

Major Research Project

MBA - 202

“A comprehensive study on work life balance”



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CERTIFICATE BY GUIDE

This is to certify that this project work submitted for Major Research Project work entitled
“A comprehensive study on work life balance”
is submitted by Kumari Prity Bahan, Roll No. - 23/DMBA/065 batch of MBA 2023-2025 in partial
fulfillment of the requirement towards the Masters of Business Administration Programme of Delhi
Technological University.

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ACKNOWLEDGEMENT

Undertaking this project has been an enriching learning experience, allowing me to explore the increasingly relevant topic of *work-life balance* in the field of Human Resource Management. Through this study, I gained valuable insights into the key factors that help employees maintain a healthy work-life balance and mental well-being, as well as the significance of implementing effective work-life balance policies within organizations.

I would like to extend my heartfelt gratitude to my respected mentor, **Dr. DeepShree**, DSM, for her consistent guidance, encouragement, and insightful feedback throughout the course of this project. Her support enabled me to blend theoretical understanding with practical application effectively.

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With sincere appreciation:

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ABSTRACT

With growing competition among the organizations to maximize their profit and increase their footprint, the pressure on the employees has been ever increasing to deliver for the organization which has affected the balance between the work life and personal life of the employees.

In last decade work-life balance has been a hot topic of research for the researchers from the various fields like sociology, psychology, HRM, organization studies, gender studies etc. But most of the early work on the topic was carried out in the countries like US, Australia and New Zealand. In India the study on the topic began lately but significant number of research papers have come up since 2016 on work life balance.

In this paper we have tried to understand the employee's perspective about their work life. To conduct the study we used a self completing questionnaire to take responses from the employees of various kinds of organization. In this project we found that most of the employees are adversely affected by the poor work life balance. At the end we have presented some recommendations also to tackle this burning issue.

Keyword Index: Work Life Balance, Mental Health, HR Policy, HRM

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Introduction

1.1. Overview of Work-Life Balance

In recent years, the topic of work-life balance (WLB) has gained significant attention due to increasing work-related stress and rising awareness of mental health. It has emerged as a central issue in both professional practice and academic research. Work-life balance is now a key area of study across multiple disciplines, including sociology, psychology, human resource management (HRM), organizational behavior, and gender studies.

Researchers have extensively explored the relationship between professional responsibilities and personal or family life. These studies often connect WLB to factors such as organizational policies, workplace culture, human resource strategies, employee commitment, absenteeism, gender roles, and family dynamics. While much of the early research originated in countries like the United States, Australia, and New Zealand, interest in this topic has expanded globally, with growing contributions from researchers in various regions.

1.1. Problem Statement

In the global market every firm is trying to achieve best quality and performance from their employees in order to beat the competition and become more and more profitable. In order to deliver the best for the organization employees often have to suffer from poor work life balance and they find it difficult to make a balance between professional and personal life. This study tries to answer the below problem statements:

- Is there a relationship between the employee's work life balance and their performance?
- Are the majority of professionals able to manage their professional and personal life?
- Should an organization have an effective work-life balance policy?
- How effective are the current practices of the organizations in terms of providing better work-life for their employees?

This research work tries to answer the above questions as a neutral person's perspective.

2 . LITRATURE REVIEW

Several research papers and articles have been studied in order to gather more information about this topic of work life balance. Extensive work have been done in this field and many famous personalities and researchers have already contributed a lot in this field. Some of the works of others are listed in subsequent paragraphs.

The paper "The Impact Of Work-Life Balance On The Wellbeing Of Employees In The Private Sector In Ireland" by Malgorzata Kluczyk, a research fellow at the School of Business National College of Ireland tried to relate poor WLB with the work-family conflict and family-work conflict. He used statistical methods and used IBM SPSS to analyse the data gathered through the questionnaire in which he obtained 114 responses.

The paper "A Study On Work Life Balance Of The Employees At Bosch Ltd, Bangalore" [2] by Chaitra R, Ashok Kumar R S of Department of MBA and Research Centre RNS Institute of Technology, and Dr. T.P Renuka Murthy of Department of MBA, VTU PG Centre, Mysore have conducted a study on the WLB of Bosch Ltd., Bangalore. Since both Bangalore and Delhi NCR are metro cities therefore we found this paper related. In the paper they collected the data from 60 respondents and tested hypothesis by adopting statistical techniques like regression, ANOVA.

The paper "Work Life Balance Of Employees (A Study on Selected Public and Private Sector Undertakings)" [3] by Mrs. G.Kanthisree and Dr. M.Sarada Devi of Department of Commerce and Management Studies, Andhra University, Visakhapatnam have conducted their research on the selected public and private sector companies and tried to compare the results of the two. In their study they found that Public company employees have better WLB as compared to the private sector company.

The paper "The Role of Work-Life Balance Practices in Order to Improve Organizational Performance" [4] published in the European Research Studies, Volume XIII, Issue (1), 2010 by IOAN LAZAR, CODRUȚA OSOIAN and PATRICIA RATIU of Babeş Bolyai University, Faculty

of Economics Sciences and Business Administration, Cluj Napoca, Romania tried to understand the impact of WLB on the performance of the organization and they have tried to suggest some measures based on their study.

The paper "Work LIFE Balance" [5] published in Global Journal of Finance and Management in 2014 by M. Muthukumar, R. Savitha and Dr. P. Kannadas of Madurai University, Tamil Nadu tries to discuss the significance of work-life balance of an employee and tries to provide some solutions to this contemporary globe crisis which demands for greater stability in the corporate world. It also reflects on the factors influencing work-life balance and on the solutions entailing wider scope for employers and employees to relate the same and attain optimum results and satisfaction in their lives.

The paper "Work-Life Balance: The key driver of employee engagement" [6] published in Asian Journal Of Management Research by Susi.S of Bharathiar University, Coimbatore and Jawaharrani.K of St. Joseph's College of Engineering, Chennai tries to examine some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees productivity and retain them.

The paper "A Study On Work Life Balance Among Women Labor In Garment Units Of Ncr. India" [7] published in International Journal of Management (IJM) in 2019 by Dr. Ajit Kumar Khare of NIFT Mumbai and Anupam Kapoor of NIFT Delhi tries to find out different factors related to work and life that affect both aspects of working women in the garment units. They used statistical tools like percentage analysis, chi-square, and T-test to analyse data of 133 women respondents.

The paper "Work-Life Balance among Working Women A Cross-cultural Review" [8] by Gayatri Pradhan of The Institute for Social and Economic Change, Bangalore tries to analyze how working women balance work- family issues across different countries. The article emphasizes that different countries have different factors and need to be studied separately.

Above mentioned research papers are some of the literature which has been studied while conducting this research, other than these several other news articles and publications have been referenced while conducting our study on the WLB.

3. METHODOLOGY

The research methodology outlines the structured approach adopted by the researcher to investigate and address a specific issue or topic. It serves as a critical framework that guides the entire research process, detailing how relevant information is gathered, hypotheses are examined, and conclusions are drawn. This section also covers aspects such as sampling procedures, methods of data collection, techniques for data analysis, and ethical considerations relevant to the study.

The core research problem originates from the noticeable lack of academic literature that explores the relationship between Work-Life Dynamics (WLD) and optimal Job Satisfaction (JS) in the Indian context. This study aims to bridge this gap by examining how balancing WLD can influence JS. Accordingly, the research is designed to address the fundamental question arising from this gap and contribute to the existing body of knowledge in this field.

Based on the identified problem, the following research questions have been formulated to guide the study.

3.1. Objective

The primary aim of this study is to explore and address the following key questions:

- i) In what ways does work-life balance influence the overall well-being of employees?
- ii) Is there a measurable connection between work-life balance and employee performance?
- iii) Does work-life balance have a significant impact on family satisfaction levels?
- iv) Is there an observable relationship between work-life balance and psychological distress?

3.2. Scope of study

This study focuses specifically on how **Work-Life Balance (WLB)** affects **working individuals in India and** how their life can come to moderate path. It doesn't look at people from other countries or groups like students or retirees—only the Indian working class is considered.

The study is carried out by:

Distributing a questionnaire: People were asked to answer a set of questions related to their work-life balance, well-being, performance, etc.

Analyzing the responses using percentages: The answers were then studied by calculating percentages to identify patterns, trends, and insights (for example, what percentage of people feel their work affects their family life).

Case Studies: To suggesting a better work life some cases of past have taken as example that how changes takes place and how peoples came to moderate life.

