, Sri Perumpudur" is the bonafide work of Ms. R. PAVITHRA (Reg. No. 1020400036) who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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TO WHOMSOEVER IT MAY CONCERN

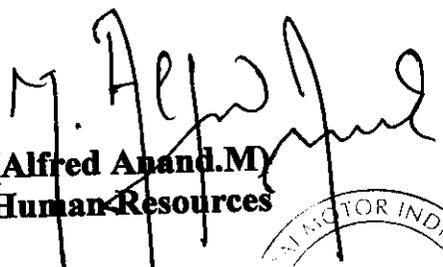
This is to certify that **Ms. Pavithra R**, student of Kumaraguru College of Technology has successfully completed her Project Work at our plant during the period February 10, 2011 to May 10, 2011.

She has submitted a project report titled **“A Study on Work – Life Balance of Executives in Hyundai Motor India”** to our satisfaction.

During the training period, her level of commitment, involvement and attitude were found to be excellent.

We wish **Ms. Pavithra R**, all the best in her future endeavors

For **HYUNDAI MOTOR INDIA LIMITED**

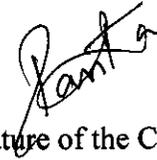

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DECLARATION

I affirm that the project work titled “A Study on Work-Life balance at Hyundai Motor India Limited, Sri Perumbudur” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It does not form the part of any other project work submitted for award of any degree or diploma, either in this or any other university.



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Date:

Place: Coimbatore

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ABSTRACT

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Work-life balance has been widely discussed topic during last century; Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. 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”. 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. This study describes the work life balance of the executives at HMIL, Sri Perumpudur. The purpose of this study is also to discover the factors that interfere in their private and professional life. The study also suggests the management with some initiatives to maintain a good work life balance for the employees of HMIL. The type of research used is Descriptive research. The data used for this research is primary data. The research instrument used for data collection is structured questionnaire. The data is collected from the executives using Simple Random sampling technique. And after that the data has been tabulated and interpreted. Percentage analysis, One-Way Anova, Correlation & Chi Square test is used to analyze the data and inferences were drawn and findings were published for better understanding of the subject.

CHAPTER I
INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

When an individual maintains a balance between his personal and professional life, the phenomenon is called Work-Life Balance. This expression holds worth a lot because it is very important to have a balance between personal and professional life. Work life balance is at the forefront of the world of work Kaizen, the Japanese philosophy for continuous improvement, along with the role of information technology (IT) helps and guides the management people, to get the maximum output with the help of available resources. The balance between personal and professional life vary from person to person and the organization where he or she is working. When an individual does not maintain a balance and works too much in the organizational setting, this may cause him some medical, psychological and behavioural consequences, as a result his or her productivity will also below. Studies have shown that work life stress is harmful to the employees. Late sitting and working too much can cause imbalance in an individual's personal and professional life; however there are some techniques to manage the work life stress e.g. time management, task management, relaxation, flexible working hours, working from home and exercise etc. Work life balance improves individual's health, job satisfaction, commitment, involvement and reduces absenteeism and presenters (state of physical presence but not productive). Despite of the progress in the betterment of maintaining work life balance, there is still more to be done.

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

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

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

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

Work life balance in today's world

In a perfect world, "work" and "home" would balance out neatly. We would work from 8 to 5 each day, take an hour-long lunch, and then come home and spend uninterrupted time with our families. But for those of us here in the wake of the Great Recession, firmly entrenched in an "always on" society, this notion seems hopelessly outdated. Most of us are working longer, more stressful hours, and work is spilling over into evenings and weekends. According to a recent survey conducted for North American employees, it was found that 87 percent of respondents say lack of work-life balance is negatively affecting their health.

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

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

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

When the goal is to achieve work-life balance, then we will be constantly disappointed and so will our loved ones. It is going to be virtually impossible to achieve complete balance every day of our life. There will be days and weeks when our work requires more time from us. There will also be days when our family requires more of our time. Instead of driving yourself crazy trying to achieve a work-life balance every day, look at your life on a weekly, monthly, and yearly basis.

Schedule times to work hard, recharge, renew, play, and engage with your family and friends.

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

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

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

There is no agreed definition of work-life balance but it does appear that the 'right' balance for one person may differ from the next. Balance is achieved in different ways for different people and has a different purpose for people. Some people do it to balance their caring responsibilities for children with work, while others want more time to themselves, engaging in leisure activities.

Work-life balance is a broad concept including proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. Work-life balance is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life.

The study of work-life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life. Although work-life balance has often been assumed to involve the devotion of equal amounts of

time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components. A recent study explored and measured three aspects of work-life balance

1. Time balance, which concerns the amount of time given to work and non-work roles.

2. Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.

- 3 Satisfaction balance, or the level of satisfaction with work and non work roles. This model of work-life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge. For example, someone who works two days a week and spends the rest of the week with his or her family may be unbalanced in terms of time (i.e. equal measures of work and life), but may be equally committed to the work and non-work roles (balanced involvement) and may also be highly satisfied with the level of involvement in both work and family (balanced satisfaction). Someone who works 60 hours a week might be perceived as not having work-life balance in terms of time. However, like the person who works only a few hours a week, this individual would also be unbalanced in terms of time, but may be quite content with this greater involvement in paid work (balanced satisfaction). Alternatively, someone who works 36 hours a week doesn't enjoy his or her job and spends the rest of the time pursuing preferred outside activities may be time-balanced but unbalanced in terms of involvement and satisfaction. Thus, achieving balance needs to be considered from multiple perspectives.

Three broad types of work-life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialised leave policies and dependant-care benefits.

These include a range of policies and practices:

- Compressed work week
- Flextime
- Job sharing
- Home telecommuting
- Work-at-home programs
- Part-time works
- Shorter work days for parents
- Bereavement leave
- Paid maternity leave
- Paid leave to care for sick family members
- Paternity leave
- On site/near site company childcare
- Company referral systems for childcare
- Program for emergency care of ill dependents
- Childcare programs during school vacation
- Re-entry schemes
- Phased retirements
- Sabbatical leave
- Professional counseling
- Life skill programs
- Subsidized exercises for fitness centre
- Relocation assistance
- Work and family resource kit or library

1.2 INDUSTRY PROFILE

Automotive engineering which is a branch of engineering that deals with designing, manufacture and operation of automobiles like cars, buses, trucks etc. The automotive industry designs, develops, manufactures, markets, and sells motor vehicles, and is one of the world's most important economic sectors by revenue.

The term automotive industry usually does not include industries dedicated to automobiles after delivery to the customer, such as repair shops and motor fuel filling stations.

1.2.1 INDUSTRY SNAPSHOTS

The automotive industry in India is one of the largest in the world and one of the fastest growing globally. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.7 million units in 2010. According to recent reports, India is set to overtake Brazil to become the sixth largest passenger vehicle producer in the world, growing 16-18 per cent to sell around three million units in the course of 2011-12. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand. In 2010, India reached as Asia's third largest exporter of passenger cars, behind Japan and South Korea beating Thailand.

As of 2010, India is home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making the country the second fastest growing automobile market in the world. According to the Society of Indian Automobile Manufacturers, annual vehicle sales are projected to increase to 5 million by 2015 and more than 9 million by 2020. By 2050, the country is expected to top the world in car volumes with approximately 611 million vehicles on the nation's roads.

The majority of India's car manufacturing industry is based around three clusters in the south, west and north. The southern cluster near Chennai is the biggest with 35% of the revenue share. The western hub near Maharashtra is 33% of the market. The northern cluster is primarily Haryana with 32%. Chennai is also referred to as the "Detroit of India" with the India operations of Ford, Hyundai, Renault and Nissan headquartered in the city and BMW having an assembly plant on the outskirts. Chennai accounts for 60% of the country's automotive exports. Gurgaon and Manesar in Haryana form the northern cluster where the country's largest car manufacturer, Maruti Suzuki, is based. The Chakan corridor near Pune, Maharashtra is the western cluster with companies like General Motors, Volkswagen, Skoda, Mahindra and Mahindra, Tata Motors, Mercedes Benz, Land Rover, Fiat and Force Motors having assembly plants in the area. Aurangabad with Audi, Skoda and Volkswagen also forms part of the western cluster. Another emerging cluster is in the state of Gujarat with manufacturing facility of General Motors in Halol and further planned for Tata Nano at Sanand. Ford, Maruti Suzuki and Peugeot-Citroen plants are also set to come up in Gujarat. Kolkatta with Hindustan Motors, Noida with Honda and Bangalore with Toyota are some of the other automotive manufacturing regions around the country.

1.2.2 THE INDUSTRY AT A GLANCE

The Indian Automobile Industry manufactures over 11 million vehicles and exports about 1.5 million each year. The dominant products of the industry are two-wheelers with a market share of over 75% and passenger cars with a market share of about 16%. Commercial vehicles and three-wheelers share about 9% of the market between them. About 91% of the vehicles sold are used by households and only about 9% for commercial purposes. The industry has a turnover of more than USD \$35 billion and provides direct and indirect employment to over 13 million people. The supply chain is similar to the supply chain of the automotive industry in Europe and America.

Interestingly, the level of trade exports in this sector in India has been medium and imports have been low. However, this is rapidly changing and both exports and imports are increasing. The demand determinants of the industry are factors like affordability, product innovation, infrastructure and price of fuel. Also, the basis of competition in the sector is high and increasing, and its life cycle stage is growth. With a rapidly growing middle class, all the advantages of this sector in India are yet to be leveraged.

With a high cost of developing production facilities, limited accessibility to new technology, and increasing competition, the barriers to enter the Indian Automotive sector are high. On the other hand, India has a well-developed tax structure. The power to levy taxes and duties is distributed among the three tiers of Government. The cost structure of the industry is fairly traditional, but the profitability of motor vehicle manufacturers has been rising over the past five years. Major players, like Tata Motors and Maruti Suzuki have material cost of about 80% but are recording profits after tax of about 6% to 11%.

The level of technology change in the Motor vehicle Industry has been high but, the rate of change in technology has been medium. Investment in the technology by the producers has been high. System-suppliers of integrated components and sub-systems have become the order of the day. However, further investment in new technologies will help the industry be more competitive. Over the past few years, the industry has been volatile. Currently, India's increasing per capita disposable income which is expected to rise by 106% by 2015 and growth in exports is playing a major role in the rise and competitiveness of the industry.

Tata Motors is leading the commercial vehicle segment with a market share of about 64%. Maruti Suzuki is leading the passenger vehicle segment with a market share of 46%. Hyundai Motor India and Mahindra and Mahindra are focusing expanding their footprint in the overseas market. Hero MotoCorp is occupying over 41% and sharing 26% of the two-wheeler market in India with Bajaj Auto. Bajaj Auto in itself is occupying about 58% of the three-wheeler market.

1.2.3 ECONOMY WATCH ON AUTOMOBILE INDUSTRY

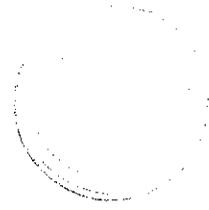
Following India's growing openness, the arrival of new and existing models, easy availability of finance at relatively low rate of interest and price discounts offered by the dealers and manufacturers all have stirred the demand for vehicles and a strong growth of the Indian automobile industry.

The data obtained from ministry of commerce and industry, shows high growth obtained since 2001- 02 in automobile production continuing in the first three quarters of the 2004-05. Annual growth was 16.0 per cent in April-December, 2004; the growth rate in 2003-04 was 15.1 per cent. The automobile industry grew at a compound annual growth rate (CAGR) of 22 per cent between 1992 and 1997. With investment exceeding Rs. 50,000 Cr, the turnover of the automobile industry exceeded Rs. 59,518 Cr in 2002-03. Including turnover of the auto-component sector, the automotive industry's turnover, which was above Rs. 84,000 Cr in 2002-03, is estimated to have exceeded Rs.1,00,000 Cr (USD 22. 74 billion) in 2003-04.