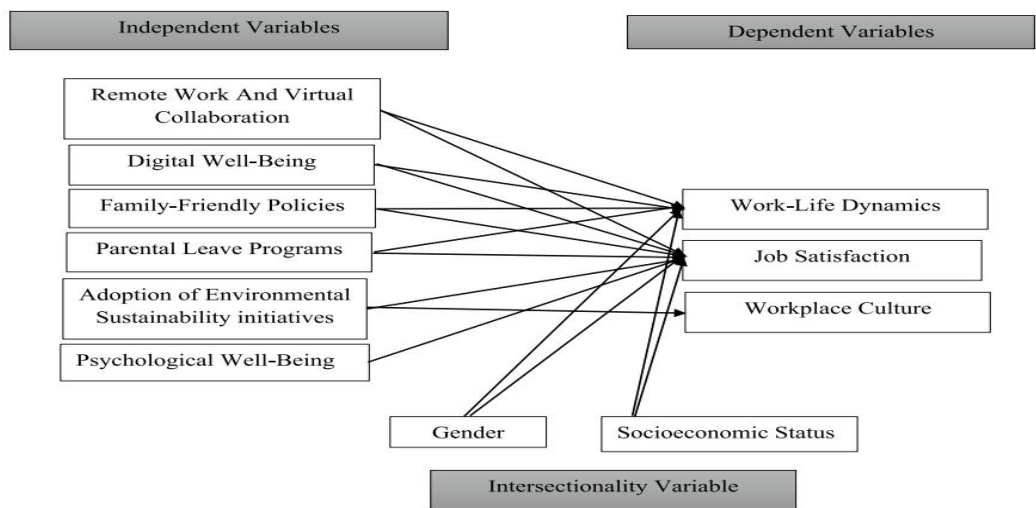
3.3 Data Collection and Processing

3.3.1 Source of Data

This study is primarily based on data collected directly from respondents through an online survey. A structured questionnaire (refer to Annexure - 1) was designed and distributed via email and social media platforms to individuals who are currently employed. A total of 20 valid responses were collected and used for analysis. Additionally, relevant secondary data were reviewed from existing research papers and publications related to the topic to support the study.

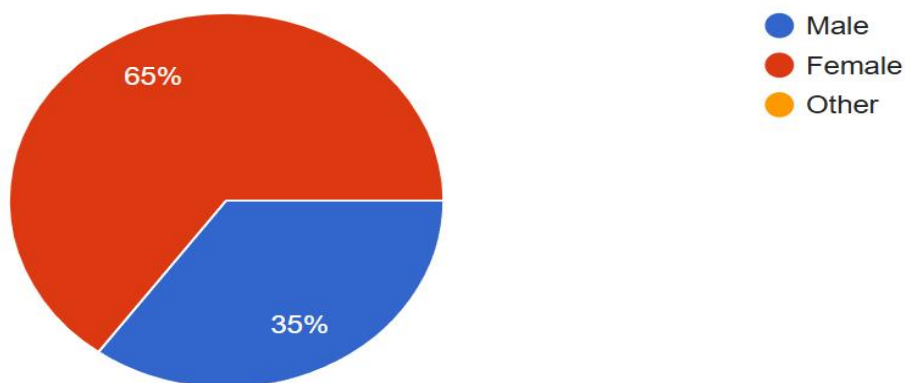
3.3.2. Statistics Applied

On the received data through the survey form we found out correlation between different parameters on which we asked the question in the questionnaire. We used confidence interval 95% to apply the test. We also did percentage analysis and tried to find out whether our correlation matrix confirmed the percentage analysis and find out what percentage of respondents have responded in which direction to each question and based on that analysis and inferences have been drawn.

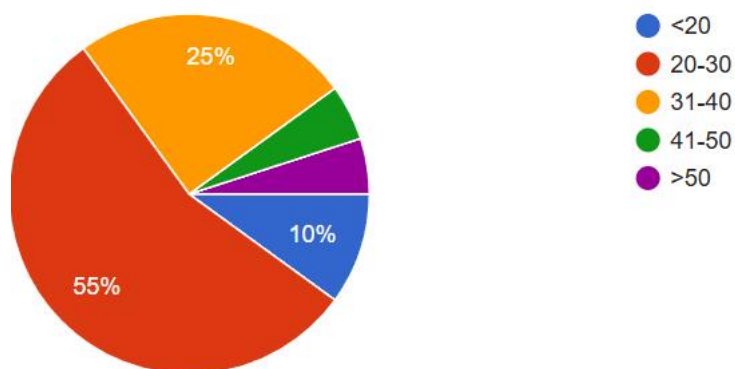


3.3.3. Respondent's Profile

Gender: As seen the below pie chart that 65% respondents are female and 35% are male. In Indian culture working women plays dual responsibilities. This female majority analysis would be helpful in analyzing comparative WLB.

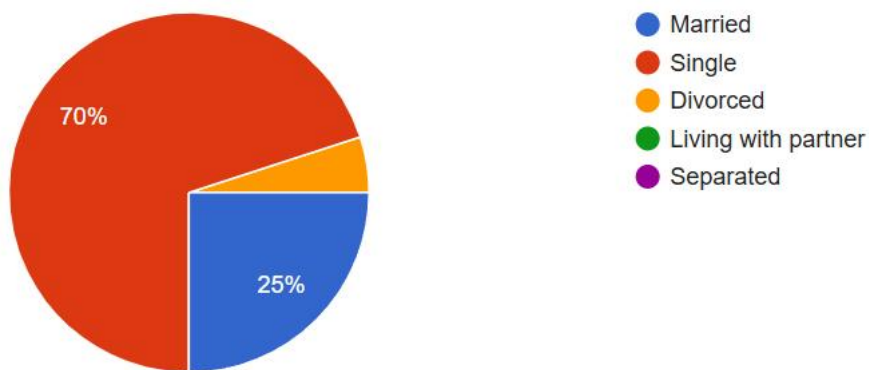


Age: Majority of respondents are from age group 20-30 years which constitute 55% of total respondents followed by 31-40 years age group which constitutes 25% then <20 having 10% of responses.



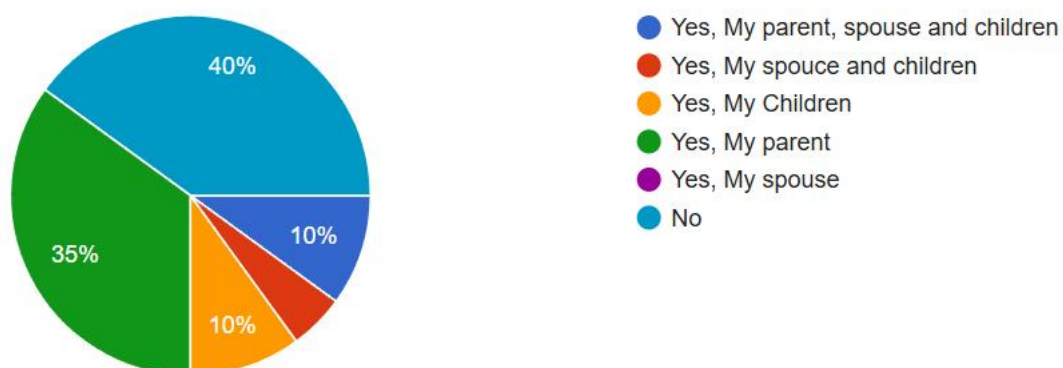
Designation of respondents: The designation of these employees are Engineer, Assistant nursing superintendent, Management trainee, Tour & Travel organiser, computer operator, Engineer, Cashier, Textile designer, Relationship manager, Business consultant, Dialysis technician, Nursing Supervisor, T g t Teacher.

Marital Status: 70% of the respondents are married, 25% are unmarried and remaining are divorced.

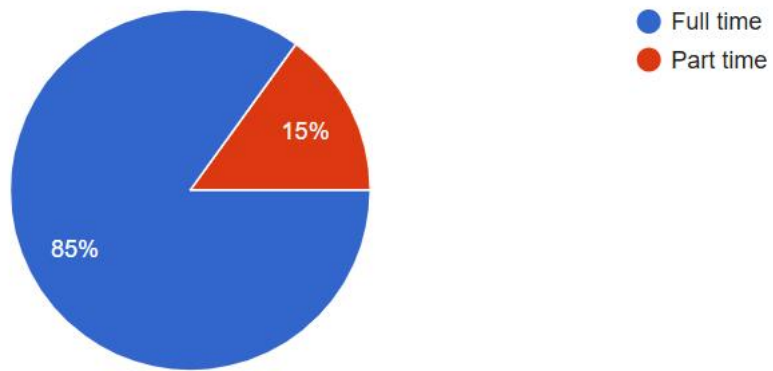


Dependents:

As most of the participants were relatively young and around half were unmarried, a significant portion—approximately 40%—reported having no dependents. About 35% stated that their parents rely on them, while 10% identified both their spouse and children as dependents. Another 10% mentioned only their spouse, and the remaining respondents indicated that their parents, spouse, and children all depend on them.



Nature of Employment: Among all respondents 85% respondents are full time employees and 15% are part time employees in their organization.



Chapter 4:

Results Analysis

Extensive literature reviews indicate a significant correlation between work-life balance (WLB) and various organizational outcomes, including performance, employee satisfaction, job satisfaction, and mental health. To explore this relationship within the Indian workforce, we conducted a survey targeting working professionals across the country.

A structured questionnaire comprising 15 key questions was developed to assess different aspects of WLB. Participants responded using a self-administered survey form, allowing for anonymous and candid feedback. Each question was rated on a Likert scale ranging from 1 ("Never") to 5 ("Always"), facilitating quantitative analysis of the responses.

Table 4.1 presents a summary of the statistical analysis performed on the responses to 13 of these questions. The table includes the mean and standard deviation for each question, providing insights into the central tendencies and variability of the participants' perceptions regarding their work-life balance.

By systematically analyzing the responses to each question, we aim to gain a comprehensive understanding of how work-life balance impacts employees and, by extension, organizational effectiveness.

Table 4.1: Summary Statistics (Correlation)

	N	Minimu m	Maximu m	Mean	Std. Deviation
* [Do you normally work more than 5 days in a week?]	20	1	5	3.35	1.387
* [Do you normally work more than 10 hours in a day?]	20	1	5	2.55	1.432

* [Do you feel you are not able to balance your work and personal life?]	20	1	5	3.00	1.522
[Do you work in shifts?]	20	1	5	2.65	1.496
* [Do you bring work home with you?]	20	1	5	2.50	1.357
* [Do you find yourself unable to spend enough time with your family/friend?]	20	1	5	3.50	1.357
* [Do you find my time to exercise, eat properly and keep yourself healthy ?]	20	1	5	3.10	1.071
* [Do you get adequate sleep most nights?]	20	1	5	2.95	1.099
* [Do you ever feel tired or depressed due to work?]	20	1	5	3.10	1.334
* [Do you feel that your boss is supporting?]	20	1	5	3.10	1.553
* [Are you satisfied with your current work profile and company?]	20	1	5	2.90	1.553
* [How frequently you think of leaving your job?]	20	1	5	3.00	1.376

* [Do you delegate your work to others?]	20	1	5	2.30	1.218
Valid N (listwise)	20				

In table 4.2 we have presented the correlation matrix between all the the 13 parameters on which we asked the question.

Table 4.2: Correlational metrics with a significant level $\alpha = 0.05$

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13
Q1	1 20	.257 20	.024 20	.277 20	.341 20	.129 20	.459 20	.480 20	.050 20	.431 20	.431 20	.207 20	.142 20
Q2	.257 20	1 20	.089 20	.179 20	.091 20	.304 20	.494 20	.261 20	.178 20	.064 20	.049 20	.052 20	.196 20
Q3	.024 20	.089 20	1 20	.500 20	.095 20	.021 20	.446 20	.175 20	.190 20	.463 20	.287 20	.001 20	.113 20
Q4	.277 20	.179 20	.500 20	1 20	.435 20	.352 20	.305 20	.223 20	.443 20	.341 20	.274 20	.021 20	.106 20
Q5	.341 20	.091 20	.095 20	.435 20	1 20	.030 20	.271 20	.099 20	.500 20	.081 20	.170 20	.277 20	.447 20
Q6	.129 20	.304 20	.021 20	.352 20	.030 20	1 20	.381 20	.130 20	.037 20	.300 20	.417 20	.140 20	.210 20
Q7	.459 20	.494 20	.446 20	.305 20	.271 20	.381 20	1 20	.001 20	.367 20	.019 20	.083 20	.382 20	.002 20
Q8	.480 20	.261 20	.175 20	.223 20	.099 20	.130 20	.001 20	1 20	.028 20	.039 20	.121 20	.150 20	.038 20
Q9	.050 20	.178 20	.190 20	.443 20	.500 20	.037 20	.367 20	.028 20	1 20	.051 20	.112 20	.110 20	.425 20
Q10	.431 20	.064 20	.463 20	.341 20	.081 20	.300 20	.019 20	.039 20	.051 20	1 20	.000 20	.418 20	.053 20

Q11	.431	.049	.287	.274	.170	.417	.083	.121	.112	.000	1	.459	.219
	20	20	20	20	20	20	20	20	20	20	20	20	20
Q12	.207	.052	.001	.021	.277	.140	.382	.150	.110	.418	.459	1	.005
	20	20	20	20	20	20	20	20	20	20	20	20	20
Q13	.142	.196	.113	.106	.447	.210	.002	.038	.425	.053	.219	.005	1
	20	20	20	20	20	20	20	20	20	20	20	20	20

In correlation analysis, the strength of a relationship is typically interpreted as:

Correlation Coefficient (r) Strength of Relationship

0.00 – 0.19	Very weak / no correlation
0.20 – 0.39	Weak
0.40 – 0.59	Moderate
0.60 – 0.79	Strong
0.80 – 1.00	Very strong

Since the **sample size is 20**, we treat **moderate correlations (≥ 0.40)** as worth paying attention to.

Table Review: Extracting Strong/Moderate Relationships

Let's identify and interpret the **moderate to strong correlations ($r \geq 0.40$)** from your table:

Q1 Relationships

Q1 & Q7 → **0.459**

Q1 & Q8 → **0.480**

Q1 & Q10 → **0.431**

Q1 & Q11 → **0.431**

Interpretation:

Q1 is **moderately correlated** with Q7, Q8, Q10, and Q11.

This suggests Q1 shares meaningful patterns with those variables — possibly measuring similar constructs or influencing each other.

Q3 Relationships

Q3 & Q4 → **0.500**

Q3 & Q7 → **0.446**

Q3 & Q10 → **0.463**

Interpretation:

Q3 is **moderately to strongly related** to Q4, Q7, and Q10 — these could be part of a shared dimension or behavior.

Q4 Relationships

Q4 & Q5 → **0.435**

Q4 & Q9 → **0.443**

Interpretation:

Q4 connects moderately with Q5 and Q9. These may reflect related factors like performance, satisfaction, or understanding — depending on your context.

Q5 Relationships

Q5 & Q9 → **0.500**

Q5 & Q13 → **0.447**

Interpretation:

Q5 is strongly correlated with Q9 and Q13. These items could represent a cluster, possibly under the same latent variable.

Q6 Relationships

Q6 & Q11 → **0.417**

Interpretation:

A moderate relationship suggesting these two may measure similar perceptions, outcomes, or behaviors.

Q7 Relationships

Q7 & Q1 → **0.459**

Q7 & Q2 → **0.494**

Q7 & Q3 → **0.446**

Q7 & Q6 → **0.381** (close to moderate)

Q7 & Q12 → **0.382**

Interpretation:

Q7 is quite central — it relates to **many others**, including Q1, Q2, Q3, and Q12. This suggests **Q7 could be an important or general factor**, such as overall satisfaction, motivation, or involvement.

Q10 & Q11 Relationships

Q10 & Q11 → **0.000** — ✗ No correlation

Q10 & Q12 → **0.418**

Interpretation:

Even though Q10 & Q11 are uncorrelated, Q10 does relate moderately with Q12 — maybe they influence outcomes similarly.

Q12 & Q11 Relationships

Q11 & Q12 → **0.459**

Interpretation:

A strong connection, meaning both might be capturing the same underlying aspect — for example, feedback, reaction, or evaluation.

Q13 Relationships

Q13 & Q5 → **0.447**

Q13 & Q9 → **0.425**

Interpretation:

Q13 is positively linked to Q5 and Q9 — again, showing a cluster.

Final Summary: Key Findings

Here are **top variables that show multiple moderate to strong correlations**:

Variable Strongly Related To ($r \geq 0.40$)		Comment
Q1	Q7, Q8, Q10, Q11	Likely measures a central construct
Q3	Q4, Q7, Q10	Possibly part of a shared factor
Q5	Q4, Q9, Q13	High overlap, could be a subscale
Q7	Q1, Q2, Q3, Q12	A central item in the dataset
Q11	Q1, Q12	Indicates close tracking with Q1 & Q12
Q13	Q5, Q9	Forms a related group

What This Tells:

Clusters of related variables like (Q3, Q4, Q7, Q10) or (Q5, Q9, Q13) may represent underlying **factors or themes** — such as satisfaction, skill, experience, etc.

You can consider running a **factor analysis** to identify latent variables or dimensions.

Understanding these correlations helps in:

Designing **questionnaires or surveys**

Performing **data reduction**

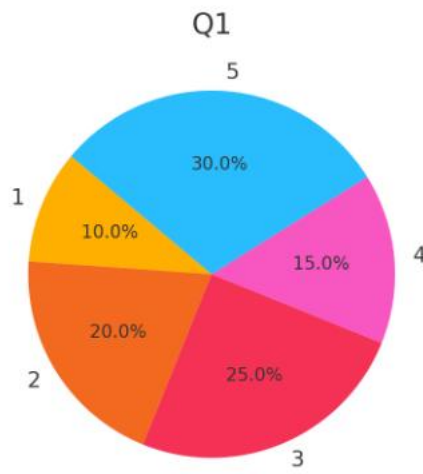
Improving **predictive models** or **customer segmentation**

Chapter 5:

Interpretation & Findings

Q1.Do you normally work more than 5 days in a week?