1.2.4 AUTOMOBILE DEALERS NETWORK IN INDIA

In terms of Car dealer networks and authorized service stations, Maruti leads the pack with Dealer networks and workshops across the country. The other leading automobile manufacturers are also trying to cope up and are opening their service stations and dealer workshops in all the metros and major cities of the country. Dealers offer varying kind of discount of finances who in turn pass it on to the customers in the form of reduced interest rates.

Major manufacturers in automobile industry



- Maruti Udyog Ltd.
- General Motors India
- Ford India Ltd.
- Eicher Motors
- Bajaj Auto
- Daewoo Motors India
- Hero Motors
- Hindustan Motors
- Hyundai Motor India Ltd.
- Royal Enfield Motors
- Telco
- TVS Motors
- Swaraj Mazda Ltd

Government has liberalized the norms for foreign investment and import of technology and that appears to have benefited the automobile sector. The production of total vehicles increased from 4.2 million in 1998- 99 to 7.3 million in 2003-04. It is likely that the production of such vehicles will exceed 10 million in the next couple of years.

The industry has adopted the global standards and this was manifested in the increasing exports of the sector. After a temporary slump during 1998- 99 and 1999-00, such exports registered robust growth rates of well over 50 per cent in 2002-03 and 2003-04 each to exceed two and- a-half times the export figure for 2001-02.

The key factors behind this upswing

Sales incentives, introduction of new models as well as variants coupled with easy availability of low cost finance with comfortable repayment options continued to drive demand and sales of automobiles during the first two quarters of the current year. The risk of an increase in the interest rates, the impact of delayed monsoons on rural demand, and increase in the costs of inputs such as steel are the key concerns for the players in the industry.

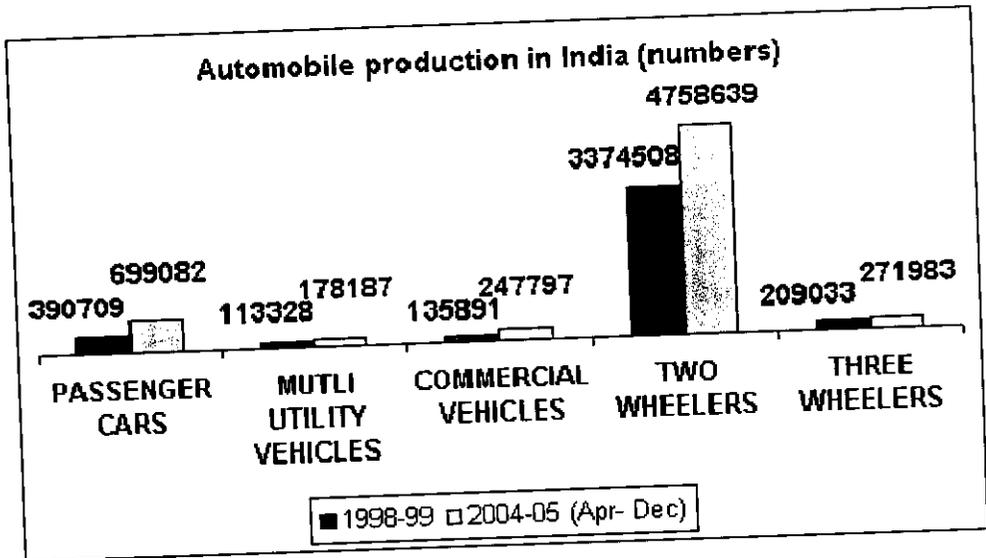
As the players continue to introduce new models and variants, the competition may intensify further. The ability of the players to contain costs and focus on exports will be critical for the performance of their respective companies. The auto component sector has also posted significant growth of 20 per cent in 2003-04, to achieve a sales turnover of Rs.30,640 Cr (US\$ 6.7 billion). Further, there is a potential for higher growth due to outsourcing activities by global automobiles giants. Today, this sector has emerged as another sunrise sector.

Even growth

Opposing the belief that the growth in automobile industry has catered only to the top income-stratum of society, Growth of exports of 32.8 % in the first three quarters of 2004-05, the fastest growth in volumes has come from commercial vehicles as against passenger cars.

Between 1998-99 and 2003-04, output of commercial vehicles has grown 2.8 times compared to the 2.2 times increase in passenger cars. Furthermore, two-wheeler output continues to dominate the volume statistics of the sector. In 2003-04, for every passenger car turned out by the sector, there were 7 two-wheelers produced. In the two wheeler segment, there is a greater preference for motorcycles followed by scooters, with both production and domestic sales of motorcycles increasing at faster rates than for scooters in the current and previous years. However, mopeds have registered low or negative growth. Export growth rates have been high both for motorcycles and scooters.

Fig 1.2.1



The key to success in the industry is to improve labor productivity, labor flexibility, and capital efficiency. Having quality manpower, infrastructure improvements, and raw material availability also play a major role. Access to latest and most efficient technology and techniques will bring competitive advantage to the major players. Utilizing manufacturing plants to optimum level and understanding implications from the government policies are the essentials in the Automotive Industry of India.

Both, Industry and Indian Government are obligated to intervene the Indian Automotive industry. The Indian government should facilitate infrastructure creation, create favorable and predictable business environment, attract investment and promote research and development. The role of Industry will primarily be in designing and manufacturing products of world-class quality establishing cost competitiveness and improving productivity in labor and in capital. With a combined effort, the Indian Automotive industry will emerge as the destination of choice in the world for design and manufacturing of automobiles.

1.3 ORGANIZATION PROFILE



1.3.1 ABOUT HMIL

Hyundai Motor India Limited (HMIL), formed in 6 May 1996 is a wholly owned subsidiary of Hyundai Motor Company (HMC), South Korea and is the largest passenger car exporter and the second largest car manufacturer in India. When Hyundai Motor Company entered the Indian Automobile Market in 1996 the Hyundai brand was almost unknown throughout India. During the entry of Hyundai in 1996, there were only five major automobile manufacturers in India, i.e. MUL, HM, PAL, TELCO and M&M. Daewoo had entered the Indian automobile market with Cielo just three years back while Ford, Opel and Honda had entered less than a year back.

For more than a decade till Hyundai arrived, Maruti Suzuki had a complete dominance and monopoly over the Passenger Cars segment because TELCO and M&M were solely Utility and Commercial Vehicle Manufacturers. HMIL's first car, the Hyundai Santro was launched in 23 September 1998 and was a runaway success. Within a few months of its inception HMIL became the second largest automobile manufacturer and the largest automobile exporter in India.

HMIL presently markets 8 models of passenger cars across segments. The A2 segment includes the EON, Santro, i10 and the i20, the A3 segment includes the Accent and the Verna, the A5 segment includes the Sonata Transform and the SUV segment includes the Santa Fe.

HMIL's fully integrated state-of-the-art manufacturing plant near Chennai boasts of the most advanced production, quality and testing capabilities in the country. To cater to rising demand, HMIL commissioned its second plant in February 2008, which produces an additional 300,000 units per annum, raising HMIL's total production capacity to 600,000 units per annum.

In continuation with its commitment to providing Indian customers with cutting-edge global technology, HMIL has set up a modern multi-million dollar research and development facility in the cyber city of Hyderabad. It aims to become a centre of excellence for automobile engineering and ensure quick turnaround time to changing consumer needs.

As HMC's global export hub for compact cars, HMIL is the first automotive company in India to achieve the export of 10 lakh cars in just over a decade. HMIL currently exports cars to more than 115 countries across EU, Africa, Middle East, Latin America and Asia Pacific. It has been the number one exporter of passenger car of the country for the sixth year in a row. To support its growth and expansion plans, HMIL currently has a 340 strong dealer network and 783 strong service points across India.

1.3.2 COMPANY HISTORY

In 1967 the company was established and in 1968 it launched the Cortina, the first car it mass produced.

In 1975, the Pony was launched with technology provided by Mitsubishi Motors.

In 1991, the company developed its first proprietary gas engine – the Alpha.

In 2002, Hyundai launched the Elantra which was manufactured in China.

In 2004, Hyundai Motor exceeded 10 million units in exports and in 2003 Hyundai India produced over 500,000 units of cars.

In 2005, Hyundai's exports to Africa and the Middle East exceeded 1 million units.

In 2006, Hyundai exceeded 100 trillion in sales all over the world.

In 2008, Beijing Hyundai set a record of sales of 1 million cars. India Hyundai sets a record of 500,000 export cars. Hyundai completed the manufacture of a second plant in Beijing which led to a manufacturing capacity of 300,000 units.

In 2009, Hyundai participated as a sponsor for the US Super Bowl. The Super Bowl is a national championship game of the National Football League, the biggest Football League in the United States.

1.3.3 COMPANY FOUNDER

Hyundai was founded by Chung Ju-Yung, a South Korean, who was born in a poor family in 1915. Ju-Yung opened three initiatives: the Hyundai auto service, the Hyundai Construction Company and Hyundai heavy industries. Mr. Ju-Yung also secured several construction projects and by 1960 Hyundai had emerged as Korea's No. 1 construction company. He also established a ship building business called Hyundai Heavy Industries.

Ju-Yung built the following companies: Hyundai Engineering (construction), Hyundai Motors (automobiles), Hyundai Merchant Marine (shipping) and oil interests and Hyundai Electronics (computer chips). Ju-Yung used the profits he gained in these companies in order to build hospitals, schools and apartments for Hyundai workers. Ju-Yung died in 2001 due to a bout of pneumonia.

Managing Director and CEO

Hyundai Motor India on 5 March 2012 appointed Mr. Bo Shin Seo as the new managing director of company. Bo replaced Han Woo Park for the top position. Mr. Bo Shin Seo joined Hyundai Motor Company in 1982. He has contributed to the organization by serving in different departments including the Overseas Engineering Department and Body Engineering Department. Mr. Seo has a vast experience of 30 years and has held various positions in the company. Prior to his becoming the Managing Director of HMIL, he held the position of Executive Director Production in HMIL.

Management Team

V.D Bhasin is the Senior VP of Sales of Hyundai Motor India.

Arvind Saxena is the Senior VP of Marketing and Sales and previously served as the VP of Marketing and Sales.

M. Whoo is the Head of R&D and Engineering Operations of Hyundai Motor India since 2007. He served as the MD of Hyundai Motor Engineering.

Sanjeev Shukla is the Head of Marketing.

H.W Park is now the Chief Financial officer of Kia Motors, in which Hyundai acquired a majority stake in 1998. H.W Park has been the Chief Executive Officer of Hyundai since 2009. He also served as the Senior Executive Director of Administration.

In India, Hyundai has many board members.

Mr. Heung-soo Lheem served as the MD of Hyundai Motor India Ltd till 2009. Lheem worked with Hyundai Motors Company at local parts development department in 1973. He looked after the Overseas Export Service Operations. He served as the Managing Director of Turkey operations at Hyundai. He serves as a Director of Hyundai Wia Corp. and Hyundai Motor India Limited.

At Hyundai Motor Company, Steve S. Yang served as the President and Co-Chief Executive Officer. He has served as the MD of Hyundai Motor India Limited. In 1977, Mr. Yang joined Hyundai Heavy Industry and in 1999 he entered Hyundai Motor Company.