Always ■ Often ■ Sometimes ■ Rarely ■ Never ■

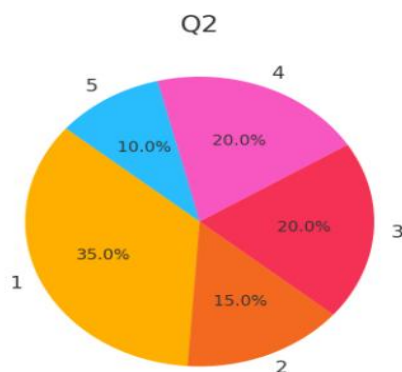


Interpretation: 30% always, 25% sometimes, 20% rarely, 15% often, 10% never

Mean = 3.35, Std. Dev = 1.387

Despite formal policies promoting shorter work weeks, the data confirms that: A significant portion (30%) always work more than 5 days a week. Another 15% often, and 20% sometimes do, totaling 65% working beyond the standard week frequently or regularly. Even those who rarely (25%) or never (10%) do so are not entirely exempt, meaning 90% have worked beyond 5 days at least occasionally. It's mean value is 3.35 at overall 5 points it means majority of employees works sometimes or often 5 days a week. Standard deviation is 1.387 which means their working days can fluctuate.

Q2. Do you normally work more than 10 hours in a day?

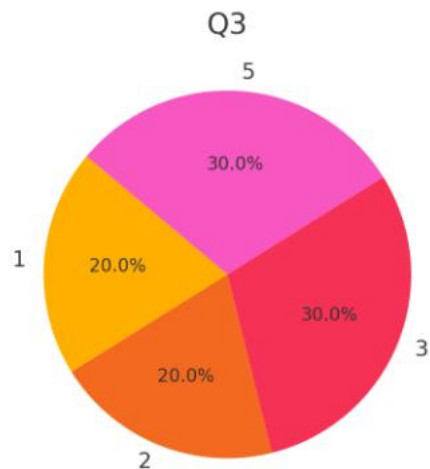


Interpretation: 35% never, 20% always, 20% sometimes, 15% rarely, 10% often

Mean = 2.55, Std. Dev = 1.432

35% respondents report that they *never* work during weekends, which is a positive indicator of protected personal time. 20% significant minority *consistently* work on weekends. This is a strong indicator of overwork and blurred boundaries. 20% – Sometimes respondents experience occasional weekend work, suggesting that weekend demands are not routine but still occur while 15% individuals might face weekend work in rare situations—perhaps during deadlines or high-pressure periods. 10% – Often respondents experience regular weekend work, though not as consistently as the “Always” group.

Q3. Do you feel you are not able to balance your work and personal life?



Interpretation: 30% sometimes, 30% often, 20% never, 20% rarely

Mean = 3.00, Std. Dev = 1.522

A combined 60% of employees feel that they are either often or sometimes expected to be available after office hours. This suggests that: Availability is informally normalized in workplace culture. The boundary between personal and professional time is blurred, even if not formally mandated. There is a culture of soft obligation—employees feel they *should* be responsive, even if it's not said explicitly. Employees likely fear negative consequences (e.g., being seen as less committed or responsive) if they don't comply, leading to silent stress and internalized pressure. Just one in five employees report never being expected to be available after hours. This is alarming, especially in MNCs that often promote work-life balance policies on paper implies that even in

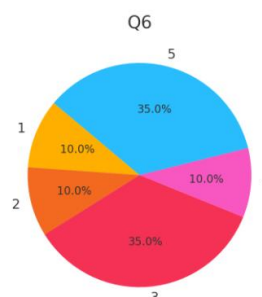
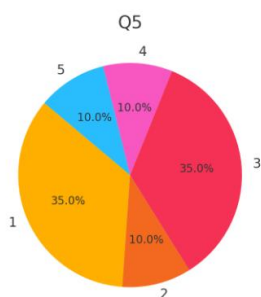
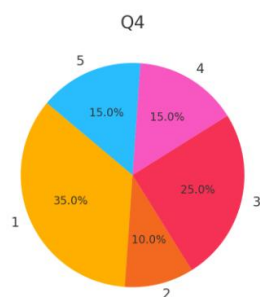
companies with global best practices or flexible work policies, the real-world execution fails to protect employee time. A mean of 3.00 is exactly in the middle of the scale. This suggests that On average, respondents neither agree nor disagree with the statement that they are unable to balance work and personal life. This neutrality could indicate ambivalence, or it might mean that some participants do experience balance, while others struggle, and those opposing views cancel each other out statistically. So the mean alone doesn't tell the full story — which brings us to the standard deviation.

A standard deviation of 1.522 is quite high given the 5-point scale. This means there is a wide spread in the answers. Some people may have strongly disagreed (rating 1 or 2), indicating they feel they can balance work and life. Others may have strongly agreed (rating 4 or 5), indicating they cannot balance the two. The variation indicates that the experience of work-life balance varies greatly among the 20 participants.

This kind of spread often points to the influence of other factors, such as: Differences in job roles (e.g., managers vs. staff), Family responsibilities, Workload, Shift patterns, Support systems (like flexible hours or remote work), Personality traits (e.g., coping styles).

Q4. Do you work in shifts? Q5. Do you bring work home with you? Q6. Do you find yourself unable to spend enough time with your family/friend?

Always ■ Often ■ Sometimes ■ Rarely ■ Never ■



Q4 "Do you work in shifts?"

Interpretation: 35% never, 25% sometimes, 15% always, 15% often, 10% rarely

Mean = 2.65, Std. Deviation = 1.496

Mean (2.65):A score below 3 suggests that, on average, respondents do not work in shifts regularly. However, since it's relatively close to 3, and not very low (like 1.5 or 2.0), it indicates that some do work in shifts, but not the majority. A portion of respondents probably work shifts occasionally (e.g., rotating schedules, emergency coverage, etc.).

Standard Deviation (1.496):This is very high for a 5-point scale. It means that the answers were spread out — some employees never work in shifts, while others may always do so. This suggests the sample includes a mix of workers — some with typical 9–5 jobs, others in shift-based roles like healthcare, security, factories, or customer support.

Pie Chart: 35% of employees never work in shift while 25% sometimes works in shift. 15% always and often works in shift shows that Shift work is associated with sleep disruption, social isolation, and health problems. Even if the average is low, the high spread tells management that they must not ignore the experiences of shift workers. Shift workers may also experience more work-family conflict, tying into the next questions. This suggests the workplace or sector represented by these responses likely operates in a hybrid or demand-driven work structure, where flexibility and shift scheduling play a role depending on job function and operational needs.

Q5. "Do you bring work home with you?"

Interpretation: 35% sometimes, 35% never, 10% for always/often/rarely

Mean = 2.50, Std. Deviation = 1.357

Mean (2.50):This is below the neutral point (3), suggesting that most people do not frequently bring work home. However, it's not very low either, meaning some do bring work home occasionally.

Standard Deviation (1.357):Moderate spread — responses vary, indicating that some people consistently bring work home, while others strictly separate work and home life. Likely influenced by job nature (e.g., administrative vs. operational roles), or expectations from supervisors.

Pie Chart: This survey implies that either 35% of peoples are sometimes working from home of never brings. Bringing work home may blur boundaries between work and personal life. Even occasional work at home can lead to mental fatigue, reduced family interaction, and work-life imbalance. Those who work in shifts might not bring physical work home, but still carry emotional or mental strain into personal time. **HR & Policy:** Companies may need to review workload distribution, especially if the “always” or “often” group includes key talent at risk of burnout. **Work-Life Balance Programs:** Useful for those who occasionally or frequently work from home to avoid fatigue. **Role Design & Expectations:** Suggests a need to clarify job expectations to align with individual capacities and avoid inconsistent practices.

Q6. Do you find yourself unable to spend enough time with your family/friends?"

Interpretation: 35% always, 35% sometimes, 15% rarely, 10% often, 5% never

Mean = 3.50, Std. Deviation = 1.357

Mean (3.50): This is above the neutral midpoint, suggesting a stronger agreement — many participants feel they don't get enough time with family or friends. This is a key indicator of work-life conflict or imbalance.

Standard Deviation (1.357): Shows variation — not all participants feel this way, but a notable number do. Some may strongly agree (scoring 4 or 5), while others disagree (scoring 1 or 2)

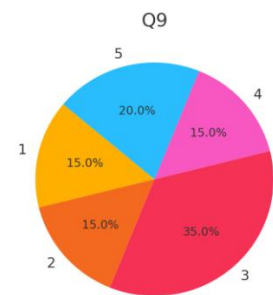
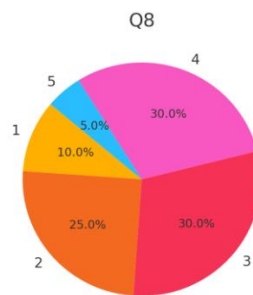
Pie Chart: This implies that 35% of employees are sometimes spends time with their family while same no. Of peoples are never spent time with their family. This is a red flag for organizational health: Employees may be overworked, on irregular schedules, or emotionally drained. Lack of time for social interaction is associated with stress, burnout, and decreased job satisfaction. Those who work in shifts or bring work home might be especially affected, due to disrupted routines and less availability during traditional social hours. **For Organizations:** High percentage (80% = always + sometimes + often) suggests a **need for better workload management, flexible policies, and mental health support.** Consider promoting: **Flexible hours, Time-off policies. Training managers** to respect personal boundaries. **For Individuals - Reflects the importance of setting boundaries and managing time consciously.** For those in the "always" group, **intervention is critical** to prevent long-term emotional or relational harm.

Q7. Do you find my time to exercise, eat properly and keep yourself healthy ?

Q8. Do you get adequate sleep most nights?

Q9. Do you ever feel tired or depressed due to work?

Always ■ Often ■ Sometimes ■ Rarely ■ Never ■



Q7. Do you find time to exercise, eat properly, and keep yourself healthy?

Interpretation: 50% sometimes, 20% often, 10% each for always/rarely/never

Mean = 3.10, Standard Deviation = 1.071

Mean:A mean slightly above 3 indicates that most people feel they maintain a moderate level of self-care — they may exercise occasionally, try to eat well, and look after their health to some extent. This is encouraging, but far from optimal. A truly positive trend would show a mean closer to 4 or 5, indicating consistent healthy habits.

Standard Deviation (1.071):Moderate variation — people vary in their health habits, but the group is not extremely divided. Suggests room for improvement, especially for individuals who might struggle with time or energy to care for their health due to work demands.

Pie Chart: Half of the respondents (50%) sometimes manage to exercise, eat properly, and stay healthy, indicating inconsistent self-care habits. Only 20% often maintain these practices, while the rest (30%) rarely, never, or always do so, reflecting irregular commitment to personal well-being and suggesting possible lifestyle imbalances due to time or stress.

Q8. Do you get adequate sleep most nights?

Interpretation: 30% sometimes, 30% often, 25% rarely, 10% always, 5% never

Mean = 2.95, Standard Deviation = 1.099

Mean: This is just below the neutral point of 3, which indicates that many people do not consistently get enough sleep. Adequate sleep is crucial for mental health, physical health, and job performance. This number should raise concern.

Standard Deviation (1.099): Some employees may sleep well, but others struggle significantly, perhaps due to: Shift work, Work stress, Long hours, Bringing work home.

Pie Chart: Sleep patterns appear inconsistent, with only 10% always getting adequate rest and 5% never doing so. The majority (60%) fall into the “sometimes” or “often” categories, indicating fluctuating sleep habits. A significant 25% rarely sleep well, suggesting stress, workload, or poor routines may impact overall sleep quality.

Q9. Do you ever feel tired or depressed due to work?

Interpretation: 20% always, 20% never, 15% each for sometimes/often/rarely

Mean = 3.10, Standard Deviation = 1.334

Mean: This is a clear signal that many people sometimes or often feel emotionally or physically drained by work. A mean above 3 suggests that fatigue or depressive feelings are common, at least occasionally.

Standard Deviation (1.334): High spread means that while some employees cope well, others are seriously affected. Important red flag — could indicate burnout risks in certain groups or roles.

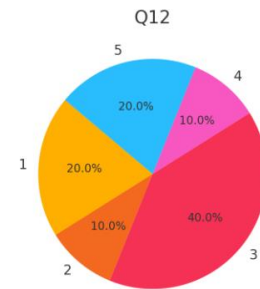
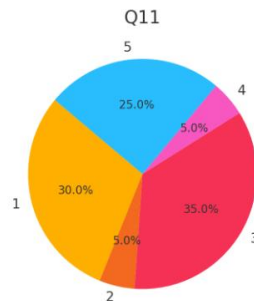
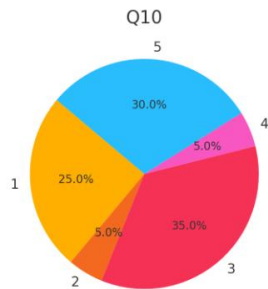
Pie Chart: Responses show an even divide, with 20% always and 20% never feeling tired or depressed due to work, reflecting contrasting experiences. The remaining 60% (sometimes, often, rarely) indicate varying levels of emotional strain or fatigue among most respondents. This suggests that work-related stress is a common concern, emphasizing the importance of effective stress management strategies, mental health support, and organizational interventions to promote employee well-being and long-term productivity.

Q10. Do you feel that your boss is supporting?

Q11. Are you satisfied with your current work profile and company?

Q12. How frequently you think of leaving your job?

Always ■ Often ■ Sometimes ■ Rarely ■ Never ■



Q10. Do you feel that your boss is supporting?

Interpretation:35% sometimes, 30% always, 25% never, 5% each for rarely/often

Mean = 3.10, Standard Deviation = 1.553

Mean:On average, respondents feel neutral to somewhat supported by their supervisors.The number is not low, which is good — but it's also not high, which means support is inconsistent.

Standard Deviation (1.553):Very high — experiences with management vary greatly:Some employees may have excellent, supportive leaders.Others may feel neglected or even mistreated.This split can directly affect morale, retention, and stress levels. Employees who feel unsupported are more likely to experience burnout and disengagement.

Pie Chart:Perceptions of managerial support vary, with 35% feeling supported sometimes and 30% always, suggesting moderate to strong backing for most. However, 25% never feel supported, highlighting a significant concern. The remaining 10% (rarely/often) show inconsistency, indicating that leadership effectiveness may be uneven across different teams or individuals.

Q11. Are you satisfied with your current work profile and company?

Interpretation:35% sometimes, 30% never, 25% always, 5% each for rarely/often

Mean = 2.90, Standard Deviation = 1.553

Mean: Slightly below neutral, which means there's a mild trend toward dissatisfaction with jobs or the company. Indicates that some employees are likely feeling discontented, possibly due to job role misalignment, poor leadership, or unmet expectations.

Standard Deviation (1.553): Again, a wide range of responses. Some might be satisfied, but others are clearly not. Important for HR or management to investigate what drives dissatisfaction — role clarity, pay, growth opportunities, etc.

Pie Chart: Work satisfaction levels are mixed. While 25% are always satisfied and 35% feel satisfied sometimes, a notable 30% are never satisfied, indicating widespread dissatisfaction. The remaining 10% (rarely/often) reflect inconsistent experiences. Overall, these results suggest a need for better role alignment, engagement strategies, and organizational improvements to boost satisfaction.

Q12. How frequently do you think of leaving your job?

Interpretation: 40% sometimes, 20% never, 20% always, 10% rarely/often

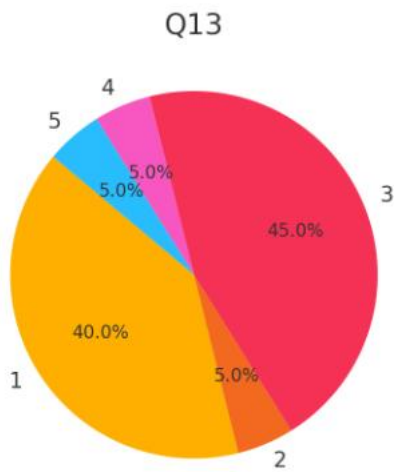
Mean = 3.00, Standard Deviation = 1.376

Mean: Right at the neutral point, suggesting that some employees consider leaving, while others do not. The mean alone doesn't indicate a turnover crisis, but it's not a reassuring number either.

Standard Deviation (1.376): High variability means: Some often think of quitting, Others are committed or satisfied. This is a warning sign that some employees may be on the verge of burnout or disengagement — especially when considered alongside fatigue, poor sleep, and lack of support.

Pie Chart: Thoughts of leaving the job vary widely: 40% sometimes consider it, indicating occasional dissatisfaction or curiosity. Meanwhile, 20% never think about leaving, showing strong commitment. Another 20% always think about leaving, signaling high dissatisfaction or stress. The remaining 20% (rarely/often) reflect fluctuating intentions, suggesting diverse employee engagement levels.

Q13. Do you delegate your work to others?



Interpretation: 45% sometimes, 40% never, 5% each for always/often/rarely

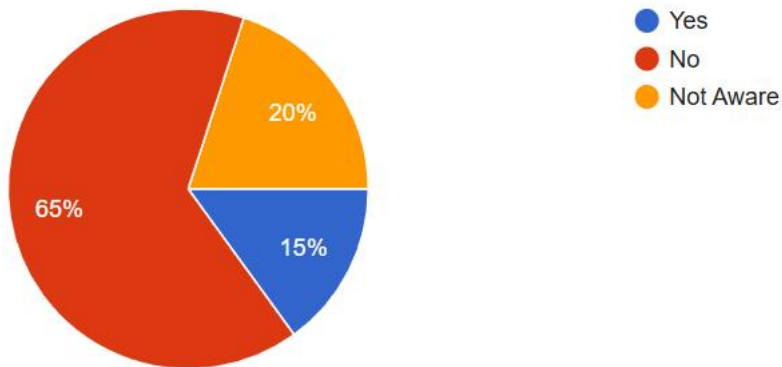
Mean = 2.30, Std. Dev = 1.218

Mean: mean of 2.30 is below the midpoint (3), and sits closer to "Rarely" than "Sometimes". The average respondent rarely delegates tasks. Delegation is not a widespread practice in this group. People may tend to keep work to themselves, even when delegation could be helpful or appropriate. This suggests that most employees don't often share or assign their work to colleagues, subordinates, or team members.