Fig 1.3.1

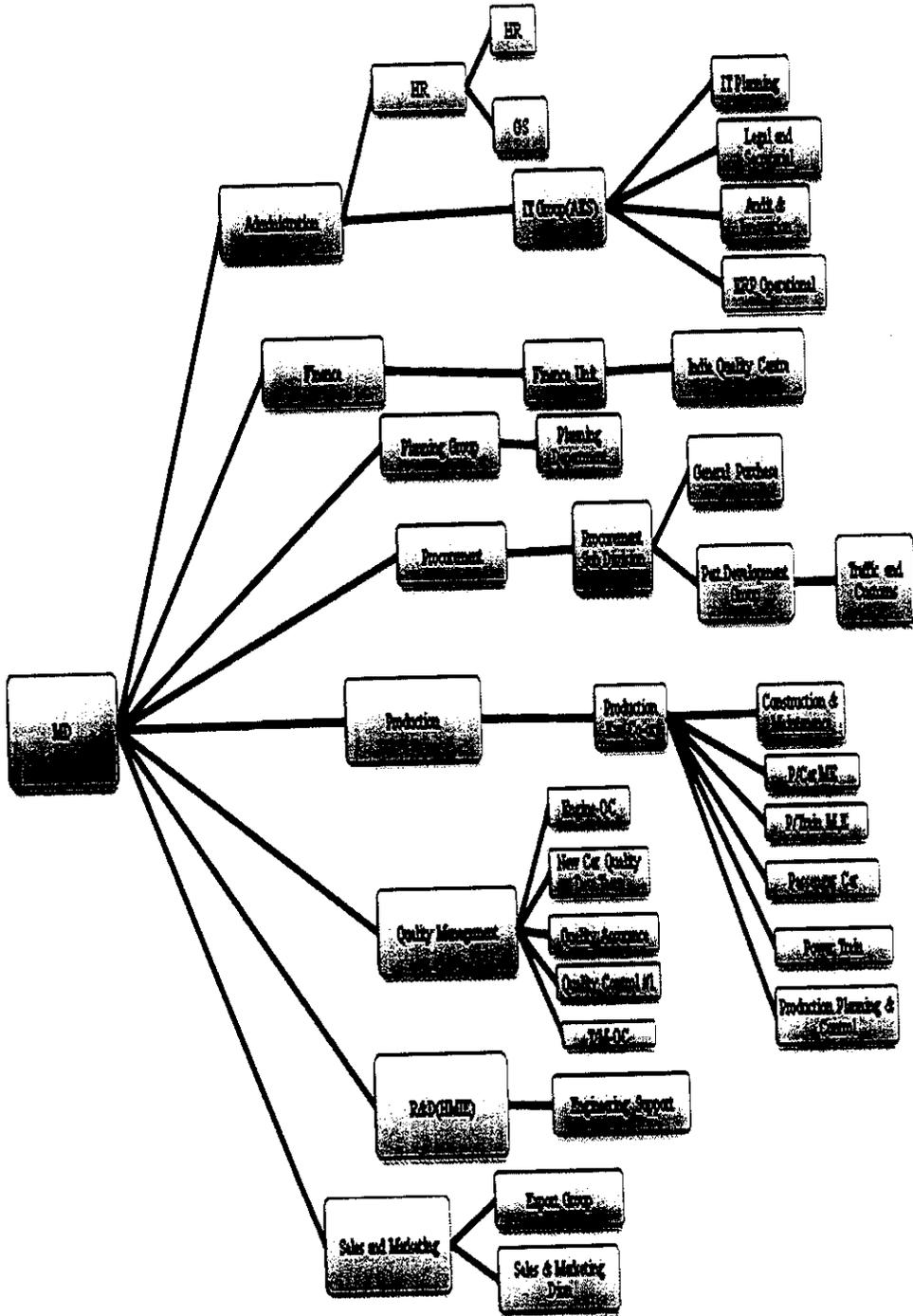
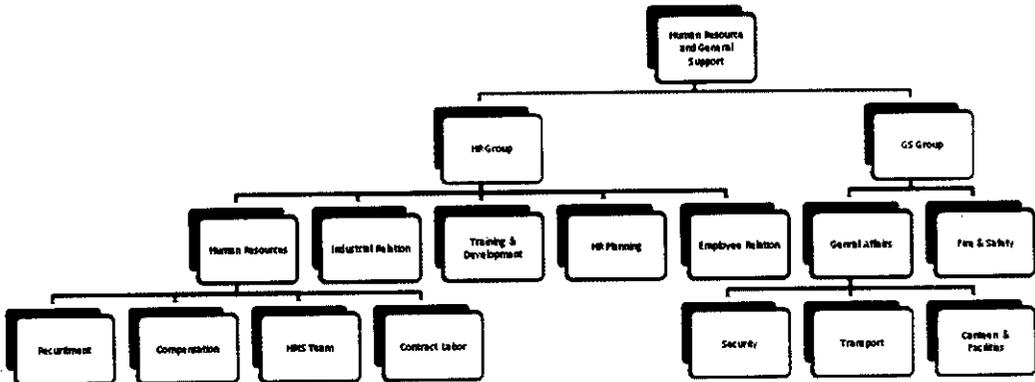


Fig 1.3.2



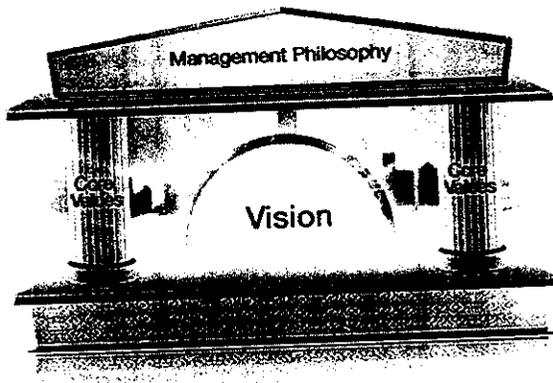
1.3.4 MISSION STATEMENT

To create exceptional automotive value for our customers by harmoniously blending safety, quality and efficiency. With our diverse team, we will provide responsible stewardship to our community and environment while achieving stability and security now and for future generations.

HYUNDAI CORPORATE PHILOSOPHY

Hyundai Motor Company has created its new corporate philosophy by redefining the philosophy and values that lived on in our organization since its origin. It released its Vision 2020 to establish the firm as the global leader in the automobile market.

Corporate Philosophy Framework



Management Philosophy

Hyundai Motor Company's most fundamental reason for being, and the foundation for its continued existence.

Core Values

Guiding principles for employee behavior and decision making that are essential to realizing our management philosophy and vision.

Vision

Hyundai Motor Company's goal for next decade that will be followed through with concrete business strategies and action plans.

1.3.5 COMPANY MILESTONES

1996: Hyundai Motor India Limited was established at its first plant near Chennai.

1998: the first Santro was produced.

2000: Hyundai launched its 100,000th car from Chennai. It also launched the Zip drive. Santro crossed 100,000 cars in sales and exported 760 Accents and Santro cars to Algeria.

2001: The 200,000th car was rolled out. The new look hatchback Santro and luxury sedan Sonata were launched.

2002: The 300,000th car of Hyundai was launched with the launch of the Accent Viva. The Santro Automatic Transmission as well as the Accent CRDi was launched.

2003: Hyundai started exports to Latin America. It rolled out the 400,000th car. It started exporting the Santro Xing and SUV Terracan in the same year.

2004: Hyundai Motors India Limited crossed sales figure of 100,000 in the export market.

2005: Santro became known as the largest selling car of Hyundai. Hyundai launched the SUV Tuscon. It also launched the Global Dealer Management System. This was a great "launch" year for Hyundai as it launched the Santro Xing. It also exported its 200,000th car overseas.

2006: Hyundai launched its 1, 000,000 car and also launched the HMIL Foundation. It launched both the Hyundai Verna – in Petrol and Diesel. It exported its 300,000th car.

2007: the company launched the Getz Prime, Verna CRDiSx, the Sonata CRDi Automatic, the Santro CNG and exported its 400,000th car.

2008: Hyundai inaugurated its 2nd plant in Chennai, and launched the following cars: i10 with the Kappa engine, Santro Eco and the i20 hatchback.

2009: Hyundai launched many cars- the new Sonata Transform, the new Verna Diesel Automatic, and the i10.

2010: Hyundai launched the i10 electric car in India. This was the year it had 10 lakh car exports, launched the Verna transform, had 30 lakh sales, including 20 lakh domestic sales. It also launched the all new next Generation i10, and the Santa Fe.

1.3.6 AWARDS & RECOGNITION

- HMIL gets the 'Automotive Company Of the Year 2011' Golden Steering Award
- Verna gets the 'Sedan Of The Year 2011' Golden Steering Award
- Eon gets the 'Entry-Level Hatchback Of The Year' at ET Zigwheels Awards 2011
- HMIL gets the 'Best Car Manufacturer 2012' award by Motor Vikatan magazine
- New Fluidic Verna wins the 'Reader's Choice Mid-size Car of the Year' at Top Gear Awards 2011
- Santa Fe awarded 'Import SUV of the Year' by CNBC TV18 Overdrive Awards 2011
- Santa Fe awarded 'SUV of the Year' by Business Standard Motoring Awards 2011 and by Car India Awards 2011

- Santa Fe awarded 'Full size SUV of the Year' by NDTV Car & Bike Awards 2011.
- HMIL gets CSR award from Tamil Nadu Deputy Chief Minister Mr. M. K. Stalin
- Hyundai i10 wins 'Small Family Favourite Car Award' by CarWale.com
- Hyundai Motor India Ltd wins the award for 'Customer Service' at the Apollo Auto India Best Brand Awards 2010.
- Hyundai i20 wins the 'Design of the Year' award at the NDTV Profit Car & Bike Awards 2010.
- Hyundai Motor India was named the 'Manufacturer of the Year' award and the 'Best Variant' award for its 'i-10 Kappa' engine at the UTVi Autocar Awards 2009.
- Hyundai Motor India honored with the 'EXIM Achieved Award' for the year 2008 by Tamil Chamber of Commerce.
- Hyundai Motor India wins the "Highest Resale Value" award at the Apollo Tyres Auto India Best Brand Survey Awards for the year 2009.
- Hyundai Motor India Ltd. (HMIL), has been conferred the 'All India Award for Export Excellence 2008-09 & for 2007-08 by the Engineering Export Promotion Council (EEPC). HMIL was awarded the Gold Trophy in the Large Enterprise category.
- In 2006, PM of India Presents "Star Company" Award to Hyundai Motor India.