Standard Deviation: Standard deviation measures how much individual responses differ from the average. A value of 1.218 on a 5-point scale is moderately high, meaning some individuals never delegate at all (1). A few others might delegate often or always (4–5). But the majority lie between rarely and sometimes. This spread reveals that delegation is inconsistent — practiced by some, avoided by many.

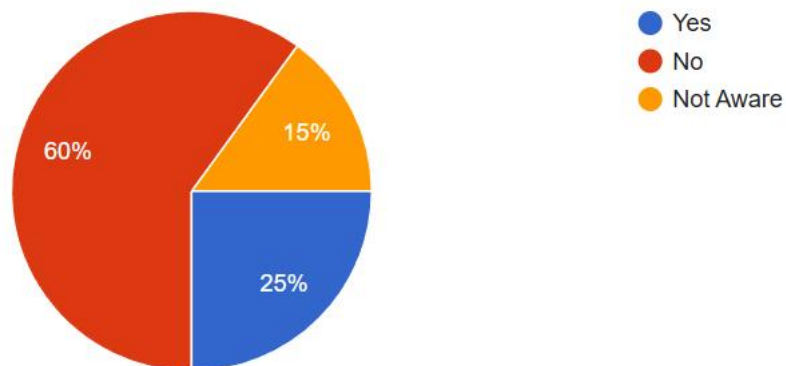
Pie Chart: The majority of respondents either never delegate work (40%) or do so only sometimes (45%), indicating that delegation is not a consistent practice for most. This could suggest a preference for personal control over tasks or a lack of trust or opportunities to delegate. Only a small portion (15% combined) delegate always, often, or rarely, highlighting that regular delegation is uncommon. This pattern may impact workload distribution, team efficiency, and employee development, suggesting a potential area for management improvement.

Q14. Does your company have a separate policy for work-life balance?



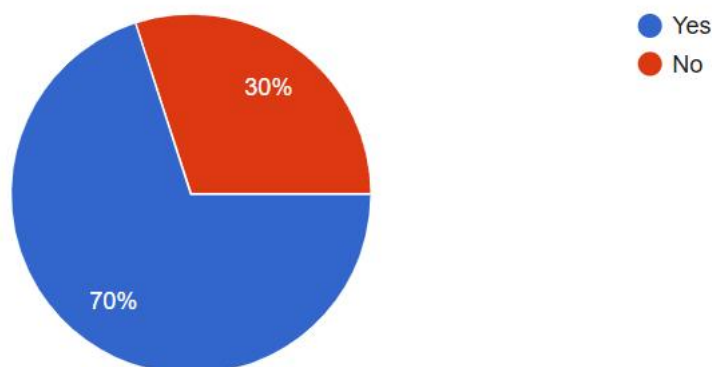
Interpretation: Despite the growing discussion around work-life balance (WLB), over 65% of organizations in India still lack a formal WLB policy. According to our survey, only 15% of respondents reported that their organization has such a policy in place, while 20% were uncertain about whether any WLB policy exists in their workplace.

Q15. Does your organization try to spread awareness about mental health among the employees?



Interpretation: As depicted in Figure 4.2, while the majority of organizations may not have a dedicated work-life balance (WLB) policy, many are making efforts to promote mental health awareness. In our survey, 62.5% of participants stated that their organization is actively working to raise awareness about mental well-being. Meanwhile, 31.3% reported that no such initiatives are being undertaken by their employer, and 6.2% were unsure about their organization's stance on mental health awareness.

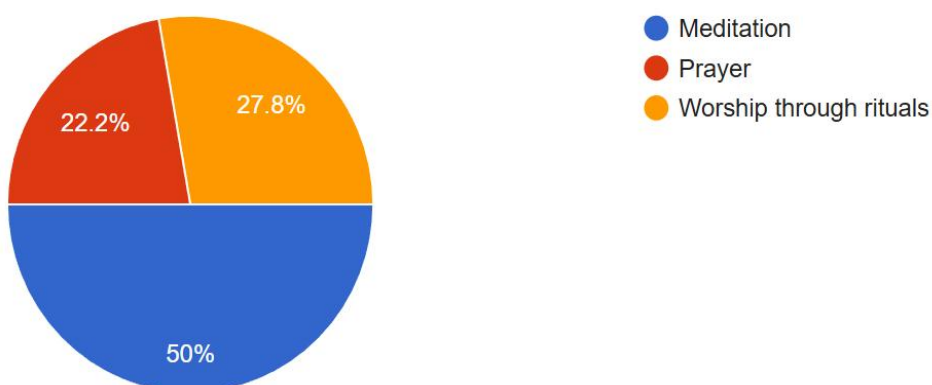
Q16. Do follow any spiritual practices at your home or office?



Interpretation: This response indicate that a significant majority—70% of individuals—actively engage in spiritual practices either at home, in the workplace, or in both settings. In contrast, 25% of respondents reported not participating in any such practices. The remaining 5% could either be undecided or did not disclose their preferences clearly (if applicable).

This trend highlights a growing inclination towards spirituality as a personal or professional coping mechanism. In recent years, spiritual practices such as meditation, prayer, mindfulness, yoga, or simply spending quiet time in reflection have become increasingly popular, especially in high-stress environments.

Q17. What kind of spiritual practice you prefer?



Interpretation: The survey results reveal a variety of preferences among individuals regarding the type of spiritual practices they follow. While spirituality is a deeply personal aspect of life, the data provides meaningful insights into the most commonly adopted practices:

1. Meditation(50%) - Half of the respondents prefer meditation as their primary spiritual practice. This significant percentage indicates a strong shift toward mindfulness and inner reflection in modern lifestyles. Meditation is widely known for its benefits, including stress reduction, improved concentration, emotional stability, and increased self-awareness. The growing popularity of meditation may be attributed to: Greater awareness about mental health and self-care. Accessibility through apps and online sessions. Its secular nature, making it appealing to people across various belief systems. Its suitability for both home and office environments, allowing individuals to integrate it easily into daily routines.

2. Worship Through Rituals(27.8%) - Just over a quarter of respondents engage in ritualistic worship as their chosen form of spiritual practice. This typically includes traditional activities such as lighting incense or lamps, chanting, offering prayers or food to deities, and following religious ceremonies. This preference is likely rooted in: Cultural or religious upbringing. A sense of connection to family traditions and community values. The structure and symbolism that rituals provide, which can offer comfort and consistency in daily life.

3. Prayer (22.2%) - Around one-fifth of participants prefer prayer as their spiritual practice. This form of expression is often personal and internal, involving silent or spoken communication with a higher power, without necessarily involving formal rituals or meditation techniques. The preference for prayer suggests: A reliance on faith and divine connection for guidance, strength, or solace. A flexible practice that can be performed anywhere, making it suitable for busy or mobile lifestyles. A spiritual approach that is emotional and intuitive rather than structured.

The data reflects a diverse and evolving landscape of spiritual engagement. While meditation leads as the most preferred practice—possibly due to its adaptability and mental health benefits—traditional rituals and prayer continue to hold strong relevance for many individuals. This diversity in spiritual expression highlights the need for a respectful and inclusive approach when discussing spirituality, especially in work environments or public spaces.

Case Study 1:

Work Life Balance in Indian Core Culture based on spiritual practices

Our core culture was a completely aware social culture full of wisdom bearing truthfulness, compassion, non-violence, and gratitude. Spiritual practices at every home and in society helped generations to understand ethical behavior and foster the development of emotional intelligence and moral clarity.

Before civilization in the valley of Sindhu River people were living in small clans. Humankind was growing towards comfort. Hunting and incest were the basis of a family or a group. The sizes of nomadic groups began to grow. And then oldest blueprint of human society started to civilize under the guidance of the supreme human Shiva Swyambhu.

Shiva was the 1st human (Aadiyogi) who concentrated inward, started the journey of inward through inner concentration, and explored the whole mystery of the Universe through his enlightenment.

Stages in Meditation

RISHI

- This was the first stage of enlightenment.
- A Rishi is that state of researcher who has entered the "stream" of the Dharma and is assured of reaching Nirvana within seven lifetimes at most.

MAHA- RISHI

- The second stage of enlightenment.
- The Maha-Rishi is the state of Once-Returner which has weakened lust, hate, and delusion to a greater degree.

BRAHM-RISHI

- The third stage of enlightenment.
- This is the state that explores the universe. It has overcome sensuality and does not return to the Human World, or any unfortunate world lower than that, after death.

SHIVA

- The final stage of enlightenment.
- This is the state of eradication from attachments, ego, and pride.
- This is the State of Equanimity of mind having a fundamental understanding of reality results in full liberation from rebirth.

Reason behind marriage

Aadiyogi married a great meditarian woman called Aadi Shakti to generate precious life on Earth, Even most of the Brahmrishi got married to medictarian wives to generate divine sole of their type. Each meditarion couple was known to the mating process to call a divine energy in the womb. The formation of Shiv Linga and its worship was direct worship of nature to gain support in providing divine energy in the womb and to giving birth to a precious one.