Models Manufactured locally

1. Hyundai Accent Executive (Launched 2011)
2. Hyundai Santro Xing (Launched 2003)
3. Hyundai Uber Cool i20 (Launched 2008)
4. Hyundai Next Gen i10 (Launched 2010)
5. Hyundai Fluidic Verna (Launched 2011)
6. Hyundai EON (Launched 2011)

Imported

1. Hyundai Elantra (2004–2007)
2. Hyundai Tucson (2005–2010)
3. Hyundai Sonata Transform (2010–2011)
4. Hyundai Santa Fe (Launched 2010)
5. Hyundai Sonata (Launched 2012)

CONTRIBUTION TO THE INDIAN AUTOMOBILE MARKET

Hyundai's sales trends

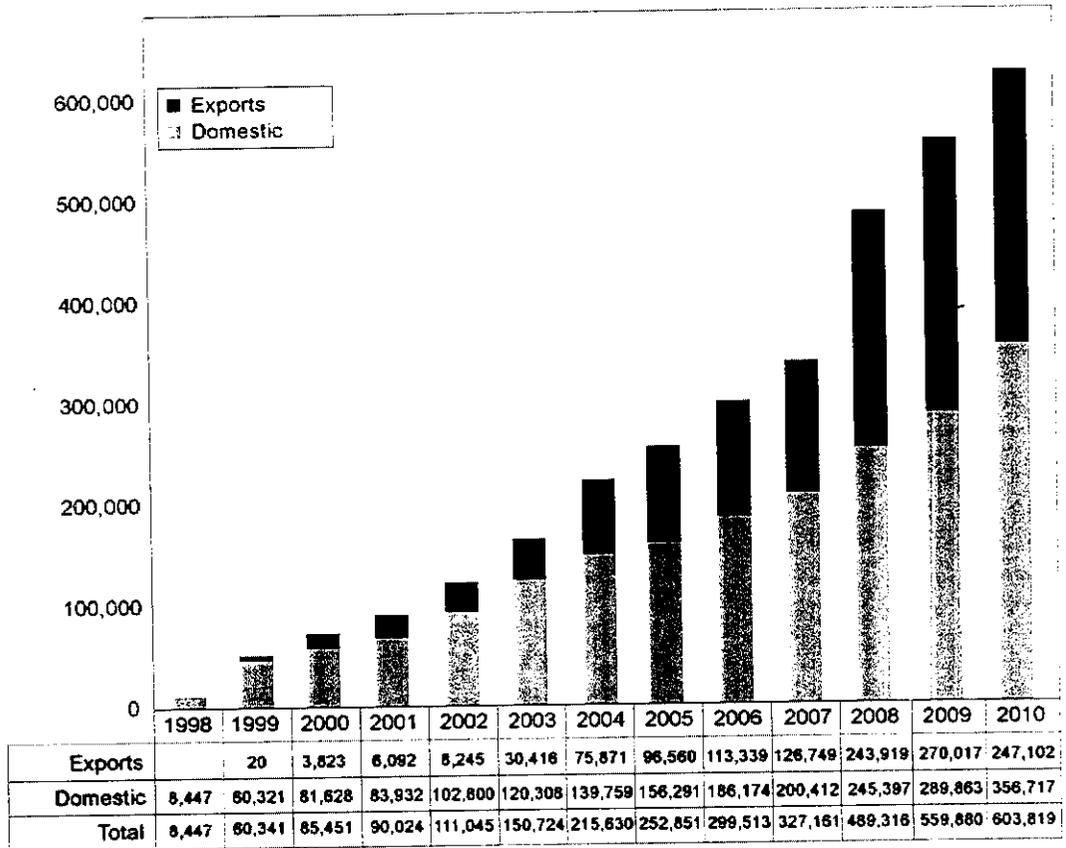


Fig 1.3.3

Since inception, HMIL has dominated the automobile market with the reputation of being the fastest growing automobile manufacturer in India. HMIL's growth has been driven by volume-oriented revenues coupled with technological soundness and superior designs.

A major force in the Indian automobile scenario, HMIL focuses on the latest technologies and innovative marketing strategies. HMIL has carved out a niche for itself in the market today with most of its models leading in their respective segments. It's been a long journey from just 8,447 units in 1998, till today when

1.3.7 CSR Activities of HMIL - Hyundai Motor India Foundation (HMIF)

HMIF was formed in the year 2006 with the purpose of 'giving back' to society and to initiate Corporate Social Responsibility (CSR) activities in the areas of health care, educational and vocational training, environment, road safety, art, science, technology, etc. HMIF gets its direct funding from HMIL's earnings as it contributes Rs.100 for every car sold in the Indian market to enable HMIF to carry out its social activities.

Happy Move

Hyundai Motor India Foundation (HMIF), as part of its Corporate Social Responsibility program recently organizes the 'Happy Move Global Youth Volunteers camp'. As part of the initiative, students from India and Korea work together towards a common cause of community development. The activities in the camp are focused on education and renovation activities. The 'Happy Move Global Youth Volunteers Camp' is also supported by Field Services and Intercultural Learning (FSL), an Indian NGO India, and International Work camp Organisation (IWO), an NGO from Korea.

Hyundai Driving School

As part of skill development, driving school was started by HMIF to train unemployed youth in Kancheepuram & Thiruvallur Dist.

Hyundai Traffic Squad

Students Traffic Volunteer Scholarship Scheme is an initiative by HMIF to sponsor the 'economically backward' college students and also help in managing traffic better. A group of carefully chosen students, after proper training by the local traffic police, work as traffic marshals at busy intersections in conjunction with the traffic police to control and manage traffic. The students are paid a stipend for their efforts and this scheme is successfully running in the cities of New Delhi, Chennai and Kolkata. HMIL will further expand the scheme to other cities of India

Educational and Vocational Training Program

HMIL, under the aegis of HMIF is committed to the task of improving conditions in local schools around Sriperumbudur as well as nationally. At regular intervals it donates chairs, tables, computers to the schools to create a better environment for educating children. Till date, over 20,000 school students have benefited through this program. HMIF has adopted ITI's in Assam and Ulundurpet to equip them with latest infrastructure facilities and also provides employment opportunities to students who graduate from here.

Medical Camps for Neighborhoods

HMIF conducts a number of free Medical Camps. Apart from this, the Foundation has also entered into an agreement with Sri Ramachandra Medical University for operating a Mobile Health Clinic in villages between Poonamalee and Kanchipuram. The mobile clinic will have a Medical Officer, Pharmacist, Nurse, Attendant and maintain a regular supply of medicines. The van has a Satellite link which enables it to be in direct contact with the hospital and get assistance and advice even in the remotest of villages.

1.4 STATEMENT OF THE PROBLEM

When an individual does not maintain a balance between work and life, it may cause him some medical, psychological and behavioral consequences; as a result, his or her productivity will also go down. In order to address the serious work-life issues among executives like long working hours, work pressure, dissatisfied work, this study was undertaken to study the existing work - life balance and various issues, thereby suggesting measures to improve the balance of the executives.

1.5 OBJECTIVES OF THE STUDY

- ◎ To study the work-life balance of executives by understanding the socio economic and lifestyle patterns in Hyundai Motor India Limited, Sri Perumpudur.

Secondary objectives:

- ◎ To explore various factors that intervene work and life of executives.
- ◎ To suggest organizational initiatives to promote work-life balance among the executives.

1.6 SCOPE OF THE STUDY

The research was conducted exclusively for the employees in the executive cadre of HMIL, Sri Perumpudhur. Like any other industry, HMIL is also facing the problem of managing good work-life balance among employees. This study unveils the factors that determine the work-life balance in HMIL. Through this research, the organization can get to know the actual persisting reasons for the average work-life balance that exists and the findings & recommendations will help in resolving these issues & thereby improve the balance. The results of the study is subjected only to this particular organization and neither can it be generalized nor can be made applicable to other organizations.

CHAPTER II
REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

Dr.Aravind .S Kumar, Dr.P.Paramashivaiah Shivakumar(2004)¹, In the last few decades, there has been a dramatic increase in the amount of research devoted to understanding the linkages between work and family and/or personal life. The term ‘Work-life Balance’ was first coined in 1986 in reaction to the unhealthy choices that many Americans were making in favour of the work place, as they opted to neglect family, friends and leisure activities in the pursuit of corporate / work goals. A balanced life is one where we spread our energy and effort - emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole.

Gunavathy J S, (2007)², the increasing prevalence of work-life conflicts and increasing concern about work-life issues in the corporate arena present both a challenge and opportunity for Human Resource (HR) Professionals. Work-life conflicts affect employee well-being in a myriad ways. Work-life balance initiatives designed to help employees balance their work and personal lives are not only an option, but also a necessity for many employers today. There is a need for organizations to adopt human resource strategies and policies that accommodate the work-life needs of a diverse workforce in the current business environment.

Sunil Joshi, John Leichne, (2002)³, the primary way companies can help facilitate work-life balance for their employees are through work-life programs and training. Achievement and enjoyment at work is a critical part of anyone’s work-life balance. Furthermore, achievement and enjoyment in the other three quadrants of

¹ Dr.Aravind .S kumar, Dr.P.Paramashivaiah Shivakumar,(2004), ‘A research study on managing work-life balance’, International Journal of Business and Society, Vol. 11 No. 2, 2010, p.97 – 108.

² Gunavathy J S, (2007), ‘Work-Life Balance Interventions Prevalent in the Indian Industry’, South Asian journal of management, Vol 18, No 2, p. 110

³ Sunil Joshi, John Leichne, (2002) ‘A Case of Social Responsibility or Competitive Advantage, Human Resources Dept’, Dr. Parsons Georgia Institute of Technology, July 2006, Vol. 71 Issue 7, p.54-68.

one's life (e.g. family, friends and self) is critical as well. Work-life balance programs in the U.S. have become increasingly popular through the years. The following lists some of the more common work-life benefits: Flex-time, Telecommuting, Child care, Elder care, Leave (e.g. paternity, etc.), Job-sharing, Employee Assistance Programs, In-house store/services, Gym subsidies, Concierge services, Vacation and Work hours.

Hudson David (2002)⁴, A recent study explored and measured three aspects of work-life balance

1. Time balance, which concerns the amount of time given to work and non-work roles.
2. Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.

3. Satisfaction balance, or the level of satisfaction with work and nonwork roles. This model of work-life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life.

Asadullah, Niaz (2008)⁵, this paper examines the role of work-life balance practices (WLB) in explaining the "paradox of the contented female worker". After establishing that females report higher levels of job satisfaction than men in the UK, we test whether firm characteristics such as WLB and gender segregation boost the satisfaction of women proportionately more than that of men, thereby explaining why the former are reportedly happier. The results prove that WLB practices increase

⁴ Hudson David (2002), 'The Case for Work-life Balance: Closing the Gap between Policy and Practice, 20:20 Series | A Hudson initiative to help businesses compete and succeed in the future', Vol.9, p.14-23.

⁵Asadullah, Niaz (2008), 'Work-Life Balance Practices and the Gender Gap in Job Satisfaction in the UK: Evidence from Matched Employer-Employee Data', Institute for the Study of Labor, Pg 34.

the likelihood of reporting higher satisfaction but similarly for both demographic groups thereby reducing the gender gap in job satisfaction only slightly.

Nancy R. Lockwood (2003)⁶, in organizations and on the home front, the challenge of work-life balance is rising to the top of many employers' and employees' consciousness. In today's fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. This article provides human resource professionals with an historical perspective, data and possible solutions—for organizations and employees alike to work-life balance. Three factors—global competition, personal lives/family values, and an aging workforce—present challenges that exacerbate work-life balance. This article offers the perspective that human resource professionals can assist their companies to capitalize on these factors by using work-life initiatives to gain a competitive advantage in the marketplace.

David E. Guest (2007)⁷, this article reviews aspects of contemporary theory and research on work-life balance. It starts by exploring why work-life balance has become an important topic for research and policy in some countries and after outlining traditional perspectives examines the concept of balance and its implications for the study of the relation between work and the rest of life. A model outlining the causes, nature and consequences of a more or less acceptable work-life balance is presented and recent research is cited to illustrate the various dimensions. Finally, the topic is linked to the field of work and organizational psychology and a number of theoretical and conceptual issues of relevance to research in Europe are raised.

⁶ Nancy R. Lockwood (2003) 'Work-life Balance: Challenges and Solutions', SHRM Research Quarterly, HR content expert, Vol 23, Pg 298.

⁷ David E. Guest (2007), 'Perspectives on the Study of Work-life Balance, The Management

CHAPTER III
RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

Research may be defined as the search for knowledge through an objective and scientific method of finding solution to the problem. It includes various steps that are generally adopted by a researcher in studying the problem along with the logic behind them.

3.1 Type of research

The type of research used is Descriptive research. Here it to use to describe the work-life balance of the executives working in Hyundai Motor India Limited.

3.1.1 Pilot study

The questionnaire was pre-tested before the main study to remove procedural difficulties.

Objectives of Pilot study

- To find out if the respondents could understand the questionnaire.
- To make changes if required in the questionnaire.

Administration of the questionnaire

The questionnaire had only open-ended questions. When it was administered to the respondents, the responses were collected through friendly discussions with the respondents. 25 responses were collected for the pilot study through convenient sampling.