After Aadiyogi

- Before leaving the Indian subcontinent, to continue his yogic tradition forever, Aadiyogi established lots of Jyotirlinga (which was re-established by Shankaracharya).
- He placed enlightened one of his Gana as a spiritual leader of those jyotirling and he divided all meditarion of his Gana in equal numbers to serve that place.
- His enlightened gana continued his path in Guru-Shisya tradition which had continued till when in its original form, there's no evidence.

What happened to Aadiyogi

- After placing his Enlightened Ganas in India, Aadiyogi moved towards Gulf land to enrich humanity through his Dharma teaching.
- There he was honored by a word of great meaning "Shiva" which means individual free from Shav.
- To enrich the humanity of the whole earth, wherever he had been, formed Jyoterling and streamlined peoples on the path of Wisdom.
- In that way when he was crossing the Arabian desert, he left his body in thirst.
- This is the reason that people used to drop water on Shiv Linga in his memory.

Result of the Culture

With the succession of spiritual practices, a culture of truth had developed on the land of the Indian subcontinent and that why era was called Satyayug.

The main reason behind this truth culture were Brahmyogis of different ashrams who were connected with different kingdoms at the request of king.

Kings honored Brahmyogis as Raj Purohit and usually called them in palace to take part in judicicial activities because of their vision to penetrate the truth and the reality. Reasult was this that no one could dare to lie in the judicial process which cause strong following of law & order.

One thing to know, Brahmyogi or Rishi was a visitor to the place, not resident of the palace. He used to stay in his ashram to run Gurukul where lots of teenagers were in study under Brahmrishi and stayed in the ashram regardless of matter they belonged to the monarchy or simple family. Ram and Kriashna were part of such ashram. Rama & brothers were student of Vasisth Muni who was Raj Purohit of their Kingdom. Krishna belongs to ruler family. Sudama was also part of that ashram but he was from a poor family. Goal of that education system was wisdom which gives strength to long term sustainability. Struggle of Shri Ram, Sri Krishna and Pandawas is better example of that education system. Because of their wisdomful sense they were able to live in forest just after king palace.

Conclusion of Case Study

What result we we have about now a days WLB in corporate culture is comes through Western culture which have acquired the Indian core culture through educational intervention.

They started schools based on materialistic syllabus. Their study material and learning targeted on exterior intelligence results in today's fast-paced world dominated by digital distractions and ever-evolving societal norms where as our Gurukul was based on interior intelligence results to from wisdom traditions to provide generation a timeless values and emotional resilience.

To save the earth from destroy, and to lead to moderation, it's our responsibility to re-establish our core culture. It offers a framework for nurturing children not just physically and intellectually but also provides spiritual practice ground where children's would be capable of navigating life's complexities with grace and wisdom.

Core cultural setups at Ashrams

It includes some steps to reestablish the Aadi Sanskrity:-

Here it need a space where ancient wisdom can be passed down naturally through Guru's presence, actions, and words, rather than through rigid instruction.

For that, in my view Ashrams are the best place where school students can join directly after school.

Ashrams should have arrangements where children can stay up to 4-5 hours.

Their daily schedules includes:

- ❖ one time food
- ❖ Restroom (Meditation Hall)
- ❖ Mattresses
- ❖ Tuition Teacher

- ❖ Smart Television
- ❖ Male - Female Washroom
- ❖ Ashram's ancient dress code
- ❖ Indoor- Outdoor game court
- ❖ A small library
- ❖ Van

Arrangement of Tutor

- For retainable qualified tuition teachers we can prefer those youths who are in competitive exam preparation stage and facing financial crisis be invited to the ashram.
- It need to provide them free arrangements of preparation in Ashram like free online class, Internate pack, Fooding and lodging. Ashram atmosphere can improve their preparation like group meditation results fast calculation and sharp memory.
- We can keep this proposal among Navodaya Vidyalaya 12th pass-out students who seek a setup of isolation.
- Ashrams would have to provide them with better arrangements for study except only 2 hours to give tuition to children.

Time - Table at Ashrams

- 1st hour - Group meditation and Rest
- 2nd hour - Tuition of ashram's syllabus
- 3rd hour - Play and Fun
- 4th hour - School Homework
- 5th hour - Puja and Guruji's Deshna

Schedule of week

- Monday to Friday - Normal day schedule
- Saturday - Cleanliness and story tailing/reading
- Sunday - Parents meeting, Puja, Group meditation and Guruji's Deshna

To serve Humanity we need to step out in this direction. No one knows that chetna of which child has what Sanskara. Maybe he'll have sanskar to be Ram, Krishn, Buddha or Aadi Sankaracharya which can't be detected through the modern education system.

Case Study 2: Spiritual Practices Transforms a Government Department

Sayagyi U Ba Khin was the first Accountant General of the Union of Burma introduced Vipassana meditation to the officers and staff of the Burmese Accountant General's office, which led to significant improvements in that government department. The then Prime Minister, U Nu, known for his honesty, wished to see the entire government administration free from corruption and inefficiency. At that time, the State Agricultural Marketing Board, a crucial government agency responsible for buying paddy and other produce from farmers, milling the rice, and exporting it, was struggling.

During colonial times, British and Indian traders controlled Burma's rice export business. After independence, this responsibility was transferred to the Board, whose officers mostly lacked experience. Despite large profit margins, the Board consistently operated at a loss due to poor accounting, widespread corruption, and inefficiency. Officials colluded with rice millers and foreign buyers to embezzle significant sums, and further losses occurred because of bad storage and transport practices.

The Prime Minister appointed Sayagyi to lead a committee investigating the Board's operations. The committee's report revealed extensive corruption and mismanagement. Determined to reform the Board, even in the face of opposition from some politicians and traders involved in corruption, the Prime Minister asked Sayagyi to serve as Deputy Chairman. Sayagyi hesitated, wanting clear authority to implement reforms. Recognizing this, the Prime Minister appointed him as Chairman, a cabinet-level role usually held by the Minister of Commerce, giving him significant political power.

Upon hearing the news, the department's officers, fearing exposure and accountability, threatened to strike. The Prime Minister stood firm, refusing to reverse the appointment, knowing only Sayagyi could bring the necessary change. The officers went on strike, but Sayagyi continued managing the Board with the remaining clerical staff. After several weeks, the striking officers gave in and returned to work. With his authority established, Sayagyi approached reform with compassion and dedication. Many officers attended Vipassana courses under his guidance, which helped transform the Board's environment and operations. Over two years, under his leadership, the

Board achieved record export volumes and profits, while efficiency and loss reduction reached unprecedented levels.

6. Managerial Implications

1. Need to Develop Delegation as a Core Management Competency

Managers and team leaders must recognize delegation as a critical skill essential for effective leadership. Since only a small percentage of respondents delegate regularly, organizations should

- ❖ Integrate delegation training into leadership development programs.
- ❖ Encourage managers to consciously practice delegation rather than holding onto tasks.
- ❖ Emphasize that delegation is not a loss of control but a way to leverage team capabilities and enhance efficiency.

2. Reevaluation of Workload Distribution and Task Management

With 40% of managers never delegating and 45% delegating only occasionally, there is a high likelihood that managers are overburdened with routine or low-priority tasks. To address this:

- ❖ Managers should conduct thorough workload audits to identify tasks suitable for delegation.
- ❖ Tasks should be prioritized and categorized based on complexity to support better delegation decisions.
- ❖ Improved workload distribution can reduce bottlenecks, enhance productivity, and prevent managerial burnout.

3. Focus on Employee Development and Career Progression

The infrequent delegation limits employees' opportunities to learn, grow, and develop new skills. Managers must:

- ❖ Use delegation as a strategic tool for employee skill development by offering responsibilities that challenge and engage team members.
- ❖ Delegate progressively complex tasks to groom future leaders and enhance employee motivation.
- ❖ Provide adequate support and oversight to ensure delegated tasks are completed successfully, facilitating learning without risking failure.

4. Building Trust and Psychological Safety in Teams

Psychological and cultural barriers such as lack of trust and fear of losing control often impede delegation. Managers should:

- ❖ Foster a team environment where mistakes are viewed as learning opportunities rather than failures.
- ❖ Encourage open communication to provide constructive feedback and clarify expectations.
- ❖ Demonstrate confidence in employees' abilities to motivate them and increase their willingness to accept delegated responsibilities.

5. Clarify Roles and Responsibilities for Effective Delegation

Ambiguity in job roles and responsibilities hinders effective delegation. Managers need to:

- ❖ Clearly define and communicate roles and responsibilities within teams.
- ❖ Establish clear boundaries of authority and accountability frameworks for delegated tasks.
- ❖ Ensure that employees understand the scope of their tasks and their decision-making authority.

6. Utilize Technology for Transparent Delegation and Monitoring

Project management and collaboration tools can significantly aid delegation by improving transparency and accountability. Implications include:

- ❖ Adoption of digital platforms to assign, monitor, and track delegated tasks efficiently without micromanagement.
- ❖ Using technology to enhance communication and reduce fears related to losing control over delegated work.
- ❖ Leveraging data from these tools to identify delegation challenges and optimize workflows.