3.2 Data and source of data

The data used for this research is primary data. The research instrument used for data collection is structured questionnaire which was carefully designed keeping the entire objective in mind. The questionnaire was used to collect information in various aspects like Demography, personal care & development, work environment, work-life balance issues and suggestions for work life balance initiatives. The questionnaire has 20 questions. Interval – based and five points rating scales were used. The collected data was analyzed using statistical tools and inferences were drawn and findings were published for better understanding of the subject.

3.3 Time period covered

The total time period of the study was 90 days. It took nearly one month to finalize the research design, (i.e. review of literature, objective formations, questionnaire formation, refining the questionnaire, etc) and the data collection was carried out for 4 weeks.

3.4 Population & Sample size

The process of collecting observation from elements of a large population may be expensive, time consuming and difficult. It will be cheaper and quicker to collect information from a sample plan of the population. A sample is a subset of population through a valid statistical procedure so that it can be regarded as representative of the entire population. The valid statistical method of drawing sample from the population is called sampling.

3.4.1 Sample units

The sample units for this study were the employees in the executive cadre in various divisions of Hyundai Motor India Limited, Sri Perumpudur.

3.4.2 Sample Frame

A sample frame is a list that includes every member of the population from which a sample is to be taken. In this case the sample frame was all those executives who work in Hyundai Motor India Limited's various divisions.

3.4.3 Sample size

The larger the sample the more accurate the result would be but practically it was not feasible to survey the entire target population or even the substantial proportion of it. For this project the total population was calculated to be 2000 executives who are working in various divisions like Employee Relations, Procurement, HR Planning, Plant-IR, Corporate Finance, Business Planning, Quality, Training & Development, and General Affairs. Out of the 2000 Executive cadre Employees, 320 Executives were selected as respondents through simple random sampling method.

3.5 Sampling technique

For this research the sampling technique adopted was simple random sampling. It is a probabilistic sampling technique.

3.6 Statistical tools used

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study:

- Percentage Analysis
- One-way ANOVA
- Chi square
- Correlation

3.7 Limitations of the study

- The research was conducted exclusively for the Executives working in Hyundai Motor India Limited, Sri Perumpudur and not for the other employees
- The attitude of the respondents changes from time to time. Hence the result of the project may be applicable only at present.
- Executives' perception may be biased.
- We cannot get exact information because some of the employees are reluctant to share the information.
- The size of the sample compared to the population is very small and hence it may not represent the whole population.

CHAPTER IV
ANALYSIS AND INTERPRETATION

CHAPTER 4

ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE 4.1.1

The Table showing the age of the executives

S.No	Particulars	No of respondents	Percentage
1.	20-29	201	62.8
2.	30-39	86	26.9
3.	40-49	21	6.6
4.	>50	12	3.8
	Total	320	100.0

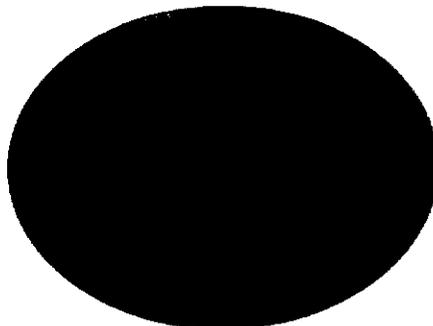
The above table shows that 62.8% of the executives belong to the age group of 20-29 years, 26.9% of the executives belong to the age group of 30-39 years, 6.6% of the executives belong to the age group of 40-49 years and 3.8% of the executives are above the age of 50 years.

Inference:

Majority (62.8%) of the executives belong to the age group of 20-29 years.

CHART 4.1.1

Age of the Executives



■ 20 - 29
■ 30 - 39
■ 40 - 49
■ >50

TABLE 4.1.2

The Table showing the gender of the executives

S.No	Particulars	No of executives	Percentage
1.	Male	275	85.9
2.	Female	45	14.1
	Total	320	100.0

The above table shows that 85.9% of the executives are male and 14.1% of the executives are female.

Inference:

Majority (85.9%) of the executives are Male.

CHART 4.1.2

Gender of the executives

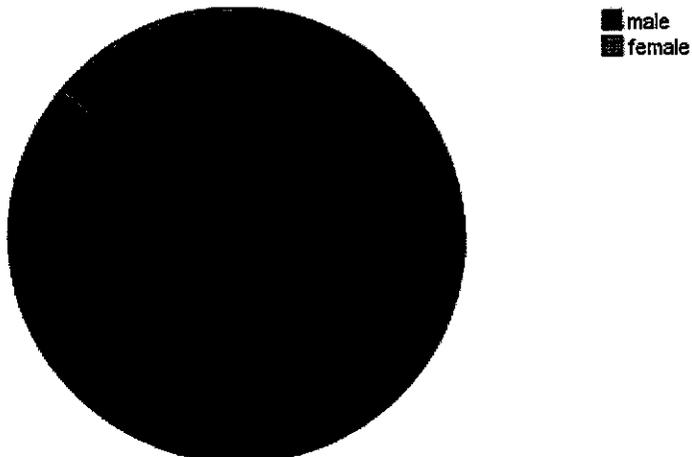


TABLE 4.1.3

The Table showing the work experience of the executives

S.No	Particulars	No of executives	Percentage
1.	1-3	152	47.5
2.	3-6	129	40.3
3.	6-10	18	5.6
4.	>10	21	6.6
	Total	320	100.0

The above table shows that 47.5% of the executives have work experience of 1-3 years, 40.3% of the executives have work experience of 3-6 years, 5.6% of the executives have work experience of 6-10 years and only 6.6% of the executives have more than 10 years of work experience.

Inference:

Maximum (47.5%) of the executives have work experience of 1-3 years.

CHART 4.1.3

Work experience

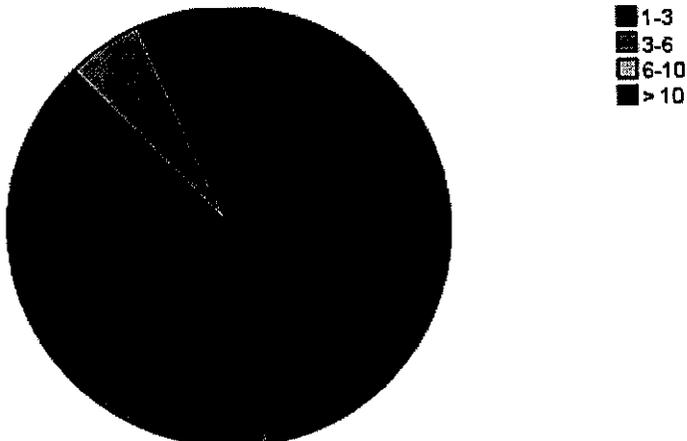


TABLE 4.1.4

The Table showing the description of household

S.No	Particulars	No of executives	Percentage
1.	Single	165	51.6
2.	Married	155	48.4
	Total	320	100.0

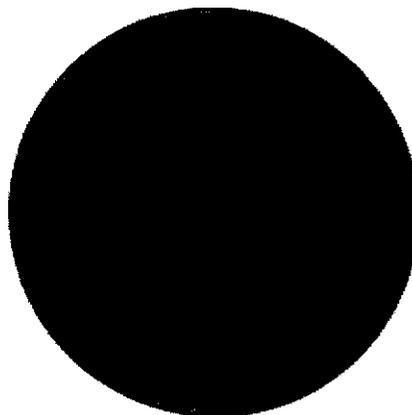
The above table shows that 51.6% of the executives are single and 48.4% of the executives are married.

Inference:

Majority (51.6%) of the executives are single in terms of household.

CHART 4.1.4

Description of household



■ Single
■ Married

TABLE 4.1.5

The Table showing the employment detail of spouse

S.No	Particulars	No of executives	Percentage
1.	No	90	58.06
2.	Yes	65	41.94
	Total	155	100.0

The above table shows that out of the 155 executives, who are married, 58.06% of the executives' spouse are not employed and 41.94% of the executives' spouse are employed.

Inference:

Majority (58.06%) of the executives' spouse are not employed.

TABLE 4.1.6

The Table showing the whether the work-life balance get affected among the married executives

S.No	Particulars	No of executives	Percentage
1.	No	20	30.77
2.	Yes	45	69.23
	Total	65	100.0

The above table shows that out of the 65 executives' spouse who are employed, 30.77% of the executives feel that the employment of spouse does not affect their work-life balance whereas 69.23% of the executives feel that the employment of spouse affects their work- life balance.

Inference:

Majority (69.23%) of the executives feel that the employment of spouse affects their work- life balance.

TABLE 4.1.7

The Table showing the extra working hours of the executives

S.No	Particulars	No of executives	Percentage
1.	Less than 1 hour	24	7.5
2.	1-2 hours	102	31.9
3.	2-3 hours	185	57.8
4.	More than 3 hrs	9	2.8
	Total	320	100.0

From the above table we can know that 7.5% of executives do less than an hour of extra work, 31.9% of executives do 1-2hours of extra work, 57.8% of executives do 2-3hours of extra work and 2.8% of executives do more than 3 hours of extra work.

Inference:

Majority (57.8%) of the executives do 2-3hours of extra work to reach their targets.

CHART 4.1.5

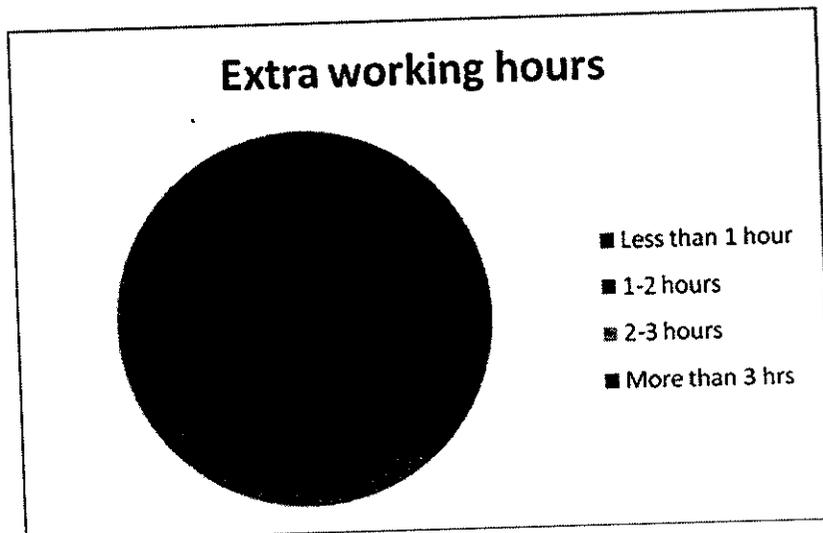


TABLE 4.1.8

The Table showing the travel hours of the executives

S.No	Particulars	No of executives	Percentage
1.	Less than 1 hour	36	11.2
2.	1-2 hours	152	47.5
3.	2-3 hours	96	30.0
4.	More than 3 hrs	36	11.2
	Total	320	100.0

The above table shows that 47.5% of the executives travel for 1-2 hours, 30% of the executives travel for 2-3 hours, 11.2% of the executives travel for less than one hour and another 11.2% of the executives travel for more than 3 hours.

Inference:

Maximum (47.5%) of the executives travel for 1-2 hours for going to and from the company.

CHART 4.1.6

Travelling time

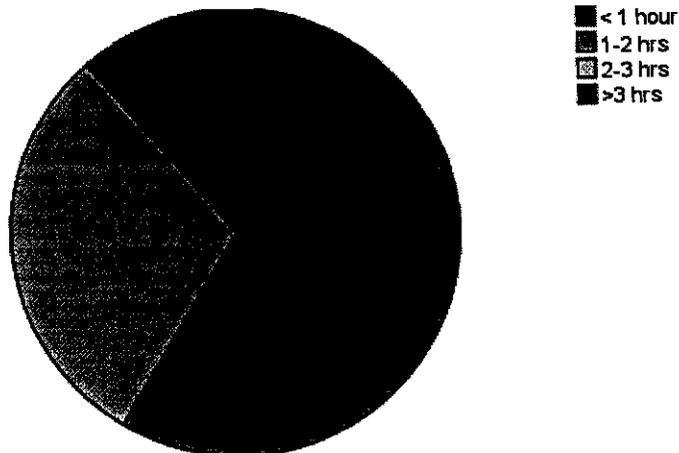


TABLE 4.1.9

The Table showing the work-life balance of the executives

S.No	Particulars	No of executives	Percentage
1.	Very good	9	2.8
2.	Good	90	28.1
3.	Average	161	50.3
4.	Bad	30	9.4
5.	Very bad	30	9.4
	Total	320	100.0

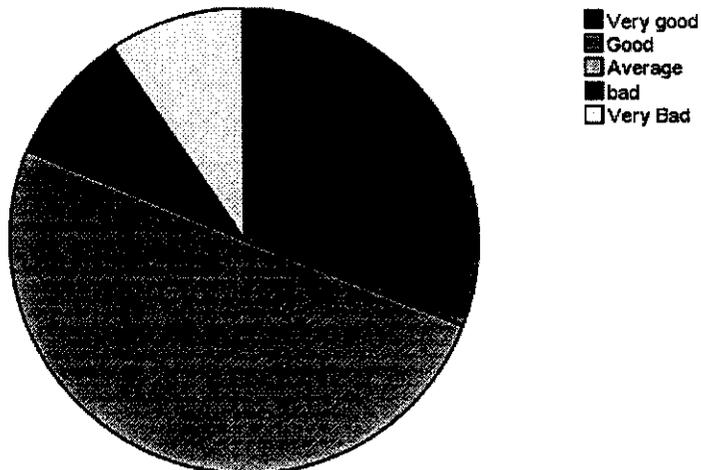
The above table shows that 9% of the executives have very good work-life balance, 28.1% of the executives have good work-life balance. Work-life balance is average for 50.3% of the executives. 9.4% of the executives feel that they have bad work-life balance while another 9.4% of the executives feel that their work-life balance is very bad.

Inference:

Majority (50.3%) of the executives feel that their work-life balance is average.

CHART 4.1.7

Work/Life balance



4.2 ONE-WAY ANOVA

Analysis of variance (ANalysis Of VAriance) is a general method for studying sampled-data relationships. This method enables the difference between two or more sample means to be analyzed, achieved by subdividing the total sum of squares. The purpose is to test for significant differences between class means, and this is done by analyzing the variances.

4.2.1 Table showing the various facilities offered by the company against age groups

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	15.672	3	5.224	8.742	.000
	Within Groups	188.825	316	.598		
	Total	204.497	319			
Transportation	Between Groups	9.399	3	3.133	6.807	.000
	Within Groups	145.448	316	.460		
	Total	154.847	319			
Helpdesk	Between Groups	14.832	3	4.944	6.724	.000
	Within Groups	232.368	316	.735		
	Total	247.200	319			
Fitness centre	Between Groups	22.057	3	7.352	12.271	.000
	Within Groups	189.331	316	.599		
	Total	211.388	319			
Family day	Between Groups	7.428	3	2.476	3.549	.015
	Within Groups	220.460	316	.698		
	Total	227.888	319			
Compulsory Vacation Leave	Between Groups	4.471	3	1.490	2.391	.069
	Within Groups	196.951	316	.623		
	Total	201.422	319			
Leave	Between Groups	11.076	3	3.692	3.033	.029
	Within Groups	384.670	316	1.217		
	Total	395.747	319			
Medical Insurance	Between Groups	14.286	3	4.762	5.370	.001
	Within Groups	280.210	316	.887		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for various age groups were equal. It can be seen that people of different age groups have difference in the facilities like canteen, transportation, help desk, fitness centre, family day concept, leave, medical insurance while no difference was found for compulsory vacation leave.

4.2.2 Table showing the various facilities offered by the company against gender

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	2.388	1	2.388	3.757	.053
	Within Groups	202.109	318	.636		
	Total	204.497	319			
Transportation	Between Groups	1.661	1	1.661	3.449	.064
	Within Groups	153.185	318	.482		
	Total	154.847	319			
Helpdesk	Between Groups	1.178	1	1.178	1.523	.218
	Within Groups	246.022	318	.774		
	Total	247.200	319			
Fitness centre	Between Groups	3.438	1	3.438	5.258	.022
	Within Groups	207.949	318	.654		
	Total	211.388	319			
Family day	Between Groups	3.218	1	3.218	4.555	.034
	Within Groups	224.669	318	.707		
	Total	227.887	319			
Compulsory Vacation Leave	Between Groups	1.473	1	1.473	2.342	.127
	Within Groups	199.949	318	.629		
	Total	201.422	319			

Leave	Between Groups	.860	1	.860	.692	.406
	Within Groups	394.887	318	1.242		
	Total	395.747	319			
Medical Insurance	Between Groups	7.821	1	7.821	8.675	.003
	Within Groups	286.676	318	.901		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for both the genders were equal. It can be seen that people of both the genders have difference in the facilities like help desk, fitness centre, family day concept, medical insurance while no difference was found for canteen, transportation, compulsory vacation leave, and leave.

4.2.3 Table showing the various facilities offered by the company against work experience

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	7.324	3	2.441	3.913	.009
	Within Groups	197.173	316	.624		
	Total	204.497	319			
Transportation	Between Groups	1.377	3	.459	.945	.419
	Within Groups	153.470	316	.486		
	Total	154.847	319			
Helpdesk	Between Groups	2.504	3	.835	1.078	.359
	Within Groups	244.696	316	.774		
	Total	247.200	319			

Fitness centre	Between Groups	14.651	3	4.884	7.844	.000
	Within Groups	196.736	316	.623		
	Total	211.388	319			
Family day	Between Groups	7.117	3	2.372	3.396	.018
	Within Groups	220.770	316	.699		
	Total	227.888	319			
Compulsory Vacation Leave	Between Groups	5.051	3	1.684	2.709	.045
	Within Groups	196.371	316	.621		
	Total	201.422	319			
Leave	Between Groups	6.361	3	2.120	1.721	.163
	Within Groups	389.386	316	1.232		
	Total	395.747	319			
Medical Insurance	Between Groups	.093	3	.031	.033	.992
	Within Groups	294.404	316	.932		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for executives with varying work experience were equal. It can be seen that executives have difference in the facilities like canteen, fitness centre, family day concept, and vacation leave while no difference was found for transportation, help desk, leave, medical insurance.

4.2.4 Table showing the various facilities offered by the company against household description

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	.096	1	.096	.149	.700
	Within Groups	204.401	318	.643		
	Total	204.497	319			
Transportation	Between Groups	3.784	1	3.784	7.966	.005
	Within Groups	151.063	318	.475		
	Total	154.847	319			
Helpdesk	Between Groups	4.399	1	4.399	5.761	.017
	Within Groups	242.801	318	.764		
	Total	247.200	319			
Fitness centre	Between Groups	.135	1	.135	.203	.653
	Within Groups	211.253	318	.664		
	Total	211.387	319			
Family day	Between Groups	.465	1	.465	.650	.421
	Within Groups	227.423	318	.715		
	Total	227.887	319			
Compulsory Vacation Leave	Between Groups	.403	1	.403	.637	.425
	Within Groups	201.019	318	.632		
	Total	201.422	319			
Leave	Between Groups	3.676	1	3.676	2.982	.085
	Within Groups	392.071	318	1.233		
	Total	395.747	319			
Medical Insurance	Between Groups	1.067	1	1.067	1.156	.283
	Within Groups	293.430	318	.923		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for executives based on household status were equal. It can be seen that executives have difference in the facilities like transportation, help desk while no difference was found for canteen, fitness centre, family day concept, vacation leave, leave, medical insurance.

4.2.5 Table showing the various facilities offered by the company against extra working hours

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	5.789	3	1.930	3.069	.028
	Within Groups	198.708	316	.629		
	Total	204.497	319			
Transportation	Between Groups	12.199	3	4.066	9.008	.000
	Within Groups	142.647	316	.451		
	Total	154.847	319			
Helpdesk	Between Groups	28.374	3	9.458	13.658	.000
	Within Groups	218.826	316	.692		
	Total	247.200	319			
Fitness centre	Between Groups	1.115	3	.372	.559	.643
	Within Groups	210.272	316	.665		
	Total	211.388	319			
Family day	Between Groups	18.793	3	6.264	9.467	.000
	Within Groups	209.094	316	.662		
	Total	227.887	319			
Compulsory Vacation Leave	Between Groups	6.884	3	2.295	3.728	.012
	Within Groups	194.537	316	.616		
	Total	201.422	319			
Leave	Between Groups	32.389	3	10.796	9.389	.000
	Within Groups	363.358	316	1.150		
	Total	395.747	319			
Medical Insurance	Between Groups	4.545	3	1.515	1.651	.178
	Within Groups	289.952	316	.918		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for executives with different extra working hours were equal. It can be seen that executives have difference in the facilities like canteen, transportation, helpdesk, family day concept, leave, and compulsory vacation leave while no difference was found for fitness centre, medical insurance.

4.2.6 Table showing the various facilities offered by the company against travel hours

		Sum of Squares	df	Mean Square	F	Sig.
Canteen/Food	Between Groups	14.036	3	4.679	7.763	.000
	Within Groups	190.461	316	.603		
	Total	204.497	319			
Transportation	Between Groups	2.011	3	.670	1.386	.247
	Within Groups	152.836	316	.484		
	Total	154.847	319			
Helpdesk	Between Groups	8.884	3	2.961	3.927	.009
	Within Groups	238.316	316	.754		
	Total	247.200	319			
Fitness centre	Between Groups	17.045	3	5.682	9.239	.000
	Within Groups	194.342	316	.615		
	Total	211.388	319			
Family day	Between Groups	3.572	3	1.191	1.677	.172
	Within Groups	224.316	316	.710		
	Total	227.888	319			

Compulsory Vacation Leave	Between Groups	22.047	3	7.349	12.946	.000
	Within Groups	179.375	316	.568		
	Total	201.422	319			
Leave	Between Groups	3.819	3	1.273	1.026	.381
	Within Groups	391.928	316	1.240		
	Total	395.747	319			
Medical Insurance	Between Groups	13.727	3	4.576	5.150	.002
	Within Groups	280.770	316	.889		
	Total	294.497	319			

Inference:

One way Anova was performed to test the hypothesis that the facilities offered by the company for executives with different travel hours were equal. It can be seen that executives have difference in the facilities like canteen, fitness centre, help desk, medical insurance, and compulsory vacation leave while no significant difference was found for transportation, family day concept, leave.

4.2.7 Table showing the various initiatives suggested for the company against different age groups

		Sum of Squares	Df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	.560	3	.187	.210	.890
	Within Groups	281.328	316	.890		
	Total	281.887	319			
Recreation	Between Groups	7.319	3	2.440	3.001	.031
	Within Groups	256.869	316	.813		
	Total	264.187	319			
Yoga/meditation	Between Groups	5.508	3	1.836	2.506	.059
	Within Groups	231.464	316	.732		
	Total	236.972	319			
Stress management programme	Between Groups	14.909	3	4.970	6.163	.000
	Within Groups	254.837	316	.806		
	Total	269.747	319			
Family trips & get together	Between Groups	3.376	3	1.125	1.419	.237
	Within Groups	250.574	316	.793		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives with different age groups were equal. It can be seen that executives have difference in the initiatives like recreation and stress management programme while no significant difference was found for counselling & wellness programs, yoga/meditation, family trips & get together.