7. Leadership Modeling and Cultural Change

Senior management must lead by example to promote a culture of delegation:

- ❖ Role-model effective delegation behaviors to set a precedent for the entire organization.
- ❖ Publicly recognize and reward managers and employees who successfully delegate and manage tasks.

- ❖ Shift the organizational culture away from micromanagement toward empowerment and teamwork.

8. Addressing Resistance and Fear of Delegation

Fear of losing control or mistrust are common barriers. To overcome these, managers require:

- ❖ Awareness and understanding of psychological resistance to delegation.
- ❖ Coaching and mentoring support to build confidence in delegation skills.
- ❖ Realization that effective delegation expands their own capacity and reduces the risk of burnout.

9. Long-Term Organizational Benefits

Enhanced operational efficiency by utilizing the full potential of the workforce.

- ❖ Increased employee satisfaction and retention through growth and development opportunities.
- ❖ Greater organizational agility and adaptability in response to changing market conditions
- ❖ Reduced burnout and turnover, leading to a healthier and more sustainable work environment.

https://tw.dhamma.org/fileadmin/asia/tw/content/documents/htmlbook/Sayagyi_U_Ba_Khin_Journal/Reminiscences.html

7. Overall Conclusion

The given text provides a comprehensive analysis of work-life balance (WLB) among Indian working professionals, supported by demographic data, survey responses, and case studies. It highlights the challenges employees face in maintaining a healthy equilibrium between their professional and personal lives, and explores how cultural and organizational factors influence WLB.

Key Findings:

1. Demographic Profile

- The majority of respondents are young (55% aged 20–30), married women (70%), and full-time employees.
- Most participants come from diverse job roles, including engineering, healthcare, finance, education, and more.
- Around 40% have no dependents, while others support parents, spouses, children, or extended family—highlighting varying levels of personal responsibility.

2. Work-Life Balance Challenges

- A significant portion of respondents report:
- Working more than 5 days a week (65%).
- Working over 10 hours a day (40%).
- Feeling unable to balance work and personal life (60%).
- Bringing work home (65% at least sometimes).
- Struggling to spend time with family/friends (80% always/sometimes).
- These findings indicate that many Indian professionals experience blurred boundaries between work and personal life, often leading to stress and fatigue.

3. Health and Well-being

- Only about half of the respondents maintain consistent self-care habits like exercise and healthy eating.
- Sleep quality is poor or inconsistent for most (70% sleep adequately only sometimes or rarely).
- Emotional exhaustion and depression due to work affect a large proportion of employees (60% feel tired/overwhelmed at least sometimes).

4. Job Satisfaction and Retention

- Managerial support is perceived as inconsistent, with 25% of employees feeling never supported.
- Job satisfaction is mixed, with nearly one-third (30%) reporting they are never satisfied with their role or company.
- About 40% occasionally think of leaving their jobs, while 20% frequently consider it—raising concerns about employee retention and engagement.

5. Delegation and Leadership Practices

- Delegation is not a common practice among managers, with 40% never delegating and 45% doing so only occasionally.
- This lack of delegation impacts team efficiency, employee development, and managerial burnout.

6. Organizational Policies and Awareness

- Less than 20% of organizations have formal WLB policies.
- However, around 62.5% of companies promote mental health awareness, showing some effort toward improving workplace well-being.

7. Role of Spirituality in Work-Life Balance

- A large percentage (70%) engage in spiritual practices such as meditation, prayer, or rituals to manage stress and enhance emotional resilience.
- Meditation is the most preferred practice (50%), followed by ritualistic worship (27.8%) and prayer (22.2%).

Case Studies and Cultural Insights

Case Study 1: Spiritual Roots of Indian Culture and WLB

- The ancient Indian culture emphasized inner wisdom, emotional intelligence, and ethical living through practices like meditation and guru-led education in ashrams.
- This holistic approach helped individuals maintain balance between worldly responsibilities and spiritual growth.
- Modern corporate culture has drifted from these roots, focusing more on external success rather than internal harmony.
- The author proposes reviving this core cultural system through modern ashram-based learning centers that integrate meditation, moral values, and academic education to nurture future generations.

Case Study 2: Vipassana Meditation in Government Reform

- Sayagyi U Ba Khin successfully introduced Vipassana meditation in the Burmese government's Accountant General's office, transforming a corrupt and inefficient department into a model of integrity and productivity.
- This example illustrates how spiritual practices can foster discipline, accountability, and ethical behavior in the workplace.

Managerial and Policy Implications

To improve WLB and overall employee well-being, organizations should:

1. **Promote Delegation** : Train managers to delegate effectively, empowering employees and reducing workload pressure.
2. **Implement WLB Policies** : Develop clear, supportive policies to help employees manage dual responsibilities.

3. **Foster Mental Health Initiatives** : Continue and expand efforts to raise awareness about mental health and provide necessary support.
4. **Encourage Spiritual and Mindfulness Practices** : Integrate meditation and mindfulness programs to reduce stress and improve focus.
5. **Enhance Managerial Support and Communication** : Build trust, encourage open dialogue, and ensure psychological safety within teams.
6. **Re-evaluate Workload Distribution** : Avoid burnout by ensuring fair task allocation and recognizing signs of overwork.
7. **Support Employee Development** : Use delegation and mentorship as tools for skill-building and career progression.

Final Thoughts

The study highlights the urgent need for systemic changes in the way Indian organizations approach work-life balance. While traditional Indian cultural and spiritual values offer valuable insights into maintaining harmony, well-being, and a sense of purpose, modern workplaces must adapt these principles to contemporary organizational realities. At the same time, organizations need to implement practical and supportive HR policies that address the evolving challenges faced by employees.

Reviving ethical, spiritual, and cultural values, alongside the adoption of progressive human resource management practices, can contribute to the development of a more balanced, sustainable, and humane work environment. Organizations should focus on employee well-being, flexible work arrangements, supportive leadership, reasonable workloads, and policies that enable employees to effectively manage their professional and personal responsibilities.

Ultimately, promoting work-life balance is not merely an employee welfare initiative; it is also a strategic organizational priority. A healthy balance between work and personal life can improve employee satisfaction, productivity, creativity, innovation, and commitment, while also contributing to the long-term sustainability and success of organizations. Therefore, Indian organizations should view work-life balance as an integral component of responsible and effective human resource management.

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Case study 1

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"A comprehensive study on work life balance"

Dear Respondents

I am conducting a survey to analyze the situation of Work-Life Balance among the working professionals in Indian corporate culture. Goal of this survey is to finding the impacts of spiritual practices at organizational level for better work performance and work life balance. Also to finding the best way of HR management. Kindly help me in this study by filling this survey form.

Thanks in Advance!

Note :

No personal data like name, phone or email id is being captured in this phone.

** Indicates required question*

1. Gender *

Mark only one oval.

- ☐ Male
- ☐ Female
- ☐ Other

2. Age *

Mark only one oval.

- ☐ <20
- ☐ 20-30
- ☐ 31-40
- ☐ 41-50
- ☐ >50

3. Designation

7. Indicate the best suitable option for you * *

Mark only one oval per row.

	Never	Rarely	Sometimes	Often	Always
Do you normally work more than 5 days in a week?	☐	☐	☐	☐	☐
Do you normally work more than 10 hours in a day?	☐	☐	☐	☐	☐
Do you feel you are not able to balance your work and personal life?	☐	☐	☐	☐	☐
Do you work in shifts?	☐	☐	☐	☐	☐
Do you bring work home with you?	☐	☐	☐	☐	☐
Do you find yourself unable to spend enough time with your family/friend?	☐	☐	☐	☐	☐
Do you find my time to exercise, eat properly and keep yourself healthy ?	☐	☐	☐	☐	☐
Do you get adequate sleep most nights?	☐	☐	☐	☐	☐

4/17/25, 11:43 AM

Title

Do you ever
Do you ever
feel tired or
feel tired or
depressed
depressed
due to work?
due to work?

☐ ☐ ☐ ☐ ☐

Do you feel
Do you feel
that your
that your
boss is
boss is
supporting?
supporting?

☐ ☐ ☐ ☐ ☐

Are you
Are you
satisfied with
satisfied with
your current
your current
work profile
work profile
and
and
company?
company?

☐ ☐ ☐ ☐ ☐

How
How
frequently
frequently
you think of
you think of
leaving your
leaving your
job?
job?

☐ ☐ ☐ ☐ ☐

Do you
Do you
delegate your
delegate your
work to
work to
others?
others?

☐ ☐ ☐ ☐ ☐

8. Does your company have a separate policy for work-life balance? *

Mark only one oval.

- ☐ Yes
- ☐ No
- ☐ Not Aware

9. Does your organization try to spread awareness about mental health among the employees? *

Mark only one oval.

- ☐ Yes
☐ No
☐ Not Aware

10. Do follow any spiritual practices at your home or office? *

Mark only one oval.

- ☐ Yes
☐ No

11. What kind of spiritual practice you prefer?

Mark only one oval.

- ☐ Meditation
☐ Prayer
☐ Worship through rituals

12. What are your suggestion for the organization to manage employee's work life? *

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