4.2.8 Table showing the various initiatives suggested for the company against gender

		Sum of Squares	df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	.687	1	.687	.777	.379
	Within Groups	281.200	318	.884		
	Total	281.887	319			
Recreation	Between Groups	.638	1	.638	.770	.381
	Within Groups	263.549	318	.829		
	Total	264.188	319			
Yoga/meditation	Between Groups	3.466	1	3.466	4.721	.031
	Within Groups	233.505	318	.734		
	Total	236.972	319			
Stress management programme	Between Groups	23.638	1	23.638	30.543	.000
	Within Groups	246.109	318	.774		
	Total	269.747	319			
Family trips & get together	Between Groups	7.528	1	7.528	9.715	.002
	Within Groups	246.422	318	.775		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives of both the genders were equal. It can be seen that executives have difference in the initiatives like yoga/meditation, family trips & get together and stress management programme while no significant difference was found by male and female executives in case of counselling & wellness programs, recreation.

4.2.9 Table showing the various initiatives suggested for the company against work experience

		Sum of Squares	df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	6.948	3	2.316	2.662	.048
	Within Groups	274.940	316	.870		
	Total	281.888	319			
Recreation	Between Groups	3.663	3	1.221	1.481	.220
	Within Groups	260.525	316	.824		
	Total	264.188	319			
Yoga/meditation	Between Groups	10.811	3	3.604	5.035	.002
	Within Groups	226.161	316	.716		
	Total	236.972	319			
Stress management programme	Between Groups	16.193	3	5.398	6.727	.000
	Within Groups	253.554	316	.802		
	Total	269.747	319			
Family trips & get together	Between Groups	2.582	3	.861	1.082	.357
	Within Groups	251.368	316	.795		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives with varying work experiences were equal. It can be seen that executives have difference in the initiatives like counselling & wellness programs, yoga/meditation, and stress management programme while no significant difference was found for recreation, family trips & get together.

4.2.10 Table showing the various initiatives suggested for the company against household description

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	1.774	1	1.774	2.014	.157
	Within Groups	280.114	318	.881		
	Total	281.888	319			
Recreation	Between Groups	.652	1	.652	.787	.376
	Within Groups	263.535	318	.829		
	Total	264.187	319			
Yoga/meditation	Between Groups	.030	1	.030	.040	.841
	Within Groups	236.942	318	.745		
	Total	236.972	319			
Stress management programme	Between Groups	.472	1	.472	.557	.456
	Within Groups	269.275	318	.847		
	Total	269.747	319			
Family trips & get together	Between Groups	2.608	1	2.608	3.300	.070
	Within Groups	251.342	318	.790		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives with varying household descriptions were equal. It can be seen that executives have difference in all the initiatives like counselling & wellness programs, yoga/meditation, stress management programme, recreation, family trips & get together.

4.2.11 Table showing the various initiatives suggested for the company against extra working hours

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	10.811	3	3.604	4.201	.006
	Within Groups	271.076	316	.858		
	Total	281.888	319			
Recreation	Between Groups	1.173	3	.391	.470	.704
	Within Groups	263.014	316	.832		
	Total	264.188	319			
Yoga/meditation	Between Groups	7.484	3	2.495	3.435	.017
	Within Groups	229.488	316	.726		
	Total	236.972	319			
Stress management programme	Between Groups	.821	3	.274	.321	.810
	Within Groups	268.926	316	.851		
	Total	269.747	319			
Family trips & get together	Between Groups	21.995	3	7.332	9.988	.000
	Within Groups	231.955	316	.734		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives with different extra working hours were equal. It can be seen that executives have difference in the initiatives like counselling & wellness programs, yoga/meditation, family trips & get together while no significant difference was found for recreation, and stress management programme.

4.2.12 Table showing the various initiatives suggested for the company against different travelling hours of the executives

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Counselling & wellness programs	Between Groups	4.835	3	1.612	1.838	.140
	Within Groups	277.053	316	.877		
	Total	281.888	319			
Recreation	Between Groups	9.970	3	3.323	4.131	.007
	Within Groups	254.217	316	.804		
	Total	264.188	319			
Yoga/meditation	Between Groups	.834	3	.278	.372	.773
	Within Groups	236.138	316	.747		
	Total	236.972	319			
Stress management programme	Between Groups	6.155	3	2.052	2.459	.063
	Within Groups	263.592	316	.834		
	Total	269.747	319			
Family trips & get together	Between Groups	16.708	3	5.569	7.418	.000
	Within Groups	237.242	316	.751		
	Total	253.950	319			

Inference:

One way Anova was performed to test the hypothesis that the various initiatives suggested for the company executives with different travelling hours were equal. It can be seen that executives have difference in the initiatives like recreation, family trips & get together while no significant difference was found for counselling & wellness programs, yoga/meditation, and stress management programme.

4.3 CHI SQUARE

4.3.1 Test for association between age and personal issues of the executives

The association between age and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between age and personal issues of the executives

H₁: There is association between age and personal issues of the executives

Table showing the association between age and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Age in years	20-29	3	63	135	0.093	.000
	30-39	3	34	49		
	40-49	0	12	9		
	Above 50	6	0	6		
Total		12	109	199		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between age and personal issues of the executives.

4.3.2 Test for association between gender and personal issues of the executives

The association between gender and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between gender and personal issues of the executives

H₁: There is association between gender and personal issues of the executives

Table showing the association between gender and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Gender	Male	9	94	172	1.236	.539
	Female	3	15	27		
Total		12	109	199		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between gender and personal issues of the executives.

4.3.3 Test for association between work experience and personal issues of the executives

The association between work experience and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between work experience and personal issues of the executives

H₁: There is association between work experience and personal issues of the executives

Table showing the association between work experience and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Work experience (in yrs)	1-3	6	35	111	20.160	.003
	3-6	6	56	67		
	6-10	0	6	12		
	Above 10	0	12	9		
Total		12	109	199		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between work experience and personal issues of the executives.

4.3.4 Test for association between household description and personal issues of the executives

The association between household description and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between household description and personal issues of the executives

H₁: There is association between household description and personal issues of the executives

Table showing the association between household description and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Household description	Single	3	59	103	3.680	.159
	Married	9	50	96		
	Total	12	109	199		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between household description and personal issues of the executives.

4.3.5 Test for association between extra working hours and personal issues of the executives

The association between extra working hours and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between extra working hours and personal issues of the executives

H₁: There is association between extra working hours and personal issues of the executives

Table showing the association between extra working hours and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Extra working hours	Less than 1 hr	3	55	127	18.756	.000
	1-2 hrs	6	48	48		
	2-3 hrs	0	6	18		
	Above 3 hrs	3	0	6		
Total		12	109	199		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between extra working hours and personal issues of the executives.

4.3.6 Test for association between travel hours and personal issues of the executives

The association between travel hours and personal issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between travel hours and personal issues of the executives

H₁: There is association between travel hours and personal issues of the executives

Table showing the association between travel hours and personal issues of the executives

		Personal issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Travel hours	Less than 1 hr	0	12	24	11.429	.046
	1-2 hrs	6	43	103		
	2-3 hrs	3	36	57		
	Above 3 hrs	3	18	15		
Total		12	109	199		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between travel hours and personal issues of the executives.

4.3.7 Test for association between age and work related issues of the executives

The association between age and work related issues of the executives are tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between age and work related issues of the executives

H₁: There is association between age and work related issues of the executives

Table showing the association between age and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Age in years	20-29	70	128	3	20.135	.350
	30-39	17	63	6		
	40-49	12	6	3		
	Above 50	3	9	0		
Total		12	109	199		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between age and work related issues of the executives.

4.3.8 Test for association between gender and work related issues of the executives

The association between gender and work related issues personal issues of the executives are tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between gender and work related issues of the executives

H₁: There is association between gender and work related issues of the executives

Table showing the association between gender and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Gender	Male	96	167	12	11.653	.003
	Female	6	39	0		
Total		102	206	12		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between gender and work related issues of the executives.

4.3.9 Test for association between work experience and work related issues of the executives

The association between work experience and work related issues of the executives are tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between work experience and work related issues of the executives

H₁: There is association between work experience and work related issues of the executives

Table showing the association between work experience and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Work experience (in yrs)	1-3	48	104	0	21.169	.002
	3-6	45	75	9		
	6-10	3	12	3		
	Above 10	6	15	0		
Total		102	206	12		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between work experience and work related issues of the executives.

4.3.10 Test for association between household description and work related issues of the executives

The association between household description and work related issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between household description and work related issues of the executives

H₁: There is association between household description and work related issues of the executives

Table showing the association between household description and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Household description	Single	55	104	6	.335	.846
	Married	47	102	6		
Total		102	206	12		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between household description and work related issues of the executives.

4.3.11 Test for association between extra working hours and work related issues of the executives

The association between extra working hours and work related issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between extra working hours and work related issues of the executives

H₁: There is association between extra working hours and work related issues of the executives

Table showing the association between extra working hours and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Extra working hours	Less than 1 hr	35	138	12	20.756	.000
	1-2 hrs	52	50	0		
	2-3 hrs	9	15	0		
	Above 3 hrs	6	3	0		
Total		102	206	12		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between extra working hours and work related issues of the executives.

4.3.12 Test for association between travel hours and work related issues of the executives

The association between travel hours and work related issues of the executives is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between travel hours and work related issues of the executives

H₁: There is association between travel hours and work related issues of the executives

Table showing the association between travel hours and work related issues of the executives

		Work related issues of the executives			Chi square	Significance
		Frequent	Neither frequent nor rare	Rare		
Travel hours	Less than 1 hr	18	18	0	14.324	.126
	1-2 hrs	48	98	6		
	2-3 hrs	21	69	6		
	Above 3 hrs	15	21	0		
Total		102	206	12		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between travel hours and work related issues of the executives.

4.3.13 Test for association between time to develop skills for the executives and relaxation inspite of hectic work schedule

The association between time to develop skills and relaxation inspite of hectic work schedule

is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between time to develop skills for the executives and relaxation inspite of hectic work schedule

H₁: There is association between time to develop skills for the executives and relaxation inspite of hectic work schedule

Table showing the association between time to develop skills for the executives and relaxation inspite of hectic work schedule

		Relax inspite of hectic work					Chi square	Significance
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree		
Time to develop skills	Strongly agree	6	3	0	3	3	76.003	.000
	Agree	0	75	18	12	30		
	Neutral	2	18	9	9	3		
	Disagree	3	27	6	15	9		
	Strongly disagree	6	21	9	9	24		
Total		17	144	42	48	69		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between time to develop skills and relaxation inspite of hectic work schedule.

4.3.14 Test for association between Employee friendly policies and Peer support during issues

The association between Employee friendly policies and Peer support during issues is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Employee friendly policies and Peer support during issues

H₁: There is association between Employee friendly policies and Peer support during issues

Table showing the association between Employee friendly policies and Peer support during issues

		Peer support during issues			Chi square	Significance
		Agree	Neutral	Disagree		
Employee friendly policies	Agree	100	11	11	7.739	.102
	Neutral	47	3	0		
	Disagree	116	14	18		
Total		263	28	29		

Inference:

The significance value is greater than 0.05. So the Null hypothesis is accepted. Hence there is no association between Employee friendly policies and Peer support during issues.

4.3.15 Test for association between Commitment and Recognition for work

The association between Commitment and Recognition for work is tested using Chi Square Test and the results are shown below. The hypothesis formulated for the same are given below.

H₀: There is no association between Commitment and Recognition for work

H₁: There is association between Commitment and Recognition for work

Table showing the association between Commitment and Recognition for work

		Recognition for work			Chi square	Significance
		Agree	Neutral	Disagree		
Commitment	Agree	158	17	28	16.209	.003
	Neutral	24	0	8		
	Disagree	55	3	27		
Total		237	20	63		

Inference:

The significance value is less than 0.05. So the Null hypothesis is rejected. Hence there is association between Commitment and Recognition for work.

4.4 CORRELATION ANALYSIS

A statistic that is often used to measure the strength of linear association between two variables is the correlation coefficient. The correlation coefficient is always between -1 and +1. A correlation coefficient close to +1(or -1) indicates a strong linear relationship but if it is nearer to 0 the relationship is weaker.

4.4.1 Table showing the correlation output of Issues against Age of the Executives

	Mean	Std. Deviation	N		Age of the Executives
Personal issues	3.6438	.63193	320	Pearson Correlation	-.201
				Sig. (2-tailed)	.000
Work related issues	2.7094	.54850	320	Pearson Correlation	.063
				Sig. (2-tailed)	.257

Inference:

An evaluation of the linear relationship between issues – personal and work related with age was measured using Pearson’s correlation. The results indicate that there is significant linear relationship between personal issues and age of the executives and the relationship is negatively correlated.

4.4.2 Table showing the correlation output of Issues against Gender of the Executives

	Mean	Std. Deviation	N		Gender of the Executives
Personal issues	3.6438	.63193	320	Pearson Correlation	-.071
				Sig. (2-tailed)	.207
Work related issues	2.7094	.54850	320	Pearson Correlation	.116
				Sig. (2-tailed)	.038

Inference:

An evaluation of the linear relationship between issues – personal and work related with gender was measured using Pearson’s correlation. The results indicate that there is significant linear relationship between work related issues and gender of the executives and the relationship is positively correlated.

4.4.3 Table showing the correlation output of Issues against Work experience of the Executives

	Mean	Std. Deviation	N		Work experience of the Executives
Personal issues	3.6438	.63193	320	Pearson Correlation	-.104
				Sig. (2-tailed)	.042
Work related issues	2.7094	.54850	320	Pearson Correlation	.063
				Sig. (2-tailed)	.037

Inference:

An evaluation of the linear relationship between issues – personal and work related with work experience was measured using Pearson’s correlation. The results indicate that there is significant linear relationship between both the issues and work experience of the executives and the relationship is negatively correlated in case of personal issues and positively correlated in case of work related issues.

4.4.4 Table showing the correlation output of Issues against extra working hours of the Executives

	Mean	Std. Deviation	N		Extra working hours of the Executives
Personal issues	3.6438	.63193	320	Pearson Correlation	-.118
				Sig. (2-tailed)	.035
Work related issues	2.7094	.54850	320	Pearson Correlation	-.338
				Sig. (2-tailed)	.000

Inference:

An evaluation of the linear relationship between issues – personal and work related with extra working hours was measured using Pearson’s correlation. The results indicate that there is significant linear relationship between both the issues and extra working hours of the executives and the relationships are negatively correlated.

4.4.5 Table showing the correlation output of Issues against travel hours of the Executives

	Mean	Std. Deviation	N		Travel hours of the Executives
Personal issues	3.6438	.63193	320	Pearson Correlation	-.131
				Sig. (2-tailed)	.019
Work related issues	2.7094	.54850	320	Pearson Correlation	.057
				Sig. (2-tailed)	.306

Inference:

An evaluation of the linear relationship between issues – personal and work related with travel hours was measured using Pearson’s correlation. The results indicate that there is significant linear relationship between personal issues and travel hours of the executives and the relationship is negatively correlated.

CHAPTER V

FINDINGS, SUGGESTION AND CONCLUSION

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

- Majority (62.8%) of the executives belong to the age group of 20-29 years.
- Majority (85.9%) of the executives are Male.
- Maximum (47.5%) of the executives have work experience of only 1-3 years.
- Majority (51.6%) of the executives are single in terms of household.
- Majority (58.06%) of the executives' spouse are not employed.
- Majority (69.23%) of the executives feel that the employment of spouse affects their work- life balance.
- Majority (57.8%) of the executives do 2-3hours of extra work to reach their targets.
- Maximum (47.5%) of the executives travel for about 1-2 hours for going to and from the company.
- Majority (50.3%) of the executives feel that their work-life balance is average.
- There is association between age, work experience, extra working hours, travel hours and personal issues of the executives. Hence the personal issues such as family related, finance, bad habits and health related should be addressed according to the above demographic factors in order to improve the work-life balance of executives.
- There is no association between gender, household description and personal issues of the executives. Hence the above demographic factors do not have an impact on the personal issues of the executives.
- There is association between gender, work experience, extra working hours, and work related issues of the executives. Hence work related issues such as lack of role clarity, dissatisfied work, work pressure, lack of motivation, unplanned

work, interpersonal relationships, travel time, lack of transparent appraisal system should be addressed according to the above demographic factors in order to improve the work-life balance of executives.

- There is no association between age, household description, travel hours and work related issues of the executives. Hence this factor does not have impact on the work related issues.
- Executives of different age groups have difference in the facilities like canteen, transportation, help desk, fitness centre, family day concept, leave, medical insurance while no difference was found for compulsory vacation leave.
- Executives of both the genders have difference in the facilities like help desk, fitness centre, family day concept, medical insurance while no difference was found for canteen, transportation, compulsory vacation leave, leave.
- Executives with varying work experience have difference in the facilities like canteen, fitness centre, family day concept, and vacation leave while no difference was found for transportation, help desk, leave, medical insurance.
- Executives with varying household description have difference in the facilities like transportation, help desk while no difference was found for canteen, fitness centre, family day concept, vacation leave, leave, and medical insurance.
- Executives who work different extra hours have difference in the facilities like canteen, transportation, helpdesk, family day concept, leave, vacation leave while no difference was found for fitness centre, medical insurance.
- Executives having different travel hours have difference in the facilities like canteen, fitness centre, help desk, medical insurance, and compulsory vacation leave while no significant difference was found for transportation, family day concept, leave.
- Executives of different age groups have difference in the initiatives like recreation and stress management programme while no significant difference was found for counselling & wellness programs, yoga/meditation, family trips & get together.

- Executives of both the genders have difference in the initiatives like yoga/meditation, family trips & get together and stress management programme while no significant difference was found by male and female executives in case of counselling & wellness programs, recreation.
- Executives with varying work experiences have difference in the initiatives like counselling & wellness programs, yoga/meditation, and stress management programme while no significant difference was found for recreation, family trips & get together
- Executives with varying household descriptions have difference in all the initiatives like counselling & wellness programs, yoga/meditation, stress management programme, recreation, family trips & get together.
- Executives with different extra working hours have difference in the initiatives like counselling & wellness programs, yoga/meditation, family trips & get together while no significant difference was found for recreation, and stress management programme.
- Executives with different travelling hours have difference in the initiatives like recreation, family trips & get together while no significant difference was found for counselling & wellness programs, yoga/meditation, and stress management programme.
- There is association between time to develop skills and relaxation inspite of hectic work schedule.
- There is no association between Employee friendly policies and Peer support during issues.
- There is association between Commitment and Recognition for work.
- There is significant linear relationship between personal issues and age of the executives and the relationship is negatively correlated.
- There is significant linear relationship between work related issues and gender of the executives and the relationship is positively correlated.

- There is significant linear relationship between both the issues and work experience of the executives and the relationship is negatively correlated in case of personal issues and positively correlated in case of work related issues.
- There is significant linear relationship between both the issues and extra working hours of the executives and the relationships are negatively correlated.
- There is significant linear relationship between personal issues and travel hours of the executives and the relationship is negatively correlated.

5.2 SUGGESTIONS

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

- Self-Directed and Highly Productive Work Styles can be established in order to reduce the working time.
- Specific measures for the implementation and improvement of work/family support systems for the variety of circumstances encountered by employees can be taken.
- Training on emotional intelligence, yoga, meditation, stress management programmes can be initiated to give mind refreshment for the executives and to have better control of one self.
- Proper training, family get together and trips can be arranged by the company to increase the employee commitment to the organization.
- Feedback appraisal can be introduced for section head and above.
- Team building activities with the respective teams can be introduced.
- Unplanned work with unrealistic time schedule can be avoided.
- Many executives feel that rules can be regularized across all departments, so that extra working hours are avoided.

5.3 CONCLUSION

Work-life is critical to the key objectives of your organization and its executive team. Companies have begun to realize how important the work-life balance is to the productivity and creativity of their employees. Studies show that manufacturing workers have more difficulty with work/life balance than other companies. From the study it is clear that employee work life balance in HMIL is average. The executives often feel pressure in working long hours. Contemplating a new job where the levels of responsibility will increase also raises the issue. A growing trend in today's workforce puts a greater emphasis on living a successful, happy life versus simply achieving success at work. Enhanced policies and support from the management is very essential to meet work life balance.

5.4 SCOPE FOR FURTHER STUDY

Every company wants to manage its employees effectively and retain them for their progress in the long run because acquiring new employees has become a costly affair. So the organizations are always trying for new ways to improve the work-life balance of its employees. It can be seen that answers to these questions carry great importance for the business firms throughout the world. A more detailed and comprehensive research study can be conducted on those variables which the managers might think that will provide solutions to them by improving the work-life balance of their employees and making them committed towards the organization.

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APPENDIX

APPENDIX

A STUDY ON WORK - LIFE BALANCE OF EXECUTIVES IN HYUNDAI MOTOR INDIA LIMITED, SRI PERUMPUDUR QUESTIONNAIRE

Dear Sir/Madam,

I am Pavithra R, pursuing MBA(HR) from KCT Business School. As a part of my academic project, I am doing a survey on Work-life balance in HMIL. The data gathered would be used exclusively for the purpose of my academic research only. Your response shall be kept confidential. Request your valuable support.

Thanking You,

Pavithra R.

Demographic details:

1. Name [optional] : _____

2. Division : _____

3. Designation / Cadre : _____

4. Age: 20 – 29 30 – 39 40 – 49 50 & above

5. Gender:

a) Male b) Female

6. Work Experience in HMIL

a) 1-3 years b) 3-6 years c) 6-10 years d) above 10 years

7. I) Description of household:

a) Single b) Married
c) Separated d) Widow/widower

II) In case you are married, is your spouse employed?

a) Yes b) No

III) If employed, do you think your work - life balance is affected?

a) Yes b) No

IV) Number of children _____

17. How far are you satisfied with the following facilities offered by the company?

Facilities	Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Highly Dissatisfied
Canteen/Food					
Transportation					
Help Desk					
Fitness Centre					
Family Day concept(Wednesday)					
Compulsory Vacation Leave (LTA)					
Leave					
Medical Insurance					

WORK - LIFE BALANCE ISSUES:

18. How frequently the following issues impact on your work – life balance?

I) Work related issues:

Issues	More frequent	Frequent	Neither frequent Nor rare	Rare	Very rare
Lack of role clarity					
Dissatisfied Work					
Work Pressure					
Interpersonal relationships					
Lack of Motivation					
Unplanned Work					
Lack of training/Job Knowledge					
Travel Time					
Lack of transparent appraisal system					

II) Personal related issues:

Issues	More frequent	Frequent	Neither frequent nor rare	Rare	Very rare
Family related issues					
Financial issues					
Bad habits					
Health related issues					

SUGGESTIONS FOR WORK - LIFE BALANCE INITIATIVES:

19. Do you think the following initiatives will help you to improve your work - life balance?

Initiatives	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
Counselling and wellness programs					
Recreation					
Yoga / Meditation					
Stress management programme					
Family trips & get together					

Any Other (Please specify) _____

20. How would you rate the balance between your family/personal life and work?

Very good [] good [] average [] bad [] very bad []

Suggestions to improve work life balance:

Thank You for your time.